



Strategy and Alignment for Sustainable Facility Management

Introduction..... 1

Chapter 1: Introduction to Sustainability

Topic 1: What is Sustainability?..... 4
 Topic 2: The Triple Bottom Line 5
 Topic 3: The Importance of Sustainability 10
 Topic 4: Eight Major Categories of Sustainability 17

After completing this chapter, students will be able to:

- Define sustainability.
- Define the Triple Bottom Line and its intersections.
- State the organizational impact of the Triple Bottom Line.
- State the importance of sustainability to the organization.
- List how sustainability impacts the facility manager.
- List the key drivers for sustainability.
- List the benefits and risks of starting a sustainability initiative.
- List IFMA’s eight major categories of sustainability.

Chapter 2: Organizational Strategies

Topic 1: Introduction to Strategic Planning 28
 Topic 2: Is Sustainability a Factor for the Organization?..... 32
 Topic 3: Corporate Social Responsibility (CSR) 34
 Topic 4: The Role of the SFP..... 36

After completing this chapter, students will be able to:

- Define strategy.
- State how sustainability impacts the strategic planning model.
- Define corporate social responsibility.
- List the strategies to keep leadership engaged in and committed to a sustainability initiative.
- Define stakeholder.
- List the benefits and risks of the champion role.
- List the benefits and risks of the insurgent role.

Chapter 3: Developing a Sustainability Strategy

Topic 1: Aligning FM Strategy with the Organization’s Sustainability Goals	45
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Topic 2: Developing a Sustainability Strategy	46
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After completing this chapter, students will be able to:

- State how to align the FM strategy with the overall organization’s strategy.
- Discuss the four phases of developing an enterprise-wide sustainability plan.
- Explain how to perform a sustainability audit.
- Discuss the process of creating a sustainability assessment.
- Describe how to create and use a sustainability checklist.
- State how and why to build a business case.

Chapter 4: Sustainability Considerations

Topic 1: Sustainability Principles.....	69
Topic 2: Carbon Footprint.....	75
Topic 3: Life-Cycle Assessment (LCA).....	77
Topic 4: Financial Considerations.....	79
Topic 5: Challenges.....	91

After completing this chapter, students will be able to:

- Identify and describe the five principles an SFP should focus on regarding sustainability.
- Define carbon footprint and describe its importance as a key metric.
- State the difference between primary and secondary carbon footprints.
- Explain the use of carbon offsets.
- Describe the life-cycle assessment (LCA) process and the key difference between it and life-cycle cost analysis (LCCA).
- Describe four financial tools commonly used as the basis for decision making with regard to sustainability initiatives.
- Discuss the challenges in increasing sustainability.

Chapter 5: Sustainability Goals and Initiatives

Topic 1: Sustainability Goals	94
Topic 1: Sustainability Initiatives.....	98

After completing this chapter, students will be able to:

- Describe the SFP’s responsibility in promoting sustainable facility management within the organization.
- List global sustainability goals and discuss ways to incorporate these goals into daily facility operations.
- Discuss factors to be considered in determining which sustainability initiatives to pursue.
- Describe sample initiatives for each of the major sustainability categories and explain the related metrics.

Chapter 6: Communicating and Reporting on Sustainability

Topic 1: Communication Strategy..... 109
Topic 2: External Reporting Strategy..... 116

After completing this chapter, students will be able to:

- List the ten elements of a stronger communications strategy.
- Discuss the basic principles for communicating a sustainability strategy.
- Discuss the six principles of quality reporting.
- State the three primary questions to ask when deciding on a sustainability reporting strategy.

Bibliography 124

Index..... 128