

**STRATEGIC PLANNING – EFFECTIVENESS REVIEW  
A FIRST STEP IN THE CONCEPTUAL FRAMEWORK OF BPE**

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**Abstract**

The Conceptual Framework for Building Performance Evaluation is the basis for this paper. This framework was developed as an approach that results in better design decisions, more involvement by users, buildings of better quality and more cost-effective management.

This paper has as its focus the first sub-phase of the overall building life cycle: strategic planning. A strategic plan establishes medium and long-term needs of an organization through a market/needs analysis which, in turn, is based on the organization's mission and goals, as well as facility audits. In general, decision-making as a top-down process poses the risk of rejection – or, at least, reservation by the organization's employees. This is true during strategic planning for a building if decisions are made without the involvement of employees/building users. However, bottom-up processes of decision-making when done in a transparent way usually involve building users and take care of their business needs, as well as any unique requirements. Thus, outcomes of strategic planning are reviewed effectively in relation to big issue categories such as corporate symbolism and image, visibility in the context surrounding the site, innovative technology, flexibility and adaptive re-use, initial capital cost, operating and maintenance cost, and costs of replacement and recycling at the end of the useful life of a building.

The paper reports from the author's viewpoint as a consultant about a building performance assessment case study in terms of effectiveness review, and from the author's viewpoint as a teacher at a German university about student case studies in the field of performance assessment in the 6-phase building delivery and life cycle. The case studies will (1) describe the required process steps; (2) present the outcomes of these evaluation projects; and, (3) stress the pivotal role of review loops during the 6 phases.

**Key Words:** Building Performance Evaluation; Building Life Cycle; Strategic Planning, Effectiveness Review, User Involvement.

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