

FPI 2.0

Facilities Performance Indicators

Welcome to the 2021-22 Facilities Performance Indicators (FPI) Survey.

If you have any questions while completing this survey, please contact Christina Hills at christina@appa.org

Registration Module

Completion of this module and every question highlighted in ORANGE throughout this survey is required in order to be considered a participant in this survey. Once this Registration module is complete, the rest of the survey modules will be available to access.

1. Auxiliary Designation:

Please select whether you will INCLUDE or EXCLUDE auxiliary services throughout this entire survey. You will need to choose one option and ensure every survey response field is consistent with your designation. If you decide to change your auxiliary designation, you will need to adjust every survey response field as well.

- include auxiliary services
- exclude auxiliary services

Definition:

An auxiliary service is an entity that exists to furnish goods or services primarily to students, faculty, or staff, and that charges a fee directly related to, although not necessarily equal to, the cost of the goods or services. The distinguishing characteristic of auxiliary services is that they are managed as essentially self-supporting activities. Examples are: residence halls, food services, college stores, student health centers, golf courses, parking, and laundry.

FAQ:

Question: If I indicate that my entries *exclude* auxiliaries, can I include auxiliary figures in some answers?
Answer: You must universally include or exclude auxiliary amounts in your entries. Switching between auxiliary and non-auxiliary would mislead those who use the FPI report and possibly invalidate some of your calculated measures.

(***Question 2 is omitted in this document because it is an optional question and only applies if “include auxiliary services” is selected above.***)

3. Is your institution located in Canada?:

- Yes
- No

4. Indicate whether your survey entries will be submitted in US Dollars or Canadian Dollars (modify from default option if necessary):

- US Dollars
- Canadian Dollars

5. Indicate whether your survey entries will be submitted in GSF or GSM (Gross Square Feet or Gross Square Meters) (modify from default option if necessary):

- GSF
- GSM

6. Indicate whether your survey entries will be submitted in CSF or CSM (Custodial Square Feet or Custodial Square Meters) (modify from default option if necessary):

- CSF
- CSM

7. Indicate whether your Grounds' survey entries will be submitted in Acres or Hectares (modify from default option if necessary):

- Acres
- Hectares

8. **Permissions:**

I give my permission to APPA to identify my institution's name to all FPI survey participants who also agree to share their institution's name in the published report:

Participants willing to share their identity will have their institution's name included in the participant version of the APPA FPI reports. For example, the function of selecting any two institutions and comparing their statistics is made more meaningful when the institution's name is known. Conversely, all institutions that select NO will only be able to view alphanumeric codes for all participants in the published FPI report. You will only know your institution's alphanumeric code.

- Yes
- No

9. **Contact Information:**

Please provide the contact information for all data scrubbing related inquiries. This individual and their contact information will also be made available to all FPI participants who elect to share their identity with other participants.

Sharing this contact list is important if you wish to receive clarification from any of your peer institutions' submitted data for example.

This contact information will NOT be distributed to anyone who selected "NO" in the previous question.

First and Last Name:

Email Address:

Phone Number:

The purpose of this section is to capture the cohort information for FPI Report summaries and basic campus statistics. APPA has automated most of this section by automatically populating some cohort information directly from the Integrated Postsecondary Education Data System (IPEDS) such as institutional funding (public or private), Carnegie classification, and APPA region.

1.1. **Select your student enrollment range for 2021-2022:**

Definition:

Enrollment ranges are defined by APPA for use in the FPI report and are based on the institution's reported student FTE in the Enrollment Questions survey section below.

FAQ:

Question: What is the difference between enrollment range and student FTE?

Answer: Suppose a campus has an enrollment of 1,540 FTE students. This is the number you would enter in the Student Official FTE data field. Their Enrollment Range is 1,000 - 1,999. We use the range to group schools together into like enrollment ranges for developing enrollment statistics and summary selection options for the FPI Report. The more narrow ranges in the lower enrollments could show that a small increase in enrollment equals a large percent of change for some campuses. In other words, an increase of 1,000 students affects a campus with a base enrollment of 2,000 quite differently than a campus with a base enrollment of 20,000.

0 - 999

1,000 - 1,999

2,000 - 2,999

3,000 - 4,999

5,000 - 11,999

12,000 - 19,999

20,000+

1.2. **Enter your Fall 2021 student enrollment as a number:**

Definition:

Use the number that your institution reports as its official Fall 2021 FTE enrollment. Normally, this is the enrollment as of a certain date in the Fall of 2021.

FAQ:

Question: Should our enrollment numbers include our students in the Distance Learning Program? Or resident students only?

Answer: You should contact the Registrar and get the official campus enrollment numbers. The distance learning students may or may not be included depending on the campus. If they are considered part of the Extension program, they are not included in the enrollment number.

If they are considered part of the normal academic departments for credits, then they should be included in the enrollment number.

1.3.

Facilities Staffing Questions

Total in-house facilities FTE:

Definition:

Total number of regular staff, full-time equivalent (FTE) employees, caring for the total GSF/GSM and grounds/hectares maintained by the facilities department. Include the FTE performing all functions covered by this survey (Administration, Renovation/Construction/A&E, Custodial Services, Grounds/Landscaping, Energy/Utilities, Maintenance, and Other facilities functions). In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

FAQ:

Question: We use a large amount of student labor in custodial services equal to 10 FTE. Should these students be counted as part of the In-house staff FTE?

Answer: Yes, you will want to include student labor in your FTE count and expenditures. Be sure to distinguish between students supporting auxiliaries and those that do not. If you are excluding auxiliaries in your survey, you do not want to include those students who work for auxiliaries on campus for example.

TIP: 1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

Total student FTEs *included above*:

Definition:

Total number of student FTEs included in the number of regular staff, full-time equivalent (FTE) employees, caring for the total GSF/GSM and grounds/hectares maintained by the facilities department. Include the FTE performing all functions covered by this survey (Administration, Renovation/Construction/A&E, Custodial Services, Grounds/Landscaping, Energy/Utilities, Maintenance, and Other facilities functions). In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

FAQ:

Question: We use a large amount of student labor in custodial services equal to 10 FTE. Should these students be counted as part of the In-house staff FTE?

Answer: Yes, you will want to include student labor in your FTE count and expenditures. Be sure to distinguish between students supporting auxiliaries and those that do not. If you are excluding auxiliaries in your survey, you do not want to include those students who work for auxiliaries on campus for example.

TIP: 1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

1.4. **Work Week Hours:**

Definition:

Enter your standard work week hours if less than 40 hours per week. This information is used to normalize all hour responses to the same standard for comparison purposes in the report.

Standard work week hours (modify if necessary):

40

Module 2: What Facilities Make Up Our Institution Questions

What Facilities Make Up Our Institution?

- The purpose of this survey section is to identify a small set of statistics that describe your campus' physical assets. There are two very important entries in this section: GSF/GSM Maintained and CRV (Current Replacement Value). Both of these data points are used in

the calculation of many FPI measurements, with CRV being the most critical of the strategic measurements.

- All FPI survey participants are encouraged to use the CRV Calculation Worksheet because it assists in the development of a sound CRV estimate. It also provides an audit trail for data scrubbing, and it provides drill-down information on campus GSF/GSM and construction costs.
- Please note that the CRV estimate should be based on GSF/GSM Maintained. This means that your CRV calculation may not encompass the entire GSF/GSM footprint of the campus or institution. You will need to keep this in mind when viewing your ratios and measures in the FPI Report.
- Please note that if you've excluded auxiliaries, they need to be excluded from all GSF/GSM and CRV numbers.

2.1. Building GSF/GSM Questions

1. Total GSF/GSM maintained by facilities:

Definition:

Campus building GSF/GSM (including rental/leased space) that is maintained by the institution's facilities department. GSF/GSM is defined as the sum of all areas on all floors of a building included within the outside faces of its exterior walls, including all vertical penetration areas, for circulation and shaft areas that connect one floor to another. In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

FAQ:

Question: We have a large building on campus that is shared by the university, a church, and a Christian academy. How should I report the GSF/GSM for this building? Answer: The response to this should be based on the business arrangement with the church and Christian academy. Then there are some questions that need to be answered: Do the organizations use all of the building or just a part of it? If part of the building is used by the church or the academy, does either organization have exclusive use of the space assigned to them, or if not, do these organizations pay a fee for their use of the space? How does that fee compare with the institution's overall cost per GSF/GSM for facilities functions? Compute approximate cost per GSF/GSM by dividing facilities annual expenditures by GSF/GSM maintained to determine overall cost per GSF/GSM. At one extreme, if the organizations have exclusive use of a given number of GSF/GSM and pay all costs of maintaining this GSF/GSM - then this GSF/GSM number (in its entirety) is excluded from the total GSF/GSM maintained reported here.

At the other extreme, if the organizations have non-exclusive use of the space and only pay for a portion of the costs of maintenance - this GSF/GSM number (a percent or ratio of the total GSF/GSM for the building) needs to be excluded from the total GSF/GSM maintained reported here.

The percent or ratio of the total GSF/GSM to exclude will be based on either what percent of the total maintenance cost they pay or what percent of the total GSF/GSM they use with regard to this particular building.

Question: In reviewing our numbers, sometimes we include the parking garages in our GSF/GSM for our utilities and maintenance and sometimes we do not. It really depends on what everyone else submits.

The parking garages make up over 1 million GSF/GSM on campus, but have minimal utilities and/or maintenance. Is this something that should be included in our GSF/GSM entries? Answer: This decision will depend on a couple of factors. First, are the parking garages generating revenue by charging fees to students, staff, etc.? If so, then these garages are considered auxiliary services and should be included IF you elected to include auxiliary services in the Registration module of the survey. If you elected NOT to include auxiliary services, then you would leave these garages out of the survey entirely in ALL GSF/GSM entries.

2.2. Number of OWNED buildings:

Definition:

Exclude rented buildings. In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

2.3. Building adjusted average age (weighted average in years) of OWNED buildings:

[Link to video](#) explaining how to calculate weighted average.

[Adjusted average age \(weighted average\) worksheet template](#)

Definition:

The average age of buildings adjusted for the impact of recapitalization. Please use an appropriate adjusted age (also called a weighted average) for any capital rehabilitation projects that have the inherent result of extending the useful life of the building. Building adjusted average age (weighted average in years) of OWNED buildings.

In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

2.4. Grounds/Landscaping Questions

1. Total Acres/Hectares maintained by facilities department:

Definition:

The part of total campus acreage/hectares that are *routinely* maintained. Farm land and forests are excluded. Acreage/Hectares mowed once or twice per year for fire protection is excluded. This is the acreage/hectares used as the basis for staffing the landscaping/grounds function. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

Module 3: Financial Questions**Is my institution adequately funding the facilities management annual budget?**

The objective of this survey section is to evaluate the annual funding adequacy for facilities management. Three measurements of facilities funding are reported based on comparisons to:

- Adjusted Gross Institutional Expenditures
- GSF/GSM Maintained
- Current Replacement Value (CRV) of maintained campus buildings and their infrastructure.

3.1. Funding Questions**1. Annual facility operating expenditures:****Definition:**

Total expenditures for activities required for ongoing, routine operations and maintenance of the campus. EXCLUDE THESE EXPENDITURES: Construction costs as well as major maintenance or capital renewal funded by other institutional accounts that are separate from, and not included in, the facilities operating budget.

Also exclude the total cost of all Module 4A OTHER NON - FACILITIES specific related expenses and all purchased utilities (such as electricity, natural gas, propane gas, and all fossil fuels used for heating, cooling, lighting and equipment operation, as well as water and sewer) and the function of cogenerating utilities expenses. In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

TIP:

Operations and maintenance activities include in-house labor (including benefits), in-house non-labor expenses, and contract/outsourcing costs necessary for the administration of the facilities operation; renovation and construction; regular maintenance of a building and its basic systems or utilities (e.g., roof, electrical and mechanical systems, floors and ceilings and walls, plumbing, elevators, fire alarms, and custodial services); major maintenance funded by the annual facilities maintenance operating budget; landscaping/grounds (e.g., landscape, roads, and pathways); infrastructure (e.g., central plant, electrical distribution, water and sewer systems), including cost of maintaining water and sewer services but not purchased or cogenerated for other utilities.

Reminder: AFOE includes benefits and excludes costs related to Module 4A OTHER NON - FACILITIES specific related expenses and all purchased utilities, cogeneration, and major building projects that are separately funded as well as any other construction costs.

2. Adjusted gross institutional expenditures:

Definition:

The institution's total expenditures for fiscal year 2021-22 adjusted to your auxiliary designation. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

Typically this number can be obtained from your campus Finance/Budget or Research office.

3.2. Current Replacement Value (CRV)

This is a direct entry field. We encourage you to complete the CRV Calculation Worksheet in the previous section. If you do not enter a value in this field, you must complete the worksheet. Your CRV total will auto-populate in this field from the worksheet once you complete it.

Current Replacement Value

Definition:

CRV is the total amount of expenditures (in current dollars) required to replace the institution's facilities to its PRESENT condition. This includes the full replacement cost for all buildings, grounds, utility systems, and generating plants. Insurance replacement values or book values should **not** be used to define current replacement value. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

FAQ:

Question: How do I calculate CRV?

Answer: CRV should meet the current acceptable standards of construction and comply with regulatory requirements. It is recommended that the average total project cost per square foot *by building type* be multiplied by the gross square footage of that building type. All CRV for all building types are then added together, and this constitutes the building portion of CRV. Infrastructure can be calculated two ways. The first method is by assessing the actual cost of your infrastructure and the second method is to take a percentage of your building CRV which will allow you to derive your replacement cost of infrastructure. Adding building CRV to infrastructure CRV gives you your total campus CRV.

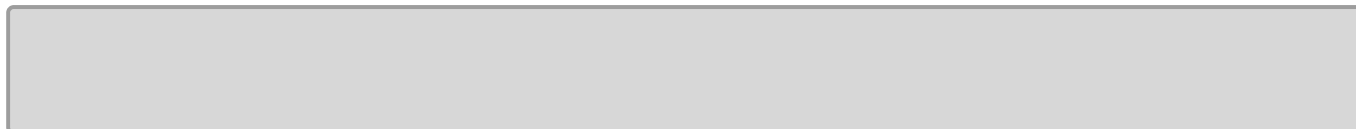
Question: Does APPA have some rule of thumb for square foot costs to use for the CRV calculation?

Answer: The cost per GSF/GSM for CRV estimates should reflect the type of construction that your institution or neighboring campuses use and should take the regional construction costs into account.

We hope that most people will use the CRV Calculation Worksheet because it provides the structure for a sound CRV estimate and ensures that infrastructure is included. APPA reviews CRV cost per GSF/GSM estimates to ensure that the cost is neither below nor above the range of reasonable CRV costs per GSF/GSM. However, these min/max figures are not useful for estimating CRV - only for catching gross errors or outliers. We consider a cost of less than \$125/GSF/GSM to be highly questionable while an average CRV of \$500/GSF/GSM is on the higher side generally even when parking garages are included as auxiliaries.

TIP:

Infrastructure primarily refers to the spaces between the buildings of a campus and to the non-architectural elements of campus design. These elements include, but are not necessarily limited to: Circulation systems (roadways, walkways) Utilities systems (sewers, drains, steam tunnels, electrical cabling, fiber optic lines) Parking systems, Campus places (natural places, recreational areas, plazas, malls) Paving and hard surfaces, Landscape (plants, trees, flowers, ground cover) Campus furniture (benches, drinking fountains, bus shelters, partitions) Way-finding and signage (entrance/exit signs, campus maps, trailblazer and directional signs, building identification, lighting) Refuse and waste removal (trash receptacles, smoking urns, dumpsters) Art and artifacts (sculpture, fountains, memorials, plaques) and access points for people with disabilities.



Module 4.1: Facilities Administration Operational Costs and Staffing Questions

Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?

Facilities Administration/Management Operating Costs and Staffing Module:

- Include all costs to operate and maintain facilities administration (management, financial, and clerical support) for all areas within the purview of the facilities department.
- These costs include salaries, wages, employee benefits, travel, equipment, supplies, materials, prorated share of telephones, postage, computer rental, accounting costs, and career training programs and other operating costs attributed to the chief administrator, assistant administrators of business management, and office personnel.
- Facilities administration of all areas of the campus includes those FTEs assigned to payroll, billing, materials ordering, personnel records, and planning for the facilities management organization.

- CAUTION: If you exclude auxiliary services in this survey, a pro-rata portion of facilities administration/management function costs are to be excluded to the extent facilities administration/management provides support to auxiliary services.
- Include all in-house and contractor FTEs.

4.1.1.

Facilities Administration GSF/GSM Questions

1. Total in-house and contractor GSF/GSM serviced by Facilities Administration:

Definition:

This data point is intended to capture the GSF/GSM of the campus served by Facilities Management Administration. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

This data point is NOT intended to capture the GSF/GSM *occupied* by Facilities Management.

4.1.3. Total expenditures entered as a lump sum total:

Definition:

The sum of in-house labor (including benefits), in-house non-labor expenditures, and contract/outsourcing expenditures. [In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

4.1.4. Facilities Administration benefit as a percent of salary (Enter as a whole number):

Definition:

Total facilities administration benefit cost (insurance, retirement, etc.) excluding the cost of sick leave and vacation. This percentage may be available from the institution's Human Resources Department or Budget Office.

FAQ:

Typically, the benefit percentage will vary by facilities job description or department and the benefit percentage is generally larger for lower salaried employees.

TIP:

Benefits are a percentage of total in-house labor expenditures. To determine the benefit percentage, calculate what portion (percentage) of your reported total in-house labor expenditures represents benefits.

4.1.5.

Facilities Administration Full-Time Equivalent (FTE) Questions

Definition:

The sum of in-house and full service contractor FTEs performing facilities administrative functions.

(Refer to Facilities Administration Costs and Staffing Definition at the top of this module). [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

FAQ:

Question: When should contractor FTEs be included?

Answer: If a contractor is assigned specific buildings or a section of the campus in which they administer all facilities administrative functions, enter the contractor FTE. If a significant service is provided by the contractor such as accounting services, include the contractor FTE. If a minor service is provided by the contractor such as mail services, DO NOT include contractor FTE.

Example: Campus A has 10 in-house FTEs to provide facilities administration services to 1,000,000 GSF/GSM. GSF/GSM per FTE equals 100,000. However, a significant service such as accounting is outsourced. The contractor provides 5 FTEs to service this function. Total FTEs for campus A is 15. GSF/GSM per FTE equals 66,666. By eliminating the 5 contractor FTEs, we have underestimated the amount of resources supporting the facilities administrative function.

1. **Total Facilities Administration in-house staffing FTEs:**

Definition:

Regular staff or full-time equivalent (FTE) employees.

[In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

2. Total student FTE employees included above:

Definition:

Student full-time equivalent (FTE) employees included in the In-house FTEs above. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

3. Total Facilities Administration contractor FTEs:

Definition:

The sum of full service contractor FTEs exclusively performing facilities administrative functions. (Refer to Facilities Administration Costs and Staffing Definition at the top of this module). [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

If you entered GSF/GSM exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor GSF/GSM reported above.

FAQ:

Question: When should contractor FTEs be included?

Answer: If a contractor is assigned specific buildings or a section of the campus in which they exclusively administer all facilities administrative functions, enter the contractor FTE. If a significant service is provided by the contractor such as accounting services, **include** the contractor FTE. If a minor service is provided by the contractor such as mail services, **DO NOT** include contractor FTE.

Example: Campus A has 10 in-house FTEs to provide facilities administration services to 1,000,000 GSF/GSM. GSF/GSM per FTE equals 100,000. However, a significant service such as accounting is outsourced. The contractor provides 5 FTEs to service this function. Total FTEs for campus A is 15. GSF/GSM per FTE equals 66,666. By eliminating the 5 contractor FTEs, we have underestimated the amount of resources supporting the facilities administrative function.

Total:

Module 4.2: Construction/Renovation/A&E Operational Costs and Staffing Questions

Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?

Construction/Renovation/Architectural & Engineering Operating Costs and Staffing Module:

- Include all costs to operate and maintain the duties of construction/renovation/architecture and engineering within the purview of the facilities department.
- These costs include all salaries, wages, employee benefits, travel, equipment, actual estimating, contracting, inspecting, final approval of new or renovated construction and other related projects as well as other costs required to provide technical and engineering services necessary to complete functions assigned and funded by the facilities organization.
- Construction/renovation/A&E for all areas on campus include planning, designing, engineering, contracting, managing, inspecting, financing, and administering clerical support for all capital project areas.
- Exclude the costs of capital construction projects.
Only operating costs are reported.
- Include all in-house and contractor FTEs.

4.2.1. Construction/Renovation/A&E GSF/GSM Questions There are two GSF/GSM entries for Construction/Renovation/A&E below. You will need to decide which of the two options to report out on below. **Do NOT report out on both options.**

FAQ:

Question: Why are there two GSF/GSM entries for Construction/Renovation/A&E?

Answer: This is an either/or entry (do not answer both) because there are two ways to measure your GSF/GSM for this section. Campuses with active building programs should report the GSF/GSM (and/or dollars) for projects under planning, bidding, and construction (funded projects). As the building program expands and contracts, the budget for the group does the same. Other campuses that have no significant building program still need a Construction/Renovation/A&E group for things like capital renewal, renovation, modification, adaptation, and the occasional new building. This department usually has to review the state of campus buildings and should use the total campus GSF/GSM for which they have oversight. These campuses usually have more static staffing and budget levels than the first example above.

Option 1: Total in-house and contractor GSF/GSM serviced by Construction/Renovation/A&E:

Definition:

This data point is intended to capture the GSF/GSM of the campus served by Facilities Management Construction/Renovation/A&E. *In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.*

Option 2: Total GSF/GSM of capital construction that is FUNDED and AUTHORIZED for which department performs specific functions in this category:

Definition:

Include only the GSF/GSM of construction that is funded and authorized in the 2021-22 fiscal year. The funded GSF/GSM includes construction in the planning and design phases as well as those projects that are awarded and/or under construction. Projects that are substantially completed during the 2021-22 fiscal year are included. (Refer to Construction/Renovation/A&E Costs and Staffing Definition at the top of this module.) *In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.*

TIP:

Campus A is anticipating 50 million dollars of construction funding for fiscal year 2021-22. You would need to determine the GSF/ GSM of the construction project(s).

4.2.3. Total expenditures entered as a lump sum total:

Definition:

The sum of in-house labor (including benefits), in-house non-labor expenditures, and contract/outsourcing expenditures, but **EXCLUDING actual construction expenditures**. In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.

TIP: Construction project expenditures should be reported in Module 5, "Is My Institution Making the Right Investment in Our Existing Buildings, Infrastructure, and Academic Programs?" under the Expenditures Questions area.

4.2.4. **Construction/Renovation/A&E benefit as a percent of salary (Enter as a whole number):**

Definition:

Total Construction/Renovation/A&E benefit cost (insurance, retirement, etc.) excluding the cost of sick leave and vacation.

This percentage may be available from the institution's Human Resources Department or Budget Office.

FAQ:

Typically, the benefit percentage will vary by facilities job description or department and the benefit percentage is generally larger for lower salaried employees.

TIP:

Benefits are a percentage of total in-house labor expenditures. To determine the benefit percentage, calculate what portion (percentage) of your reported total in-house labor expenditures represents benefits.

4.2.5.

Construction/Renovation/A&E Full-Time Equivalent (FTE) Questions

Definition:

The sum of in-house and full service contractor FTEs performing construction/renovation/A&E functions and paid by the annual facilities operating budget. (Refer to Construction/Renovation/A&E Definition at the top of this module.) Exclude personnel paid by the construction firm. In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.

TIP:

Campus A is an institution with 5 in-house FTEs and it needs to hire a construction project manager from an outside contractor. Annual facilities operating funds will be used to pay for this additional project manager FTE. Campus A would report 6 total FTEs (5 in-house and 1 contractor).

Campus A is given 50 million dollars for a new library. These capital funds are used to hire a construction firm to build the library. Personnel hired by the construction firm are not included in contractor FTE.

1. **Total Construction/Renovation/A&E in-house staffing FTEs:**

Definition:

Regular staff or full-time equivalent (FTE) employees. *In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.*

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

2. **Total student FTE employees included above:**

Definition:

Student full-time equivalent (FTE) employees included in the In-house FTEs above. *In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.*

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

3. **Total Construction/Renovation/A&E contractor FTEs:**

Definition:

The sum of full service contractor FTEs exclusively performing Construction/Renovation/A&E functions.

(Refer to Construction/Renovation/A&E Costs and Staffing Definition at the top of this module). *In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.*

If you entered GSF/GSM exclusively serviced by contractor in question 1.A., you will need to ensure that your contractor FTE count is consistent with the contractor GSF/GSM reported above.

TIP:

Campus A is an institution with 5 in-house FTEs and it needs to hire a construction project manager from an outside contractor. Annual facilities operating funds will be used to pay for this additional project manager FTE. Campus A would report 6 total FTEs (5 in-house and 1 contractor)

Campus A is given 50 million dollars for a new library. These capital funds are used to hire a construction firm to build the library. Personnel hired by the construction firm are not included in contractor FTE.

Total:

Module 4.3.: Custodial Operational Costs and Staffing Questions

Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?

Custodial Operating Costs and Staffing Module:

- Include all costs to operate and maintain custodial and housekeeping services for building interior and exterior functions within the purview of the facilities department.
- These costs include salaries, wages, employee benefits, travel, equipment, and other operating costs (i.e., paper, paper towels and tissue, wax, erasers, chalk, cleaners, and other materials and supplies) associated with custodians and supervisors required to clean buildings as well as work by outside contractors to perform custodial tasks. Also include small set-ups in which materials are stored in buildings where they are used.
- Custodial/housekeeping services for all areas on campus include mopping, sweeping, and waxing floors (sanding and refinishing floors are excluded); dusting, polishing furniture and fixtures, such as Venetian blinds, partitions, pictures, maps, and radiators; cleaning chalkboards, whiteboards, trays, erasers, and replacing chalk; washing and dusting walls; cleaning and disinfecting commodes and urinals; cleaning and washing other fixtures, walls, and partitions, and replenishing restroom supplies; emptying and cleaning waste receptacles; dusting and cleaning windows (interior and exterior) and other glass surfaces; sweeping and cleaning entrances; and opening and/or closing building doors and windows.
- Refer to [APPA's Custodial Staffing Guidelines](#) publication for additional information.
- Include all in-house and contractor FTEs.

Custodial GSF/GSM and Custodial CSF/CSM Questions

1. Total in-house and contractor GSF/GSM serviced by Custodial:

Definition:

This data point is intended to capture the GSF/GSM of the campus served by Facilities Management Custodial. [In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries.](#) Ensure that this data point is consistent with that designation.

TIP: This data point is NOT intended to capture the GSF/GSM *occupied* by Facilities Management.

4.3.3. Total expenditures entered as a lump sum total:

Definition:

The sum of in-house labor (including benefits), in-house non-labor expenditures, as well as contract/outsourcing expenditures. [In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries.](#) Ensure that this data point is consistent with that designation.

4.3.4. Custodial benefit as a percent of salary (Enter as a whole number):

Definition:

Total custodial benefit cost (insurance, retirement, etc.) excluding the cost of sick leave and vacation. This percentage may be available from the institution's Human Resources Department or Budget Office.

FAQ:

Typically, the benefit percentage will vary by facilities job description or department and the benefit percentage is generally larger for lower salaried employees.

TIP:

Benefits are a percentage of total in-house labor expenditures. To determine the benefit percentage, calculate what portion (percentage) of your reported total in-house labor expenditures represents benefits.

4.3.5. **Please indicate your institution's current overall campus Custodial service level based on *APPA's Operational Guidelines for Educational Facilities: Custodial***

Level 1: Orderly Spotlessness Level

Level 2: Ordinary Tidiness Level

Level 3: Casual Inattention Level

Level 4: Moderate Dinginess Level

Level 5: Unkempt Neglect

Definition: Level 1 Orderly Spotlessness:

- Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no build-up in corners or along walls.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges, or fingerprints. Lights all work and fixtures are clean.
- Washroom and shower fixtures and tile gleam and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.

Level 2 Ordinary Tidiness:

- Floors and base moldings shine and/or are bright and clean. There is no build-up in corners or along walls, but there can be up to two day's worth of dust, dirt, stains, or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust, smudges, and fingerprints are noticeable upon close observation. Lights all work and fixtures are clean.
- Washroom and shower fixtures and tile gleam and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.

Level 3 Casual Inattention:

- Floors are swept or vacuumed clean, but upon close observation there can be stains. A build-up of dirt and/or floor finish in corners and along walls can be seen.
- There are dull spots and/or matted carpet in walking lanes. There are streaks or splashes on base molding.
- All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges, and fingerprints. Lamps all work and fixtures are clean.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.

Level 4 Moderate Dinginess:

- Floors are swept or vacuumed clean, but are dull, dingy, and stained. There is a noticeable build-up of dirt and/or floor finish in corners and along walls.
- There is a dull path and/or obviously matted carpet in the walking lanes. Base molding is dull and dingy with streaks or splashes.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints, and marks. Lamp fixtures are dirty and some lamps (up to 5 percent) are burned out.
- Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked.
- Trash containers smell sour.

Level 5 Unkempt Neglect:

- Floors and carpets are dull, dirty, dingy, scuffed, and/or matted. There is a conspicuous build-up of old dirt and/or floor finish in corners and along walls. Base molding is dirty, stained, and streaked. Gum, stains, dirt, dust balls, and trash are broadcast.
- All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges, and fingerprints, all of which will be difficult to remove. Lack of attention is obvious.
- Light fixtures are dirty with dust balls and flies. Many lamps (more than 5 percent) are burned out.
- Trash containers and pencil sharpeners overflow. They are stained and marked. Trash containers smell sour.

4.3.6.

Custodial Full-Time Equivalent (FTE) Questions

Definition:

The sum of in-house and full service contractor FTEs performing custodial functions. (Refer to the Custodial Costs and Staffing Definition at the top of this module.) [In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

FAQ:

When should contractor FTEs be included? If a contractor is assigned specific buildings or a section of the campus in which they administer all facilities custodial functions, enter the contractor FTE. If a significant service is provided by the contractor such as maintaining all restrooms on campus, **include**

the contractor FTE. If a minor service is provided by the contractor such as a large one-time trash collection request, **DO NOT** include contractor FTE.

Example: Campus A has 10 in-house FTEs to provide custodial services to 1,000,000 GSF/GSM. GSF/GSM per in-house FTE equals 100,000. However, a significant service such as maintaining all restrooms on campus is outsourced.

The contractor provides 8 FTEs to service this function. Total FTEs for campus A is 18. GSF/GSM per FTE equals 61,111. By eliminating the 8 contractor FTEs, we have underestimated the amount of resources supporting the custodial function.

1. **Total Custodial in-house staffing FTEs (excluding student FTEs):**

Definition:

Regular staff or full-time equivalent (FTE) employees. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

2. **Total student FTE employees included above:**

Definition:

Student full-time equivalent (FTE) employees included in the In-house FTEs above. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

3. **Total Custodial contractor FTEs:**

Definition:

The sum of full service contractor FTEs exclusively performing custodial functions. (Refer to Custodial Costs and Staffing Definition at the top of this module). [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

If you entered GSF/GSM exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor GSF/GSM reported above.

FAQ:

When should contractor FTEs be included? If a contractor is assigned specific buildings or a section of the campus in which they administer all facilities custodial functions, enter the contractor FTE. If a significant service is provided by the contractor such as maintaining all restrooms on campus, **include** the contractor FTE. If a minor service is provided by the contractor such as a large one-time trash collection request, **DO NOT** include contractor FTE.

Example: Campus A has 10 in-house FTEs to provide custodial services to 1,000,000 GSF/GSM. GSF/GSM per in-house FTE equals 100,000. However, a significant service such as maintaining all restrooms on campus is outsourced. The contractor provides 8 FTEs to service this function. Total FTEs for campus A is 18. GSF/GSM per FTE equals 61,111. By eliminating the 8 contractor FTEs, we have underestimated the amount of resources supporting the custodial function.

Total:

Module 4.4.: Grounds/Landscaping Operational Costs and Staffing Questions

Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?

Landscaping/Grounds Operating Costs and Staffing Module:

- Include all costs to operate and maintain campus landscapes and grounds within the purview of the facilities department.
- These costs include salaries, wages, employee benefits, travel, equipment, and other operating costs associated with all supervisory and operating personnel. Also include work by outside contractors to perform landscaping and grounds maintenance.
- Maintenance of all areas of the campus includes growing plants, trees, grass, shrubs, flowers, nursery stock, seed, fertilizers, plant materials, physical education and intramural areas, ROTC drill fields, open ditch drainage, fences, retaining walls, and riprap. Also include care of miscellaneous fixed equipment such as benches and shelter houses. Operation and replacement costs of all equipment used in connection with grounds maintenance should be included as well.
- Refer to [APPA's Grounds Staffing Guidelines](#) publication for additional information.
- Include all in-house and contractor FTEs.

4.4.1.

Grounds/Landscaping Acres/Hectares Questions

1. Total in-house and contractor Acres/Hectares serviced by Grounds/Landscaping excluding building footprints:

Definition:

This data point is intended to capture the Acres/Hectares of the campus served by Facilities Management Landscaping/Grounds. Please be sure to EXCLUDE all building footprints from this number. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

This data point is NOT intended to capture the Acres/Hectares *occupied* by Facilities Management.

4.4.3. **Total expenditures entered as a lump sum total:**

Definition:

The sum of in-house labor (including benefits), in-house non-labor expenses, and contract/outsourcing costs.

In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.

4.4.4. **Grounds/Landscaping benefit as a percent of salary (Enter as a whole number):**

Definition:

Total landscaping/grounds benefit cost (insurance, retirement, etc.) excluding the cost of sick leave and vacation. This percentage may be available from the institution's Human Resources Department or Budget Office.

FAQ:

Typically, the benefit percentage will vary by facilities job description or department and the benefit percentage is generally larger for lower salaried employees.

TIP:

Benefits are a percentage of total in-house labor expenditures. To determine the benefit percentage, calculate what portion (percentage) of your reported total in-house labor expenditures represents benefits.

4.4.5. **Please indicate your institution's current overall campus Grounds/Landscaping service level based on APPA's Operational Guidelines for Educational Facilities: Grounds**

Level 1: Turf State of the Art Maintenance

Level 2: Turf High Level Maintenance

Level 3: Turf Moderate Level Maintenance

Level 4: Turf Moderately Low Level Maintenance

Level 5: Turf Minimum Level Maintenance

Descriptions of landscape maintenance levels are very lengthy. To provide an insight into maintenance levels, Turf Care alone is highlighted below. For more information, see APPA's Grounds Staffing Guidelines publication.

Level 1 Turf State of the Art Maintenance:

Grass height maintained according to species and variety of grasses.

Mowed at least once every five days. Aeration as required but not less than four times per year.

Reseeding or resodding as needed. Weed control to be practiced so that no more than 1 percent of the surface has weeds present.

Level 2 Turf High Level Maintenance:

Grass cut once every five working days. Aeration as required but not less than two times per year. Reseeding or resodding when bare spots are present. Weed control practiced when weeds present a visible problem or when weeds represent 5 percent of the turf surface. Some pre-emergent products may be used at this level.

Level 3 Turf Moderate Level Maintenance:

Grass cut once every ten working days. Normally not aerated unless turf quality indicates a need or in anticipation of an application of fertilizers. Reseeding or resodding done only when major bare spots appear. Weed control measures normally used when 50 percent of small areas are weed infested or when 15 percent of the general turf is infested with weeds.

Level 4 Turf Moderately Low Level Maintenance:

Low frequency mowing scheduled based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing. Weed control limited to legal requirements for noxious weeds.

Level 5 Turf Minimum Level Maintenance:

Low frequency mowing scheduled based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing. Weed control limited to legal requirements for noxious weeds.

4.4.6.

Grounds/Landscaping Full-Time Equivalent (FTE) Questions

Definition:

The sum of in-house and full service contractor FTEs performing landscaping/grounds functions. (Refer to Landscaping/Grounds Costs and Staffing Definition at the top of this module.) *In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.*

FAQ:

Question: When should contractor FTEs be included?

Answer: If a contractor is assigned specific zones or a section of the campus in which they administer all facilities landscaping/grounds functions, enter the contractor FTE.

If a significant service is provided by the contractor such as campus-wide hedge trimming services, include the contractor FTE. If a minor service is provided by the contractor such as water delivery for a section of the campus, DO NOT include contractor FTE.

Example: Campus A has 10 in-house FTEs to provide landscaping/grounds services to 165 Acres/Hectares. Acres/Hectares per FTE equals 16.5. However, a significant service such as campus wide hedge trimming is outsourced. The contractor provides 5 FTEs to service this function. Total FTEs for campus A is 15. Acres/Hectares per FTE equals 11. By eliminating the 5 contractor FTEs, we have underestimated the amount of resources supporting the landscaping/grounds function.

1. Total Grounds/Landscaping in-house staffing FTEs:

Definition:

Regular staff or full-time equivalent (FTE) employees. *In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.*

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

2. Total student FTE employees included above:

Definition:

Student full-time equivalent (FTE) employees included in the In-house FTEs above. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

3. **Grounds/Landscaping contractor FTEs:**

Definition:

The sum of full service contractor FTEs exclusively performing landscaping/grounds functions. (Refer to Landscaping/Grounds Costs and Staffing Definition at the top of this module.)

[In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

If you entered Acres/Hectares exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor Acres/Hectares reported above.

FAQ:

Question: When should contractor FTEs be included?

Answer: If a contractor is assigned specific zones or a section of the campus in which they administer all facilities landscaping/grounds functions, enter the contractor FTE. If a significant service is provided by the contractor such as campus-wide hedge trimming services, **include** the contractor FTE. If a minor service is provided by the contractor such as water delivery for a section of the campus, **DO NOT** include contractor FTE.

Example: Campus A has 10 in-house FTEs to provide landscaping/grounds services to 165 Acres/Hectares. Acres/Hectares per FTE equals 16.5. However, a significant service such as campus wide hedge trimming is outsourced. The contractor provides 5 FTEs to service this function. Total FTEs for campus A is 15. Acres/Hectares per FTE equals 11. By eliminating the 5 contractor FTEs, we have underestimated the amount of resources supporting the landscaping/grounds function.

Total:

Module 4.5.: Building Maintenance Operational Costs and Staffing Questions

Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?

Building Maintenance Operating Costs and Staffing Module:

- Include all costs to operate and maintain the interiors and exteriors of all buildings within the purview of the facilities department.
- These costs include salaries, wages, employee benefits, travel, equipment, work by outside contractors to perform building maintenance tasks, plumbing, heating, air conditioning, and ventilation, routine repairs, minor corrective maintenance, MMBTUs maintenance, and service calls. Electrical repairs of all types, including primary and secondary systems, certain lamp replacements (requiring special ladders and rigging) and maintenance of outdoor lighting fixtures (excluding energy costs). Also include carpentry, cabinet making, painting, glazing, hardware, locks, keys, closures, and records for same. Include roofing and sheet metal work, including downspouts and gutters, welding, and necessary machine work.
- Maintenance of all areas of the campus includes proper planning, scheduling, dispatching of maintenance work, work management, dispatching of work orders, shop scheduling, and execution of work. Also include developing and revising work orders, cost estimates, maintaining historical maintenance databases, maintaining system configuration, supervising trades people, reconciling estimates with actual costs, maintaining installed computerized maintenance management systems, and maintaining a customer interface.
- Refer to [APPA's Maintenance Staffing Guidelines](#) publication for additional information.
- Include all in-house and contractor FTEs.

4.5.1.

Building Maintenance GSF/GSM Questions

1. Total in-house and contractor GSF/GSM serviced by Building Maintenance:

Definition:

This data point is intended to capture the GSF/GSM of the campus served by Facilities Management Maintenance. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries.](#) Ensure that this data point is consistent with that designation.

TIP:

This data point is NOT intended to capture the GSF/GSM *occupied* by Facilities Management.

4.5.3. Total expenditures entered as a lump sum total:

Definition:

The sum of in-house labor (including benefits), in-house non-labor expenditures, and contract/outsourcing expenditures. In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.

4.5.4. Building Maintenance benefit as a percent of salary (Enter as a whole number):

Definition:

Total building maintenance benefit cost (insurance, retirement, etc.) excluding the cost of sick leave and vacation. This percentage may be available from the institution's Human Resources Department or Budget Office.

FAQ:

Typically, the benefit percentage will vary by facilities job description or department and the benefit percentage is generally larger for lower salaried employees.

TIP: Benefits are a percentage of total in-house labor expenditures. To determine the benefit percentage, calculate what portion (percentage) of your reported total in-house labor expenditures represents benefits.

4.5.5. **Please indicate your institution's current overall campus Building Maintenance service level based on APPA's Operational Guidelines for Educational Facilities: Maintenance**

Level 1: Showpiece Facility

Level 2: Comprehensive Stewardship Level

Level 3: Managed Care

Level 4: Reactive Management Level

Level 5: Crisis Response

Level 1: Showpiece Facility

Maintenance activities appear highly focused. Typically, equipment and building components are fully functional and in excellent operating condition. Service and maintenance calls are responded to immediately. Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage.

Level 2: Comprehensive Stewardship:

Maintenance activities appear organized with direction. Equipment and building components are usually functional and in operating condition. Service and maintenance calls are responded to in a timely manner. Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage.

Level 3: Managed Care:

Maintenance activities appear to be somewhat organized, but they remain people-dependent. Equipment and building components are mostly functional, but they suffer occasional breakdowns. Service and maintenance call response times are variable and sporadic without apparent cause. Buildings and equipment are periodically upgraded to current standards and usage, but not enough to control the effects of normal usage and deterioration.

Level 4: Reactive Management:

Maintenance activities appear to be somewhat chaotic and are people-dependent. Equipment and building components are frequently broken and inoperative.

Service and maintenance calls are typically not responded to in a timely manner. Normal usage and deterioration continues unabated, making buildings and equipment inadequate to meet present usage needs.

Level 5: Crisis Response:

Maintenance activities appear chaotic and without direction. Equipment and building components are routinely broken and inoperative. Service and maintenance calls are never responded to in a timely manner.

Normal usage and deterioration continues unabated, making buildings and equipment inadequate to meet present usage needs.

4.5.6.

Building Maintenance Full-Time Equivalent (FTE) Questions

Definition:

The sum of in-house and full service contractor FTEs performing maintenance functions. (Refer to Building Maintenance Costs and Staffing Definition at the top of this module.) [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

FAQ:

Question: When should contractor FTEs be included?

Answer: If a contractor is assigned specific buildings or a section of the campus in which they administer all facilities maintenance functions, enter the contractor FTE. If a significant service is provided by the contractor such as all preventive maintenance services, **include** the contractor FTE. If a minor service is provided by the contractor such as water treatment services, **DO NOT** include contractor FTE.

Example: Campus A has 10 in-house FTEs to provide maintenance services to 1,000,000 GSF/GSM. GSF/GSM per FTE equals 100,000. However, a significant service such as preventive maintenance is outsourced. The contractor provides 6 FTEs to service this function. Total FTEs for campus A is 16. GSF/GSM per FTE equals 68,750. By eliminating the 6 contractor FTEs, we have underestimated the amount of resources supporting the maintenance function.

1. **Total Building Maintenance in-house staffing FTEs:**

Definition:

Regular staff or full-time equivalent (FTE) employees. In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

2. **Total student FTE employees included above:**

Definition:

Student full-time equivalent (FTE) employees included in the In-house FTEs above. In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

TIP:

FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

3. **Building Maintenance contractor FTEs:**

Definition:

The sum of full service contractor FTEs exclusively performing maintenance functions. (Refer to Building Maintenance Costs and Staffing Definition at the top of this module.) In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.

If you entered GSF/GSM exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor GSF/GSM reported above.

FAQ:

Question: When should contractor FTEs be included?

Answer: If a contractor is assigned specific buildings or a section of the campus in which they administer all facilities maintenance functions, enter the contractor FTE. If a significant service is provided by the contractor such as all preventive maintenance services, **include** the contractor FTE. If a minor service is provided by the contractor such as water treatment services, **DO NOT** include contractor FTE.

Example: Campus A has 10 in-house FTEs to provide maintenance services to 1,000,000 GSF/GSM. GSF/GSM per FTE equals 100,000. However, a significant service such as preventive maintenance is outsourced. The contractor provides 6 FTEs to service this function. Total FTEs for campus A is 16. GSF/GSM per FTE equals 68,750. By eliminating the 6 contractor FTEs, we have underestimated the amount of resources supporting the maintenance function.

Total:

Module 4.6.: Energy/Utilities Operational Costs and Staffing Questions

Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?

Energy/Utilities Operating Costs and Staffing Module:

- Include all consumption and costs to operate and maintain energy services to include all purchased/cogenerated utilities and utilities distribution within the purview of the facilities department.
- These costs include salaries, wages, employee benefits, travel, equipment, and other operating costs such as purchased utilities (i.e. electricity, natural gas, propane gas, and all fossil fuels used for heating, cooling, lighting, and equipment operation. Also include water and sewer).
- If you know your MMBTU consumption, you can enter the amount directly into the appropriate field, but we prefer that you complete the MMBTU Calculation Worksheet. The MMBTU Calculation Worksheet converts commonly used units of energy into British Thermal Units (BTUs) so that comparisons can be made on total energy consumption. The conversion involves multiplying units of energy by factors; while this is simple arithmetic, it can be perplexing. For this reason, we ask you to provide a person to contact regarding Million BTU Calculation Worksheet entries.
- Include all in-house and contractor FTEs.

4.6.1.

Energy/Utilities GSF/GSM Questions

1. Total in-house and contractor GSF/GSM serviced by Energy/Utilities:

Definition:

This data point is intended to capture the GSF/GSM of the campus served by Facilities Management Energy/Utilities. Include cogeneration GSF/GSM and also everything under a full service contract. [In the module, you opted to include or exclude auxiliary services in ALL your survey entries.](#) Ensure that this data point is consistent with that designation.

TIP:

This data point is NOT intended to capture the GSF/GSM *occupied* by Facilities Management.

4.6.3. **Total expenditures entered as a lump sum total:**

Definition:

The sum of in-house labor (including benefits), in-house non-labor expenditures, and contract/outsourcing expenditures. [In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

4.6.4. **Energy/Utilities Consumption (MMBTU) and Purchased Utilities Questions** *MMBTU*

is a direct entry field. We encourage you to complete the MMBTU

Calculation Worksheet in the previous section. If you do not enter a value in the MMBTU

field below, you must complete the worksheet.

Total energy consumption in MMBTUs (million BTUs):

Definition:

This entry is a conversion of commonly used units of energy into British Thermal Units (BTUs) so that comparisons can be made on total energy consumption.

FAQ:

Question: We receive our natural gas using dekatherms. What is the conversion for that in MMBTUs?

Answer: 1 dekatherm = 10 therms = 1 MMBTU ~ 1 MCF or one dekatherm equals ten therms, which equals one million BTU's, which approximately equals 1000 cubic feet.

Question: Our water consumption is recorded in CCF. We have boilers and chillers but I have no way of tracking the steam or chilled water consumption. We track our water usage (purchased from the Water Department of our city). On the same bill, we have sewer charges. On separate bills, we pay for water run-off for all our parking lots. Do you have any insight on what I need to provide on the MMBTU Usage Calculation Worksheet or if we should even report our water as part of the survey?

Answer: Water and steam are methods for moving energy and do not need to be measured. The MMBTU calculations come from electric, fuel, oil, and natural gas consumed by the plants making steam and chilled water. The water bills have nothing to do with the MMBTU calculations.

Question: For our school's MMBTU usage, our auxiliaries are on the same meters as the rest of the school. How do you recommend that we split the numbers for part two in the MMBTU Usage Calculation Worksheet?

Answer: If the auxiliaries do not have their own meters, we would recommend dividing the total consumption by the total GSF/GSM for auxiliaries and then apply the cost per GSF/GSM factor to this auxiliary GSF/GSM.

Contact Person for MMBTU Data Scrubbing Questions:

Definition:

Please enter the name, e-mail, and telephone number of the person who can field questions about MMBTU, cogeneration, and other energy/utilities topics.

Contact Person's Email Address:

1. Total annual purchased utilities expenditure (including water and sewer):

Definition:

Include the expenditure for electricity, natural gas, propane gas, and all fossil fuels used for heating, cooling, lighting and equipment operation. Include water and sewer.

1a. Total annual purchase for water and sewer expenditures that was included above:

Definition:

Purchased utilities will normally include expenditures for water and sewer services. Water and sewer is removed from purchased utilities for comparing energy efficiency expenditures to purchased utility expenditures.

4.6.5. Energy/Utilities benefit entered as a percent of salary (Enter as a whole number):

Definition:

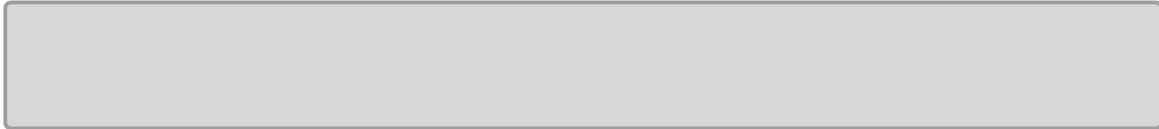
Total energy support benefit cost (insurance, retirement, etc.) excluding the cost of sick leave and vacation. This percentage may be available from the institution's Human Resources Department or Budget Office.

FAQ:

Typically, the benefit percentage will vary by facilities job description or department and the benefit percentage is generally larger for lower salaried employees.

TIP:

Benefits are a percentage of total in-house labor expenditures. To determine the benefit percentage, calculate what portion (percentage) of your reported total in-house labor expenditures represents benefits.



4.6.6.

Energy/Utilities Full-Time Equivalent (FTE) Questions

Definition:

The sum of in-house and full service contractor FTEs performing energy/utilities functions. (Refer to Energy/Utilities Costs and Staffing Definition at the top of this module). [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

FAQ:

Question: When should contractor FTEs be included?

Answer: If a contractor is assigned specific buildings or a section of the campus in which they administer all facilities energy/utilities functions, enter the contractor FTE. If a significant service is provided by the contractor such as energy management controls system oversight, include the contractor FTE. If a minor service is provided by the contractor such as chiller maintenance, DO NOT include contractor FTE.

Example: Campus A has 3 in-house FTEs to provide energy/utilities services to 1,000,000 GSF/GSM. GSF/GSM per FTE equals 333,333. However, a significant service such as the energy management controls system is outsourced. The contractor provides 2 FTEs to service this function. Total FTEs for campus A is 5. GSF/GSM per FTE equals 200,000. By eliminating the 2 contractor FTEs, we have underestimated the amount of resources supporting the energy/utilities function.

1. **Total Energy/Utilities in-house staffing FTEs:**

Definition:

Regular staff or full-time equivalent (FTE) employees. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

2. **Total student FTE employees included above:**

Definition:

Student full-time equivalent (FTE) employees included in the In-house FTEs above. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

3. **Total district utility system FTEs included above:**

Definition:

District utility system (or central energy system) full-time equivalent (FTE) employees included in the total FTE count. [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

TIP:

1 FTE = 1 person working 100% time for a full year. 0.5 FTE = 1 person working 50% time for a full year OR 1 person working 100% time for a half-year.

4. **Energy/Utilities contractor FTEs:**

Definition:

The sum of full service contractor FTEs exclusively performing energy/utilities functions. (Refer to Energy/Utilities Costs and Staffing Definition at the top of this module). [In the Registration module, you opted to include or exclude auxiliary services in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

If you entered GSF/GSM exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor GSF/GSM reported above.

FAQ:

Question: When should contractor FTEs be included?

Answer: If a contractor is assigned specific buildings or a section of the campus in which they administer all facilities energy/utilities functions, enter the contractor FTE. If a significant service is provided by the contractor such as energy management controls system oversight, **include** the contractor FTE. If a minor service is provided by the contractor such as chiller maintenance, **DO NOT** include contractor FTE.

Example: Campus A has 3 in-house FTEs to provide energy/utilities services to 1,000,000 GSF/GSM. GSF/GSM per FTE equals 333,333. However, a significant service such as the energy management controls system is outsourced. The contractor provides 2 FTEs to service this function. Total FTEs for campus A is 5. GSF/GSM per FTE equals 200,000. By eliminating the 2 contractor FTEs, we have underestimated the amount of resources supporting the energy/utilities function.

Total:

Module 4.9.: Business Practices

Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?

Business Practices Section of Module 4: The business practice measurements cover work orders, energy efficiency, construction management, down-time, and your self-evaluation of financial management and growth and learning practices.

4.9.1.

Work Order Questions

Cycle time is completion time minus the time the work order was received (arrived) in facilities based on a seven-day week and a 24- hour day. Cycle time, for the purpose of the survey, is the average length of time (hours rounded to the nearest hour) that it takes to complete routine maintenance service work orders. Do not include the length of time it takes to close out the work order request in the system. (i.e. Cycle time ends when the work is completed).

FAQ:

Question: Can you provide a precise definition for "on-hand"?

Answer: That phrase refers to materials or spare parts needed for work orders that are physically in place on site when the work order is received: e.g., in stock/in inventory. The distinction is made between work order cycle times when material is "on hand" versus cycle times when the material has to be looked up, ordered from a vendor, received and then assigned.

Question: We have talked to several managers about what they would do to convert works orders from a 8-hour, 40-hour week, to a 7-day week, 24-hour day. Our work order management system/software calculates work orders based on a 8-hour, 40-hour week.

Answer: We recommend taking a handful of closed work orders and, using a calendar, calculate the 7-day a week, 24-hour/day hours for this sample. Then take the system's calculation for the same batch and find the delta difference. Apply that difference to the system's calculation of lapsed time. This has to be an approximate estimate, it will not be an exact conversion.

TIP:

As an example, a reactive routine work order received at 9 am on July 30 and completed at 9 am on July 31 has a cycle time of 24 hours.

Select a time period long enough so that the results would be truly representative of the classification of work orders without being skewed by abnormal work schedules. Divide the work orders into those completed with materials on hand and those work orders that required purchase and receipt of materials.

Calculate the cycle time for routine work orders that had materials on hand when the work orders were received and take an average from this group.

1. **Reactive routine maintenance work order AVERAGE cycle time in HOURS with materials on hand:**

Definition:

Reactive maintenance is unplanned maintenance, usually minor in nature, for repair or adjustment of building subcomponents or subsystems that have failed or been damaged.



4.9.3. **Work Down Time Question**

Total hours of "Work Down-Time" which includes absences from the work place for holidays, vacation, sick leave, work-related injury leave, and other types of paid leave such as jury duty, military leave, personal leave, and maternity leave. Do not include non-productive hours while at the workplace.

Definition:

There are two ways to measure productivity. One is down-time and the other is up-time.

Down-time includes absences from the work place for holidays, vacation, sick leave, work-related injury leave, and other types of paid leave such as jury duty, military leave, personal leave, and maternity leave.

Up-time includes billable hours, meetings, training, and necessary work activities such as on-site travel time, equipment maintenance, storing equipment and supplies, evaluating customer requested work, preparing work estimates, etc.

Total annual holidays (days) taken per person:

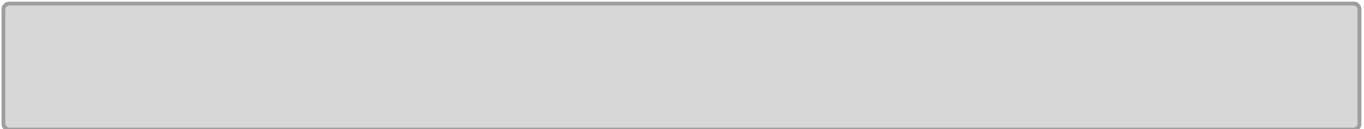
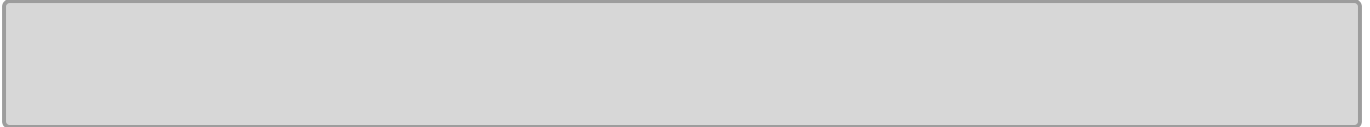
Definition:

Record the number of days a staff person was off-work on paid status in recognition/celebration of holidays during the fiscal year covered by this survey (2021-22).

FAQ:

Question: How do we adjust the automatic calculation for annual holiday hours? The FPI Survey uses an 8 hour day, however, our institution's numbers are based on a 7.5 hour day. Our calculated amount is approximately 5,000 hours too high.

Answer: We normalize the data in the survey to a standard 8 hour day to maintain proper comparisons in the report. In these types of situations, we recommend that you adjust your holidays taken so that when normalized, the total hours taken for all FTE is accurate. For your situation, 11.25 days instead of 12 will give you an accurate number for total hours.



Module 5: Is My Institution Making the Right Investments?

Is my institution making the right investment in our existing buildings, infrastructure, and academic programs?

The purpose of this section is to construct measurements that indicate financial integrity and stewardship associated with the operation and preservation of physical assets throughout the campus. Strategic financial measurements are essential for data driven planning and budgeting of resources for facilities operations and capital projects.

5.1.

Building Useful Life Question

Building's useful life (in years):

Definition:

Building's useful life in years is the average number of years your campus buildings are expected to support academic programs. This assumes adequate maintenance, renovation, modernization, adaptation, etc., before being replaced.

TIP:

For historic buildings, include the average number of estimated years that elapse between major renewals of historic buildings.

5.2.

Investment Need Questions

1. Capital renewal/deferred maintenance need:

Definition:

The amount currently required over and above facility maintenance operating budget expenditures, to sustain or return the physical plant to a reliable operating condition for its present use.

TIP:

This dollar amount is over and above normal maintenance for items with a life cycle in excess of one year and is not normally contained in an annual facility operating budget. CAPITAL RENEWAL NEED INCLUDES THOSE ITEMS THAT ARE INCLUDED IN THE DEFERRED MAINTENANCE BACKLOG.

Deferred maintenance is work that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds become available. Include expenditures for the total dollar amount of existing major maintenance repairs and replacements identified by a comprehensive facilities condition audit of buildings, grounds, fixed equipment, and infrastructure needs.

2. Renovation, modernization, and adaptation cumulative need:

Definition:

An estimate of the amount required for the addition or expansion of facilities by work performed to change the interior alignment of space or physical characteristics of an existing facility so that it can be used more effectively, be adapted for new use, or comply with existing codes. This estimated amount is required to meet the evolving technological, programmatic, or regulatory demands of the campus.

TIP:

Most campuses have a good estimate of their Capital Renewal Deferred Maintenance backlog but have only a vague estimate of their Renovation, Modernization, and Adaptation backlog number.

Total:

5.3. Total capital investment/expenditures in existing space entered as a lump sum:

Definition:

This value represents the sum total of capital renewal deferred maintenance expenditures, renovation, modernization, and adaptation annual expenditures, as well as capital expenditures for major campus capital projects replacing existing space during the 2021-22 fiscal year.

Module 6: Customer Satisfaction Survey

Are the customers satisfied with the space and service?

- APPA recommends that every institution "check the pulse" of its institution on an ongoing, yearly basis.
- The purpose of this section is to collect statistics and responses that will assist you in assessing the degree to which your organization is directed toward customer satisfaction.

6.1. **Select the overall customer satisfaction level that applies to your entire facilities management department:**

Definition: The customer satisfaction index is the overall average of all questions answered by all customers. (Sum of all answers divided by the count of all answers.)

1- Extremely satisfied	2- Very satisfied	3- Satisfied	4- Dissatisfied	5 - Very dissatisfied	6- Extremely dissatisfied
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Module 7: Employee Customer Satisfaction Survey

Is my facilities department developing staff that can sustain excellence?

- APPA recommends that every institution "check the pulse" of its Facilities Management department on an ongoing, yearly basis.
- The purpose of this section is to collect statistics and responses which will assist you in assessing the degree to which your organization is directed towards creating a high- performance workplace and a learning organization.

7.1. Select the overall employee satisfaction level that applies to your entire facilities management department:

Definition: The employee satisfaction index is the overall average of all questions answered by all employees. (Sum of all answers divided by the count of all answers.)

1- Extremely satisfied	2- Very satisfied	3- Satisfied	4- Dissatisfied	5 - Very dissatisfied	6- Extremely dissatisfied
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Congratulations! You have reached the end of the 2021-22 FPI Survey.