



## Facilities Performance Indicators

Welcome to the 2023-24 Facilities Performance Indicators (FPI) Survey

If you have any questions, please contact the Analytics Team at [analytics@appa.org](mailto:analytics@appa.org).

***Every survey question in this document must be completed in order to be considered a survey participant.***

### Module 1: About the Facilities Unit Questions

#### About the Facilities Unit

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 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.

### 1.2. Enter your Fall 2023 student enrollment as a number:

**Definition:**

Use the number that your institution reports as its official Fall 2023 FTE enrollment. Normally, this is the enrollment as of a certain date in the Fall of 2023.

**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. Select your student enrollment range for 2023-2024:

**Definition:**

Select your student enrollment range for 2023-24.

**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

1.4.

### **Facilities Staffing Questions**

#### **Total in-house facilities FTE:**

##### **Definition:**

Total number of regular staff, full-time equivalent (FTE) employees, caring for the total GSF and acres 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 and acres 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.

1.5. **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

1.6. **Permissions and contact information:**

All FPI participants agree to have their institution names and corresponding data points shared with other FPI participating institutions. All participants must be current members of APPA and no participant institution names will be shared with non-survey participants.

Please provide survey and report contact information below.

First and Last Name:

Email address:

## 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 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 and construction costs.
- Please note that the CRV estimate should be based on GSF Maintained. This means that your CRV calculation may not encompass the entire GSF 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 and CRV numbers.

#### 2.1. Building GSF Questions

##### Total GSF maintained by facilities:

###### Definition:

Campus building GSF (including rental/leased space) that is maintained by the institution's facilities department. GSF 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 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 for facilities functions? Compute approximate cost per GSF by dividing facilities annual expenditures by GSF maintained to determine overall cost per GSF. At one extreme, if the organizations have exclusive use of a given number of GSF and pay all costs of maintaining this GSF - then this GSF number (in its entirety) is excluded from the total GSF 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 number (a percent or ratio of the total GSF for the building) needs to be excluded from the total GSF maintained reported here. The percent or ratio of the total GSF to exclude will be based on either what percent of the total maintenance cost they pay or what percent of the total GSF they use with regard to this particular building.

Question: In reviewing our numbers, sometimes we include the parking garages in our GSF 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 on campus, but have minimal utilities and/or maintenance. Is this something that should be included in our GSF 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 entries.

## 2.2. Grounds/Landscaping Questions

### 1. Total acres maintained by facilities department:

#### Definition:

The part of total campus acres that are *routinely* maintained. Do NOT remove your buildings' footprint from this number. Farm land/forests and acres mowed once or twice per year for fire protection is excluded. This is the acreage 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.](#)

### 2. Total number of acres used by the institution (although not necessarily maintained by facilities):

#### Definition:

Include acres that are undeveloped. Exclude land held as an investment for future sale. [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.](#)

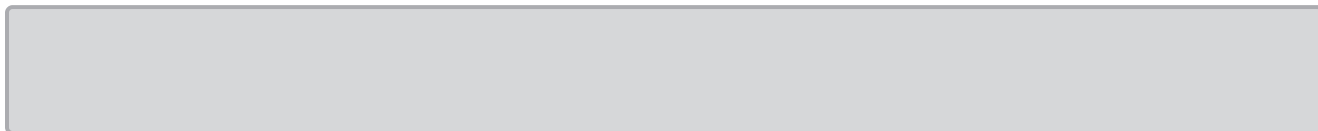
**FAQ:** Question: If facilities does not maintain all of the campus acres, should I report only those acres maintained? Answer: No, report total acres, whether or not they are maintained by facilities.

**TIP:** Do NOT remove your buildings' footprint from this number. The total acres number can be found on your institution's website.

### 2.3. 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.



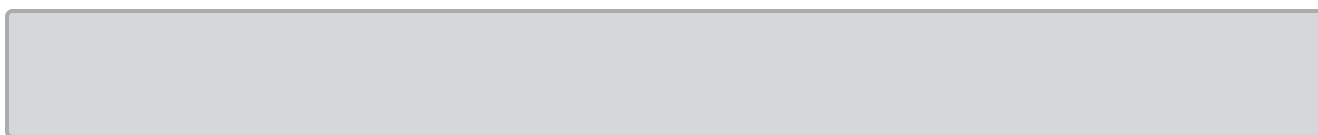
### 2.4. Building adjusted average age (weighted average in years) of OWNED buildings:

[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.



## Current Replacement Value (CRV) Calculation Worksheet

The CRV Calculation Worksheet provides the structure for calculating current replacement value by main space categories. When the entries in this worksheet are saved, your calculated CRV will be automatically populated into survey Module 3: *Is my institution adequately funding the facilities management annual budget?* You may change entries in this worksheet and resubmit your new CRV calculation if you find you have made errors in some of the data fields below.

**Infrastructure** must be entered as EITHER a dollar amount OR a percent of total CRV. You are not able to enter data in both fields and one of the two fields must be blank (no zeros) in order to input a value in the other field. If you choose to enter infrastructure as a percent of CRV, you must enter the desired percent as a decimal (e.g. .30 NOT 30%). APPA recommends using .25 in the absence of a dollar amount or known percentage.

CRV (Current Replacement Value) is the total amount of expenditure (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 determine current replacement value.

### IMPORTANT:

- Confirm that the total GSF (Gross Square Feet/Gross Square Meters) entered into this worksheet is consistent with the total campus GSF Maintained in Module 2 What Facilities Make Up Our Institution?
- If your only source of square footage by type of building is NASF (Net Assignable Square Footage), apply a factor to convert the NASF to GSF for your entries in the worksheet.
- Please note that the CRV estimate should be based on GSF Maintained. This means that your CRV calculation may not encompass the entire GSF footprint of the campus or institution. You will need to keep this in mind when viewing your ratios and measures in the FPI Report.
- 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/meter, multiplied by the gross square footage/meters of buildings, be used for the building portion of CRV.

**INFRASTRUCTURE:** 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



Note: Those who are excluding auxiliary services should apportion grounds, utilities and cogeneration CRV to the extent that they support general educational facilities.

CRV CALCULATION WORKSHEET

Please enter the Gross Square Footage/Meters (GSF) and Current Construction Costs per GSF for each type of space listed below. For Infrastructure, enter either a fixed amount or a percent to be applied against the sum of Current Construction Costs.

Research/Laboratory GSF:

Current Construction Costs per GSF: Computed

CRV:

Classroom/Administration  
GSF:

Current Construction Costs per GSF: Computed

CRV:

Residential GSF:

Current Construction Costs per GSF: Computed

CRV:

Parking Garages  
GSF:

Current Construction Costs per GSF: Computed

CRV:

Libraries/Museums/Archives

GSF:

Current Construction Costs per GSF:

Computed CRV:

Hospitals/Clinics

GSF:

Current Construction Costs per GSF:

Computed CRV:

Special/General Use (Retail merchandising operations, food facilities, student unions, athletic facilities, etc.)

GSF:

Current Construction Costs per GSF: Computed

CRV:

Historic Buildings

GSF:

Current Construction Costs per GSF: Computed

CRV:

Other GSF:

Current Construction Costs per GSF: Computed

CRV:

Infrastructure

Dollar Amount (If dollar amount entered here, do not enter percent below):

Infrastructure as a percent of total building CRV. Enter as a decimal. (e.g. .30 not 30% or 30). APPA recommends using 25 percent (.25) in the absence of a dollar amount or known percentage:

TOTAL CRV:

Please note that the current replacement value should be based on your reported GSF maintained. This means that your CRV calculation may not encompass the entire GSF footprint of the campus or institution. This is important because your CRV number is used as a denominator for many ratios in the report and if you report out on your entire footprint instead of what you maintain, your ratios will be skewed. Please review the information below and modify your inputs in this worksheet and in Module 2 if necessary.

Your reported total GSF maintained from Module 2 (this should match the value below):

Your reported total GSF by space type from worksheet (this should match the value above):

## 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 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.

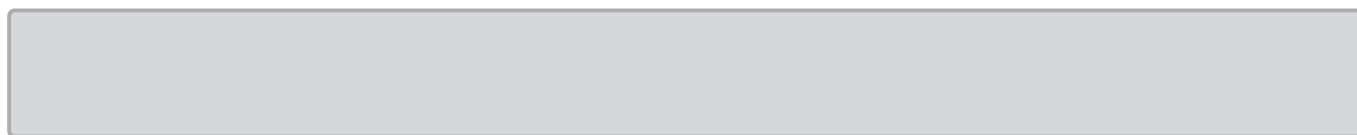
## 2. Adjusted gross institutional expenditures:

### Definition:

The institution's total expenditures for fiscal year 2023-24 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 next 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.

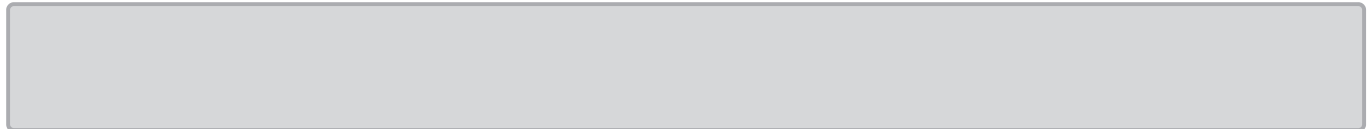
Question: Does APPA have some rule of thumb for square foot costs to use for the CRV calculation?

Answer: The cost per GSF 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 estimates to ensure that the cost is neither below nor above the range of reasonable CRV costs per GSF.

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 to be highly questionable while an average CRV of \$500/GSF 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, pro-rated 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 Questions**

#### **1. Total in-house and contractor GSF serviced by Facilities Administration:**

**Definition:**

This data point is intended to capture the GSF 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 *occupied* by Facilities Management.

#### **2. How much of the total GSF serviced above by Facilities Administration is outsourced?:**

**Definition:** If a contractor exclusively performs facilities administration for a portion of the campus, enter the GSF exclusively serviced by the contractor.

**FAQ:**

Question: How do I figure out the GSF for outsourcing? We have an elevator company that services our elevators; we have a vendor that power washes our buildings; a vendor that cleans the carpets sometimes; and a cleaning company that cleans part of one building, etc.

Answer: None of these contracted tasks would be reported as outsourced GSF. You would only report the GSF for *full-service* of a building or a large section of a building, but not just individual tasks or partial service. Having said this, if you wanted to become really sophisticated with your estimates, you would figure out the percent of total maintenance that elevator maintenance represents and report that amount of GSF as outsourced, but we don't recommend this process. The survey is asking for full-service outsourced cleaning, maintenance, etc. of a whole area or building, not just the windows or the elevators, etc.

**TIP:**

As an example, if a contractor is assigned specific buildings or a section of the campus to administer all facilities administrative functions, enter the GSF serviced by the contractor but if accounting services is only contracted out for administration services, **DO NOT** enter the GSF serviced by the contractor.

#### 4.1.2 Facilities Administration Expenditure Question

**Total expenditures entered as a lump sum total:****Definition:**

**The sum of in-house labor** (Include all salaries, wages, and benefits. Include all miscellaneous salary categories. (e.g., overtime, shift differential, etc.); **In-house non-labor expenditures** (Include supplies, equipment, training, postage, uniforms, copier contracts, pre-employment physicals, travel, overhead charges, and other non-labor expenditures as well as other small service contract.), and **Contract/outsourcing expenditures** (Include total amount spent on outsourced services). [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.](#)

#### 4.1.3 Facilities Administration Full-Time Equivalent (FTE) Questions

**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. [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 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. GSF 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 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 Questions** There are two GSF 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 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 for this section. Campuses with active building programs should report the GSF (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 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 serviced by Construction/Renovation/A&E:

##### Definition:

This data point is intended to capture the GSF 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 of capital construction that is FUNDED and AUTHORIZED for which department performs specific functions in this category:**

**Definition:**

Include only the GSF of construction that is funded and authorized in the 2023-24 fiscal year. The funded GSF 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 2023-24 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 2023-24. You would need to determine the GSF of the construction project(s).

**For option 1 OR 2: How much of the total GSF serviced above by Construction/Renovation/A&E is outsourced?:**

**Definition:**

If a contractor exclusively performs facilities construction/renovation/A&E for a portion of the campus, enter the GSF exclusively serviced by the contractor. 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:**

Question: How do I figure out the GSF for outsourcing? We have an elevator company that services our elevators; we have a vendor that power washes our buildings; a vendor that cleans the carpets sometimes; and a cleaning company that cleans part of one building, etc.

Answer: None of these contracted tasks would be reported as outsourced GSF. You would only report the GSF for *full-service* of a building or a large section of a building, but not just individual tasks or partial service. Having said this, if you wanted to become really sophisticated with your estimates, you would figure out the percent of total maintenance that elevator maintenance represents and report that amount of GSF as outsourced, but we don't recommend this process. The survey is asking for full-service outsourced cleaning, maintenance, etc. of a whole area or building, not just the windows or the elevators etc.

**TIP:**

As an example, if one service such as planning is contracted out and paid for by the facilities operating budget, then do not enter the GSF serviced by the contractor. But if a contractor is performing the entire construction/renovation/A&E function for a portion of the campus, identify the GSF serviced by that contractor. Note that this GSF is a subset of the total GSF Express question above.

#### 4.2.2. Construction/Renovation/A&E Expenditure Question

##### Total expenditures entered as a lump sum total:

###### Definition:

**The sum of in-house labor** (Include all salaries, wages, and benefits. Include all miscellaneous salary categories. (e.g., overtime, shift differential, etc.); **In-house non-labor expenditures** (Include supplies, equipment, training, postage, uniforms, copier contracts, pre- employment physicals, travel, overhead charges, and other non-labor expenditures as well as other small service contract.), and **Contract/outourcing expenditures** (Include total amount spent on outsourced services that can be classified as part of annual operating costs for facilities management construction/renovation/A&E versus costs that are capitalized as part of a construction project and funded by capital funds.). [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.

#### 4.2.3.

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

###### 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. 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 exclusively serviced by contractor in question 1.A., you will need to ensure that your contractor FTE count is consistent with the contractor GSF 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.

4.3.1.

### Custodial GSF and Custodial CSF (Cleanable Square Feet) Questions

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

##### Definition:

This data point is intended to capture the GSF 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.

## 2. How much of the total GSF serviced above by Custodial is outsourced?:

### Definition:

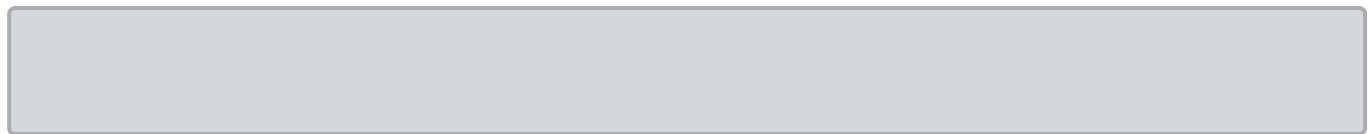
If a contractor exclusively performs facilities custodial services for a portion of the campus, enter the GSF exclusively serviced by the contractor. [In the Registration module, you opted to include or exclude auxiliary enterprises in ALL your survey entries. Ensure that this data point is consistent with that designation.](#)

### FAQ:

Question: How do I figure out the GSF for outsourcing? We have an elevator company that services our elevators; we have a vendor that power washes our buildings; a vendor that cleans the carpets sometimes; and a cleaning company that cleans part of one building, etc.

Answer: None of these contracted tasks would be reported as outsourced GSF. You would only report the GSF for *full-service* of a building or a large section of a building, but not just individual tasks or partial service. Having said this, if you wanted to become really sophisticated with your estimates, you would figure out the percent of total maintenance that elevator maintenance represents and report that amount of GSF as outsourced, but we don't recommend this process. The survey is asking for full-service outsourced cleaning, maintenance, etc. of a whole area or building, not just the windows or the elevators etc.

**TIP:** As an example, if a one time trash pick-up is contracted out for custodial services, do not enter the GSF serviced by the contractor, but if a contractor is assigned to clean specific buildings in lieu of in-house custodial staff, enter the GSF serviced by the contractor.



## 3. Total in-house and contractor CSF serviced by Custodial:

### Definition:

This data point is intended to capture the Cleanable Square Feet (CSF) of the campus served by Facilities Management Custodial. Cleanable Square Feet is a measurement of the space in buildings that is actually being cleaned by Facilities Management Custodial. It excludes space in buildings that for whatever reason is not being cleaned by Facilities Management Custodial. CSF is measured from interior wall to interior wall of spaces being cleaned. [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:

What is the difference between GSF and CSF? GSF simply measures the entire area of a building serviced by the custodial department and often includes space in the building that is not actually cleaned by the custodial department, but CSF is the total net square feet of space that is actually cleaned by the custodial department. Include only space that is cleaned at least once per year by the custodial department.

CSF is measured from interior wall to interior wall of spaces being cleaned, and excludes all space that is not being cleaned (examples of space not being cleaned are mechanical rooms, boiler rooms, electrical rooms, and special spaces such as sensitive laboratories that are cleaned by non-custodial department personnel). If the custodial department is not responsible for cleaning the space then do not include the space in the cleanable square feet/meter measurement.

#### 4. How much of the total CSF serviced above by Custodial is outsourced?:

##### Definition:

If a contractor exclusively performs all facilities custodial tasks for a portion of the campus with no custodial tasks performed by in-house personnel for this portion of the campus, enter the CSF exclusively serviced by the contractor. [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:

Question: How do I figure out the CSF for outsourcing? We have an elevator company that services our elevators; we have a vendor that power washes our buildings; a vendor that cleans the carpets sometimes; and a cleaning contractor that cleans window for the entire campus, etc.

Answer: None of these contracted services would be reported as outsourced CSF. You would only report the CSF when a contractor performs all the tasks of a specific function for buildings or a large section of a building, but not just individual tasks. The survey is asking for CSF of space where the entire function (for example all custodial tasks) is performed exclusively by contractor personnel with no tasks of the function performed by in-house personnel.

**TIP:** As an example, if a one-time trash pick-up is contracted out for custodial services, or if window cleaning for the entire campus is performed by a contractor under a window cleaning contract, do not enter the CSF for this service, but if a contractor is assigned to perform all custodial tasks for specific buildings in lieu of in-house custodial staff, enter the CSF serviced by the contractor.

#### 4.3.2. Custodial Expenditure Question

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



**Definition:**

**The sum of in-house labor** (Include all salaries, wages, and benefits. Include all miscellaneous salary categories. (e.g., overtime, shift differential, etc.); **In-house non-labor expenditures** (Include supplies, equipment, training, postage, uniforms, copier contracts, pre- employment physicals, travel, overhead charges, and other non-labor expenditures as well as other small service contract.), and **Contract/outsourcing expenditures** (Include total amount spent on outsourced services). [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.](#)

4.3.3.

**Custodial Full-Time Equivalent (FTE) Questions**

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. [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 exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor GSF 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. GSF 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 per FTE equals 61,111. By eliminating the 8 contractor FTEs, we have underestimated the amount of resources supporting the custodial function.

**Total:**

**4.3.4. Please Select a Service Level for Each Attribute Based on Your Institution's Current Custodial Service Level for Each Attribute**

**Refer to the 9 [Custodial Attribute Definitions](#) file for each level of service**

**Source: APPA's [Operational Guidelines for Educational Facilities: Custodial](#)**

	Orderly Spotlessness (Showpiece Facility) <b>Level 1</b>	Ordinary Tidiness (Comprehensive Care) <b>Level 2</b>	Casual Inattention (Managed Care) <b>Level 3</b>	Moderate Dinginess (Reactive Care) <b>Level 4</b>	Unkempt Neglect (Crisis) <b>Level 5</b>
Floors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vertical and Horizontal Surfaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ceiling and Lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restrooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Room Appearance & Sets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Satisfaction & Coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability & Trash	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleaning Validation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Cleaning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 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 Questions

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

##### Definition:

This data point is intended to capture the acres 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.

#### 2. How much of the total acres serviced above by Grounds/Landscaping is outsourced?:

##### Definition:

If a contractor exclusively performs Grounds/Landscaping for a portion of the campus, enter the acres exclusively serviced by the contractor.

(You should only report the acres for full service of grounds/landscaping or a large percentage of grounds/landscaping services, but not for individual tasks or partial service.)

Be sure to **exclude** 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.](#)

**FAQ:**

Question: How do I figure out the GSF (or acres) for outsourcing? We have an elevator company that services our elevators; we have a vendor that power washes our buildings; a vendor that cleans the carpets sometimes; and a cleaning company that cleans part of one building, etc.

Answer: None of these contracted tasks would be reported as outsourced GSF. You would only report the GSF for *full-service* of a building or a large section of a building, but not just individual tasks or partial service. Having said this, if you wanted to become really sophisticated with your estimates, you would figure out the percent of total maintenance that elevator maintenance represents and report that amount of GSF as outsourced, but we don't recommend this process. The survey is asking for full-service outsourced cleaning, maintenance, etc. of a whole area or building, not just the windows or the elevators etc.

**TIP:**

As an example, if a contractor is assigned specific zones or areas of grounds or a section of the campus to administer all facilities landscaping/grounds functions, enter the acres serviced by the contractor but if for example, limited water delivery services are contracted out for landscaping/grounds services, **DO NOT** enter the acres serviced by the contractor.

#### 4.4.2. Grounds/Landscaping Expenditure Question

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

**Definition:**

**The sum of in-house labor** (Include all salaries, wages, and benefits. Include all miscellaneous salary categories. (e.g., overtime, shift differential, etc.); **In-house non-labor expenditures** (Include supplies, equipment, training, postage, uniforms, copier contracts, pre- employment physicals, travel, overhead charges, and other non-labor expenditures as well as other small service contract.), and **Contract/outsourcing expenditures** (Include total amount spent on outsourced services). [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.](#)

### Grounds/Landscaping Full-Time Equivalent (FTE) Questions

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. *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 exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor acres 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.

Acres per FTE equals 11. By eliminating the 5 contractor FTEs, we have underestimated the amount of resources supporting the landscaping/grounds function.

Refer to the 11 [Grounds/Landscaping Attribute Definitions](#) file for each level of service

	State of the Art Maintenance Level 1	High Level Maintenance Level 2	Moderate Level Maintenance Level 3	Moderately Low Level Maintenance Level 4	Minimum Level Maintenance Level 5
Turf Care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fertilizer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irrigation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Litter Control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pruning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disease & Insect Control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snow Removal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Surfaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Repairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Floral Plantings & Mulch Applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 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 Questions

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

##### Definition:

This data point is intended to capture the GSF 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.

## 2. How much of the total GSF serviced above by Building Maintenance is outsourced?:

### Definition:

If a contractor exclusively performs facilities maintenance for a portion of the campus, enter the GSF exclusively serviced by the contractor. [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 figure out the GSF for outsourcing? We have an elevator company that services our elevators; we have a vendor that power washes our buildings; a vendor that cleans the carpets sometimes; and a cleaning company that cleans part of one building, etc.

Answer: None of these contracted tasks would be reported as outsourced GSF. You would only report the GSF for *full-service* of a building or a large section of a building, but not just individual tasks or partial service. Having said this, if you wanted to become really sophisticated with your estimates, you would figure out the percent of total maintenance that elevator maintenance represents and report that amount of GSF as outsourced, but we don't recommend this process. The survey is asking for full-service outsourced cleaning, maintenance, etc. of a whole area or building, not just the windows or the elevators etc.

### TIP:

As an example, if a contractor is assigned specific buildings or a section of the campus to administer all facilities maintenance functions, enter the GSF serviced by the contractor but if water treatment services are only contracted out for maintenance services, **DO NOT** enter the GSF serviced by the contractor.

## 4.5.2. Total expenditures entered as a lump sum total:

### Definition:

**The sum of in-house labor** (Include all salaries, wages, and benefits. Include all miscellaneous salary categories. (e.g., overtime, shift differential, etc.); **In-house non-labor expenditures** (Include supplies, equipment, training, postage, uniforms, copier contracts, pre- employment physicals, travel, overhead charges, and other non-labor expenditures as well as other small service contract.), and **Contract/outsourcing expenditures** (Include total amount spent on outsourced services). [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.](#)



#### 4.5.3.

### Building Maintenance Full-Time Equivalent (FTE) Questions

#### 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 exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor GSF 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. GSF 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 per FTE equals 68,750. By eliminating the 6 contractor FTEs, we have underestimated the amount of resources supporting the maintenance function.

**Total:**

**4.5.4. Please Select a Service Level for Each Attribute Based on Your Institution's Current Building Maintenance Service Level for Each Attribute**

**Refer to the 13 [Building Maintenance Attribute Definitions](#) file for each level of service**

**Source: APPA's *Operational Guidelines for Educational Facilities: Maintenance***

	Showpiece Facility Level 1	Comprehensive Stewardship Level 2	Managed Care Level 3	Reactive Management Level 4	Crisis Response Level 5
Customer Service & Response Time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preventive/Predictive Maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance Mix	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regulatory Compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aesthetics, Interior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aesthetics, Exterior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aesthetics, Lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building Systems Reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facility Maintenance Operating Budget as % of CRV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Campus Average FCI	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## MMBTU (One Million British Thermal Units) Calculation Worksheet

This 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 and while this is simple arithmetic, it can be perplexing. For this reason, we request that you enter the name of the person to contact regarding BTU calculations in the Energy/Utilities Operating Costs and Staffing Module.

The worksheet is organized as follows: The first part of the worksheet asks for your total energy purchased or consumed on campus (***include auxiliaries regardless of your auxiliaries' designation***). The second part contains entries on total energy distributed to or consumed by auxiliary services specifically. The third part contains entries on total energy sold or distributed to external entities.

When the entries in this worksheet are saved, your calculated MMBTU will be automatically populated into the Energy/Utilities Operating Costs and Staffing Module. You may change entries in this worksheet and resubmit your new MMBTU calculation if you find you have made errors in some of the data fields below.

***The BTU calculation is based on conversion factors for each type of energy. A default factor is shown but you can override the default factor by entering a substitute BTU conversion number.***

TOTAL ENERGY CONSUMED INCLUDING AUXILIARIES:

Legend Of Units:  
kLbs = 1,000 pounds of steam  
Therm = 100,000 BTUs  
kTon-h = 1,000 ton-hrs  
MCF = 1,000 cubic feet of gas

	Energy Source Totals	Default Factor	Total MMBTU
Total MMBTU Calculation			
Gallons of Oil #1	<input type="text"/>	138000	<input type="text"/>
Gallons of Oil #2:	<input type="text"/>	139000	<input type="text"/>
Gallons of Oil #3:	<input type="text"/>	140000	<input type="text"/>
Gallons of Oil #4:	<input type="text"/>	150000	<input type="text"/>
Gallons of Oil #5:	<input type="text"/>	145000	<input type="text"/>
Gallons of Oil #6:	<input type="text"/>	150000	<input type="text"/>
Tons of Coal:	<input type="text"/>	24000000	<input type="text"/>
Tons of Wood:	<input type="text"/>	12000000	<input type="text"/>
kWh of Electricity:	<input type="text"/>	3412	<input type="text"/>
kLbs of Steam:	<input type="text"/>	1000000	<input type="text"/>
Therms of Hot Water:	<input type="text"/>	100000	<input type="text"/>
Kton-h of Chilled Water:	<input type="text"/>	12000000	<input type="text"/>
MCF of Natural Gas:	<input type="text"/>	1000000	<input type="text"/>
Other Energy Source:			
<div></div>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total MMBTU (Gross Purchased Energy):	<input type="text"/>	<input type="text"/>	<input type="text"/>

RESALE: SALES TO AUXILIARIES:

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.

Legend Of Units:

kLbs = 1,000 pounds of steam

Therm = 100,000 BTUs

kTon-h = 1,000 ton-hrs

MCF = 1,000 cubic feet of gas

	Energy Source Totals	Default	Total MMBTU Calculation
kWh of Electricity:	<input type="text"/>	<input type="text" value="3412"/>	<input type="text"/>
kLbs of Steam:	<input type="text"/>	<input type="text" value="1000000"/>	<input type="text"/>
Therms of Hot Water:	<input type="text"/>	<input type="text" value="100000"/>	<input type="text"/>
Kton-h of Chilled Water:	<input type="text"/>	<input type="text" value="12000000"/>	<input type="text"/>
MCF of Natural Gas:	<input type="text"/>	<input type="text" value="1000000"/>	<input type="text"/>
Other Energy Source:			
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total MMBTU Resale to Auxiliaries:	<input type="text"/>	<input type="text"/>	<input type="text"/>

RESALE: SALES TO EXTERNAL ORGANIZATIONS:

**Definition:**  
External organizations are those which are not part of the institution. Examples are private businesses in a college research park, a utility company that is purchasing energy from the campus, a Veteran's Administration Hospital on a campus, etc.

Legend Of Units:  
kLbs = 1,000 pounds of steam  
Therm = 100,000 BTUs  
kTon-h = 1,000 ton-hrs  
MCF = 1,000 cubic feet of gas

	Energy Source Totals	Default Factor	Total MMBTU Calculation
kWh of Electricity:	<input type="text"/>	<input type="text" value="3412"/>	<input type="text"/>
kLbs of Steam:	<input type="text"/>	<input type="text" value="1000000"/>	<input type="text"/>
Therms of Hot Water:	<input type="text"/>	<input type="text" value="100000"/>	<input type="text"/>
Kton-h of Chilled Water:	<input type="text"/>	<input type="text" value="12000000"/>	<input type="text"/>
MCF of Natural Gas:	<input type="text"/>	<input type="text" value="1000000"/>	<input type="text"/>
Other Energy Source:			
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total MMBTU Resale to External Orgs:	<input type="text"/>	<input type="text"/>	<input type="text"/>

Total MMBTU Consumption values based on completed criteria in this worksheet:

**Total MMBTU which excludes Sales to Auxiliaries and External Organizations:**

Total MMBTU Resale to Auxiliaries:

Total MMBTU Resale to External Organizations:

## 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 Questions

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

##### Definition:

This data point is intended to capture the GSF of the campus served by Facilities Management Energy/Utilities. Include cogeneration GSF and also everything under a full-service contract. [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. How much of the total GSF serviced above by Energy/Utilities is outsourced?:

### Definition:

If a contractor exclusively performs facilities energy/utilities for a portion of the campus, enter the GSF exclusively serviced by the contractor. [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 figure out the GSF for outsourcing? We have an elevator company that services our elevators; we have a vendor that power washes our buildings; a vendor that cleans the carpets sometimes; and a cleaning company that cleans part of one building, etc.

Answer: None of these contracted tasks would be reported as outsourced GSF. You would only report the GSF for *full-service* of a building or a large section of a building, but not just individual tasks or partial service. Having said this, if you wanted to become really sophisticated with your estimates, you would figure out the percent of total maintenance that elevator maintenance represents and report that amount of GSF as outsourced, but we don't recommend this process. The survey is asking for full-service outsourced cleaning, maintenance, etc. of a whole area or building, not just the windows or the elevators etc.

### TIP:

As an example, if a contractor is assigned specific buildings or a section of the campus to administer all facilities energy/utilities functions, enter the GSF serviced by the contractor but if only chiller maintenance is contracted out for energy/utilities, **DO NOT** enter the GSF serviced by the contractor.

## 4.6.2. Total expenditures entered as a lump sum total:

### Definition:

**The sum of in-house labor** (Include all salaries, wages, and benefits. Include all miscellaneous salary categories. (e.g., overtime, shift differential, etc.); **In-house non-labor expenditures** (Include supplies, equipment, training, postage, uniforms, copier contracts, pre-employment physicals, travel, overhead charges, and other non-labor expenditures as well as other small service contract.), and **Contract/outsourcing expenditures** (Include total amount spent on outsourced services). [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.](#)

## 4.6.3.

### Energy/Utilities Full-Time Equivalent (FTE) Questions

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. **Energy/Utilities contractor FTEs:**

**Definition:**

The sum of full-service contractor FTEs exclusively performing energy/utilities 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.

If you entered GSF exclusively serviced by contractor, you will need to ensure that your contractor FTE count is consistent with the contractor GSF 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. GSF 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 per FTE equals 200,000. By eliminating the 2 contractor FTEs, we have underestimated the amount of resources supporting the energy/utilities function.

**Total:**

#### 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 next 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 for auxiliaries and then apply the cost per GSF factor to this auxiliary GSF.

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.

## 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.

2. **Reactive routine maintenance work order cycle time in HOURS when ordering and receipt of materials is required:**

**Definition:**

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).

**TIP:**

As an example, a reactive routine work order is received at 9 am on July 30. Materials are ordered and received at 9 am on July 31. Work is completed at 9 am on August 1. Cycle time is 48 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 received that required purchase and receipt of materials and take an average from this group.

3. **Reactive routine maintenance work orders are what PERCENT of the total of reactive and preventive work orders? (Enter a whole number without percent sign):**

**Definition:**

Preventive maintenance is a planned and controlled program of periodic inspection, adjustment, lubrication, and replacement of components, as well as performance testing and analysis, sometimes referred to as a preventive maintenance program. Preventive routine work orders are part of this program.

**FAQ:**

Question: Is this question asking for the total number of work orders, OPEN and CLOSED, for a specified timeframe?

Answer: Review all *assigned* work orders within the fiscal year.

Take the total of reactive routine and preventive maintenance work orders and determine what percent reactive routine work orders are of that total.

This question has nothing to do with whether or not the work order is open or closed.

**TIP:**

An example of a preventive maintenance work order would be fan lubrication. This is always a scheduled task.

**4.9.2. 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 (2023-24).

**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.

Your reported total facilities FTE from Module 1:

## 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

##### 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.



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. Investment Expenditure Question for Existing Space

#### Total Capital Investment/Expenditures in Existing Space Question

Total capital investment/expenditures = Capital renewal/deferred maintenance expenditures + renovation/modernization and adaptation expenditures + capital investment/expenditures replacing existing space + capital investment/expenditures that expand or create space.

**Definition:**

Lump sum total for all capital investment/expenditures in existing space: 1. Include the current 2023-24 fiscal year capital renewal expenditures made to retire a portion of the deferred maintenance and capital renewal needs. 2. Include the current 2023-24 fiscal year expenditure 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 expenditure is required to meet the evolving technological, programmatic, or regulatory demands of the campus. 3. Include all major capital expenditures for replacement of existing space during the current 2023-24 fiscal year. 4. Include all major capital expenditures disbursed for expanded or new campus space during the current 2023-24 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. Please select the customer satisfaction survey option below that you will report out on. (If you do not use NPS or CES, please select CSAT as the default reporting option):

- Net Promoter Score (NPS)

**Definition:**

An NPS score measures customer loyalty by looking at your customer's likelihood of recommending a given product/service/department etc. NPS scores provide a snapshot of the overall customer experience; if customers are more likely to recommend your product/service/department, that naturally points to a high level of customer satisfaction and a positive customer journey.

- Customer Effort Score (CES)

**Definition:**

CES is a customer experience metric that measures the ease/effort with which customers can use your product or service, resolve a support issue, fulfill a request, or find the information they need. Customer churn is a key business driver and customer effort is a great indicator of loyalty.

- Customer Satisfaction Index (CSAT)

**Definition:**

CSAT is a commonly used metric that indicates how satisfied customers are with a company's products or services or departments. While customer satisfaction as an idea is a general one, CSAT is a clearly defined metric. To calculate a CSAT score from your survey data, you'll use the responses of 4 (satisfied) and 5 (very satisfied). It has been shown that using the two highest values on feedback surveys is the most accurate predictor of customer retention.

6.1.1. **NPS**: Choose a single response option that best represents the overall average. This response option should represent the overall average of all survey questions responded to by all employees/customers. (Sum of all responses divided by the count of all responses.)

6.1.1. Select the overall customer satisfaction score that corresponds to *how likely* your customers would recommend your entire facilities management department to others:

Not at all likely

Extremely likely

0

1

2

3

4

5

6

7

8

9

10

☐

☐

☐

☐

☐

☐

☐

☐

☐

☐

☐

6.1.2. **CES**: Choose a single response option that best represents the overall average. This response option should represent the overall average of all survey questions responded to by all employees/customers. (Sum of all responses divided by the count of all responses.)

6.1.2. Select the overall customer satisfaction effort score that corresponds to the overall agreement around the *ease/level of effortlessness* customers experienced with your entire facilities management department:

Strongly disagree

Disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Agree

Strongly agree

Overall Customer Effort Score

☐

☐

☐

☐

☐

☐

☐

6.1.3. **CSAT**: Choose a single response option that best represents the overall average. This response option should represent the overall average of all survey questions responded to by all employees/customers. (Sum of all responses divided by the count of all responses.)

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

1- Very unsatisfied

2- Unsatisfied

3- Neither satisfied nor dissatisfied

4- Satisfied

5- Very satisfied

Overall Customer Satisfaction Index:

☐

☐

☐

☐

☐

## 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.)

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

	1- Very unsatisfied	2- Unsatisfied	3- Neither satisfied nor dissatisfied	4- Satisfied	5- Very satisfied
Overall employee satisfaction index:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Congratulations! You have reached the end of the 23-24 FPI Survey.**