2011-12

Facilities Performance Indicators Report

Tracking Your Facilities Vital Signs

Published By:

APPA is the association of choice serving educational facilities professionals. APPA's mission is to support educational excellence with quality leadership and professional management through education, research, and recognition.

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Preface

Welcome to another expanded Web-based *Facilities Performance Indicators (FPI) Report*. APPA's [Information and Research Committee's](#) goal for this year was to enhance the survey and report tools by making them both more navigable, user-friendly, and accurate. We have made significant progress with all of these initiatives. APPA also automated many of the internal processes for the survey and report, which resulted in a better quality product that can be delivered faster and with more accuracy. APPA will continue to make improvements based on participant feedback, and we welcome any thoughts or comments you would like to provide.

New Report Enhancements for 2011-12

Charts and Graphs

- All charts and graphs have been updated with a new software upgrade that will allow users to access charts and graphs on any e-reader device
- To download any of the charts and graphs in any report area, click the small arrow icon in the right hand corner of the chart/graph and an option to download the chart or graph as a PNG, JPEG, PDF, or SVG vector image appears
- All charts/graphs can either be printed or saved to your desktop as one of the four options noted above

Detailed Data Reports

There are now five (5) options for printing and/or downloading any report in this area:

1. Download/print each page of the report as a single page
2. Download/print the entire report for each module (Custodial, Maintenance, Business Practices, etc.)
3. Download/print the entire report (this includes all sub- reports as well) for each module as an Excel file with each value populated in live cells
4. Data Grids can be downloaded/printed as Excel files with each value populated in live cells
5. All graphs from all reports and sub-reports within each module can be downloaded in bulk (not an option where flash is not available)

Excel File Reports

- Excel files now have blank cells and values are no longer truncated which will make these live cells easier to manipulate for number crunchers
- A Cleanable Costs and Staffing sub report has been added to the Custodial report
- Sort criteria has been expanded to include the state where institutions are located providing another useful way to sort the data

Online Presentation Reports

- A new "notes" feature for each graph/chart has been added with no word count restriction
- A new print feature will allow for up to 2 graphs/charts to be printed on a page with notes and data grids included or excluded at your discretion

- All charts/graphs can also be printed as a PDF (if you have a PDF Print Driver) which will allow them to be saved to your desktop
- Charts/graphs can be saved directly by making a right click within the graph/chart itself or by using the print option in your browser

Newly Introduced Beta Report Fields for 2011-12

- Annual Facilities Operating Expenditures Less Other Total Expenditures per GSF-GSM in Module 3 (Is My Institution Adequately Funding the Facilities Management Annual Budget?)
- Annual Facilities Operating Expenditures Less Other Total Expenditures in Module 4 (Operating Costs and Staffing for All Functions)

The following TCO (Total Cost of Ownership) ratios can all be found in Module 5 (Is my institution making the right investment in our existing buildings, infrastructure, and academic programs?)

- Building Age Ratio as a Percent
- TCO for Construction (Birth) Current Replacement Value Cost per Building GSF-GSM Maintained for Each Year of Useful Life of Buildings
- TCO for Annual Facilities Operating Expenditures (Maintenance and Operations) Plus Purchased Utilities Cost per Building GSF-GSM Maintained for Each Year of Useful Life of Buildings
- TCO for Minimum Capital Investment Dollars (Recapitalization Cost) Dollars per Building GSF-GSM Maintained for Each Year of Useful Life of Buildings
- TCO for Demolition (Burial Cost) Using a Default Factor of $12 per GSF-GSM per Building GSF-GSM Maintained for Each Year of Useful Life of Buildings
- Actual Birth to Burial Total Cost of Ownership Dollars

These enhancements and additions, on top of the potent report capabilities delivered in the 2011-12 FPI Report, make it a flexible, sophisticated, and powerful tool for analyzing, planning, reporting, and managing your facilities operation. No other professional education organization provides such an essential instrument as a membership benefit.

We congratulate the institutions that elected to participate in the 2011-12 FPI Survey, and we celebrate meeting our goals to deliver this superior 2011-12 FPI Report to the APPA membership and other interested parties.

The 2011–12 *Facilities Performance Indicators* Report reflects some APPA members' desire for confidentiality. The only institutional list of participants is contained in Appendix A of this report.

Participant institutional studies are available to participants who indicate a willingness to share their identity with other participants. These institutions have an abundant amount of information at hand. APPA encourages institutions that have not done so, to join those who participated in the Facilities Performance Indicators Survey so that they can also profit from this data discovery process.

All others view the non-participant report in which institution names are coded. Those using the non-participant Report are advised to examine the institutional listing in the Report Settings area, which shows the general statistics about the participants in the

survey. This general campus information is provided so that users of this report can evaluate the institutions that have contributed statistics to the averages reflected in the data summaries.

The *Facilities Performance Indicators Report* is designed for survey participants, interested professionals, and serious researchers who want to mine the data. The Report includes the following features, among others:

- a comparison of any or all institutions within a cohort group including cohort averages in the data summaries for those that are a part of a private cohort group;
- simultaneous display of significant data and ratios and measures for all selected institutions and group averages;
- the capability to read and/or print/download out the whole range of 2011– 12 reports contained in the *Facilities Performance Indicators Report,* including institution-by-institution tables;
- the capability to view all numeric report figures in chart form;
- the ability to export the calculated information and survey entries to Microsoft Excel or other software for additional studies.

Participating institutions from outside the United States were given the option of entering their size entries in gross square meters instead of gross square feet; and hectares instead of acres. All report entries are available to view in both Metric and Standard. All participants can now choose how they would like all information contained in charts, graphs, and reports to be displayed as either Metric or Standard.

APPA's Information and Research Committee provided leadership and direction in the development of the Facilities Performance Indicators Survey as well as the innovative new methods used for the data storage, retrieval, and analysis that was constructed under the committee's watch.

The 2011-12 Information and Research Committee consists of the following members:

Chair/Vice President: Jeri Ripley King, University of Iowa

Committee Members:

CAPPA: Al Stoverink, Arkansas State University
ERAPPA: Steve Peary, University of Maine
MAPPA: Mike Hamilton, Iowa State University
PCAPPA: Richard Storlie, University of Nevada, Las Vegas
RMA: Lindsay Wagner, Northern Arizona University
SRAPPA: Larry Blake, Northern Kentucky University
Member At-Large: Darryl Boyce, Carleton University
Member At-Large: Maggie Kinnaman, APPA Fellow & Past APPA President
Member At-Large: Norm Young, University of Hartford
Staff Liaison: Steve Glazner, APPA Director of Knowledge Management
FPI Director: Christina Hills, Director of Credentialing & Benchmarking

Meet Your FPI Survey and Report Team

Maggie Kinnaman is an FPI Advisor, APPA Member Emeritus, APPA Fellow, Past APPA President, APPA Board member for 20 years, Institute and Academy Faculty Member and the former Business Administration Director for the University of Maryland at Baltimore. Maggie served as the participant contact outreach mentor and data analysis advisor to all participants during this year's survey cycle. Maggie has provided numerous recommendations such as tips and FAQ's that led to the enhancement of the function and structure of the FPI survey.

Heather Lukes of Digital Wise, Inc., has been APPA's database programmer and web developer for 15 years. Heather has been responsible for the FPI survey programming for the past 10 years. Heather is the sole programmer for both the FPI survey and report tool. Heather has been responsible for implementing all the great enhancements, reports, and features you currently enjoy in the FPI survey and report.

Christina Hills, APPA's Director of Credentialing & Benchmarking has been project managing the FPI team for 6 years. With guidance from the FPI team, other volunteers, and great feedback from our APPA members and FPI participants, Christina has helped guide the survey and report tool to its current version. This cycle of continuous improvement will occur year after year.

Finally, we thank the many institutions and APPA members who responded once again to our survey and whose participation makes the report both informative and transformative year after year.

Interpreting This Report

The purpose of APPA's *Facilities Performance Indicators* is to provide a representative set of statistics about facilities in educational institutions.

Data analysis and cleanup are performed in four phases of report processing:

Phase I - During the open survey period (Early July through early December):

> As data is inputted, audit alerts are posted in red when a data entry is outside acceptable data triggers. This gives the participant an opportunity to research their input for accuracy.

> Prior to requesting a formal data review for a module, participants can view live reports and look behind the question mark icon ("?") to see if their data input is outside the upper and lower data triggers. This gives participants an opportunity to review and change their data if appropriate, before even requesting a formal data review.

> Audit alerts also point out inconsistencies with data input from module to module. This is another way participants can clean up their data early in the open survey period.

> Once a formal data review is requested, the data scrubber looks at outliers (those data points that lie outside of upper and lower data triggers) and contacts participants with possible strategies to correct or adjust the data accordingly.

> If the data scrubber notes a possible data issue, the radio button on the participant's survey home page turns red. If the data passes the data review after it has been adjusted, the radio button turns green.

Phase II – After the survey has closed in early December:

> Communication continues between the data scrubber and participant with the goal of ensuring that all radio buttons on the survey home page are green and that all outstanding audit alerts have been eliminated before the beta report review period opens.

> Participants can view their closed survey but cannot make changes themselves. They must communicate with the data scrubber and request changes to be made by the scrubber.

Phase III – During the Beta report period (Early January through early March):

> This is an opportunity for participants to view their data as it will appear in the final published report. Participants are also able to view the data submitted by all other participating institutions. This is an opportunity for all cohorts or individual

institutions to evaluate their data and request any final changes to the data set in order to best reflect the capital asset realities for their organization.

Phase IV- After the Beta report closes and before the final report is published (mid-March):

Final data analysis is completed and all the data is permanently locked down including all upper and lower triggers for all data input fields and as well as those ratios derived from these input fields. Data/ratios that are outside of the trigger points are noted and are excluded from all report calculations (such as averages) but are included in the published report data fields under that institution's name. Data/ratios marked in red are suspect because the institution did not confirm with the scrubber whether the data was good or bad (the scrubber believed the data was bad according to the upper and lower triggers but final confirmation rests with the institution). Those data/ratios highlighted as green have been confirmed by the organization as good data but they will not be included in overall averages due to their ability to skew the averages significantly.

Summary Grouping Categories in the Detailed Data Reports

1. Funding Source
   a. Private
   b. Public

2. Carnegie Classification
   a. Doctoral/Research Universities—Extensive
   b. Doctoral/Research Universities—Intensive
   c. Master's Colleges and Universities
   d. Baccalaureate Colleges
   e. Associate's Colleges
   f. Specialized Institutions
   g. K–12

3. Canadian (faux) Carnegie Classification
   a. Doctoral/Research
   b. Research Universities—High
   c. Research Universities—Very High
   d. Master's Colleges and Universities
   e. Baccalaureate Colleges
   f. Overall

4. Region
   a. CAPPA (Central)
   b. ERAPPA (Eastern)
   c. MAPPA (Midwest)
   d. PCAPPA (Pacific Coast)
   e. RMA (Rocky Mountain)
   f. SRAPPA (Southeastern)

5. Student Full-Time-Equivalent Enrollment Range
   a. 0 to 999
   b. 1,000 to 1,999
   c. 2,000 to 2,999
   d. 3,000 to 4,999
   e. 5,000 to 11,999
   f. 12,000 to 19,999
   g. 20,000+

6. Auxiliary Services
   a. Included in Entries
   b. Excluded from Entries

7. Percent Dollars Contracted
   a. Less than 1%
   b. 1% to 19.9%
   c. 20% to 49.9%
   d. 50%+

8. Building's Average Age (used selectively)
   a. Less than 20 years
   b. 20 to 29 years
   c. 30 to 39 years
   d. 40 to 49 years
   e. 50+ years

9. Cogeneration (used with Energy and Utilities)
   a. No
   b. Yes

10. District Utility System (used with Energy and Utilities)
    a. No
    b. Yes

11. Grounds Service Level
    1. State-of-the-Art-Maintenance
    2. High-level Maintenance
    3. Moderate-level Maintenance
    4. Moderately Low-level Maint.
    5. Minimum-level Maintenance

12. Custodial Service Level
    1. Orderly Spotlessness
    2. Ordinary Tidiness
    3. Casual Inattention
    4. Moderate Dinginess
    5. Unkempt Neglect

13. Maintenance Level
    1. Showpiece Facility
    2. Comprehensive Stewardship
    3. Managed Care
    4. Reactive Management
    5. Crisis Response

14. Customer Overall Satisfaction
    a. 6 Extremely Satisfied
    b. 5 Very Satisfied
    c. 4 Satisfied
    d. 3 Dissatisfied
    e. 2 Very Dissatisfied
    f. 1 Extremely Dissatisfied

15. Employee Overall Satisfaction
    a. 6 Extremely Satisfied
    b. 5 Very Satisfied
    c. 4 Satisfied
    d. 3 Dissatisfied
    e. 2 Very Dissatisfied
    f. 1 Extremely Dissatisfied

16. Performance Self-Evaluation (Financial, Internal Processes, Customer Satisfaction, and Learning & Growth)
    a. 1.Copper No Program
    b. 2. Bronze Beginning Program
    c. 3. Silver Mature Program
    d. 4. Gold Stretch Goal
    e. 5. Platinum Flawless Program

17. Cohort Average (Seen if public)
    a. CAUBO
    b. California State University System
    c. University of North Carolina System
    d. University System of Georgia
    e. California Community College District
    f. Los Angeles County Community Colleges

Funding, Carnegie classification, and student enrollment were audited against IPEDS (Integrated Postsecondary Education Data System) records, and an APPA region was assigned according to the state or province in the institution's address. Institutions designated K–12 are in an artificial "K–12" Carnegie classification. Non-U.S. institutions participating in the survey were given self-assigned Carnegie classifications based on the current classification definitions.

FPI Report Options

Report Settings

Provides a way for you to establish your default report settings such as peer comparison institutions, peer comparison Executive Level Dashboards institutions, summary grouping categories such as Carnegie, APPA Region, Enrollment Range, etc., as well as trending and bar chart/graph options. It is recommended that you first establish your report default settings before viewing your Detailed Data Reports.

Participant Demographics

Provides a high-level overview of key performance indicators and demographic statistics for all 2011-12 FPI survey participants. Choose this report if you are looking for a quick, high-level snapshot of the current year's general indicators and demographics.

Prior Year Reports

Provides historical detailed data reports back to the 2005-06 FPI report year. Institution names will only be available for the years that your institution participated in the FPI survey. This report will be most helpful to current year survey participants who are looking for peer institutions that did not participate in this year's current survey but may have participated in a previous survey cycle.

Detailed Data Reports

Provides comprehensive customized reports for every area included in the FPI survey. This report is a great place to build your cohort peer group and view individual institutional data as well as overall averages and summary grouping averages. Each main report also has a drop down menu of sub reports as well as bar charts/graphs and definition information for every data point. Canadian institutions will be able to choose metric as a means of converting the entire data set in this report. Institutions selected in your Report Settings will automatically appear in this report but you also have the option to manually select or deselect institutions on the home page of this report.

Excel File Reports

Provides raw survey/report data in convenient Excel files allowing you to customize the entire data set for the current report year as well as all prior years back to 2005-06. Use this report option if you are planning to create your own customized columns of data or wish to build your own formulas to devise additional performance indicators beyond what is provided in the customized Detailed Data Reports.

Executive Level Dashboards

Provides Senior Business Officers and Senior Facilities Officers with quick and easy metrics that highlight the data sets most relevant for that target group. Data is presented in bar charts/graphs and can be sorted by several important summary grouping criteria including Carnegie, Auxiliary Service, Enrollment Range, and more.

Dashboard Dials

Available only to current year survey participants, this report provides a unique dashboard dial for every performance indicator available in the FPI report. The dials provide you with an easy way to view your data for a specific value and provide several ways to compare your value to the entire data set or to summary groupings that you select.

Online Presentations

Available only to current year survey participants, this report provides participants with a dynamic way to create online presentations using bar charts/graphs and/or data grids. Create and save multiple presentations for different audiences or export slides to the web, PowerPoint, or Word. Use this report to prepare a visual slide show that will allow you to help educate your audience on the capital asset realities of your campus as well as those of your selected peer institutions.

Monetary Conversion

For purposes of the FPI survey and report, the Canadian Dollar is equivalent to one US Dollar.

The range of information contained in the Web-based *Facilities Performance Indicators Reports* is much broader than what has been covered in any APPA survey summary before 2005. The organization and approach of the report has been redesigned as well. The Report contains all of the bar charts and statistical tables that APPA members have grown to expect and more. The Report also includes sections that introduce new methods for organizing data displays.

- A string of ratios and measures for each Essential Question/core function provides a variety of measurement perspectives.
- Significant supporting data shows the base information used in most of the ratio calculations.

Comments on Two of the Detailed Data Reports

Operating Costs and Staffing for All Functions

The Operating Costs Report consists of a series of reports on operational expenses (in-house labor, in-house nonlabor, and contract costs).   The measures include FTE (Full-Time Equivalent) from personnel data and costs by survey module compared to GSF/GSM (Gross Square Feet/Gross Square Meters). These costs, FTE, and GSF/GSM per acres/hectares are broken down into seven functions performed by facilities operations: facilities administration, construction/renovation/architecture and engineering, custodial services, energy/utilities, landscaping/groundskeeping, maintenance/trades and Other.

Some things to be aware of when looking at the Operating Costs Report are:

1. The information about contracted services was improved by new data captures in Operating Costs and in Personnel FTE and Salaries sections of the survey. GSF/GSM completely serviced by a contractor and contractor FTE performing work otherwise done by in-house labor are the new data points. These new data points make the FTE per GSF/GSM and the FTE per Student FTE measure by function more accurate.

2. A new Custodial Cleanable Square Feet (CSF) sub-report has been added to the Custodial Module. This CSF sub-report is an exact replica of the Ops Costs and Staffing report for Custodial GSF.

3. We removed the overall Average Benefits Percent question from Module 1 and have replaced this question with unique Average Benefits Percent questions for _EACH_ area of Module 4 (Facilities administration, construction/renovation/architecture and engineering, custodial services, energy/utilities, landscaping/groundskeeping, maintenance/trades and Other). As a result of this change, the formerly named Personnel Ratios and Measures sub-reports have been removed. You will now see each area's unique average benefits percent in the Significant Supporting data area for each report.

4. We now track Student FTE labor as a separate category in all areas of Module 4 (Facilities administration, construction/renovation/architecture and engineering, custodial services, energy/utilities, landscaping/groundskeeping, maintenance/trades and Other). The total Student FTE labor force value for each institution can be found in Module 1.

5. The GSF/GSM reported for the Construction A&E function was limited in previous survey cycles to the footage under planning, bid, award and/or construction. In 2011-12, participants were given two choices: footage under planning, bid, award, and construction; or total campus GSF/GSM.

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

This module is highly dependent on the Current Replacement Value (CRV) estimates since CRV is the divisor in formulas for most of its measures. CRV estimates become more realistic with each survey. However, before you select a campus as a comparison cohort for strategic measures, check its gross CRV estimate value per GSF/GSM. The two components for this calculation can be found in Module 2 under the sub-report titled, *"CRV Cost/GSF/GSM by Building Type."* CRV/GSF/GSM averages are to include infrastructure and reflect current construction costs. The issue, however, is not necessarily how different your CRV value is from another peer institution's but rather how well are you investing to keep up with your needed minimum investment in the buildings and infrastructure. The real comparator in this module is FCI (Facilities Condition Index) and the Needs Index. Yes, the CRV values should be accurate but so should the reported backlog of needs. These indicators will paint a picture of how well or how poorly the institution is being cared for. A low FCI or Needs Index indicates that the necessary care (i.e. funding) is being provided and a high FCI or Needs Index shows that the institution is ignoring the state of the buildings' condition on campus.

Report Characteristics

Several characteristics about the way the survey is computed should be kept in mind. Being mindful of these characteristics will assist you in properly interpreting the statistical information provided by the many reports and charts contained in the report.

- Blanks and zeros submitted as survey entries were not included in statistical computations. Respondents enter only the information that is of interest to their campus. Most respondents submitted blank entries for items that did not apply to them while a small number of respondents might have entered zeros for non-applicable items. The data collection system does not distinguish between blank entries and zero entries (they are both excluded from statistical computations). This statistical method is consistently applied throughout the report.

- No summary averages are computed as averages of averages, because that is not valid. Summary averages are the sum of all entries divided by the count of all entries excluding zeros.

- The data generally do not conform to a standardized bell curve. Typically, data are clustered at the low end of a range rather than being symmetrical around the mean. As a result, the median figures are typically somewhat lower than the average figures that are reported.

- A summary that breaks groups down into many categories will produce some small counts, and counts vary from measure to measure since respondents do not answer all survey questions. The average for a small count should be used with caution. Please activate the "Count" button on the Detailed Report data summaries line before evaluating the grouping statistics. This Web-based *Facilities Performance Indicators Report* includes counts for all group averages.

- Look at historical bar charts to identify those group averages that appear to be stable statistics and those that have large fluctuations. A small sample size typically produces fluctuations from year-to-year.

When used with the above observations in mind, the statistics are generally representative, and therefore valid, as substantiated by consistent data that are illustrated in historical charts. Where the statistics are historically different, the validity of the data can be substantiated by identifying the sources of data differences, such as the influence of non-traditional specialized institutions in the participant pool. This is a general caution and should not be viewed as a shortcoming of APPA's current Facilities Performance Indicators Survey, but instead as a reflection of the varied profile of the institutions who participate in the survey. Biases, reporting consistency, and other concerns are always present when evaluating statistical information and it is always important to know how to make valid comparisons. Keeping this in mind is the best way to ensure that this report is used effectively.

FY 2011-12 Respondents and ParticipationTrends

There were 323 participants in the 2011-12 Report.

Count by Funding Source

Legend: 1996, 1998, 2000, 2002, 2004, 2005, 2006, 2007, 2008, 2009, 2010
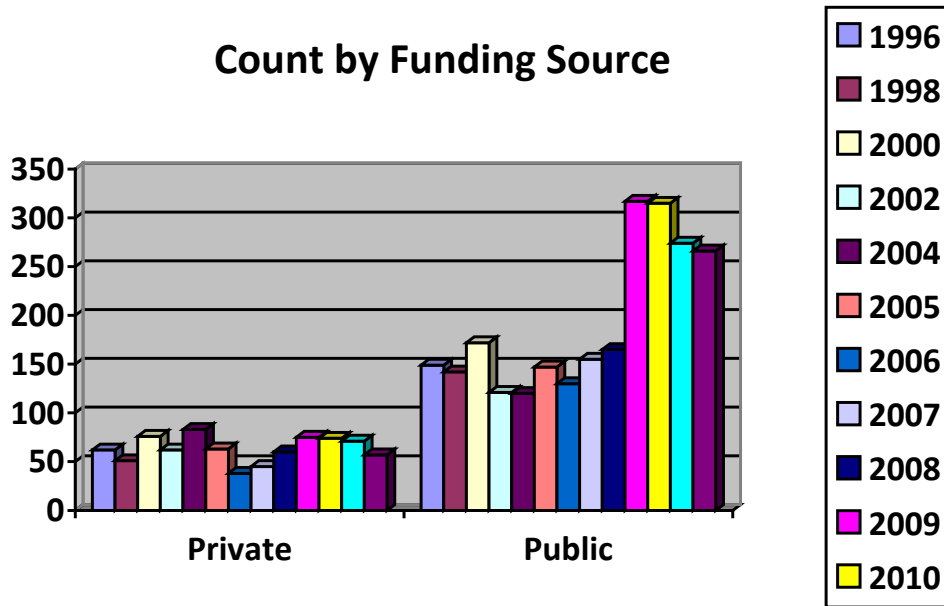
- 2012 saw a decrease in the number of private institutions participating. Fifty-seven (57) private institutions participated. This decrease can be attributed to the smaller number of overall participants for 2012. 266 public institutions participated in the 2012 survey cycle.

Count by Region
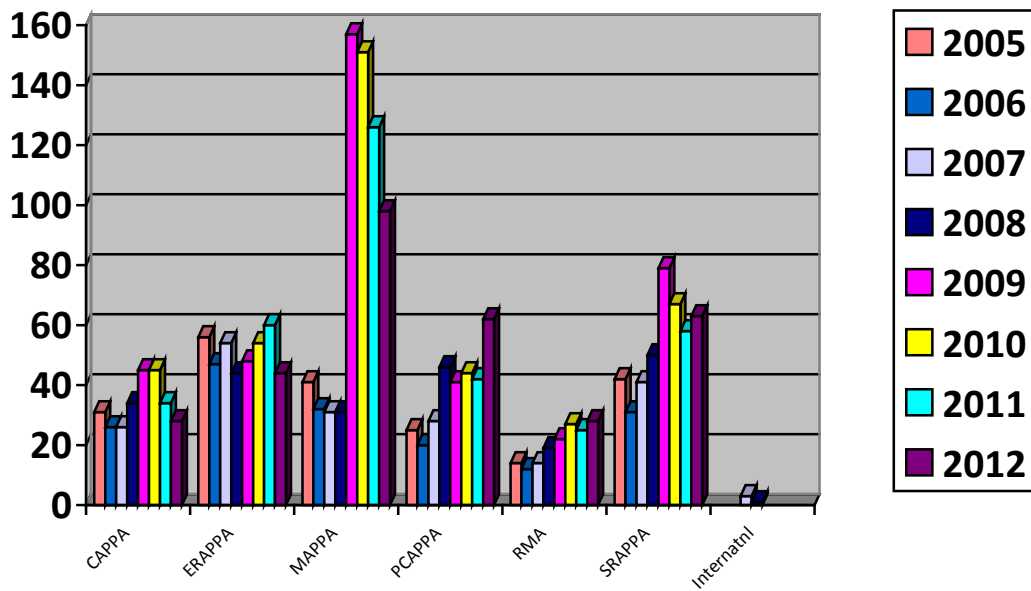
- All APPA regions are represented in the report, with the largest number of respondents coming from the Midwestern region (MAPPA), Southeastern region (SRAPPA), and the Pacific Coast region (PCAPPA). There were no International participants this year. (APPA had a spike in the MAPPA region over the past few years due to its continued partnership with MHEC (Midwestern Higher Education Compact) whose members are all located in the MAPPA region).

Count by Enrollment
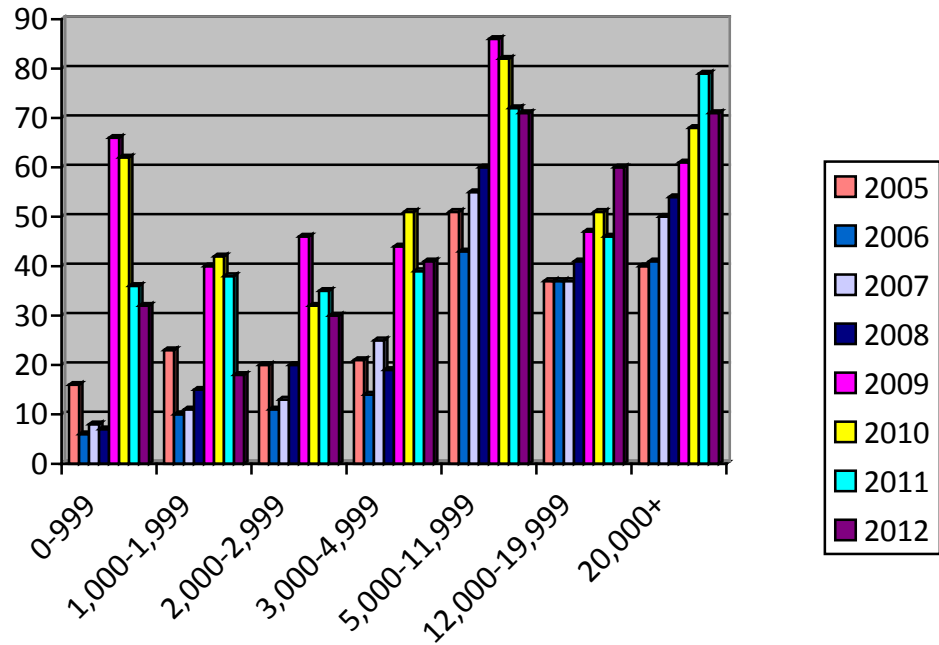
- Participating institutions' enrollment ranges—which start at 0 and go up to 20,000-plus—has been rather consistent over the last seven survey cycles. The bar chart above shows that the enrollment range distribution in 2012 follows the normal experience levels.

Count by Carnegie
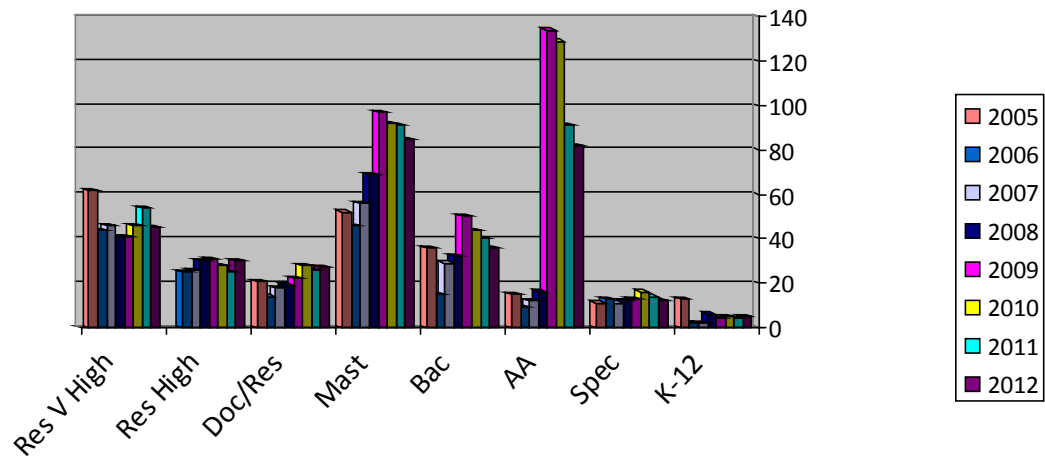
- The representation of institutions as categorized by the Carnegie classifications has been generally consistent. The trend over the past few years is growth in participation in the Masters Carnegie class as well as in the Associates area.

Specialized institutions are shown as one category in the chart. The FPI shows this Carnegie classification as Specialized (count 5) and Specialized Medical (count 7).

While the counts are small when this division is made, the Medical Centers need to make comparisons within their own group and not with a mixture of medical and other types of specialized institutions.

Carnegie Classifications

The following are descriptions of the primary institutional classifications as defined by the Carnegie Foundation for the Advancement of Teaching:

Doctorate-granting Universities: Includes institutions that award at least 20 doctoral degrees per year (excluding doctoral-level degrees that qualify recipients for entry into professional practice, such as the JD, MD, PharmD, DPT, etc.). Excludes Special Focus Institutions and Tribal Colleges.
> **Research Universities Very High Research Activity**
> **Research Universities High Research Activity**
> **Doctoral/Research Universities**

Master's Colleges and Universities: Includes institutions that award at least 50 master's degrees per year. Excludes Special Focus Institutions and Tribal colleges.

Baccalaureate Colleges: Includes institutions where baccalaureate degrees represent at least 10 percent of all undergraduate degrees and that award fewer than 50 master's degrees or fewer that 20 doctoral degrees per year. Excludes Special Focus Institutions and Tribal Colleges.

Associate's Colleges: Includes institutions where all degrees are at the associate's level or where bachelor's degrees account for less than 10 percent of all undergraduate degrees. Excludes institutions eligible for classification as Tribal Colleges or Special Focus Institutions.

Special focus Institutions: Institutions awarding baccalaureate or higher-level degrees where a high concentration of degrees is in a single field or set of related fields. Excludes Tribal Colleges.
> **Specialized**
> **Specialized/Medical** Medical schools and medical centers

K–12: This includes schools and school districts focusing on primary and secondary education. It is not a Carnegie Classification, but one assigned for the purposes of the FPI Report.

APPA Regions

APPA's six geographical regions function independently of APPA and offer their own educational programs, annual meetings, scholarships, and other benefits. Each region maintains its own set of officers, committees, and activities to serve member institutions within the region. Regions determine their own membership requirements, dues, structure, and services.

Regions work with APPA to ensure that international programs address concerns of interest to all members. To maintain strong links among all regions, each region is represented on the APPA Board of Directors and on APPA committees.

APPA chapters are general city-wide or state-wide organizations of members who meet periodically to share information and discuss issues of local or state interest.

Institutions from outside the United States of America and Canada are put into an "International" region for the purpose of this FPI Report. A concentration of institutions from any one foreign region will be recognized in future FPI Reports.

Up-to-date information about the APPA regions—including conference dates, contact information, and links to the regional websites—are available on APPA's website. A handy APPA region reference chart is provided on the following page for your convenience.

Regions

APPA's six geographic regions function independently of APPA, offering their own educational programs, annual meetings, publications, and other benefits. Each region maintains its own set of officers, committees, and activities to serve member institutions within the region.

Regions determine their own membership requirements, dues structure, and services. Regions work with APPA to ensure that international programs address concerns of interest to all. To maintain strong links among all regions, each region is represented on the APPA Board of Directors and on APPA committees.

APPA chapters are generally city- or state-wide organizations of members who meet periodically to share information and discuss issues of local or state interest.

Up-to-date information about the regions, including annual meeting dates, contact information, and links to the regional websites, are available on APPA's website at www.appa.org.

ERAPPA: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Brunswick, New Hampshire, New Jersey, New York, Newfoundland, Nova Scotia, Ontario, Pennsylvania, Prince Edward Island, Quebec, Rhode Island, Vermont

RMA: Alberta, Arizona, Colorado, Idaho, Montana, New Mexico, Saskatchewan, Utah, Wyoming

PCAPPA: Alaska, American Samoa, British Columbia, California, Guam, Hawaii, Nevada, Oregon, Washington, Yukon Territory

MAPPA: Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, Wisconsin

CAPPA: Arkansas, Kansas, Manitoba, Missouri, Nebraska, North Dakota, Oklahoma, South Dakota, Texas

SRAPPA: Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virgin Islands, Virginia, West Virginia

INTERNATIONAL MEMBERS: Australia, Botswana, Cyprus, Finland, Great Britain, Israel, Jamaica, Korea, Lebanon, Mexico, Netherlands, New Zealand, Pakistan, People's Republic of China, Republic of China, Republic of South Africa, Singapore, Trinidad, Tobago, Turkey, and United Arab Emirates.

Participant Demographics/General Data

Information in this section is provided to assist you in your evaluation of information contained in the *2011-12 Facilities Performance Indicators Report.*

The charts and tables in the Participant Demographics report tab shows whether the distribution within a grouping could be considered significant for your benckmarking comparison purposes.

Distribution of Respondents By Major Groupings

Funding ⑦		Carnegie Class ⑦	
Private	57	Associate (Two Year)	82
Public	266	Baccalaureate	36
Total	323	Masters	85
		Doctoral/Research	27
		Research High	31
		Research Very High	45
		Specialized	5
		Specialized Medical	7
		K-12	5
		Total	323

APPA Region ⑦		Enrollment Range ⑦	
CAPPA	28	0-999	30
ERAPPA	44	1,000-1,999	20
MAPPA	98	2,000-2,999	28
PCAPPA	62	3,000-4,999	44
RMA	28	5,000-11,999	67
SRAPPA	63	12,000-19,999	58
Total	323	20,000+	76
		Total	323

Building Age Range ⓘ	🌐📊	Custodial Service (Staffing) Level ⓘ	🌐📊
<20	24	1 Orderly Spotlessness	3
20-29	53	2 Ordinary Tidiness	124
30-39	76	3 Casual Inattention	112
40-49	77	4 Moderate Dinginess	17
50+	37	5 Unkempt Neglect	1
Total	267	Total	257

Grounds Service (Staffing) Level ⓘ	🌐📊	Maintenance Service (Staffing) Level ⓘ	🌐📊
1 State-of-the-Art Maintenance	9	1 Showpiece Facility	3
2 High-Level Maintenance	108	2 Comprehensive Stewardship	70
3 Moderate-Level Maintenance	120	3 Managed Care	147
4 Moderately Low-Level Maintenance	11	4 Reactive Management	33
5 Minimum-Level Maintenance	0	5 Crisis Response	0
Total	248	Total	253

Overall Employee Satisfaction Reported ⓘ	🌐📊	Overall Customer Satisfaction Reported ⓘ	🌐📊
1 Extremely Dissatisfied	0	1 Extremely Dissatisfied	0
2 Very Dissatisfied	0	2 Very Dissatisfied	0
3 Dissatisfied	6	3 Dissatisfied	3
4 Satisfied	85	4 Satisfied	65
5 Very Satisfied	33	5 Very Satisfied	73
6 Extremely Satisfied	2	6 Extremely Satisfied	8
Total	126	Total	149

The report below shows counts for all survey module entries. Some participants completed only a few of the modules and participants sometimes did not answer every question within a module.

Consequently, the counts on most tables throughout this report can be expected to be *lower* than those shown in the Participant Demographics charts and tables. Noting the counts on statistical tables can help the user decide whether or not the statistics are useful to a particular operation's purposes. This report has not produced cross-tab tables between two groupings, because many entries in such tables would have low counts. Below are counts of participants by survey module.

About the Facilities Unit	323
CRV Worksheet	150
What Facilities Make Up Our Institution?	323
Is My Institution Adequately Funding the Facilities Management Annual Budget?	264
Operating Costs and Staffing for Facilities Administration	263
Operating Costs and Staffing for Construction/Renovation/A&E	229
Operating Costs and Staffing for Custodial	260
Operating Costs and Staffing for Landscaping/Grounds	309
Operating Costs and Staffing for Maintenance	259
MMBTU Worksheet	212
Operating Costs and Staffing for Energy/Utilities	304
Operating Costs and Staffing for Other	226
Business Practices	219
Is my institution making the right investment in our existing buildings, infrastructure, and academic programs?	213
Are the customers satisfied with the space and service?	184
Is my facilities department developing staff that can sustain excellence?	188

FPI Trend Analysis of Key Performance Indicators 2008 through 2012

Questions	2008	2009	2010	2011	2012
# of Participants	225	392	388	345	323
GSF Maintained	3,566,144	2,382,942	2,646,717	2,922,997	2,995,351
CRV	$ 1,078,218,106	$ 984,660,439	$ 1,173,758,319	$ 1,184,342,082	$ 1,032,087,814
CRV per GSF	Not shown	Not shown	$ 314.59	$ 327.57	$ 324.73
Facilities Exp/GIE	6.62%	7.34%	6.04%	6.00%	5.70%
Custodial Cost/GSF	$ 1.40	$ 1.40	$ 1.36	$ 1.36	$ 1.40
GSF per Custodian	35,037	37,643	31,715	32,592	33,174
Grounds cost per acre	$ 5,749	$ 5,147	$ 5,412	$ 5,496	$ 5,314
Acres per grounds FTE	15.9	20.1	17.1	17.9	17.7
Maintenance cost per GSF	$ 1.55	$ 1.54	$ 1.47	$ 1.57	$ 1.59
GSF per maintenance FTE	66,751	67,626	69,595	71,192	72,781
Energy cost per GSF	$ 2.62	$ 2.44	$ 2.19	$ 2.27	$ 2.25
BTU per GSF	155,939	149,640	116,870	121,361	121,131
Avg Age of buildings	Not shown	Not shown	Not shown	Not shown	37.3
Useful Life of MCB	54.10	51.53	53.87	53.67	53.06
Bldg Aging Ratio	New Ratio	New Ratio	New Ratio	New Ratio	74%
Total Cost of Ownership	New Ratio	New Ratio	New Ratio	New Ratio	$ 21.18
FCI	9.43%	9.69%	9.83%	11.70%	11.33%
Needs Index	20.70%	18.42%	17.39%	18.91%	18.07%
Minimum Investment	2.11%	2.17%	2.07%	2.08%	2.06%
Actual Investment	2.08%	2.04%	1.92%	2.71%	1.72%
Customer Rating	4.563	4.493	4.588	4.556	4.577
Employee Rating	4.314	4.478	4.357	4.318	4.246
Training/work hours	2.85%	0.98%	0.65%	1.44%	1.46%
% Internal Candidates	35%	36%	37%	37%	33%

APPENDIX A

2011-12 Facilities Performance Indicators Participants

Alexandria Technical Institute
Anoka Technical College
Anoka-Ramsey Community College
Anoka-Ramsey Community
  College/Cambridge Campus
Appalachian State University
Arizona State University
Arkansas State University
Armstrong Atlantic State University
Augusta State University
Austin Peay State University
Babson College
Bemidji State University
Black Hills State University
Bob Jones University
Brandon University
British Columbia Institute of Technology
Butler University
Butte College
California Institute of Technology
California Polytechnic State University
California Polytechnic State
  University/Pomona
California State University/Channel Islands
California State University/Dominguez Hills
California State University/East Bay
California State University/Fresno
California State University/Fullerton
California State University/Long Beach
California State University/Monterey Bay
California State University/Northridge
California State University/Sacramento
California State University/San Bernardino
California State University/San Marcos
California State University/Stanislaus
Canisius College
Capital University
Carleton University
Casper Community College
Centennial College
Central Lakes College
Central Lakes College/Staples
Central Methodist University
Central Washington University
Century College
Cincinnati State Tec & Community College
Clayton State University
Colorado College

Colorado State University
Colorado State University/Pueblo
Columbus City Schools
Concordia College/Moorhead
Contra Costa Community College District
Dakota County Technical College
Dalhousie University
East Carolina University
East Carolina University/Health Sciences
East Los Angeles College
Eastern Connecticut State University
Eastern Mennonite University
Elizabeth City State University
Elmhurst College
Eureka College
Fayetteville State University
Florida International University
Fond Du Lac Community College
Foothill-de Anza Community College Dist
Friends University
Georgia Health Sciences University
Georgia Institute of Technology
Georgia State University
Gordon College/Georgia
Goshen College
Grand Rapids Community College
Grand View University
Grant Macewan University
Guilford College
Harrisburg Area Community
  College/Lebanon
Hennepin Technical College
Hennepin Technical College/Eden Prairie
Hibbing Community College
High Point University
Humboldt State University
Idaho State University
Illinois Central College
Illinois Institute of Technology
Illinois State University
Indiana Wesleyan University
Inver Hills Community College
Iowa State University
Itasca Community College
Ivy Tech Community College
James Madison University
John Carroll University
Kansas State University

Kennesaw State University
Kirtland Community College
Kwantlen Polytechnic University
LACCD Van de Camp
Lake Superior College
Lakehead University
Lancaster Bible College
Laurentian University of Sudbury
Lehigh University
Longwood University
Los Angeles City College
Los Angeles Community College District
Los Angeles Harbor College
Los Angeles Mission College
Los Angeles Southwest College
Los Angeles Trade-Tech College
Los Angeles Valley College
Loudoun County Public Schools
Louisiana State University
Luther College
McGill University
McMaster University
Meredith College
Mesabi Range Community & Technical
    College/Eveleth
Mesabi Range Community and Technical
    College
Metropolitan State University
Miami University
Michigan State University
Middle Georgia College
Minneapolis Community and Technical
    College
Minnesota State College-Southeast
    Technical/Redwing Campus
Minnesota State College-Southeast
    Technical/Winona Campus
Minnesota State Community & Technical
    College/Detroit Lakes
Minnesota State Community & Technical
    College/Fergus Falls
Minnesota State Community & Technical
    College/Moorhead
Minnesota State Community & Technical
    College/Wadena
Minnesota State University/Mankato
Minnesota State University/Moorhead
Minnesota West Community & Technical
    College/Canby
Minnesota West Community & Technical
    College/Granite Falls
Minnesota West Community & Technical
    College/Jackson
Minnesota West Community & Technical
    College/Pipestone

Minnesota West Community & Technical
    College/Worthington
Missouri State University
Monroe County Community College
Moravian College
Mount Allison University
NAIT
New Mexico State University
Newport News Public Schools
Normandale Community College
North Carolina A&T State University
North Carolina State University
North Dakota State University
North Georgia College & State University
North Hennepin Community College
North Park University
Northampton Community College
Northern Arizona University
Northern Kentucky University
Northern Lakes College
Northern Michigan University
Northern Wyoming Community College
    District
Northland Community & Technical
    College/EGF
Northland Community & Technical
    College/TRF
Northwest Technical College/Bemidji
Northwestern College/Minnesota
Occidental College
Ohio County Schools
Oklahoma City Community College
Old Dominion University
Old Dominion University - Auxiliary
Oregon Health and Science University
Palm Beach Atlantic University
Pepperdine University
Philadelphia University
Pierce College/California
Pima Community College
Pine Technical College
Portland State University
Queen's University
Racine Unified School District
Rainy River Community College
Rhode Island School of Design
Ridgewater College
Ridgewater College/Hutchinson
Riverland Community College/Albert Lea
Riverland Community College/Austin
Riverland Community College/Owatonna
Robert Morris University
Roberts Wesleyan College
Rochester Community College
Saginaw Valley State University
Saint Cloud State University

Saint Cloud Technical College
Saint Joseph's University
Saint Louis University
Saint Mary's College/Maryland
Saint Mary's University/Canada
Saint Paul College
SAIT Polytechnic
Salt Lake Community College
Sam Houston State University
Samford University
San Diego Community College District
San Diego State University
San Francisco State University
San Jose State University
San Mateo County Community College Dist
Shepherd University
Simon Fraser University - Burnaby
Sinclair Community College
Smithsonian Institution
Soka University of America
Sonoma County Junior College
    District/Santa Rosa Junior College
Sonoma State University
South Central College/Faribault
South Central College/Mankato
South Dakota State University
Southwest Minnesota State University
St. Francis Xavier University
St. John's Catholic Newman Center
Taylor University
Texas A&M University/ San Antonio
Texas State University/San Marcos
The Ohio State University
The Samuel Roberts Noble Foundation
The University of Western Ontario
Thompson Rivers University
Tulsa Community College
University of Alabama/Birmingham
University of Alabama/Huntsville
University of Alberta
University of British Columbia
University of British Columbia/Okanagan
University of Calgary
University of California/Riverside
University of California/San Francisco
University of Colorado/Boulder
University of Colorado/Colorado Springs
University of Colorado/Denver
University of Connecticut
University of Florida
University of Georgia
University of Guelph
University of Hawaii/Manoa
University of Illinois/Urbana-Champaign
University of Iowa
University of Kentucky

University of Kentucky/Physical Plant
University of La Verne
University of Lethbridge
University of Maine/Orono
University of Manitoba
University of Mary Washington
University of Maryland/Baltimore
University of Memphis
University of Michigan/Dearborn
University of Michigan/Flint
University of Montana/Missoula
University of Montreal
University of Nebraska/Kearney
University of Nebraska/Lincoln
University of Nebraska/Omaha
University of Nevada/Las Vegas
University of New Brunswick/Fredericton
University of New Hampshire
University of New Mexico
University of North Carolina/Asheville
University of North Carolina/Chapel Hill
University of North Carolina/Charlotte
University of North Carolina/Greensboro
University of North Carolina/Wilmington
University of North Dakota
University of North Florida
University of Northern Colorado
University of Oklahoma
University of Ottawa
University of Pennsylvania/Philadelphia
University of Prince Edward Island
University of Regina
University of Richmond
University of San Francisco
University of Saskatchewan
University of South Alabama
University of South Dakota
University of Southern California
University of Southern Mississippi
University of Tennessee/Knoxville
University of Texas/Arlington
University of Texas/Austin
University of Texas/San Antonio
University of Toronto
University of Tulsa
University of Utah
University of Victoria
University of Virginia
University of Washington
University of Washington/ Tacoma
University of Waterloo
University of West Georgia
University of Windsor
University of Wisconsin/Madison
University of Wisconsin/Milwaukee
University of Wisconsin/Stout

Valdosta State University
Valparaiso University
Vanderbilt University
Vermilion Community College
Villanova University
Wake Forest University
Washington & Lee University
Washington and Jefferson College
Washington State University
Washington University School of Medicine
Weber State University
West Los Angeles College
Western Carolina University
Western Illinois University
Western Kentucky University
Western Michigan University
Western Washington University
Westmont College
Wheaton College/Illinois
Wilfrid Laurier University
Winona State University
Wofford College
Wright State University

Xavier University
York University