



Using FPI to Paint a Picture of Our Profession

By Maggie Kinnaman, APPA Fellow

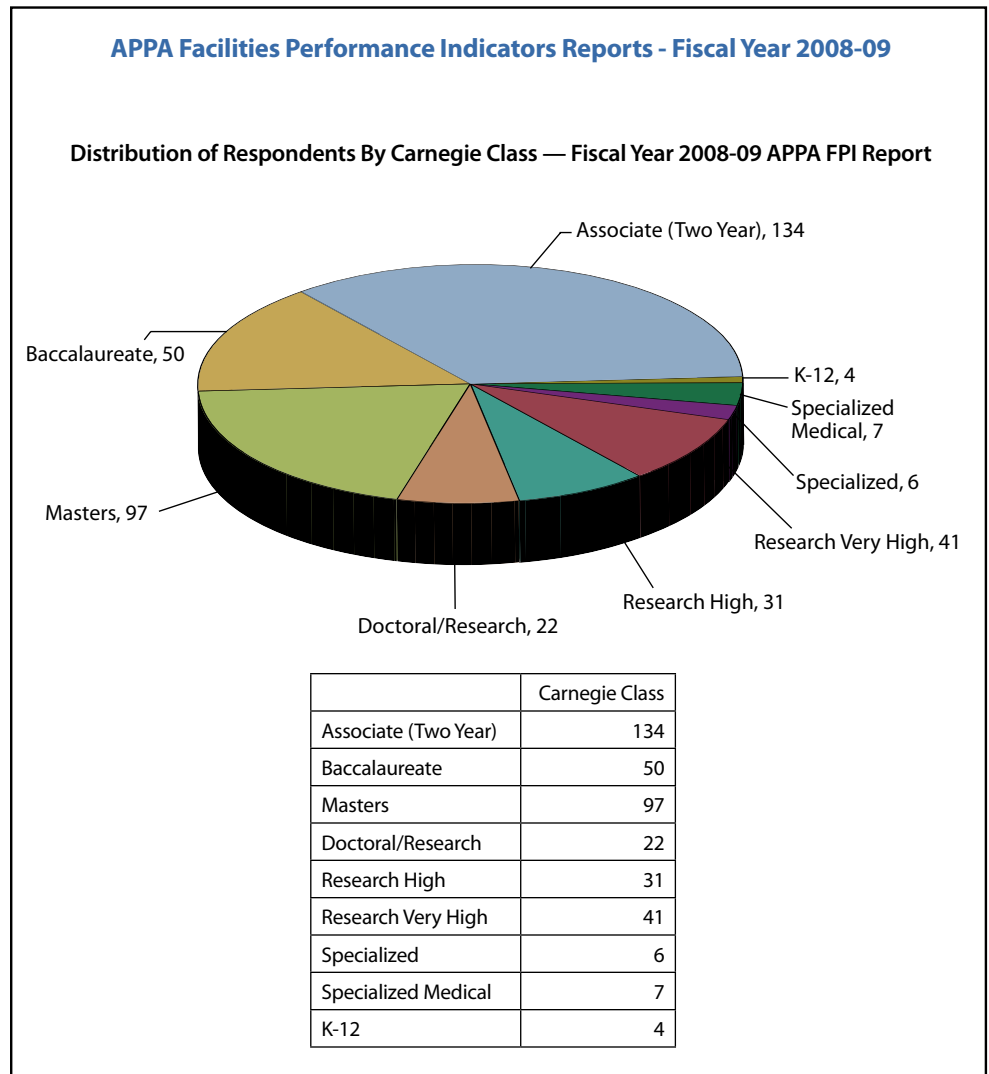
Enhancing member competence and credibility are two of the most important goals of APPA. The Facilities Performance Indicators Report (FPI) is a tool that can help facilities managers educate campus decision makers about the realities of our physical campuses.

MAKING COMPARISONS

The release of the 2008-09 FPI Report earlier this year allows us to report the overall general results of the annual survey, as well as make a comparison to our baseline year of 2007-2008. Please note that this summary reports on only the overall participant averages. In some cases, the numbers are overall averages that exist for ratios for a single institution, but which do not exist for overall averages (more about this as we get to the module addressing Investments.) This article is merely attempting to capture and report a general picture of our profession and should not be used for specific campus decision making.

First let's look at the demographics related to 2008-09 survey participants. The graph on this page shows participants by Carnegie Classification.

Then, let's look at the 392 participants collectively (see chart on next page) and see how we're able to tell a story about our profession using the entire cohort averages. I'd like to do this using the framework of an essential question set. As you'll note these questions relate to all stages of the total cost of ownership of our campuses and also adds the essential customer and employee perspective.



Q: WHAT FACILITIES MAKE UP OUR INSTITUTION?

A: Looking at this question from a very high level, the average gross square feet (GSF) maintained on our campuses is 2,382,942. Additionally the average Current Replacement Value (CRV) for these campuses is \$984,660,439 or \$413.21 per GSF.

Q: IS MY INSTITUTION ADEQUATELY FUNDING THE FACILITIES MANAGEMENT ANNUAL BUDGET?

A: The survey looks at three ratios as an answer to this question. Facilities Operating Expenditures (FOE) divided by GSF, Gross Institutional Expenditure (GIE), and CRV. For the purposes of this report we will look at FOE divided

by GIE, which is 7.3 percent. This is saying that on average our participants are expending 7.3 percent of the GIE.

Q: ARE THE OPERATING FUNDS THAT MY FACILITIES DEPARTMENT RECEIVES BEING SPENT IN A MANNER THAT SUPPORTS DESIRED OUTCOMES?

A: For the purpose of this report we will look at custodial, grounds, maintenance, and utilities.

- Custodial cost per GSF is \$1.43 and each custodian is cleaning 37,643 GSF
- Grounds cost per acre is \$5,148 and each groundskeeper is assigned 20.1 acres
- Maintenance cost per GSF is \$1.66 and each maintenance person is assigned 67,479 GSF
- The average energy cost per GSF is \$2.44
- The average BTU/GSF is 149,640

Q: IS MY INSTITUTION MAKING THE RIGHT INVESTMENTS IN OUR EXISTING BUILDINGS, INFRASTRUCTURE, AND ACADEMIC PROGRAMS?

A: The average useful life of our buildings for our 392 participants is 51.53 years. This is how long our buildings optimally support the academic programs. This is the section in which ratios have relationships. To make this point let's look at one institution with a useful life of 51.53 years. This institution would need to make a minimum investment of 1.94 percent of CRV each year in order to properly invest in their facility. Let's further say that this campus invested 2 percent of CRV in their existing facilities. They would have a positive investment of .06 percent.

If we look at the survey overall averages for these same ratios, we lose the mathematical relationships between the ratios since we are dealing with overall averages that derive ratios. So as reported in the overall averages, building useful life is 51.53 years, minimum investment is 2.2 percent of CRV, actual investment is 2 percent of CRV and investment gap is -.5. Again,

**Facilities Performance Indicators
Comparison of 2008 to 2009 overall averages**

Questions	2008	2009
Number of Participants	225	392
GSF maintained	3,566,144	2,382,942
CRV	\$ 1,078,218,106	\$ 984,660,439
CRV per GSF	\$ 302.35	\$ 413.21
Facilities Exp/GIE	6.6%	7.3%
Custodial cost GSF	\$ 1.40	\$ 1.43
GSF per custodian	35,037	37,643
Grounds cost acre	\$ 5,749	\$ 5,148
Acres per grounds FTE	15.9	20.1
Maintenance cost GSF	\$ 1.55	\$ 1.66
GSF per maintenance FTE	66,751	67,479
Energy cost per GSF	2.62	2.44
BTU per GSF	155,939	149,640
Useful Life of MCB	54	51.53
Minimum Investment	2.10%	2.20%
Actual investment	2.1%	2.0%
Investment Gap	0.00%	-0.50%
FCI	15.6%	9.7%
Needs Index	20.7%	18.4%
Customer rating	3.6	3.5
Employee rating	3.3	3.4

Note that the FCI for 2008 was corrected from 9.4% to 15.6%.

because these are averages the mathematical logic is lost. To compare apples to apples we will utilize overall averages when comparing our year-to-year performance. It should be noted that this same anomaly will occur whenever more than one institution is averaged (basically all cohort groups).

The overall average Facility Condition Index (FCI) is 9.7 percent, and the Needs Index is 18.4 percent. Remember that the difference between FCI and Needs is the inclusion of renovation, modernization, and plant adaptation backlog in the Needs Index. As a profession, our 2008-09 survey results are telling us that 18.4 percent of our campus space does not optimally support the academic program.

Q: ARE CUSTOMERS SATISFIED WITH SPACE AND SERVICES?

A: This question is obtained from customer service surveys. On a scale of 1 to 5 (with 5 being the highest and 1 the lowest), our institutions rated 3.541.

Q: IS MY FACILITIES DEPARTMENT DEVELOPING STAFF THAT CAN SUSTAIN EXCELLENCE?

A: This question relates to employee satisfaction and is based on employee satisfaction surveys (again, the scale is 1 to 5 with 5 being the highest). Our participants averaged 3.421.

Now let's look at a comparison of overall average results from the 2008 Report to 2009 and see what observations can be made.

Note that the FCI for 2008 was corrected from 9.4 percent to 15.6 percent

MAKING OBSERVATIONS

Let's draw some plausible observations about the data reported overall from 2008 to 2009. Immediately we see a huge increase in the number of participants. We also know that we do not require participants to complete each module of the survey. These two dynamics can certainly affect our overall average results year to year. We also see that our GSF maintained went down by over 1 million GSF. This probably says that of new participants, many are small schools. Likewise our CRV went down from that overall average reported in 2008 and that to be expected with the reduction in GSF.

In all cases but Grounds our employees are being asked to clean/maintain

more GSF per FTE. In the energy arena we see reductions in both the cost of energy per GSF and the BTU/GSF. This is certainly due to the focus that has been placed on sustainability at all of our institutions. It appears that overall our institutions are investing appropriately in existing space.

Again, be mindful that this is based on looking only at the overall averages. The story presented on an individual institutional basis will look much different. Finally, both our customer and employee satisfaction levels remain virtually unchanged from last year.

By the time you read this article you will already be well into the survey cycle for 2009-10. I encourage you to continue participating in the FPI survey and encourage those of you who haven't participated in the past, to do so this year.

APPA has dedicated a great deal of resources toward capturing essential data related to our profession and your participation will help to make the dataset more representative. ☺

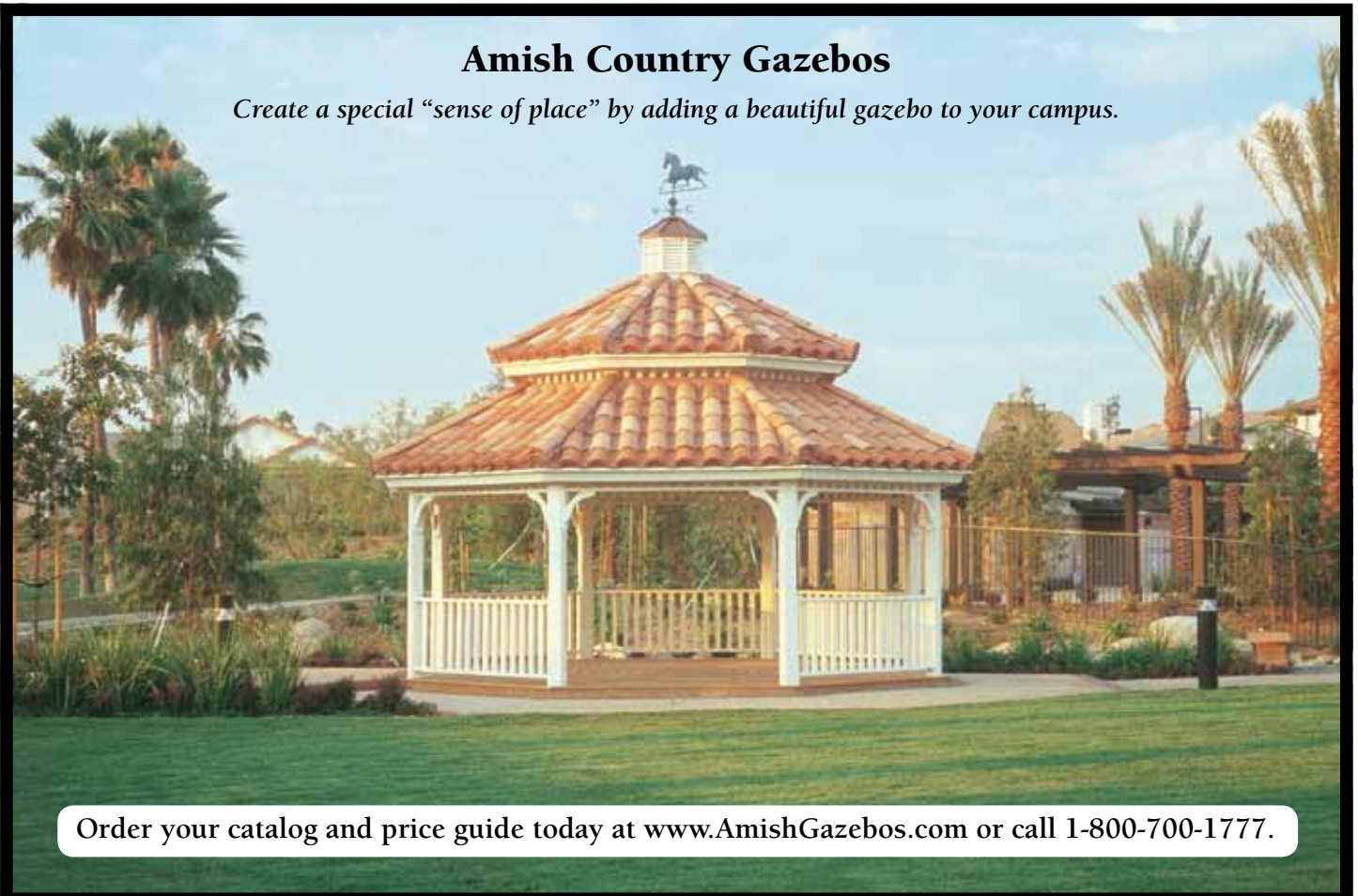
Maggie Kinnaman is a past APPA President and can be reached at maggiekinnaman@comcast.net.



The FPI Survey deadline of **December 13, 2010** is fast approaching! Be sure to visit <http://www.appa.org/research/FPI/index.cfm> or contact Christina Hills, director of credentialing and benchmarking, at christina@appa.org for more information!

Amish Country Gazebos

Create a special "sense of place" by adding a beautiful gazebo to your campus.



Order your catalog and price guide today at www.AmishGazebos.com or call 1-800-700-1777.

"IT'S EVERYTHING I LOVE ABOUT ULTRA-HIDE®. AND LESS."

LET'S BUILD THE PAINT COMPANY YOU'VE ALWAYS WANTED.™

We don't think you should have to choose between sustainability and getting the job done on time and on budget. With new Ultra-Hide® No VOC* interior paint, you get both.

Enjoy the high-hiding, superb touch-up properties you've come to expect from the Ultra-Hide line. And now, the added benefit of a no VOC formulation. It's ideal for commercial and maintenance applications where quick return to service is desired.

To learn more, go to gliddenprofessional.com, or visit the Glidden Professional Paint Center nearest you.

*CONTAINS NO VOCs - VOC (Volatile Organic Compounds) content as measured by the Environmental Protection Agency (EPA) Reference Test Method 24.



TM

Imagine your business tomorrow.™