



APPA's NEW OPERATIONAL GUIDELINES FOR EDUCATIONAL FACILITIES

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Nearly 25 years ago a group of enlightened APPA members and facilities managers started to discuss an idea and to plant a seed about the need for a document, or series of documents, that would explain the need for staffing facilities operations and the implication of such staffing on levels of service. During the 1980s states and institutions of higher education were facing severe economic issues and the budget axe invariably fell on the facilities management departments of educational institutions. As the demand for increased budget cuts reached seismic proportions, facilities managers scrambled for assistance to validate their staffing requirements and the impact of draconian budget cuts on levels of service. Thus the seed that was planted by the facilities managers in 1987 sprung into a plant, with three leaves, much like a shamrock.

The first leaf of the shamrock was the first edition of APPA's *Custodial Staffing Guidelines for Educational Facilities*

published in 1992, then updated and expanded in a second edition published in 1998. This was followed shortly thereafter by APPA's *Operational Guidelines for Grounds Management* in 2001, and APPA's *Maintenance Staffing Guidelines for Educational Facilities* in 2002. These three leaves of the shamrock have become indispensable source publications for proactive leaders that seek to operate and provide efficient and effective services to our stakeholders on campuses across the world.

One of the unique features about a shamrock is that it has three leaves, distinctive leaves, yet tied to one another by a mutual stem. APPA has been that stem through the decades and has fed and nurtured facilities management professionals with cutting-edge publications. The new and improved *Operational Guidelines* for Custodial, Grounds, and Maintenance are an outgrowth of that support. Not only are these books distinctive, there are themes that flow through each book to include staffing guidelines, sustainability, benchmarking, position descriptions, use of computerized maintenance and management systems, and outsourcing options. The books are



Operational Guidelines
for Educational Facilities

Maintenance

second edition



Operational Guidelines
for Educational Facilities

Grounds

second edition



operational guidelines for your organization that are easy to read, similar in format, and provide invaluable advice to assist you in guiding your organization during the years ahead. Each book provides advice that is flexible and that can be adapted to your specific organizational needs. The three publications will nurture and nourish your organization during “the best of times and the worst of times.”

Each book has chapters about important topics, written by facilities professional that live and breathe operational issues each and every day. A task force was developed for each book headed up by a team leader. For the Maintenance Operational Guidelines, Tom Becker of Philadelphia University headed up the team of authors, and Tom Flood of Elon University guided the Grounds Operational Guidelines project. Casey Wick, formerly of Hamilton College and now at American International Schools, Dhaka, Bangladesh, headed up the Custodial Operational Guidelines group. Without their voluntary hard work, leadership, and dedication these books would not have been published.

As you read and use the books, we trust that the common threads and vernacular will start to resonate with you and your facilities management team. The revisions to these books was based upon an APPA survey and task force member inputs, and chapters were added, deleted, or modified based upon that input. Much as organizations are a living organism, the guidelines cannot stay static so we encourage your feedback to APPA on improvements for the future. We trust that you find these new books to be beneficial to you and your organization, and may the blessings of the Irish shamrock be with you during the years ahead. ☘

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