Research Report #18

BENCHMARKS III

INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION

Corporate Dervices

Many thanks to participants who were willing to share information and take time to complete the Benchmarks III survey.

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Missouri Public Service Commission



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Research Report # 18
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INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION

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Benchmarks III is a continuation of IFMA's facility management benchmarking efforts. IFMA started collecting benchmarking information in 1987 and has published three reports—Facilities Benchmarks in 1987, Benchmarks in 1992 and its last benchmarking publication, Benchmarks II in 1994. In addition to collecting benchmarking metrics, IFMA has published information related to practices in its 1996 report Facility Management Practices and collected various practices from IFMA's Best Practices Forums held around the world.

This report provides IFMA members with benchmarks for managing facilities. These benchmarks are reference points, or standards, for the facility management profession. Benchmarking relies on uniform definitions, so one can measure "apples to apples." As in previous research efforts, IFMA continues to define key terms and cost categories. Many of the same benchmarking metrics from the previous two reports have been used in this report to provide consistency and trend analysis. Several new industry and regional categories have been added. To provide further consistency, respondents were asked to submit area measurements using IFMA's ASTM standard, E-1836-96, Standard Classification for Building Area Measurements.

With the assistance of IFMA's research committee, the research department shortened the questionnaire while further defining several cost categories and key indicators. The survey was mailed to all IFMA professional members in the United States and Canada. More than 300 surveys were returned. A total of 303 surveys were used for analysis. Every effort has been made to ensure accuracy and provide complete data; however, IFMA and its research committee cannot assume responsibility for errors from research of this nature.

Additional copies of this report may be purchased by contacting IFMA. In addition, the data-base used to create this report is available to members on a fee basis. The database also may be obtained in Microsoft® Excel and other spreadsheet formats for a fee. Those organizations which participated in this study receive a discount on benchmark database inquiries.

IFMA thanks all respondents who completed the *Benchmarks III* survey. For some, it was not an easy task to assemble the information. Without their willingness to share their information, we would not be able to produce this report. Thanks to the research committee members for their assistance in developing the questionnaire and analyzing the data.

Shari Epstein

Associate Director of Research

Sharit Epstein

WHAT IS BENCHMARKING?

"Benchmarking is the continuous process of measuring products, services, and practices against the toughest competitors or those companies recognized as industry leaders," according to David T. Kearns, chief executive officer of Xerox.

Another definition says benchmarking is "the search for and implementation of best practices. The adoption or adaptation of the best practices allows an organization to raise the performance of its products, services, and business processes to leadership levels. It is a proactive process, rather than a reactive one, aimed at changing operations in a structured manner to achieve superior performance" (Camp, Robert C., Business Process Benchmarking: Finding and Implementing Best Practices, Milwaukee, Wis.: ASQC Quality Press, 1995). For a facility manager, this means instead of waiting for some event or upper management decision requiring a change in facilities operation, the facilities department that participates in benchmarking constantly looks for the best practices it can implement.

Benchmarking can be accomplished in various ways. Some large companies use a form of internal benchmarking. For example, a manufacturer might compare the facilities operations of its plant in Toledo to its plant in Seattle. Another form of benchmarking is functional benchmarking in which companies in different industries compare similar processes. In 1979, Xerox started a process called competitive benchmarking. This ongoing management process allows a company to assess its products, services and practices in comparison with the "best-in-class" performers in areas of cost, quality and reliability. The knowledge and data gathered are used to develop and implement strategies and operating plans to maintain positive performance and improve negative performance. (Competitive Benchmarking: What it is and What it Can Do For You, Quality Office, Xerox Corp., internal publication, Stamford, Conn., 1987)

Some authors break benchmarking into four, six, seven, eight, or 10 steps. IFMA has used the approach illustrated by the figure on page 3 to guide its benchmarking program. The highlighted areas show where IFMA's Benchmarks III report and database may be put to use.

Two additional ingredients are necessary for successful benchmarking. First, a serious commitment from top management is required. Because benchmarking requires time and dollars, the support of upper management is essential. Facility managers who have benchmarked in the past claim that upper management has been pleased with the outcome because the discovery of a single process or practice used by other companies resulted in significant savings.

Second, for a successful benchmarking program, the organization and its employees must be willing to change. New methods may need to be adopted; organizational structures may need to be revised. After the "best-in-class" practices are identified, the organization must be ready to implement the practices. Too often, novice benchmarkers stop the benchmarking process after comparing their performance with others and learning they are ahead.

Facility managers experienced in benchmarking believe it is an evolving process. Many started with small benchmarking projects such as comparing janitorial costs and have progressed to collecting more extensive data on all aspects of facility management. To learn more about applying benchmarking to facility management, IFMA offers a how-to guide called *Benchmarking for Facility Management Workbook*.

Uses of IFMA's Benchmarks III Database Identify Key Performance Indicators Measure Performance of **Company's Facility Operations** Best-In-Class Compare Own Performance acility Performans Determine Which Functions/Processes to Benchmark Identify Companies with Which to Benchmark Collect Data Compare/Analyze and Determine Performance Gap Develop Improvement Action Plans Implement and Monitor Success

USING THIS REPORT

Benchmarking has made a measurable impact in both the private and public sectors. As more organizations apply for the Malcolm Baldrige National Quality Award, they learn benchmarking is one of the stated requirements and makes a difference in the scoring of the application. As organizations attempt to become more competitive in the global marketplace, there is a real need for usable data to compare their performances with the "best-in-class" or at least industry averages. The purpose of *Benchmarks III* is to provide facility managers comparable metrics on facility performance.

It is important to understand the definitions and standards used and the method of calculating various performance indicators. These definitions are found on pages 5 through 7. The ASTM area measurement standard, E1836-96 can be obtained through IFMA and ASTM. Methodology also is an important factor to consider when interpreting the data. More information on methodology used to conduct this study is found in the Methodology section on page 72. It is critical to note sample size, indicated by "N."

The information contained in the report represents a "self-report" from IFMA members. All information was provided voluntarily and was not checked with site visits or by any other means. If a response appeared suspect, a call was made to verify information. When interpreting the data, it is important to remember that every facility is different and has different accounting practices. The benchmark data will not provide a perfect comparison of your organization to that of another, but it should give you a good idea how your facility fits into the range of performance.

Use the percentile charts to learn how your operation ranks against other organizations. The arrows beside some charts show the "best-in-class" direction. Using your facility's numbers for the performance indicator, determine whether your building is above or below the median (50th percentile). If your facility falls below the median, you may want to examine your costs or procedures on that subject. However, it may fall below the median due to its facility type, region or labor market. The data should help determine and explore areas where you can improve your facility's operation.

"Best-in-class" for facility operations is a difficult concept. For example, allocating the least amount of space for offices may be "best-in-class" in terms of the efficient use of space, but it may have a detrimental effect on employee morale and productivity. In this report, we have designated a direction on the percentile charts to indicate "best-in-class," but we have not defined a specific level of performance as "best-in-class."

We suggest using this report as the first step in benchmarking. After you have identified areas where your facility operations could be improved, you will need to do additional research. You should not immediately rush to find out which company is "best in class" and copy their practices. Instead, look for a more homogeneous group in which to compare. Specialized analysis from the Benchmarks III database is available to find a more similar group to compare with your facility. Informal networking with fellow IFMA chapter members is a good way to continue exploring how to improve facility operations. More sophisticated benchmarking would involve conducting a more detailed analysis which delves deeper into the subject of concern. Collecting information on staffing, process cycle times, wage rates, user satisfaction and outsourcing practices will lead to a better understanding of how to improve facility operations.

When asked if they have an interest in participating in future benchmarking activities, 79 percent of respondents said "yes." Some topics suggested for benchmarking include occupancy costs, operations and maintenance, space utilization, renovation costs, energy usage, custodial services and alternative officing. If you would like to participate in more detailed benchmarking studies or need assistance in finding other facility managers wishing to benchmark, contact IFMA.

Whether you use this report as a starting point for a benchmarks program or as a final output, the goal is the same: to improve facility operations.

Assignable Area

The portion of usable space that can be assigned to occupant groups or functions. Assignable area includes interior walls, building columns and projections. Assignable area excludes exterior walls, major vertical penetrations, building core and services areas, primary and secondary circulation.

Average

Also referred to as the mean, the sum or total of all responses divided by the number of respondents.

Building Efficiency Ratio

Usable area divided by rentable area, multiplied by 100 percent.

Building Maintenance

The preventive and remedial upkeep of building components (HVAC, electrical, plumbing, elevators, carpentry, painting, etc.), excluding janitorial and grounds maintenance.

Building Core and Service Area

The floor area of a facility necessary for the facility's operation and not available for general occupancy. This includes building lobbies, mechanical rooms, electrical rooms, telephone rooms, restrooms and custodial rooms.

Categories of Moves

Employees moved to existing workspaces – No furniture moved, no wiring or telecommunication systems required. Files and supplies moved.

Workstation/furniture moves – Reconfiguration of existing furniture and/or furniture moved or purchased. Minimal telecommunication reconfiguration needed.

Moves that require construction – New walls, new or additional wiring, new telecommunication systems or other construction needed to complete the move.

Common Support Space

Space devoted to common support services. Common support space is a portion of the usable area that is not attributed to any one occupant but provides support for several or all occupant groups. Examples include cafeterias, vending areas, auditoriums, fitness facilities, building mailrooms and first aid rooms.

Cost of Operation

The total costs associated with the daily operation of a facility. It includes all maintenance and repair costs (both fixed and variable), administrative costs (clerical, time-keeping, general supervision), labor costs, janitorial, housekeeping and other cleaning costs, utility costs and indirect costs, (i.e. all costs associated with roadways and grounds).

Cost of Providing the Fixed Asset

Capital costs, capital leasehold improvements, taxes, insurance and depreciation charges. It does not include lease costs, project or support costs.

Facility Management

The practice of coordinating the physical workplace with the people and work of the organization. Facility management integrates the principles of business administration, architecture, and the behavioral and engineering sciences.

Gross Area

The sum of the floor areas on all levels of a building that are totally enclosed within the building envelope. Gross area includes rentable area, exterior walls, major vertical penetrations and interior parking.

DEFINITIONS FOR BENCHMARKS III REPORT

Leases

Net lease - Base rent plus tenant pays directly a share of real estate taxes.

Triple-net lease – Base rent plus tenant pays directly a share of real estate taxes, insurance, maintenance, repair and operating expenses.

Gross lease - One payment in which owner has included estimated cost of operations.

Major Vertical Penetrations

Major vertical penetrations include stairs, elevator shafts, flues, pipe shafts, vertical ducts and their enclosing walls.

Mean

See definition for average. Mean and average are used interchangeably and the interpretation is the same.

Median

The middle value in a range of responses is the median. One-half of all respondents will be below this value, while one-half will have a higher value. The median also is known as the 50th percentile. The advantage in using the median is that it is not affected as much by extreme highs or lows in the range of values as is the case with the mean.

Multi-Usage

Used in this report to describe facilities with two or more primary uses, such as a single site that encompasses headquarter offices as well as production or research facilities.

N

N is the number of cases supplying the data being described. It is important to note the size of the sample for the value you are comparing.

Occupancy Cost

The total cost incurred by an organization to provide space for operations, it includes the cost of operations and the cost of providing the fixed asset.

Occupant Churn Rate

Total number of office or workstation moves made in a 12-month period, divided by the average number of employees occupying offices or workstations during the 12-month period,

Office Plans

Private offices – Enclosed by floor-to-ceiling walls.

Open plan offices – Spaces divided by movable partitions.

Bullpen style – Open areas with no partitions.

Percentile

Indicates dispersion of data and a specific percentile indentifies where a value lies in relation to other values in a range of responses. The 25th percentile is the lower one-fourth point in the range of values in the group. The 50th percentile, also referred to as the median, represents a value of which one-half of the group falls below and one-half falls above. It is not affected by respondents who have extreme values that may distort the average or mean.

Preventive Maintenance

Planned actions undertaken to retain an item at a specified level of performance by providing repetitive scheduled tasks which prolong system operation and a useful life, (i.e. inspection, cleaning, lubrication, part replacement). (Cotts, Lee, 1992)

DEFINITIONS FOR BENCHMARKS III REPORT

Primary Circulation

The portion of a building that is a public corridor or lobby, or is required for access by all occupants on a floor to stairs, elevators, toilet rooms and building entrances.

Rentable Area

Computed by measuring to the inside finished surface of the permanent outer building wall, excluding any major vertical penetrations of the floor. The areas of columns and building projections are included in rentable area. Excluded from rentable area are exterior walls, major vertical penetrations and interior parking spaces.

Rentable Square Foot or Meter (RSF or RSM)

Basis for most benchmark calculations.

Secondary Circulation

The portion of a building required for access to some subdivision of space (whether bounded by walls or not) that is not defined as primary circulation.

Standard Deviation

The square root of the variance is called the standard deviation. One frequent use of the standard deviation is in the interpretation of the percentage of scores in a distribution that are one standard deviation above the mean and one standard deviation below the mean. If the scores have a "normal" distribution, the range between one standard deviation below the mean and one standard deviation above the mean contains 68.26 percent of the scores. Most distributions are not perfectly normal, but in general, approximately two-thirds of the scores are in this range.

Usable Area

The floor area that can be assigned to occupant groups. Usable area includes the area of interior walls, building columns and projections and secondary circulation. Usable area excludes exterior walls, major vertical penetrations, primary circulation, building core and building service areas.

Vacancy Rate

The vacancy rate of a facility is the current total square footage or meters available for usage divided by the total usable area and multiplied by 100 percent.

Workstation

Any type of space designated for occupant usage. May be open or enclosed area.

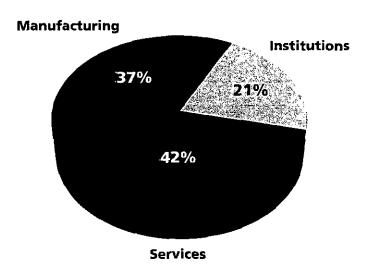
Section 1:

DESCRIPTION OF FACILITIES

INDUSTRIES REPRESENTED
INDUSTRY SECTORS
INDUSTRY TYPES
FACILITY USE
FACILITY DESCRIPTION
OWNERSHIP
OWNED VS. LEASED BY INDUSTRY TYPE
OWNED VS. LEASED BY FACILITY USE
HOURS OF OPERATION
DAYS OF OPERATION
NUMBER OF OCCUPANTS
LOCATION OF FACILITY

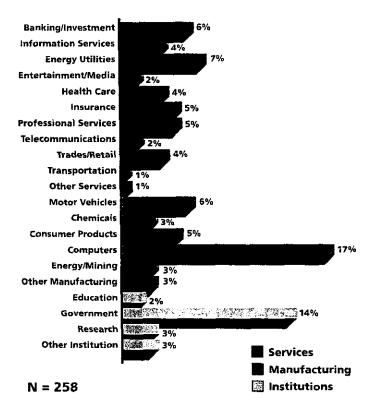
INDUSTRIES REPRESENTED

Industry Sectors



N = 303

Industry Types



When asked which of the 22 industry categories listed best represented the major end product of work performed at the facility, the majority responded in the services or manufacturing category. The service industry was expanded from five to 12 categories. New added categories include insurance, data processing/information services and professional services. The largest category overall is computer/electronics/telecommunications equipment manufacturers. The second largest category is government institutions.

Listed below are the abbreviated chart labels and their components for each industry type represented throughout this report.

SERVICES

Banking/Investment - Consumer, Commercial, Savings, Securities and Investment Services Information Services - Data Processing, Information Services

Energy Utilities - Energy-related Utilities
Entertainment/Media - Entertainment, Media,
Broadcasting

Health Care

Insurance Life, Casualty, Other
Professional Services Accounting, Law, Real Estate,
Engineering, Architecture, Consulting

Telecommunications

Trades/Retail - Wholesale, Retail, Consumer Products
Transportation
Other Services

MANUFACTURING

Motor Vehicles- Aircraft, Motor Vehicles, Industrial Equipment

Chemicals - Chemicals, Pharmaceutical Consumer Products - Food or Related Computers - Electronics, Computer,

Telecommunications Equipment

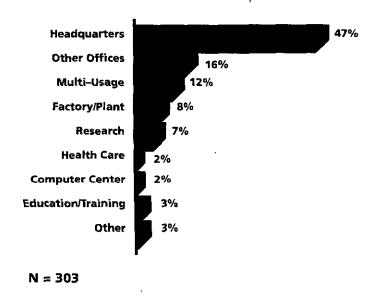
Energy/Mining- Energy-related, Mining, Distribution **Other Manufacturing**

INSTITUTIONS

Education
Government
Research
Other Institutions

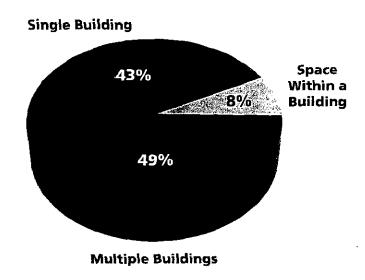
FACILITY USE

Another method of comparison used in this report is facility use. Eleven categories for facility use were provided, but only eight categories were used consistently. The most common responses were headquarters offices and other offices. Those included in the multi-usage category also may contain office space, but office space does not exceed more than 50 percent of the facility.



Almost half of the respondents indicated they manage facilities with multiple buildings. Another 43 percent manage a single building. The remainder occupied space within a building. Those with multiple buildings managed from two to 520 facilities; however, the median number of facilities managed is six.

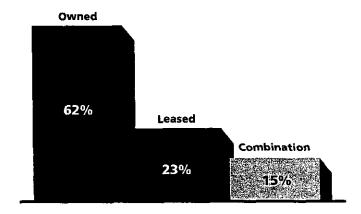
Facility Description



N = 303

OWNERSHIP

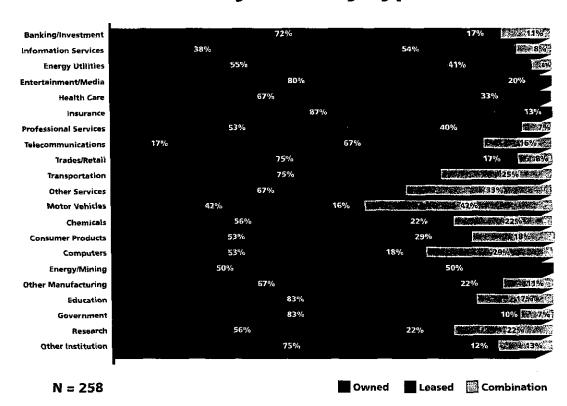
Overall Ownership



N = 300

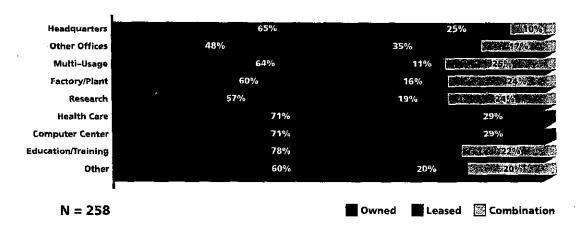
The majority of the facilities in this study are owned. Almost one quarter of the respondents lease their facility and the remainder are a combination of owned and leased. In this combination category, the ratio of owned to leased facilities is 67 percent to 33 percent.

Owned vs. Leased by Industry Type



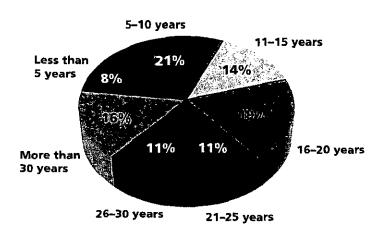
OWNERSHIP

Owned vs. Leased by Facility Use



The age of the facility influences several factors such as maintenance costs. More than half of the facilities included in this study are 16 years or older. On average, educational facilities are the oldest at 41 years.

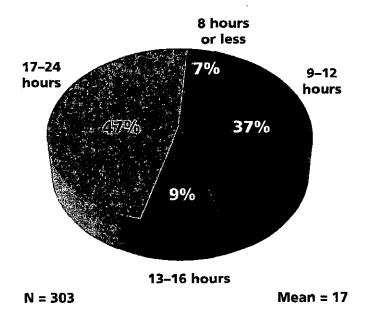
Age of Facility



N = 303

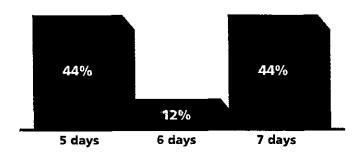
Mean = 20.6

HOURS OF OPERATION

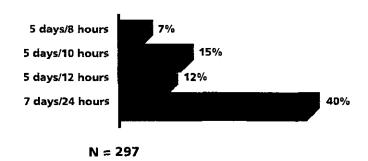


Almost half of the facilities operate more than 16 hours a day. The facilities that are open the longest include computer centers, health care and factories. Those within transportation, information services and energy utilities industries reported higher than average hours.

Days of Operation



N = 297

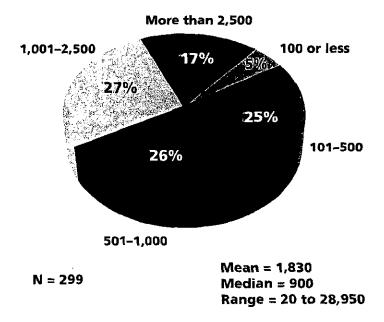


Upon further examination, there were several combinations of hours and days of operation that were more prevalent. Facilities open 24 hours a day, seven days a week were 40 percent of the sample.

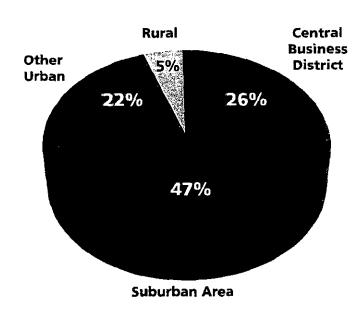
NUMBER OF OCCUPANTS

Number of Occupants at Facility

In the survey, respondents were asked to provide not only the number of full-time employees at their facility, but also part-time employees, contract workers and tenants in their occupant count if they provide space for these groups of workers. Educational and research facilities along with factories had the highest numbers of occupants.

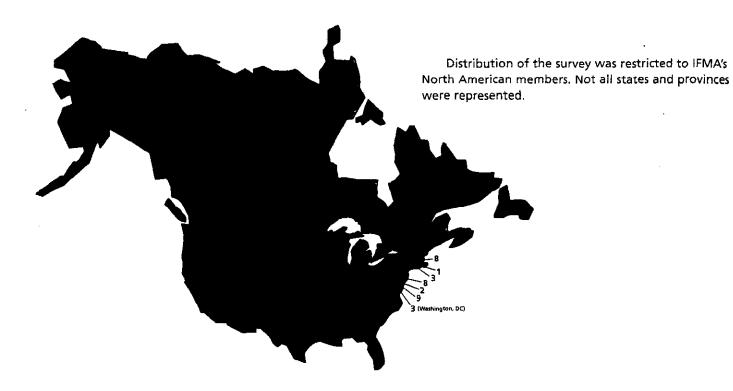


Facility Setting



N = 302

LOCATION OF FACILITY



Facilities by Region

× 3. 4				1-1-1
X 400 m	anada	0.00	25.7	0%
44. 44.54.44.44	ew En	20.00		7%
	orthea			9%
The second second	id-Atla outhea	LANGUAGE NO. OF F		10%: 6%
第二章 新聞的	lidwes	公营工程 。第	i da i	0 /% 10 %
Trans.	orth G	200		8%
H	eartla	nd :		6%
100000000000000000000000000000000000000	outh C	354.02		8%.
1	lounta	in:	erioria.	9%
P	acific.			17%
160		1.75	7.4	THE .

N = 303

Because costs and labor wages vary geographically, facilities are grouped into the following regions to be used consistently throughout this report.

Canada (AB,BC,MB,ON,QU,SK)
New England (CT,MA,NJ,RI)
Northeast (DE,NY,PA)
Mid-Atlantic (DC,MD,NC,SC,VA,WV)
Southeast (AL,FL,GA,TN)
Midwest (IN,KY,MI,OH,)
North Central (IA,MN,WI)
Heartland (IL,KS,MO,NE)
South Central (AR,LA,OK,TX)
Mountain (AZ,CO,ID,NM,UT)
Pacific (CA,OR,WA)

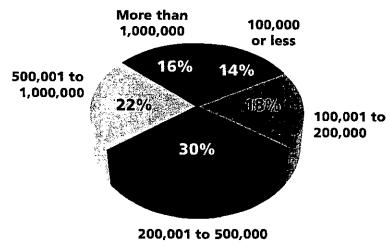
Section 2:

SIZE AND USE OF FACILITIES

GROSS AREA
RENTABLE AREA
USABLE AREA
GROSS, RENTABLE AND USABLE BY
INDUSTRY TYPE AND FACILITY USE
SQUARE FOOTAGE PER OCCUPANT
BUILDING EFFICIENCY RATES
WORKSTATION UTILIZATION RATES
OFFICE SPACE PER WORKER
SUPPORT AREA

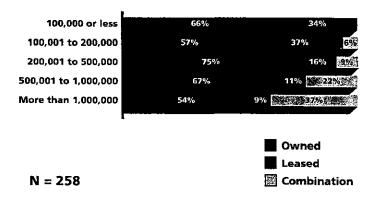
GROSS AREA

Gross Area by Size of Facility



N = 261

Owned vs. Leased by Size of Facility



Respondents were asked to provide total gross area of their facilities using IFMA's measurement standard, ASTM E-1836. Gross area is the sum of the floor area on all levels of a building that are enclosed totally within the building envelope. Gross area encompasses rentable area and exterior walls, major vertical penetrations and interior parking.

Gross Area

Perce	ntile	Sq. Ft.
99	78 1 4 4 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	47,338
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7!	5	93,753
2!		137,152 51,825
14. 14. 14. 14. 14. 14. 14. 14. 14. 14.		71,642 37,596
	i ve e	11,398
Me	an .	750,278

N = 261

In general, leased facilities tend to be smaller than owned facilities for gross, rentable and usable area

RENTABLE AREA

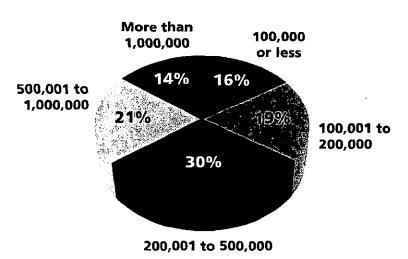
Rentable Area by Size of Facility

Rentable area is derived by measuring to the inside finished surface of the permanent outer building wall, excluding major vertical penetrations.

Rentable Area

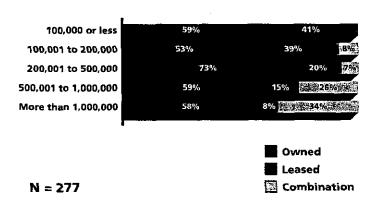
Percentile : Sq. Ft.
99 8,714,250 95 2,433,718
90 1,419,952 75 697,226
50 287,400
10 61,103
5 34;632 1 11;440

N = 280



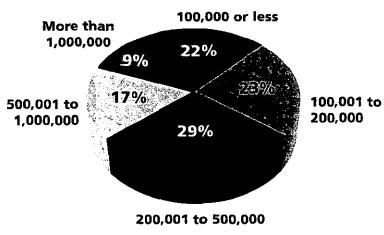
N = 280

Owned vs. Leased by Size of Facility



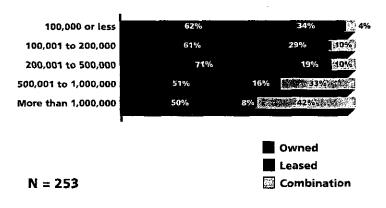
USABLE AREA

Usable Area by Size of Facility



N = 256

Owned vs. Leased by Size of Facility



Usable area is computed by measuring to the inside finished surface of the permanent outer building walls and to the finished surface of the walls surrounding major vertical penetrations and building core services areas. Usable area excludes primary circulation (lobbies and public corridors).

Usable Area

- W-W-	THE CONTRACTOR	E. A.	es on the
- Percei	ntile	* Sq. I	1
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GROSS, RENTABLE AND USABLE BY INDUSTRY TYPE AND FACILITY USE

The tables below show the average gross, rentable and usable areas of the responding facilities. Overall, the average size of these facilities are larger when compared to previous benchmarking reports.

Means						
Industry Type	N	Gross Sq. Ft:	Rentable Sq. Ft.	Usable Sq. Ft.		
Banking/Investment	17	440,298	376,555	267,859		
Information Services	131	312,373	× 253,522	202,272		
Energy Utilities	23	539,821	449,323	379,627		
Entertainment/Media	4 .	840,069	738,584	493,632		
-Health Care	11	601,976	467,181	298,001		
Insurance	ୀ 6	370,215	357,845	267,942		
Professional Services	15	290,513	226,541	224,577		
Telecommunications	5	371,503	312,568	273,564		
Trades/Retail	12	640,188	529,225	400,108		
Transportation	4	495,281	402,841	320,929		
Other Services	, 3	520,988	. 218,321	্য 153,691		
Motor Vehicles	18	2.161.136	1,955,947	1,290,673		
Chemicals	· 8	1.005.246	780,839	737:507		
Consumer Products	17	602,873	432.194	289,980		
Computers	49	908,499	880,833	640,241		
Energy/Mining	7.	592,868	546,385	447,687		
Other Manufacturing	.⊹8.	260,576	219,472	174,776		
Education	5	3,100,037	2,944,708	2,143,970		
Government	37	559.844	471.893	345.913		
Research	9.	1,492,258	1,347,882	1,015,096		
Other Institution	7	177,398	159.513	148,941		
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			Means	
Facility Use	N. X	Gross Sq. Ft	Rentable Sq. Ft.	Usable Sq. Ft.
Headguarters Other Offices	135	465,463	414,604	318,687
Multi-Usage	7 45 33	574,144 861,758	391,448 647,475	379,102 632,397
Factory/Plant Research	22 21	2,120,304 1,170,580	2,159,864 -1,087,134	1,250,649 864,048
Health Care Computer Center	7 -27	836,676 179,426	633,570 172,013	413,819 140,379
Education/Training	. 8	2,271,756	1,954,995	1,485,411

SQUARE FOOTAGE PER OCCUPANT

	Šq. F	t. Per Occu	pant
Percentile	Gross	Rentable	Usable
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90 75	790 522	651 453	540
50	391	346	374 284
25 10	292 221	265 202	215 166
5	179 90	170 84	137 37
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ST IN CLASS

A common measurement for comparing space utilization is square footage per person. Respondents were asked to provide occupant count, not employee count. This metric along with several others in this report indicates space per person is decreasing in comparison to similar measurements from previous years.

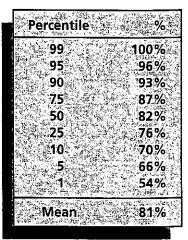
			Means	
Industry Type	N	Gross Sq. Ft.	Rentable Sq. Ft.	Usable Sq.:Ft.
Banking/Investment Information Services Energy Utilities Entertainment/Media Health Care Insurance Professional Services Telecommunications Trades/Retail Transportation Other Services	17 13 23 3 11 16 15 5 11 4	404 335 435 414 419 306 469 281 575 367 456	357, 302, 417, 408, 381, 257, 338, 270, 491, 289, 368	293 251 309 287 298 223 315 217 444 235 278
Motor Vehicles Chemicals Consumer Products Computers Energy/Mining Other Manufacturing	18 8 17 48 7 9	447 662 587 420 482 462	431 504 513 404 441 392	342 402 360 333 358 368
Education Government Research Other Institution	5 36 9	540 576 605 539	439 472 540 399	256 364 427 349

SQUARE FOOTAGE PER OCCUPANT

The average space per occupant is smaller for those working in headquarters and other offices. Higher averages are reported for computer centers, educational and research facilities.

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Facility Use	N	Gross Sq. Ft:	Rentable Sq. Ft.	Usable Sq. Ft.
Headquarters Other Offices	135 45	399 456	353°	280 327
:Multi-Usage Factory/Plant	33	484 592	477 512	374 463
Research Health Care	21, 7	610 447	525 372	418, 280
Computer Center Education/Training	·7	826 702	668 603	484 495
	19 19 18 18 19 19			

BUILDING EFFICIENCY RATES



BEST IN CLA

N = 266

Industry Type	±N.	%
Banking/Investment Information Services	13	83% 87%
Energy Utilities	21	84% 85%
Insurance Professional Services	.12 13	81% 84%
Telecommunications Trades/Retail	4	,83% 88%
Transportation	4	82%
Motor Vehicles Chemicals	19, /	81% 75%
Consumer Products	16 47	77 % 81 %
Energy/Mining Other Manufacturing	8	82 % 84 %
Education	4	- 68%
Government Research	34 9	70% 78%
Other Institution	L 6.	83%

One way of evaluating facilities is to compare the ratio of usable space to rentable space. This metric is known as the building efficiency rate. A higher rate indicates less space is used for primary circulation and building core and services areas such as building lobbies, restrooms, mechanical, electrical and communication rooms. When comparing leased and owned facilities, leased buildings have a higher building efficiency rate (85%) than owned buildings (80%).

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Efficiency Rates by Owned vs. Leased

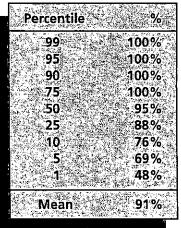


N = 263

WORKSTATION UTILIZATION RATES

Workstation utilization is the ratio of workstations used to workstations available for use. For the purposes of this study, a workstation is defined as either private, open plan or bullpen and any other workstations such as lobby or security stations. The results show half the sample has a workstation utilization rate of 95 percent or above. This measurement shows many facilities are at full capacity for seating.

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Facility Use	N	
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Headquarters :: *	120	92%
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Other Offices	· 41	. 88%
Multi-Usage	- 28	87%
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Factory/Plant	.17	92%
Research	15	0.20/
research :	130	93%
Health Care	4	97%
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Computer Center 🔌 🖰	13.73	₹ 87%
Education/Training	5	96%
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N = 239

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industry Type	N	%
	2.4	Market Company
Banking/Investment	18	· 89%
Information Services Energy Utilities	11	90% 87%
Health Care	· 8	98%
Insurance	*12	93%
Professional Services	14	93%
ੂੰ Telecommunications ≒ੁ Trades/Retail	4 9	90% 96%
Transportation	-3	98%
Motor Vehicles	15	93%
	6	97%
Gonsumer Products	17	94%
Computers	44	84% 91%
Energy/Mining	7.7	86%
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Education	3	98%
Government Research	.30	93% 95%
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OFFICE SPACE PER WORKER

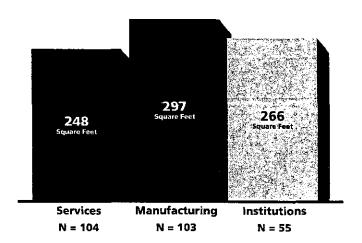
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N = 262

In space planning, how much space to allocate for offices is a major concern. The following charts show office worker space by percentiles and facility use. On average, manufacturers allow more office space per person.

Facility Use	N.	Sq.Ft.
Headquarters	128	284
Other Offices	43	291
Multi-Usage Factory/Plant	.29 21	255 286
Research	20	195
"Health Care	3	229
Computer Center Education/Training	. 6. 7	261 222
a transfer and the second of the second	家麦叶壳鱼	Market of

Office Worker Space by Industry Type



SUPPORT AREA

A common question that arises when designing space is how much space to allow for support area. The charts below provide ratios for conference, cafeteria and storage space. The average amount of conference space per occupant is 15 feet. As a percentage of usable space, the average is 14 percent.

Facility Use	N	Conference Rooms/USF	Cafeteria/ USF	Storage/ USF
Headquarters	109	5%	3%	4%
Other Offices Multi-Usage	35 28	6% 8%	4% 4%	5% 12%
Factory/Plant	19	3%	3%	4%
Research Health Care	17 5	3%	3%	7%
Computer Center	7	* 2 % 5 %	2% 4%	10% 4%
Education/Training	5	4%	2%	5%

Facility Use	N	Conference Rooms SF/Occupant	777 7777	Storage SF/Occupant
Headquarters Other Offices Multi-Usage	116 38 29	15 15	12 15	8 10
Factory/Plant Research	20 17	.9 12	,17 28	
Health Care Computer Center Education/Training	5 7 6	15 15	. 18 20 20	

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N = 189

Section 3:

OFFICE SPACE PLANNING

VACANCY RATES
SPACE ALLOCATION POLICIES
OFFICE TYPE AND SIZE

VACANCY RATES

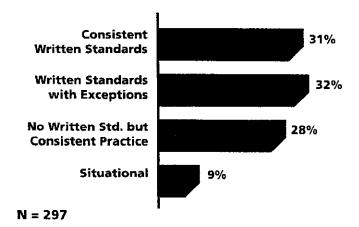
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N = 239

By taking the total amount of unoccupied space as a proportion of total space, vacancy rate can be determined. Like workstation utilization, this indicates how well space is managed. The average vacancy rate for this sample is 4 percent. A quarter of the sample has a 0 percent vacancy rate.

Facility U	Se :	N	%
Headquart	State in 1986, al. 1. 17	113	A STATE OF THE SEE
Other Offic	专业规则的创新公共 一种	43	4% - 6%
Multi-Usag	民国产品 生物的	28	5%
Factory/Pla	nt 🦠	17	5%
Research		19	3%
Health Car	a south of the second	6	7%
Computer (Education/	CA THE LAND	∴ 6 - 5	∵ 5%≊ * 1%
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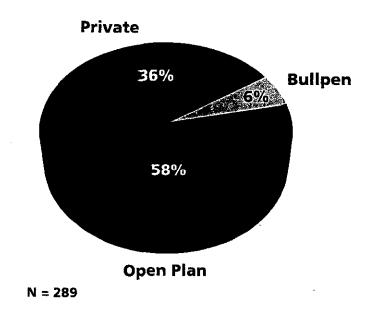
Space Allocation Policies



More than 60 percent of the organizations report that they use formal written standards for allocating space, but only half of this group uses them consistently. Another 28 percent does not maintain written standard but is consistent in applying standards. Further analysis shows larger facilities are more likely to use written standards.

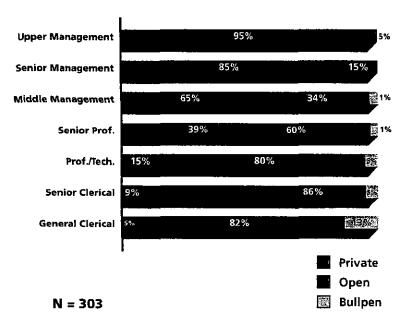
OFFICE TYPE AND SIZE Office Type

The ratio of open plan to private offices is consistent with previous studies. Bullpen seating, or open areas with no partitions, is declining.



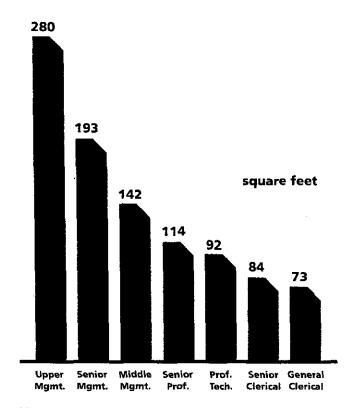
Since our 1994 report, a few more upper, senior and middle management offices have become open plan, but the majority remain private offices. For technical, professional and clerical workers, open plan is becoming more prevalent.

Office Type by Worker



OFFICE TYPE AND SIZE

Office Size



N = 265

In addition to moving from private to open plan seating, upper, senior and middle management space standards are decreasing slightly.

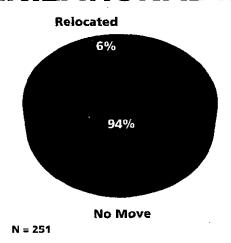
Section 4:

RELOCATION AND CHURN

ORGANIZATIONAL MOVES
COST OF MOVES
CHURN RATE

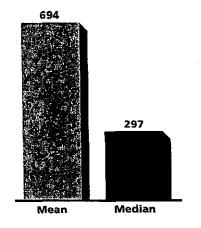
BENCHMARKS III

ORGANIZATIONAL MOVES



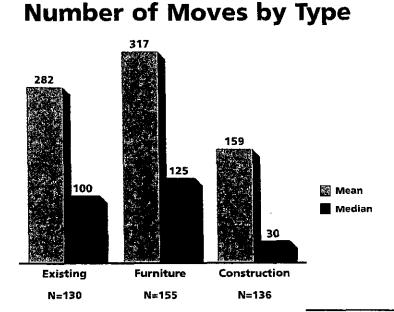
Moves are becoming more of a norm than an exception. This section focuses on relocations within the facility, for the cost of these moves often are included in the facility management budget. In this sample, six percent of the respondents indicate they moved entirely to a new building or different location. The remainder, which will be examined more closely, moved individuals within the existing facilities.

Number of Moves



N = 193

There are several reasons for moves. They include reorganization, normal business growth, downsizing and efforts to improve organizational effectiveness.



For comparison purposes, moves have been divided into the following three categories:

Existing (Box) - No furniture moved, no wiring or telecommunication system required. Files and supplies

Furniture - Reconfiguration of existing furniture and/or furniture moved or purchased. Minimal telecommunication reconfiguration needed.

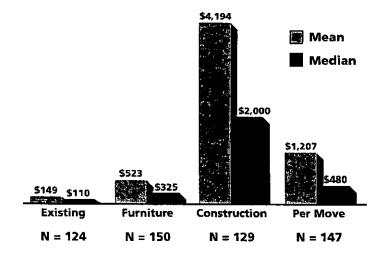
Construction - New walls, new or additional wiring, new telecommunication systems or other construction needed to complete the move.

COST OF MOVES

Cost of Moves by Type

Like most other facility management costs in this report, the cost of moves has increased since the last report. In addition to showing the mean and median cost of each type of move, the overall average cost per move is provided.

1)



Industry Type	N,	Box Move	Furniture Move	Construction Move	Average Move
Banking/Investment	11.	\$171	\$678	\$6,559	\$1,008
Information Services	9.	\$54	5242	\$2,555	\$427
Energy Utilities	14	\$101	\$613	\$ \$3,522 · · ·	\$1,094
Health Care	4			\$5,168	\$709
Insurance	10	\$40	\$252	\$872	\$427
Professional Services	. б.	\$115	`⊹∴\$321≟′′. [‡]	\$2,476	\$503
Telecommunications > >	. 3		S\$305	\$5,455	\$283 🦟
* Trades/Retail : * こうこう	. 8	\$209		\$1,678	\$471
Transportation	3	\$204	\$519	\$6,321	\$1,093
Motor Vehicles	13	\$164	\$689	\$6,809	\$729
Chemicals	. 4	\$116	\$468	\$5,703	\$978
 Consumer Products 	14	\$125	\$655	\$7,727	5748
Computers Work & S	35	\$150	\$444	\$3,948	્રેજે કે ે \$6 55 ા
Energy/Mining	. 6	\$178	\$256	\$1,044	\$582
Other Manufacturing	5.,	\$225	\$861	\$6,376	\$1,662
Government	17	\$166	\$613	\$3,640	\$1,340
Research	. 9∵	\$271	\$920	\$2,808	\$969
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N = 206

Industry Type	∛N°	%.
Banking/Investment Information Services	:13 11	42% 51%
Energy Utilities Entertainment/Media	16'	39% 48%
Health Care	7 12	30% - 62%
Professional Services Telecommunications	6 4	56% 69%
Trades/Retail	10	39%
Motor Vehicles	16.; 5	45%: 41%
Consumer Products Computers	16. 37	44% 62%
Energy/Mining Other Manufacturing	-6 -5	64% 33%
Education	-3	20%
Government Research	20° 29	27% 24%
Other Institution	4-	23%

To determine churn rate, respondents were asked to divide the total number of moves made in a 12-month period by the total number of occupants and multiply by 100. Since the number of moves is up significantly, it is not surprising that churn rates have also increased.

Facility Use N % Headquarters 105 39% Other Offices 33 66% Multi-Usage 26 41% Factory/Plant 13 53% Research 16 40% Health Care 4 32% Computer Center 3 43% Education/Training 4 44%			
Headquarters 105 39% Other Offices 33, 666% Multi-Usage 26 41% Factory/Plant 13 53% Research 16 40% Health Care 4 32% Computer Center 3 43%	The second different from Ed. Printed States For a second common and a second state of the	A STATE CONTY	room and heighbors in the St. La
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Area Churn Rate

For non-office facilities, another way of comparing moves is to use an area churn rate. To derive this measurement, rentable area affected by moves is divided by total rentable area and multiplied by 100.

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Section 5:

MAINTENANCE, JANITORIAL AND INDIRECT COSTS

MAINTENANCE COSTS

BY AGE OF FACILITY

AS A PERCENTAGE OF REPLACEMENT COST

REPAIR VS. PREVENTIVE MAINTENANCE

OUTSOURCING OF MAINTENANCE FUNCTION

JANITORIAL COSTS

INDIRECT COSTS

MAINTENANCE COSTS

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N = 267

Maintenance is the preventive and remedial upkeep and repair of a building and its components (HVAC, electrical, plumbing, elevators, carpentry and painting). Cost includes service contracts, direct labor and worker tools. To allow further comparison, maintenance costs are categorized by industry, facility use, geographical region and age of facility. As anticipated, geographical location and building age directly affect the cost of maintenance.

Industry T	/pe	PN ≤	\$/RSF
Banking/Inve		14	\$1.73
្ន Energy Utilit	The Contract of the Contract o	.11 .21	\$1.60 \$1.67
Health Care- Insurance		11 14	\$1.79 \$2.15
Professional Trades/Retail		12 11	\$1:57 \$3:12
Transportation	on the same	4	\$2.26
일 : Motor Vehic Chemicals	es and the second	19 8	\$2.69 \$2.58
Consumer Pr	oducts.	17 45	\$2.80 \$2.27
Energy/Mini Other Manu		7	\$2.02 \$1.91
Education		5	\$1.35°
Government		35 9	***\$1.33 * \$3.53
Other Institu	ition	37	\$1.45

Facility/Use	Ň	\$/RSF
Headquarters	126	\$1.76
Other Offices	44	\$1:95
Multi-Usage Factory/Plant	30 21	\$1.82 \$2.45
Research	20	\$3.35
Health Care Computer Center	7	\$2.04 - \$2.64
Education/Training	8	\$1.38
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MAINTENANCE COSTS

Maintenance Cost by Age of Facility

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Country	/Region	. N	\$/RSF
26 A 2 A 16	1 4 4 4 4	14 5 6	
Canada		27	C\$2.31
New Eng	land	18	\$2.34
/ Northeas	i t	23	\$2.36
Mid-Atla	ntic	25	\$1.89
Southea	10000	14	\$1.57
A STATE OF THE STATE OF THE STATE OF	**************************************	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	al file of the second of the
Midwest	The second second	25	\$2.51
North Ce	ntral	23	\$1.79
Heartlan	ď; °.∵.	-17	\$\$1.71
South Co	entral	22	\$1.91
Mountai	建设建设设置	25	\$2.43
1 4 10 16 16 16			图 等 医复数性 医皮肤
Pacific		46	\$2.26
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Age of	Facil	itv	S/RS	F
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Less th	an 4 v	ears	\$1. 7	0
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11 - 15			\$1.7	d
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21 - 25			\$2.3	1
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N = 267

Maintenance Cost as a Percentage of Replacement Cost

The Building Research Board of the National Research Council published a 1990 report in which they recommended an appropriate budget for routine maintenance of a facility should fall within a range of two to four percent of current replacement value. When the same measurement is applied to the respondents for this study, more than 75 percent of the sample was out of range, the majority under two percent.

	2.12.00	A Jeiner
Percer	ntile	\$/RSF
99		12.1%
95 90	Maria Salah	5.3% 4:0%
75		2.2%
50		1.3%
2.5	V. P. J. J.	0.7%
10		0.5%
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N = 150

MAINTENANCE COSTS

Maintenance activities can be placed into several categories including preventive, repair, deferred and corrective maintenance. To simplify the completion of the survey, respondents were asked to provide only preventive and repair maintenance costs. In most cases, dollars spent on repair maintenance exceeded those spent on preventive maintenance.

Repair Maintenance

99 \$6.2 95. \$3.5 90 \$2.7 75 \$1.3 50 \$0.7 25 \$0.4 10 \$0.1 5 \$0.1	F
95 \$3.5 90 \$2.7 75 \$1.3 50 \$0.7 25 \$0.4 10 \$0.1	4
75 \$1.3 50 \$0.7 25 \$0.4 10 \$0.1 5 \$0.1	162 / 52
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N = 213

Preventive Maintenance

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N = 210

Repair vs. Preventive Maintenance

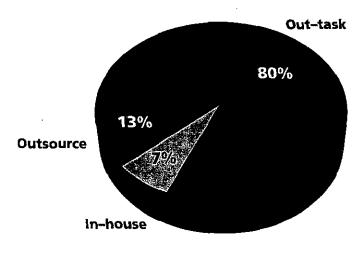
Facility Use	Ž.N.	Preventive	Repair 3
Headquarters	100	45%	₹ %55%
Other Offices	33	38%	62%
Multi-Usage	25	., 49%	51%
Factory/Plant	17	31%	69%
Research	14	45%	55%
Health Care	6	32% 80%	68%
Education/Training	7	34%	66%
ertometro di meso estr	140	a and a strik	為維維統。

Repair vs. Preventive Maintenance by Facility Age

Facility Age	Ň	Preventive Maintenance	Repair Maintenance
Less than 4 years	15	50%	50%
5 - 10. - 11 - 15	40 31	48% 46%	
16 – 20	41	48%	52%
21 – 25 26 – 30	27 24	44% 42%	56% 58%
More than 30 years	26	36%	- 64%
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MAINTENANCE COSTS

Outsourcing of Maintenance Function

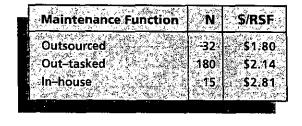


To gain a better understanding of the maintenance function, respondents were asked how they handle the staffing relative to outsourcing. The following categories were provided:

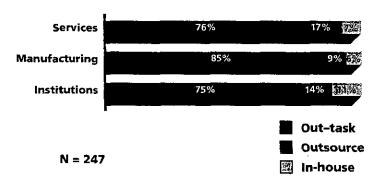
Outsource - Hire a full-service, single source vendor to provide many services bundled together Out-task - Hire individual, specialized vendors to provide one or more functions In-house - All services are provided internally

N = 247

Outsourcing of Maintenance Function by Industry Type



Facilities that outsource this function generally paid less for maintenance than those that out-task or provide maintenance internally.



JANITORIAL COSTS

Percentile \$/RSF 99 \$4:54 95 \$2:54 90 \$1:96 75 \$1:36 50 \$1:01 25 \$0.72 10 \$0.52 5 \$0.35 1 \$0.18 Mean \$1:17	\Box			**************************************	(Pain		cy s
95 \$2.54 90 \$1.96 75 \$1.36 50 \$1.01 25 \$0.72 10 \$0.52 5 \$0.35 11 \$0.18	A.	Per	cent	ile 🦠	10 12)/K2[
95 \$2.54 90 \$1.96 75 \$1.36 50 \$1.01 25 \$0.72 10 \$0.52 5 \$0.35 11 \$0.18	*	树力	qq		文学 支	\$4 [°] 50	10
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N = 268

Industry Type	N =	\$/RSF
Banking/Investment Information Services	15 10	\$1.25 \$1.13
Energy Utilities Health Care	.21. 11	\$1.10 \$1.93
Insurance Professional Services Trades/Retail	15 12 11	\$1.11 \$1.47 \$0.97
Transportation	4	\$1.00
Motor Vehicles Chemicals Consumer Products	17. 9. 16.	\$1.02 \$1.22 \$1.44
Computers Energy/Mining	47 7	\$1:08 \$0:85
Other Manufacturing	7	\$1.17 \$0.95
Government Research	35 35	\$0.95 \$1:16 \$0.89
Other Institution	7	\$1.08

Janitorial costs are associated with cleaning offices, other work areas, restrooms and common support spaces. These costs include wages, benefits, staff support, supervision, administration, supplies and noncapital equipment (e.g., brooms, floor polishers), as well as costs associated with contract service providers. Janitorial costs vary among different types of facilities and geographic regions.

Facility Use	N	\$/RSF
Headquarters	126	\$1:14
Other Offices Multi-Usage	42 30	\$1.15 \$1:06
Factory/Plant Research	23 20	\$1.17 \$1.08
Health Care	7.	\$2.31
Computer Center Education/Training	7 8	\$0.87 \$1.38
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Country/Region	N	\$/RSF
Canada	27	C\$1.19
New England	17	\$0.98
Northeast	24	\$1.42
Mid-Atlantic	26	\$1.22
Southeast	15	\$0.95
Midwest	25	\$1.27
North Central	24	\$1.01
Heartland	18	\$1.23
South Central	21	\$1.37
Mountain Pacific	24 46	\$1.09 \$1.20
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INDIRECT COSTS

Indirect costs are associated with maintaining roads, walkways, grounds, landscaping, parking lots and garages. Respondents were asked to include costs for service contracts, expenses and employee compensation associated with landscaping, paving, patching, line-painting, snow removal and de-icing, and exterior lighting. To make the measurement more meaningful, indirect costs are divided by the number of developed acres instead of rentable square footage. The median cost per developed acre is \$2,541, and the average is \$3,605. Headquarter and health care facilities have some of the highest indirect costs.

Facility Use	N	\$/Developed Acre
Headquarters	51	\$4.746
Other Offices	A COME	[大学是是二百世] "新年·林州"
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Multi-Usage	13.19	\$2,929
Factory/Plant	2,15	ু ্ ু ু \$2,19 9
Research	13.11	\$2,580
Health Care	Δ	\$6,085
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Education/Training	, J	\$2,698
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N = 129

Country/Region	N 5/Developed Acre
Canada	9 \$8,267
New England	\$6,866
Northeast ** Mid-Atlantic	11 \$5,283
Southeast	17 \$3,576 6 \$2,806
Midwest	18 \$3,418
North Central	7 \$3,602 9 \$4,567
South Central	9 \$4,567 12 \$6,648
Mountain	12 \$3,380
Pacific	28 \$3,760

Industry Type	N.	\$/Developed Acre
Banking/Investment	6.	\$4,863
Information Services Energy Utilities	5 6	\$5,301 \$2,773
Energy Utilities Health Care Insurance	5 8	\$5,468 \$4,401
Trades/Retail	5	\$2,920
Motor Vehicles	12	\$4,316
Chemicals Consumer Products Computers Energy/Mining	5 6	\$4,315 \$2,769
Computers Energy/Mining	33 4	\$2,956 \$2,915
Other Manufacturing	4	\$3,538
Government Research	10	\$3,892
Research	7.	\$3,096

Section 6:

UTILITY COSTS AND USAGE

UTILITY COST UTILITY USAGE

UTILITY COSTS

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N = 273

Industry Type \$/RSF N Banking/Investment 17 \$2.32 Information Services 11 \$2.46 Energy Utilities 21 \$2.24 Health Care 11: \$2.02 Insurance 15 \$2.49 **Professional Services** 12 \$2.05 Trades/Retail 11. \$3.28 \$2.15 Transportation *** 4 Motor Vehicles \$2.63 19 Chemicals \$4.41 9 Consumer Products 16 \$4.09 Computers : * * 47 **\$3.36** Energy/Mining ... 8 \$2.37 Other Manufacturing 7 \$2.98 **5** 51.44 Education. Government 34 \$1.64 Research 9 \$3.25 Other Institution \$1.66

Utility costs comprise a large part of a facility's operating costs, as much as 40 percent. The average utility cost is \$2.51 per square foot.

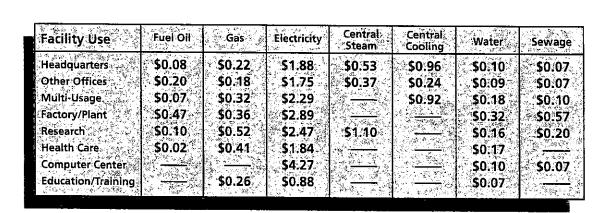
Facility Use	N	# PIPEE
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Headquarters		\$2.36
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Other Offices	44	\$2.07
Mülti-Üsage	31	\$3.04
		建筑地域的
Factory/Plant	-∷23∜	\$4.00
Research	20	\$3.65
	age Dist	
Health Care	· 7 -	\$2.13
Computer Center	7	\$5.06
Education/Training	8	\$1.36
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Country/Region	·N.	\$/RSF
Canada	29	C\$5.41
New England Northeast	18 23	\$3.66 \$3.62
Mid-Atlantic	25	\$2.99
Southeast Midwest	14 27	\$2.81 \$2.37
North Central Heartland	24 18	\$1.77 \$2.09
South Central	23	\$2.59
Mountain Pacific	25 46	\$2.42 \$3.23
	2.167%。	4-14-67

UTILITY COSTS

To better gauge what is spent on various utilities, respondents were asked to divide their utility costs into seven categories. These include fuel oil, gas, electricity, central steam, central cooling, water and sewage. Most of the respondents could provide costs for gas, electricity and water but not all could for fuel oil, central steam and central cooling. More than 50 percent of the sample included sewage cost with water cost.

Percentile	Fuel Oil	Gas	Electricity	Central Steam	Central Cooling	Water	Sewage
99		্ল \$1.61 ু	₹ 57.70 %			/*\$1:18	\$4.51
95	\$0.46	.\$0.93	\$4.15	\$2.88	\$5.30	\$0.40	\$0.40
90 75	\$0.39 \$0.18	\$0.62 \$0.36	\$3.34 \$2.64	\$1.94 \$1.01	\$2.63	\$0.29	\$0.28
50	\$0.03	\$0.19	\$1.84	\$0.46	\$1.60 \$0.67	\$0.15 \$0.09	\$0:11 \$0.05
25	\$0.01	\$0.09	\$1.29	\$0.33	\$0:13	\$0.05	\$0.02
10	\$0.002	\$0.03	\$0.78	\$0.04	\$0.06	\$0.03	\$0.02
5	\$0:001	\$0.01	\$0.62	\$0.03	\$0.03	\$0.02	\$0.01
"我们","我们就	\$0.001	\$0.003	\$0.16	\$0.03	\$0:03	\$0.01	\$0.01



UTILITY COSTS

When comparing electricity costs among regions, there are some major differences. The Northeast and Pacific regions reported some of the highest electrical costs.

Industry Type	Fuel Oil	Gas	Electricity	Central Steam	Central Cooling	Water	:Sewage
Services Manufacturing	400 ment (400 ment)	神道のは、大きな大学に、大学の方式	\$1.99 \$2.51	and the second second	\$1.06 \$1.20	Contract of the Contract of th	\$0.10 \$0.22
Institutions			THE WAY TO STATE OF THE	\$0.44	31.20	3.00 - 3.00 - 3.00	\$0.22 \$0.07

Country/Region	Fuel Oil		Electricity	Water	Sewage
Canada	2 52 m s. 5 4	C\$0.36	C\$1.88	C\$0.12	1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
New England	≥ \$ 0.22⊬ :	\$0.38	\$2.30	\$0.12	ু\$0:11 <i>-</i>
Northeast	\$0.15	\$0.28	\$2.63	\$0.12	\$0:10
Mid-Atlantic	≸.\$0:08 <i>\</i>	\$0.44	\$2:06 ·	₹7.\$0.13	\$0.07
Southeast	The state of the state of	\$0:15	\$2.28	\$0:08	\$0.07
Midwest	1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	\$0.29	\$1.79	\$0.12	\$0.07
North Central	\$0.03	\$0.32	\$1.25	· \$0:09	\$0.16
Heartland	de la companya della companya della companya de la companya della	\$0.16	\$1.71	\$0.12	\$0.04
 South Central 		\$0.26	\$2.18	-\$0.22	\$0.14
Mountain	\$0.09	- \$0.21	\$2.01	\$0.15	\$0.09
Pacific		\$0.23 .	\$2.73	\$0.15	\$0.10

UTILITY USAGE

Electricity usage was provided in kilowatt hours divided by gross square feet. When tracked by facility usage, research and computer centers are the heaviest users of electricity.

Electricity Usage

Electricity Usage by Facility

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Perce	ntile	kWh	GSF.	
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Education/Training	6	€21:02
Computer Center	4.74	44.39
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Research	18	40.37
Factory/Plant	14	· 35.78
Multi-Usage	6∙25 ∉	3 <i>7.</i> 7.6
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Other Offices	29	28.27
Headquarters —	, 88	26.82
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Facility Use	. N.	kWh/GSF

N = 192

Gas usage was provided as cubic feet per gross square feet. One MCF is equal to 10 therms.

Gas Usage

Percentile MCF/GSF 99 1:320 95 6614 90 3913 75 1608 50 0500 25 0185 10 00057 5 0018 1 0001 Wean 1543

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Gas Usage by Facility

	Facil	ity Use		N	MCF/GSF
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Section 7:

ENVIRONMENTAL AND LIFE-SAFETY COSTS

ENVIRONMENTAL COSTS LIFE-SAFETY COSTS

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ENVIRONMENTAL COSTS

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	Industry Type	N.	\$/RSF
	Banking/Investment	14	\$0.12
ES	Information Services Energy Utilities	• 9 - 12 -	\$0.09 \$0.12
SERVIC	Health Care Insurance	10 12	\$0.29 \$0.07
5	Professional Services Trades/Retail	10 8	\$0.27 \$0.36
	Transportation :	4	\$0:16
ING	Motor Vehicles	18 8	\$0.22 \$0.46
ACTUR	Chemicals Consumer Products	.14	\$0.40
MANUF	Computers Energy/Mining	42 5	\$0.40 \$0.10
2	Other Manufacturing	27.5 20.5	\$0.04
TIONS	Education Government	4 27	\$0.03 \$0.16
UTILS	Research A Solution S	9 5	*\$0.55 \$0.07
Ť,			43.45

Environmental costs are associated with providing satisfactory levels of air and water quality and waste removal, as well as ensuring regulatory compliance with federal, state/provincial and municipal laws. Environmental costs also include consulting fees, monitoring and waste removal. A few organizations did not incur environmental costs, but instead generated funds through recycling.

When broken down by industry, those within the manufacturing sector incur some of the highest environmental costs. Respondents managing research facilities also experience high environmental costs. The higher costs are due to the higher incidence of monitoring and hazardous waste removal expenses.

Facility Use N \$/RSF Headquarters 100 \$0.20 Other Offices 37 \$0.18 Multi-Usage 28 \$0.40 Factory/Plant 20 \$0.39 Research 20 \$0.88 Health Care 7 \$0.34 Gomputer Center 4 \$0.25 Education Training 6 \$0.78		
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Country/Region	N.	\$/RSF
Canada	23	C\$0.19
New England Northeast	15. 21.	\$0.17 \$0.38
Mid-Atlantic	22	\$0.23
Southeast Midwest	10 19	\$0.09 \$0.51
াndwest াNorth Central	21	\$0.36
Heartland South Central	16 16	\$0.15 \$0.21
Mountain	22	\$0.55
Pacific 2	.39	\$0.33

ENVIRONMENTAL COSTS

Despite falling prices for recycled commodities, more than 25 percent of the sample generated revenue from recycled materials.

Percentiles	Monitoring	Consulting Fees	Solid Waste Removal	Hazardous Waste Removal	Recycling
99	\$1.98		\$1.04	\$2. 03	\$0.33
95	\$0.24	\$0.31	\$0.33	\$0.98	\$0:12
90	\$0.15	\$0.19	\$0.21	\$0.37	\$0:07
.: 75	\$0.04	\$0.04	\$0.12	\$0.15.	\$0.03
.: ⇒: 50	\$0.02	\$0.03	\$0.07	\$0:05-	\$0.007
25	\$0.01	\$0.01	\$0.04	\$0.01	-\$0.005
10	\$0.005	\$0.006	\$0.01	\$0.004	-\$0.04
55.5	\$0.002	\$0.004	\$0.01	\$0,002	-\$0.14
31.4.5	\$0.001;	\$0.001	\$0.002	\$0,001	-\$1.49

BEST IN CLASS

N = 225

Facility Use	N	Monitoring	Consulting Fees	Solid Waste Removal	Hazardous Waste Removal	Recycling
Headquarters	100	\$0.03	\$0.07	\$0.09	\$0:04	\$0.01
Other Offices	37	~' \$0.04 ?	.; ≠ \$0.07±	\$0.09°	\$0.14	₹ 2\$0.03
Multi-Usage	- ***28	\$0.06	\$0.06	\$0.10	\$0.12	2000 - 20
Factory/Plant (20	\$ \$0.07	\$0.05	· . \$0:15	\$0.23	er (e n 1
Research Health Care	20	\$0.30	% \$ 0.12	\$0.08 \$0.10	\$0.45 \$0.24	\$0:01 \$0.01
Education/Training	6	\$0:01		\$0.01	\$0.24 \$0.02	\$0.01 3 \$ 0.01

LIFE-SAFETY COSTS

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Industry Type	· N	\$/RSF
Banking/Investment	11	\$0.3 1
Information Services Energy Utilities	ે 6 13 °	\$0.16 \$0.25
Health Care	.5 10	\$0.16 50:08
Professional Services Trades/Retail		\$0.07 № \$0.22
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Motor Vehicles Chemicals Consumer Products Computers Energy/Mining Other Manufacturing	13 6	\$0.13 \$0.19
Consumer Products	.13 .38	\$0.16 \$0.52
Energy/Mining (**) Other Manufacturing	1°5≱ 6	\$0.21 \$0.28
Government	22	\$0.15
Research	9 5	\$0.47
Other Institution		\$0.08

Life-safety costs are those associated with compliance to building regulations required by federal (OSHA), state/provincial and municipal laws to maintain and operate the facility. These include safety equipment, fire and egress requirements such as signage, exit doors and building alarms/ strobes, mandated training, nurses, doctors and emergency medical technician crews. The average life-safety cost is \$0.25 per rentable square foot; the median is \$0.11. As anticipated, factories and research facilities experience some of the highest life-safety costs. Facilities within the research and computer industry sectors exhibit higher than average life-safety costs.

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Research		18	\$0.37
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Country/Region	N.	\$/RSF
Canada	18	C\$0.19
New England	/ /13	×\$0:19
Northeast Mid-Atlantic	. 19) . 15	\$0.26 \$0.30
Southeast	8	\$0.10
Midwest North Central	-15 22	\$0.49 \$0.26
Heartland	11	\$0.20 \$0.17
South Central	₹.15	\$0.18
Mountain Pacific	21 38	\$0.44 \$0.45

Section 8:

SUPPORT AND PROJECT COSTS

SECURITY COSTS

PROJECT COSTS

NUMBER OF PROJECTS

CAPITAL VS. EXPENSED PROJECTS

EXPENSED PROJECT COSTS

DOLLAR VALUE FOR CAPITALIZATION

TYPE OF CONSTRUCTION

SPACE PLANNING COSTS

EMPLOYEE AMENITIES COSTS

SECURITY COSTS

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N = 243

4	security costs are the only costs that have exper
5	enced a slight decrease since the Benchmarks II repo
	Security costs include direct labor and contract ser-
	vices. Manufacturers are more likely to experience
	higher security costs.

Facility Use	N	\$/RSF
Headquarters (1984)	117	\$0.82
Other Offices Multi-Usage	38 30	\$1.16 \$0.93
Factory/Plant	- 19	\$1.22
Research	19	\$1.14
Health Care Computer	7 5	\$0:87 \$1.01
Education Training	. 5	\$0.90
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Banking/Investment	Industry Type	Ň	\$/RSF
Energy Utilities	Banking/Investment	14	\$0.68
Entertainment/Media 4 \$0.97 Health Care 10 \$0.74 Insurance 14 \$0.89 Professional Services 13 \$0.50 Trades/Retail 10 \$0.53 Motor Vehicles 17 \$1.19 Chemicals 8 \$0.59 Consumer Products 17 \$1.27 Computers 43 \$1.26 Energy/Mining 7 \$0.52 Other Manufacturing 6 \$1.26	The transfer of the second of	Miles Street	· 微块: 据文学 · 安文
Insurance	Entertainment/Media	4.	\$0.97
Professional Services		1000000	- 11 TOTAL OF THE REAL PROPERTY.
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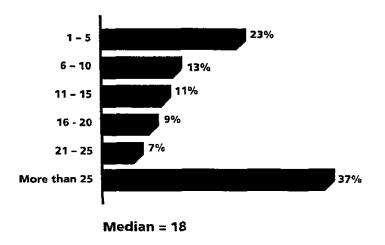
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South Ce	ntral	18	S0.94
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Mountai	<b>第一个中国发展</b>	21	\$1.32
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Dock	WATER TO SERVICE	47	\$1.30
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#### **PROJECT COSTS**

Project costs are (leasehold) improvements or the reconfiguration of existing space to meet new needs or requirements. Some project costs may be considered capital expenditures. Improvements and reconfigurations can be initiated by the facility management group or by other operating units within the organization. They can be budgeted in advance or in response to some unforeseen condition or circumstances. Respondents were instructed to include expensed project costs associated with relocation costs with cost of moves, detailed on page 35.

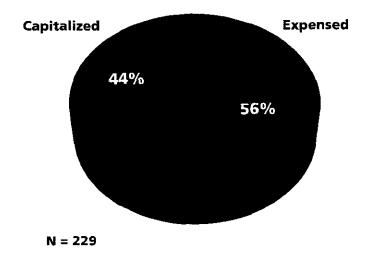
In addition to keeping their facilities operating, facility managers oversee numerous projects. The median number of projects managed in a 12-month period is 18. Half of the respondents manage more than 15 projects per year.

#### **Number of Projects**



#### **Capital vs. Expensed Projects**

Of these projects, 44 percent are capitalized and the remainder are expensed.



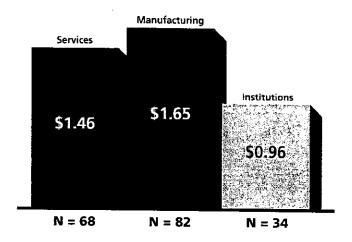
#### **PROJECT COSTS**

#### **Expensed Project Costs**

Percentile		.\$/R	F	
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95		\$4.7		
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ì	Facility Use	N.	S/RSF
	Headquarters	85	\$1.48
i i	Other Offices	7.77	表现的影響等 支持线
		27	\$1.84
,	# Multi-Usage	25	\$0:80
1	Factory/Plant	, ₃:16 ₄	\$1.72°
1	Research	16	\$1.44
	Health Care	. 4	\$0.75
1	Computer Center	4	\$1.38
	Education Training	. 4	\$1.52
j	· 图象是 - 6 20年,新年的	10 de 10	3

# Expensed Project Costs by Industry Type

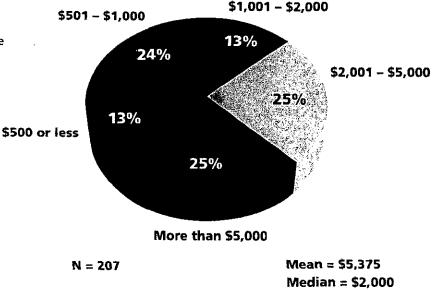


Country/Region	ÎN.	\$/RSF
Canada	18	C\$0.82
New England	13	\$1.21
Northeast Mid-Atlantic	, 18 17	\$2.08 \$1.44
Southeast	- 9	\$2.79
Midwest North Central	17	\$0.63
Heartland	15 12	\$0.87 \$0.98
South Central	17	\$1.17
Mountain Pacific	1.7	\$2:17
TACHE	30	\$2.01

#### **PROJECT COSTS**

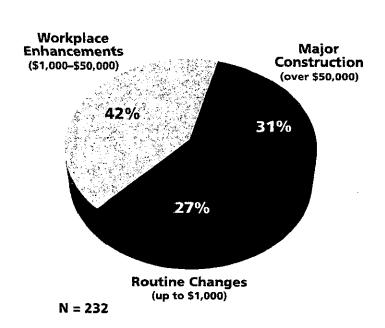
#### **Dollar Value for Capitalization**

When asked at what dollar value do projects become capital expenditures, the median response was \$2,000.



#### **Type of Construction**

To further define the types of projects undertaken, respondents were asked to categorize their projects into three categories based upon cost. These categories include routine changes, workplace enhancements and major construction.



#### **SPACE PLANNING COSTS**

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N = 189

	Industry Type	* <b>N</b>	∵\$/RSF∌
	Banking/Investment	14	\$0:35
ES	Information Services Energy Utilities	10 17	\$0.75 \$0.96
SERVICES	Health Care	4 10	\$0.10 \$0.50
VI	Professional Services。 Trades/Retail	111 7	\$11.27 \$0.33
ניו	Motor; Vehicles	15	\$0.74
MANUFACTURING	Chemicals 5	. 5.	\$0.28
UFACT	Consumer Products Computers	13.₹   39¢	\$0.69 \$0.49
	Energy/Mining	7   6	\$0.39 \$0.36
NSTITUTIONS	Government	14	<b>\$0.32</b>
STITUL	Research	9.	\$0.37
Ė			

The following are included in space planning costs: facility planning, furniture management, relocation support, CAD/CAFM as well as labor and service contracts. With higher churn rates, it is no surprise to see higher space planning costs. Those managing professional offices, such as accounting, management consulting and law firms, experienced the highest costs for space planning.

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Other Offices	32	\$50.79
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Multi-Usage 💮 🦠	26	\$0.49°
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		1 2 mm
Factory/Plant	1 15	<b>*\$0.33</b>
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Research	1 5 5	\$0.42
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Computer Center	1 6	\$0.50
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Country/Region	N	\$/RSF
Canada 🔭	17	C\$0.44
New England	14	\$0.60
Northeast	, 13	\$2.25
Mid-Atlantic	14	\$0.25
Southeast .	_12	\$0.60
ំMidwest 👰 🖫 😅	21	\$0.48
North/Central	15	\$0.78
- Heartland	10	\$2.32
South Central And	. 19	- <b>*\$</b> 0:60
Mountain	21	\$0.36
Pacific	33	\$0:45

#### **EMPLOYEE AMENITIES COSTS**

Many organizations provide employee amenities such as cafeterias, outside eating areas, fitness centers, lounges, libraries, fleet service and parking. In many cases, facility management is responsible for these amenities. Not many of the respondents could provide information for each of these amenities, so the costs listed below have been combined into one cost for employee amenities.

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N = 140

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<b>Gountry/Region</b>	√]** <b>N</b>	/\$/RSF
	E TARRES	trialization and the
Canada 😘 🔻	16	C\$1.04
New England	13	\$1.58
Northeast	. 11	<b>.</b> \$0.80
Mid-Atlantic	12	\$0.53
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Southeast	6	\$0.22
<ul><li>Midwest 3.75</li></ul>	-	∞51.30 <b>∴</b>
North Central	111	\$0.66
Heartland	8	\$1,43
South Central	A 4 7 1	19 Table 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
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Mountain	14	\$1.11
Pacific .	. 28	\$0.73
and the second of the	A 1844	

Industry Type	· N	\$/RSF
Banking/investment	6	\$0.66
	9	\$0.92
Energy Utilities Insurance	â 11 á	\$1.66
Insurance ************************************	10	\$1.06 \$0.97
-Trades/Retail	8	\$0.86
Motor Vehicles Chemicals	6 5	\$0.93 \$1.14
Consumer Products	13	<b>\$0.96</b>
Computers Energy/Mining	26 6	\$0.50 \$0.93
The gyman ing	( ) ( )	30.93 STUMEN
Government	-12	\$0,77
Research	9.	\$0.82

#### Section 9:

## FINANCIAL INDICATORS

REPLACEMENT VALUE OF FACILITY
LEASE TYPE AND COST
COST OF OPERATIONS
COST OF PROVIDING THE FIXED ASSET
OCCUPANCY COST
FINANCIAL RATIOS
TOTAL ANNUAL FACILITY COSTS

#### **REPLACEMENT VALUE OF FACILITY**

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N = 149

The average current replacement value for owned facilities is \$133.58 per rentable square foot. The median cost is \$119.72.

	Facility Use	, N	\$/RSF
1	Headquarters	74	\$118
	Other Offices	23	<b>\$138</b>
	-⊪Multi-Usage	:18	\$105
I	Factory/Plant	6	\$157
	Research Computer Center	-12 -	\$165 \$92
	-computer Center		* 4 · 392

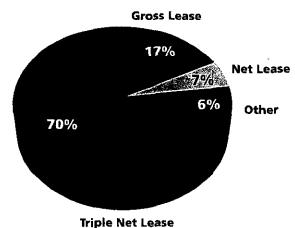
#### **LEASE TYPE AND COST**

#### **Lease Type**

As mentioned on page 12, 23 percent of the respondents lease their facilities. Of those who lease, 70 percent use a triple-net lease. Another 17 percent pay rent through a gross lease. The remainder use either a net lease or some other type. To determine which costs are covered in these three types of leases, please refer to the definitions section on pages 5-7.

By region, lease costs are the highest in the New England, Midwest and Mid-Atlantic states. These regions are primarily comprised of respondents in Boston, Chicago and Washington, DC, and surrounding areas.

When compared to the previous *Benchmark II* report, triple-net lease costs have decreased on average by 25 percent.



N = 99

Country/Regio	n N	\$/RSF
Canada	2 7	C\$22,45
New England	. 11	\$16.45
Northeast Mid-Atlantic	. 9.	\$11.70 \$12.91
Southeast	4	\$14.45
:Midwest:	13.7	\$10.70
North Central	·∱.:∫.: 9'	· \$10.68
Heartland South Central	6 1 12	\$13.47 \$11.07
Mountain	1.70	57.38
Pacific	- 20	-\$7:96
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#### **Triple-Net Lease Cost**

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N = 66

#### **COST OF OPERATIONS**

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N = 266

	Industry Type	N \$/RSF
de Personal confident	∌/Banking/Investment	16 \$5:99
SE	Information Services Energy Utilities	11 \$5.55 21 \$5.20
SERVIC	Entertainment/Media Health Care	4 \$10.92. 11 > \$7.77
5	Insurance Professional Services	15 \$6.04 13 \$5.35
	Trades/Retail Transportation	11 58.14 4 \$5.28
NG	Motor Vehicles	19. \$7.24
CTUR	Chemicals Consumer Products	8 57.15 16 \$7.18
MANUFACTI	Computers Energy/Mining	45 \$7.01 7 \$4.94
í	Other Manufacturing	7 \$6.26
ITUTIONS	Education Government	-4 \$3.69 32 \$4.52
NSTIT	Research Other Institution	9 \$8.12 7 \$4.56

Four cost categories—maintenance, janitorial, indirect and utility—when added together result in a facility's cost of operations, (i.e., the costs associated with a facility's daily operation). Cost of operations is a common measurement for comparing facilities. The cost of operations shown in the charts below may not necessarily equal the cost of the four components listed earlier since each number is based upon an individual average.

Facility Use	Ň	\$/RSF
Headquarters	127	\$5.59
Other Offices	43	\$5.67
⊮Multi-Usage	30	\$6.23
Factory/Plant	21	\$8.43
Research	19 _	\$8.18
Health Care Computer Center	2 .7 2 .7	\$6.95 \$8.37
Education/Training	7	\$4.00
	学院设置	

Country/Region		RSF
Canada	27 C\$1	1.58
New England	# 544-101 - 17 - 17 C	5.38
Northeast Mid-Atlantic	Property of the	7.98
Southeast	The State of Contract	5.85 5.52
Midwest	4. 1. 12. 24 EWY W	5.99
North Central	Place to the state of the	1.87
Heartland South Central	「最後の複数を行うという。」を見	5.17 5.42
Mountain	15 (2 yy-10)	5.13
Pacific	人。 医唇囊乳囊炎病	7.36
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#### **COST OF PROVIDING THE FIXED ASSET**

Facility managers often find it difficult to derive the cost of providing the fixed asset. This cost is the sum of all annual business capital costs and charges not directly related to the facility's operation. It includes leasehold improvement amortization, asset write-off/disposal, taxes on building and contents (not product), insurance (fire/extended coverage), furniture/equipment depreciation charges, interest expense for lease or interest expense on purchase of building assets, but not the actual purchased capital asset value (capitalization). Government facilities have lower costs, for many are self-insured and do not pay taxes.

Headquarters       104       \$7,89         Other Offices       33       \$6,87         Multi-Usage       27       \$5,38         Factory/Plant       17       \$7,74         Research       19       \$6,81         Health Care       5       \$9,95         Computer Center       7       \$6,32         Education/Training       4       \$4,89	Fa	ility U	se,		N S	/RSF
Multi-Usage       27       \$5.38         Factory/Plant       17       \$7.74         Research       19       \$6.81         Health Care       5       \$9.95         Computer Center       7       \$6.32	He	adquarte	ers	- 1	04	<b>\$7.</b> 89
Factory/Plant       17       \$7.74         Research       19       \$6.81         Health Care       5       \$9.95         Computer Center       7       \$6.32	35.0	Section Section			8. N. C.	爱, 贝马斯克
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New England	18	\$7.00°
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Northeast	18	\$8.24
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Midwest	. 22	<b>\$5.45</b>
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North Central	20	\$7.47
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Heartland	10	\$7.15
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South Central	21.	\$5.57
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<b>Mountain</b>	20	\$6.23
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Pacific	40	<b>58.82</b>
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99	arent et	\$29:03
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N = 220

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Industry Type	N \$/RSF
Banking/Investment 1	
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Trades/Retail	9 \$8.06
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E Chemicals	7 \$15.92
Consumer Products 1	6 \$6.72
Computers 4	1 \$8.23
Consumer Products Computers 4 Energy/Mining Other Manufacturing	7 \$4.20
Other Manufacturing	7\$6.36
Government	8 \$2.90
Research	8 54.27
Other Institution	6 <b>\$</b> 5.97
	W SALES I

#### **OCCUPANCY COST**

Tax		
Percentile	\$/RSF	Cost per Occupant
99	× \$30.87	\$15,024
95 90	\$25.42 \$23.48	\$10,896 \$8,690
75	\$16.91	\$6,192
50 25	\$10.82 \$7.78	\$3,916 \$2,4 <del>9</del> 1
10	\$5.62	\$1,732
	\$4.57 \$2.09	\$1,180 \$542
Mean	\$12.66	\$4.655
	teles titalis (app.)	

Occupancy cost is the total cost incurred by an organization to provide space for operations. It includes the cost of operations plus the cost of providing the fixed asset. This cost is broken down by rentable area and cost per occupant. The occupancy cost per rentable square foot averages \$12.66; the median is \$10.82. When broken down by the number of occupants, the average occupancy cost is \$4,655 per occupant and the median is \$3,916 per occupant.

Facility Use		\$/RSF	Cost per Occupant
Headquarters		\$13.75	\$4,403
Other Offices Multi-Usage		\$11.73	\$3,715
Factory/Plant		\$11.60 \$13.67	\$5,330 \$4,379
Research		\$16.15	\$7,422
Health Care Computer Cer	ıter .	\$16.99 \$14.69	\$6,483 \$4,786
Education/Tra	"内閣・チュラル」的	\$8.57	\$3,709
	The second		(1) 大部分长位 (1)

Country/Region	N	\$/RSF	Cost per Occupant
Canada	22	Ć \$15.20 ·	C\$4,942
New England Northeast	17 18	\$13.38	\$5,121
Mid-Atlantic	19	\$16.22 \$14.18	\$5,882 \$5,767
Southeast	10	\$11.89	\$4,935
Midwest North Central	23 20	\$12.44 \$12.34	\$4,319 \$3,900
Heartland	12	\$12.32	\$4,053
South Central Mountain	21 23	\$11.99 \$12.36	\$3,288 \$4,230
Pacific	39	\$16.18	\$5,677
The state of the s	3 3	\$15.5% E 数据	等。在1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年,1000年

Industry Type	\$/RSF	Cost per a Occupant
Banking/Investment	*\$13:49	\$3,416
Information Services	\$12.10	\$4,526
Energy Utilities	\$11.90	\$4,612
Health Care	\$15.42	\$5,822
insurance	\$16,36	\$4,114
Professional Services	\$16.85	\$4,137
Trades/Retail.	\$14.81	\$5,473
Motor Vehicles	\$14.13	\$4,778
Chemicals	\$22.86	\$8,644
Consumer Products	\$14.88	\$4,563
Computers	\$14.18	\$5,395
Energy/Mining	\$9.27	\$3,956
Other Manufacturing	\$12.63	\$4,092
Government	\$7.05	\$3.010
Research	\$12.54	\$6,743
Other Institution	\$10.42	\$3,847
H		11 g 24 (27 s)

#### **FINANCIAL RATIOS**

The facility operating budget ratio is the total facilities budget as a percentage of the organization's total budget. The median is 5.2 percent; the average is 8.5 percent. There is a wide range of responses for this percentage because some participants compared one facility to the organization's entire budget while others were comparing an entire portfolio of facilities to the organization's budget.

#### Facility Operating Budget Ratio

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#### Facility Operating Budget Against Facility Assets Ratio

Percentile		% %	
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95 90		5.65% 3.46%	N S
75 50		9.25% 1.55%	
25		5.65%	
10		2.30% 0.45%	
1		003%	
Mean		3.67%	
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N = 110

# Total Annual Facility Cost to Sales Ratio

99 43.79% 95 16.96% 90 7.55% 75 2.55% 50 0.65% 25 0.16% 10 0.02% 5 0.01% 1 0.01% Mean 2:90%	Perc	entile;		%		
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50 0.65% 25 0.16% 10 0.02% 5 0.01% 1 0.01%	` ^;;;; <b>9</b>	15			ু দ	
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	, IV	Ean	70.		-3	

N = 173

A new ratio added to this report compares the facility's total annual costs to sales or revenue of the organization.

N = 127

#### **TOTAL ANNUAL FACILITY COSTS**

Percentile	\$/RSF	Cost per Occupant	Cost per Work Station
99	\$48:03	\$18,591	\$19,308
95	*\$40.14	\$14,875	\$15,665
90	\$35.44	\$12,904	\$14.073
. 75	\$26.88	\$9,637	\$10,055
50	.\$19.38	\$6,442	\$6,699
25	<b>* \$</b> 11.52 ₹	<b>4\$4,089</b>	\$4,166
10	\$8.09	\$2,798	\$2,569
5.	\$6.41	\$2,098	\$2,026
	\$3.51	\$1,361	\$1,238
Mean:	\$20.52	\$7.185	\$7.524
A POPULATION AND A STREET	45 Y 15 6		<b>18% 增加多数</b>

All of the costs outlined in this report are included in the total annual facility cost. These include occupancy costs, lease costs, support costs, environmental costs and life-safety costs. Below, total annual facility costs are listed by rentable square footage, occupant and workstation. Once again, government facilities operate at a lower cost which is partially due to their reduced costs of providing the fixed asset.

Facility Use	N	\$/RSF	Cost per Occupant	Cost per Work Station
Headquarters	110	° \$20.36	\$6,781	\$6,932
Other Offices Multi-Usage	40 28	\$21.48 \$18.84	\$6,897	\$6,204 \$9,022
Factory/Plant	19	\$20.27	1. 15 15 15 15 15 15 15 15 15 15 15 15 15	\$11,039
Research	20	\$24.22 \$20.59	\$10,708 \$6:963	\$10,644
Health Care Computer Center	7.	\$20.59 \$21.63	\$6,639	\$6,724
Education/Training	_ 6	\$12.21	\$3,525	

Industry Type	N	\$/RSF	Cost per Occupant	Cost per Work Station
Banking/investment	14	\$21.71	\$6,250	\$5,882
Information Services	. 12° ,	\$22.23	\$6,706	\$5,625
Energy Utilities	19	\$24.36	\$8,682	\$7,688
Health Care	1811 v	\$18.62	\$7,148	\$11,902
insurance	3.12	\$20.49	\$5,185	\$4,802
Professional Services	12	\$23.45	\$7,031	\$10,388
Telecommunications	4	\$20.46	\$5,664	**** —
Trades/Retail	.10	\$23.53	\$8,394	\$8,625
Motor Vehicles	18	\$17.35	\$7,224	\$8,255
Chemicals	9	\$26.24	\$10,535	\$6,666
Consumer Products	1.7	524.86	\$7.767	\$8,529
Computers	41	\$21.95	\$7.781	\$8,576
Energy/Mining	13.7	\$18.63	\$8,887	(
Other Manufacturing	7	\$23.50	\$7,314	\$9,587
Government	24	\$11.60	\$5,106	\$4,911
Research	, g	\$23.89	\$10.917	nger en gran in i
Other Institution	6.	\$13.08	\$5,794	
<b>4</b> 1		1		The second second

Country/Region	N	\$/RSF	Cost per Occupant	Cost per Work Station
, Canada	23	C \$25.17	C\$9,830	C\$10,197
New England	. 19	\$26.19	\$9,504	\$10,170
Northeast	23	\$25.54	· \$7,309	\$6,556
Mid-Atlantic	. 24	\$21.74	\$7,872	\$12,642
Southeast Midwest	12 25	\$20.35 \$16.79	\$7,453 \$5.934	\$8,164 \$6,685
North Central	22	\$17.95	\$5.393	\$5,284
Heartland	12	\$20.24	\$7,362	7,00 <u>k 2</u> 0
South Central	21	\$21.68	\$8,966	\$9,091
Mountain	23	"\$18.96.	\$7,219	\$5,958
Pacific	42	\$24.37	\$9,364	\$12,297
			-	3

The Benchmarks III questionnaire was developed over a four-month period. Members of IFMA's research committee examined questions used in previous surveys and determined which questions to repeat. Along with IFMA staff, the committee examined the definitions and cost categories used in previous surveys and worked to clarify many terms. To help respondents calculate space, a diagram of IFMA/ASTM space measurement standard and space measurement worksheet was added. The final questionnaire was 20 pages, which included a three-page glossary. This survey was substantially shorter than the previous survey administered in 1993.

The survey was mailed in May 1996 to IFMA's 8,465 North American Professional members. A postage paid envelope accompanied the survey. Respondents were asked to provide information on their facilities for a 12-month period. Approximately 290 surveys were returned during the summer and fall 1996. A letter was sent to previous participants to encourage a larger response in December 1996. By February 1997, 346 surveys had arrived. A total of 303 surveys were deemed usable for tabulation purposes. A completion rate of 60 percent was considered usable.

The data was analyzed using SPSS/PC+TM software. Extreme high and low values were omitted from data analysis to prevent the data from being skewed. Responses were subjected to 100 percent verification, meaning each data point was entered twice to ensure accuracy. Additional calculations were made if information was provided. For example, cost per rentable area was calculated if the respondent provided both the cost and square footage. If data was out of range, the respondent was called to determine how the information was derived. In many cases, new calculations were performed and the information was subsequently entered. Canadian cost data was converted to U.S. currency by multiplying cost by a factor of .75.

Procedures used for analysis include univariate procedures such as frequencies, cross tabulations, mean comparisons and descriptives. This report contains the results of those analyses deemed to be of most interest to IFMA members. *Benchmarks III* is a self-report survey. All data including respondent identification was voluntary.

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Maharam

Mannington Commercial

Masland Carpets Inc.

Meridian Inc.

Metier

Millicare/Milliken

Mohawk Commercial Carpet

NIPSCO Energy Services Inc.

Neutral Design

Neutral Posture Ergonomics Inc.

Nevers Industries Inc.

Nucraft Furniture Co.

OFS/Office Furniture by STYLINE

Office Moving Systems

Office Specialty

Open Plan Systems

Paoli Inc.

Patcraft Commercial Division of

Queen Carpet Corp.

Pinkerton Security & Investigation

Pitney Bowes Management Services

Prince Street

Prism Computer Corp.

Re:Source Americas

R. S. Means Co. Inc.

Racine Industries

Rolf Jensen & Associates Inc.

Rosemount Inc.

Rosenbaum Fine Art Corp.

Ruys & Company

Shaw Contract Group

SIS human factor technologies

SMED Manufacturing Inc.

SSOE Inc.

Shaw Contract Group

Spacesaver Corp.

Spot Cooling Systems Inc.

Steelcase Inc.

Sto Finish Systems Division

Stuart-Dean Co. Inc.

Stylex

Superior Chair

Sylvania Lighting Services Corp.

System 2/90 Inc.

TAB Products Co.

Tate Access Floors Inc.

Teknion Furniture Systems Inc.

Teknion Inc. Tiffany Industries

Transwall Corp.

Trendway Corp.

TruGreen - Chemlawn

Unicco Service Co.

Versteel

W. A. Charnstrom Co.

Wiss, Janney, Elstner Associates Inc.

Workplace Systems Inc.

Wright Line Inc.