

Facility Benchmarking for Cultural Institutions

An Overview of Facility Benchmarking and the IAMFA Program



Presented by
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Owner, Facility Issues

Facility Issues – Our Guiding Principles

- Facilities are valuable to our organizations
 - Physical space to support organization mission
 - **Effectiveness (Increased Productivity and Quality/Value)**
- Continuous Improvement required
 - Competitiveness always increasing
 - **Efficiency (Reduced Time and Cost)**
- Obtain insight from your facility data
 - Need to capitalize on increasing amount of data
 - **Integration and Distillation (Timely and Affordable)**
- A Strategic approach is imperative
 - 80/20 principle
 - **VUCA World (Volatility, Uncertainty, Complexity, Ambiguity)**

Facility Performance Drivers

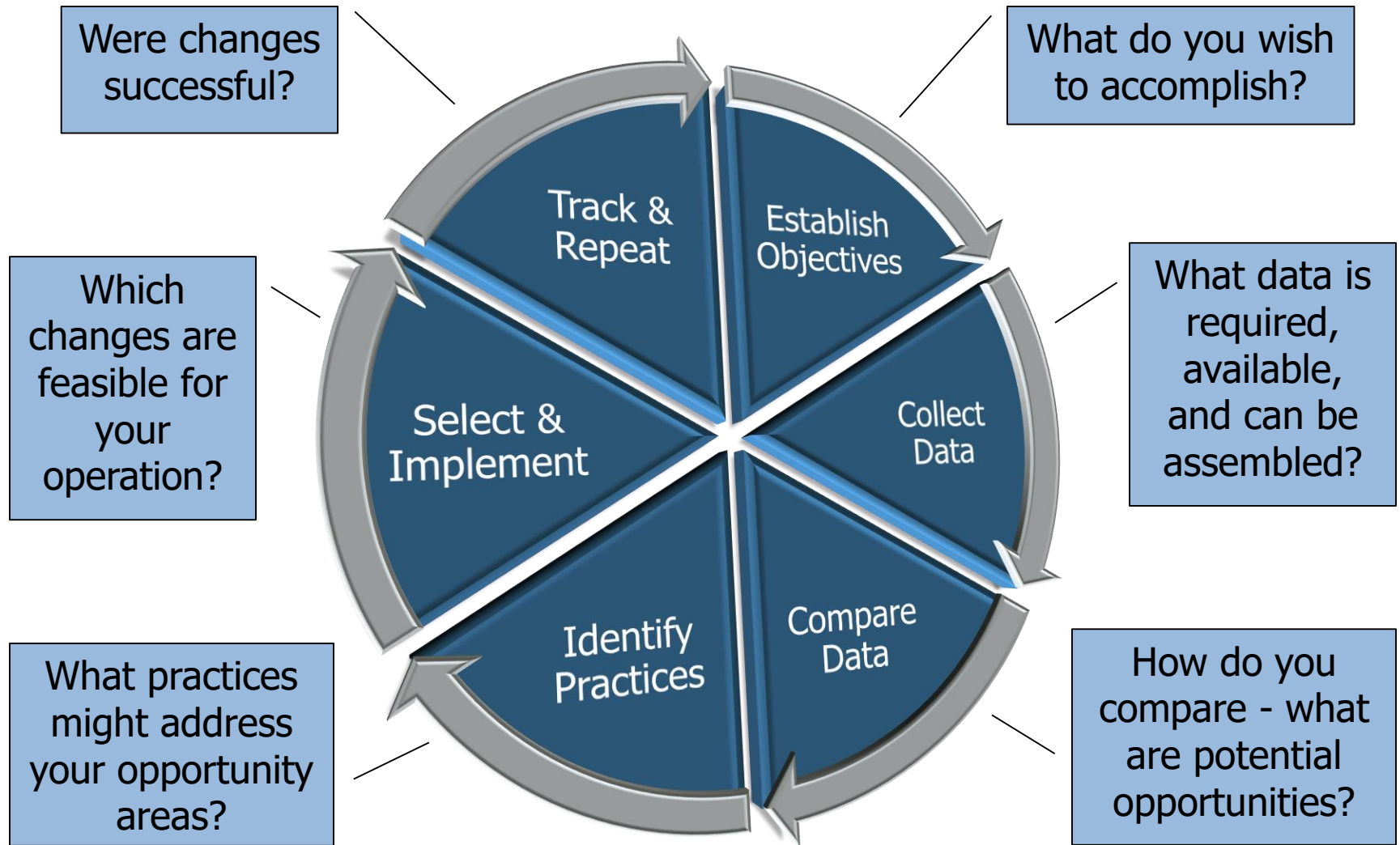
- Organization Mission → space requirements:
 - Size, Type, Quality, Location...
→ "fixed costs"
- Organization Leadership → service levels:
 - Cleaning, Maintenance, Climate control, Condition...
→ "operating costs"
- Facility Organization determines practices:
 - Given: available resources
 - Set: standards
 - Set: equipment operating schedules
 - Schedule: PdM, PM, CM, DM
 - Apply: skills and technologies

Let's Talk Benchmarking – Why?

- See where you stand:
 - Quantitative comparison of some dimension of your organization
- Easy and affordable
- Understandable
 - Easy to communicate with both leadership and staff
- Identify what you don't know & opportunity areas
 - Identify potential “best practices” that may lead to performance improvements.
- Continuous improvement approach
 - Can measure both incremental and quantum progress
- Data based on actual results (not models)
 - Shows what is achievable, reasonable, and likely



The Benchmarking Process



VALUE OF FACILITY BENCHMARKING: <https://facilityissues.com/main/value-facility-benchmarking/>

IAMFA Benchmarking Program



**International Association of
Museum Facility Administrators**

[Home](#)[About Us](#)[Membership](#)[Education](#)[Conference](#)[Cart](#)[Contact](#)

Join our annual benchmarking program for museums and cultural institutions.

This benchmarking program is designed for those who manage facilities for museums and cultural institutions. Over 130 institutions from nine countries have participated in the program to date. This program is an optional additional service run by Facility Issues, endorsed by IAMFA, and consists of two main parts: a benchmarking survey and a benchmarking workshop.

For more info on IAMFA visit: <https://www.iamfa.org/>

IAMFA Benchmarking Program

- Endorsed by IAMFA, Run by Facility Issues
- International participation
- Annual benchmarking program since 2001
 - Benchmarking Space & Cost Program
 - Best Practices Workshop (day prior to IAMFA annual meeting)
- Related options
 - Small Institution (Core Metrics) Program – simpler version
 - Critical Facilities Program – more focus on reliability
 - Occupant Satisfaction Surveys
 - Facility Metrics / Scorecards – custom assignments
 - Benchmarking as part of FMX CMMS – simpler & integrated

For more info, visit: <https://facilityissues.com/cultural-institutions/>

Can Enter Data in Online Forms

MY PROPERTIES

Organization Info

Total 2018

Exhibition Center

Office and Education Site

Historic residence

Add Property

COST SURVEY: MUSEUMS & CULTURAL INSTITUTIONS

Section A: Organization Info » Organization Demographics

Welcome, Facility Issues Admin

30%

NEXT SECTION »

Purpose: Data reported in this section will be used to identify similar organizations and may be used by the participants to filter the reports. Some data reported in this section defines the units of measure or is otherwise used to administer the survey and is not included in the reports (these are identified and your actual data will not be reported). **This section is required.**

☐ Check here if the following section does not apply to you.

expand all | collapse all

A1 ABOUT YOUR ORGANIZATION

Organization name and address: Example Museum

Type of organization: Cultural-Science and Technology Museum

Ok to share your name? OK to identify us on the charts

5-6 character acronym to use in the report FAL1

Where does the facility management organization report? Finance

Facility Management Staffing Approach Outsourced- all but a few key staff

A2 UNITS OF MEASURE

Units of measure: Metric Units

Currency: USD-United States Dollars

Data are for year ending: 11/30/-0001

SURVEY LINKS

- Organization Info
 - Organization Demographics
 - Staffing Info
 - Overall Budgets
 - Technology Used
- Facility Services & Requirements
- Current / Best Practices
- Performance Survey
- Learning From Others
- Feedback

MEMBERS ONLY

SURVEY RESOURCES

- Printable Version
- Unfinished Fields

EXPLANATION

- Additional information and instructions
- Saved data
- Error saving data
- Important Field

Can Upload/Download Excel Template

- Allows data by building for ALL types of facilities
- Can be faster and easier
- Allow integration with your ongoing systems/metrics.

FACILITY ISSUES
your link to continuous improvement

Museums & Cultural Institutions

DOWNLOAD AN EXCEL COPY OF YOUR COST SURVEY DATA

CREATE EXCEL FILE

UPLOAD AN EXCEL FILE TO YOUR COST SURVEY DATA

Choose File No file chosen **UPLOAD**

FM BENCHMARKING SURVEY: Cultural Institutions

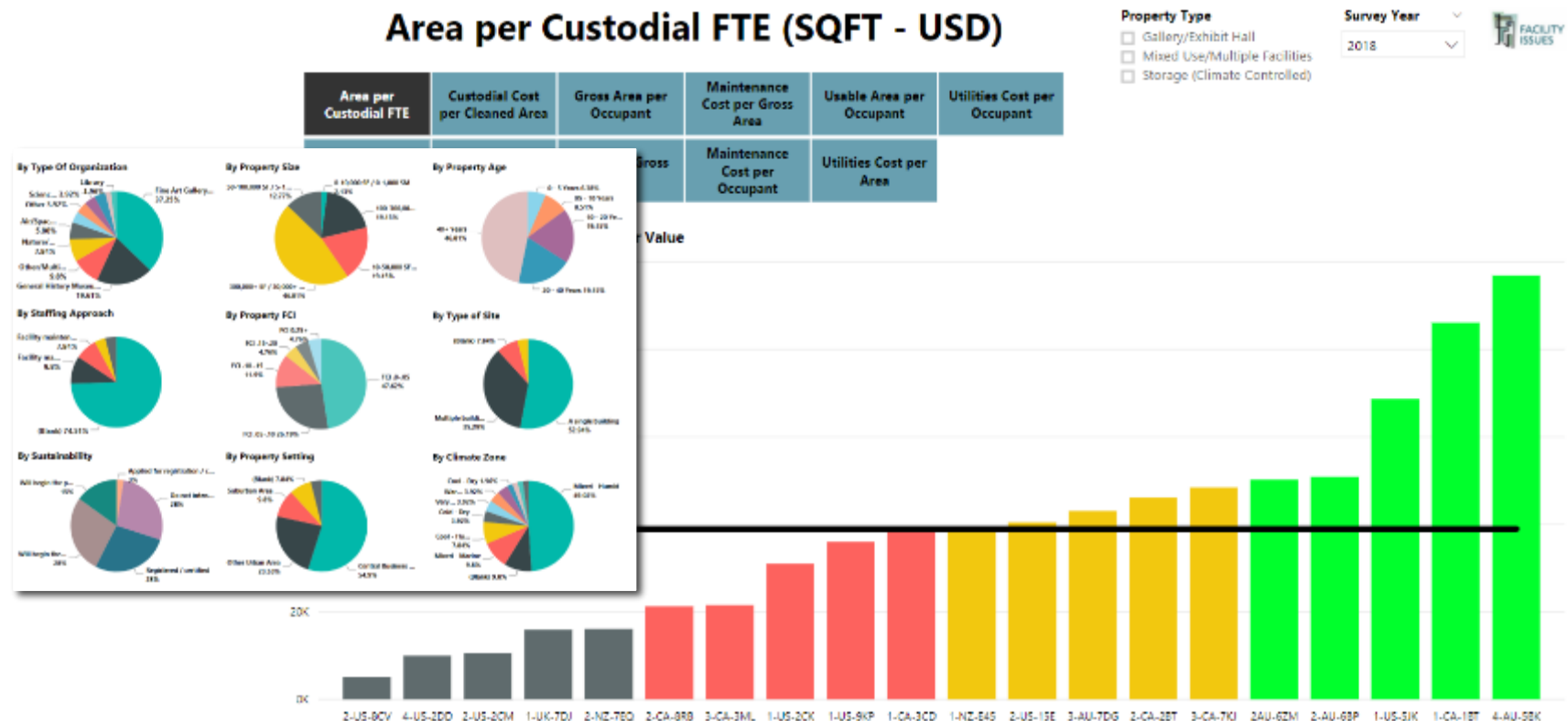
Section A: Demographics » Background [Return to Table of Contents](#)

Public information reported in this section will be used to identify similar organizations and to define the units of measure entered to normalize metrics. Categories will be used by the participants to filter the reports. **This section is required.**

ID	Topic / Question	Your Answer	Clarification
A	Have you reviewed the following data for accuracy?		Prior year's data may have been pre-filled and should be confirmed.
A1.	UNITS OF MEASURE		
A1a	Units of measure:		English units: square feet, acres, gallons...; Metric units: square meters, hectares, liters...
A1b	Currency:		Select the currency used for cost data
A4	Data are for year ending:		Enter last day of last month of the 12-month period you used in MM/DD/YYYY format
A2.	ABOUT YOUR ORGANIZATION		
A2i	Organization name and address:		
A3a	Type of organization:		Select the one category that best describes the primary industry/focus of your organization.
A2b.	SPACE STANDARDS		
A3a	Do you have an office space standard for: Facilities staff		
A3b	Do you have an office space standard for: Museum staff		
A3c	If "Yes", please describe the standard:		
A4a	Do any of your staff occupy... facilities		
A3.	ORGANIZATIONAL METRICS		
A3a	Number of visitors per year:		Enter the approximate number of visitors for 12-month period you are using.

Results are in Online Report

- Microsoft Power BI Interactive system
- Contain multiple years (when you participated)



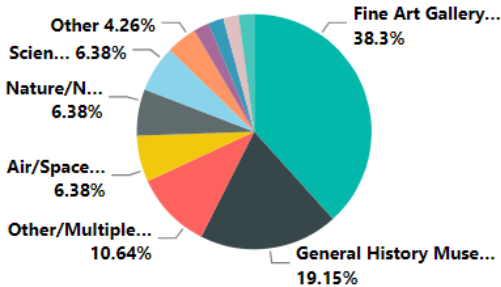
Annual Benchmarking Practices and Learning Workshop

- Equally valuable as the metrics is the ability to discuss “best practices” with other cultural facility managers.
- Day-long “pre-conference” session at the annual IAMFA conference.
- Opportunity to ask 50 international “experts” about the lessons learned in their facility operations.

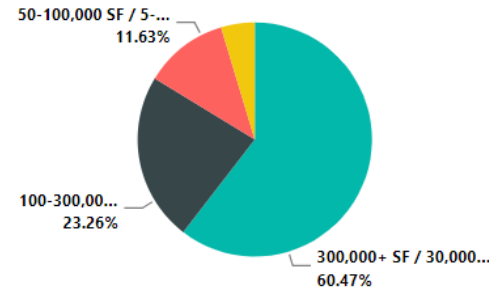


Example Group Demographics

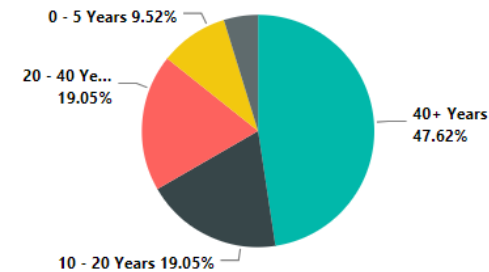
By Type Of Organization



By Property Size



By Property Age



Survey Year
2018

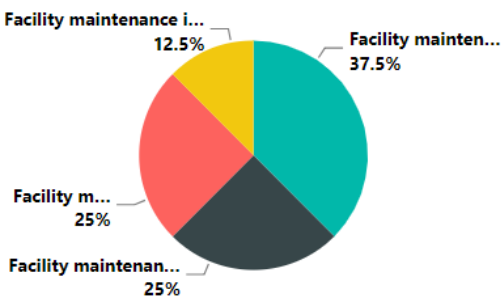


Property Type

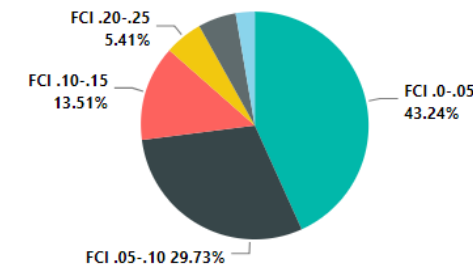
- ☐ Gallery/Exhibit Hall
- ☐ Headquarters
- ☐ Mixed Use/Multiple Facilities
- ☐ Storage (Climate Controlled)

NOTE: Charts only include those who provided data on that topic.

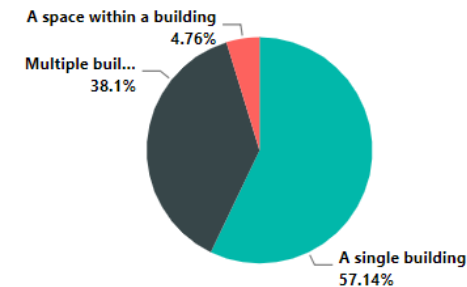
By Staffing Approach



By Property FCI



By Type of Site

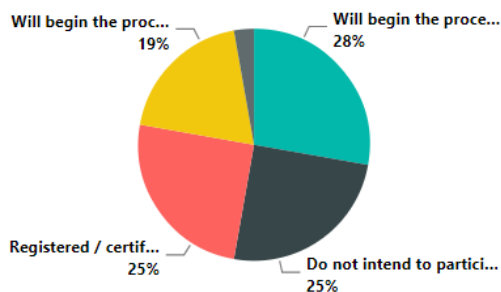


Total Sites
52

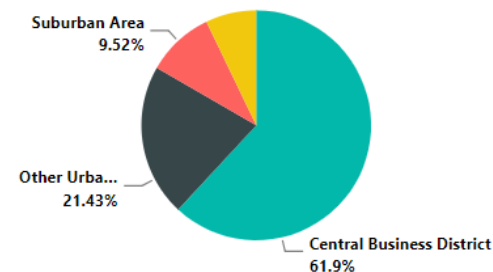
Total Buildings
412

Avg Building Size
58K

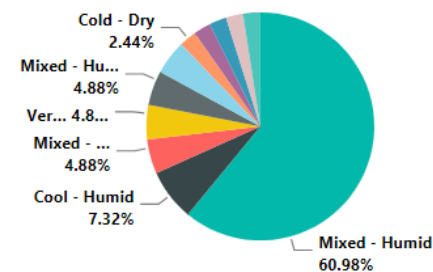
By Sustainability



By Property Setting



By Climate Zone



Total Facility GSF
24M

Total Operating Cost
\$327M

Example Chart

Maintenance Cost per Maintained Area (SQM - CAD)

Survey Year

2018



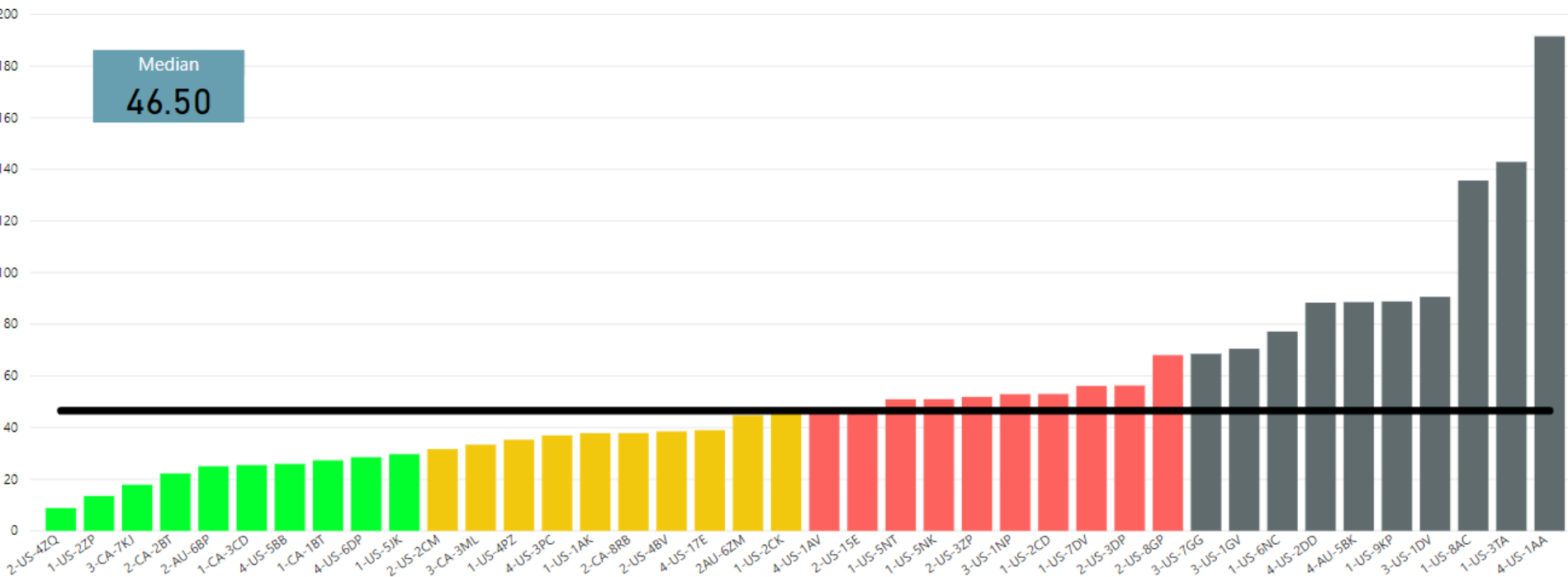
Area Cleaned per Custodial FTE	Custodial Cost per Cleaned Area	Security Cost per Gross Area	Utilities Cost per Served Area
Area Maintained per Maintenance FTE	Maintenance Cost per Maintained Area	Security Cost per Post	Utilities Use (kWh) per Gross Area

Property Type

- ☐ Gallery/Exhibit Hall
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NOTE: See Report Filters tab for settings on data selection - small samples are not reliable.

Quartile: ● 1st ● 2nd ● 3rd ● 4th ● Median ✕ Your Value



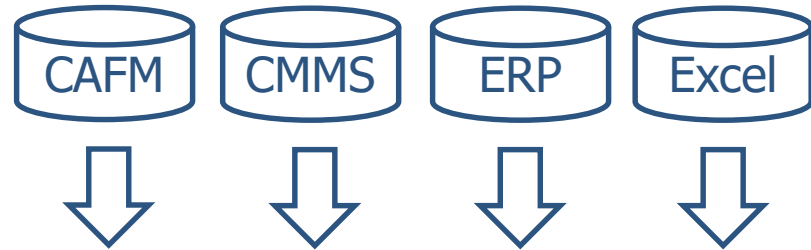
2019 Report Sections

1. Organization
Demographics
2. Property Demographics
3. Property SLA
4. Space (composition)
5. Craft staffing
6. Supervisor staffing
7. Other staffing
8. Cost totals
9. Costs by quartile (various metrics)
10. Sustainability by quartile
11. FCI
12. Work orders
13. Projects
14. Site & grounds
15. Security
16. Technology practices
17. Impact of practice:
custodial, maintenance,
conservation, space
management
18. Rated practices
19. General comments

In Development

- Excel Tools to Compile Facility Data
 - Use export from corporate systems

- “Layered” Reporting
 - Benchmarking
 - Scorecard
 - Monthly Variance
 - Etc.



FM BENCHMARKING SURVEY: Cultural Institutions			
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Category	Value	Target	Variance	Status
Facilities	100	100	0	On Track
Museum	120	120	0	On Track
Education	80	80	0	On Track
Research	60	60	0	On Track
Administration	40	40	0	On Track
Security	20	20	0	On Track
IT	10	10	0	On Track
Legal	5	5	0	On Track
Finance	3	3	0	On Track
HR	2	2	0	On Track
Marketing	1	1	0	On Track



Common Applications:

1. Demonstrate reasonable performance
2. Evaluate resources and performance
3. Justify need for proposed initiatives
4. Forecast needs for changes/additions in facility management scope

CASE STUDIES ON THE USE OF BENCHMARKING

Benchmarking Case Study: National Gallery of Art



1. Most pertinent data for selected peer group reviewed with leadership at quarterly strategic planning meeting.

2. Data/shared practices used to guide planned initiatives.

3. Facilities group demonstrates stability and confirms reasonableness of budget & practices.

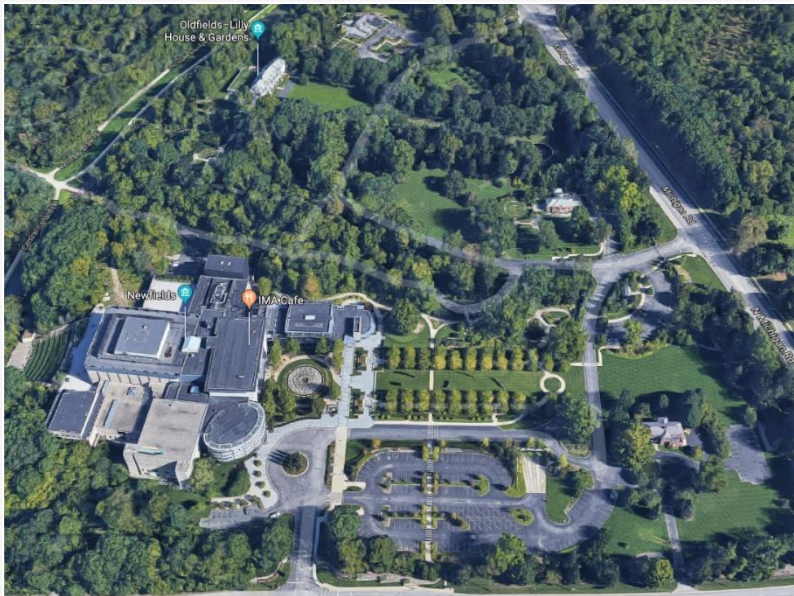
Benchmarking Case Study:

Canadian Museum of History



1. Used annually to demonstrate effective management in funding discussions with Canadian Government & donors.
2. Use internally to compare year-over-year operations performance to inform where improvements might be made.
3. Use as basis for internal department goals, such as: "Cleaning cost/GSF in top 20%"

Benchmarking Case Study: Indianapolis Museum of Art



1. Facilities department realized there was a shortfall in maintenance staff.
2. Benchmarking data was used along with review of current equipment to identify reasonable staffing levels.
3. Additional craft positions approved by board.

Benchmarking Case Study:

Canadian Museum for Human Rights



The ups and downs of maintenance costs and stalled elevators at the Canadian Museum for Human Rights

Museum says yearly maintenance costs for unique building are lower than at other museums

Vera-Lynn Kubinec · CBC News · Posted: Jul 16, 2018 5:00 AM CT | Last Updated: 9 hours ago



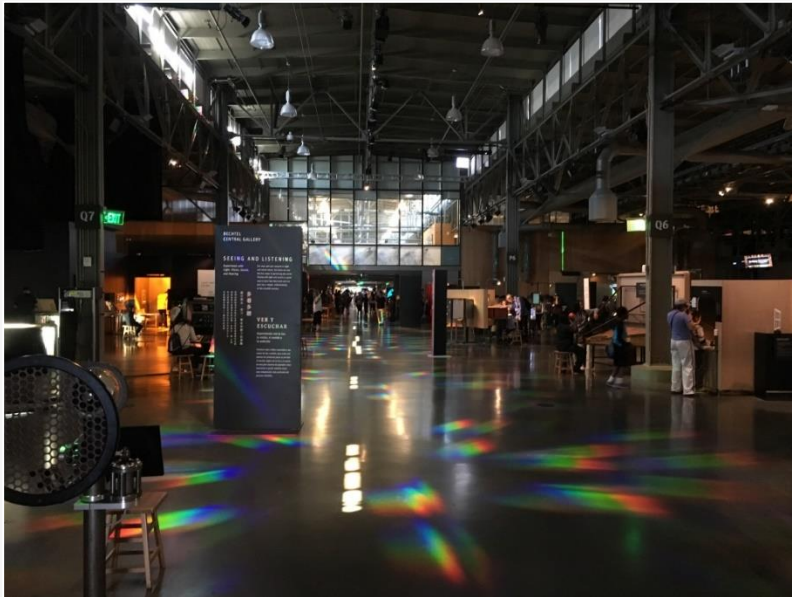
1. Respond to Criticism: Having independent third-party data from benchmarking can defend against perceived performance issues.

Maintenance costs lower

The museum says overall, it's doing well on its building maintenance. Fitzhenry points to an international survey of operating costs for about 50 museums and cultural institutions in Canada, the United States, and other countries.

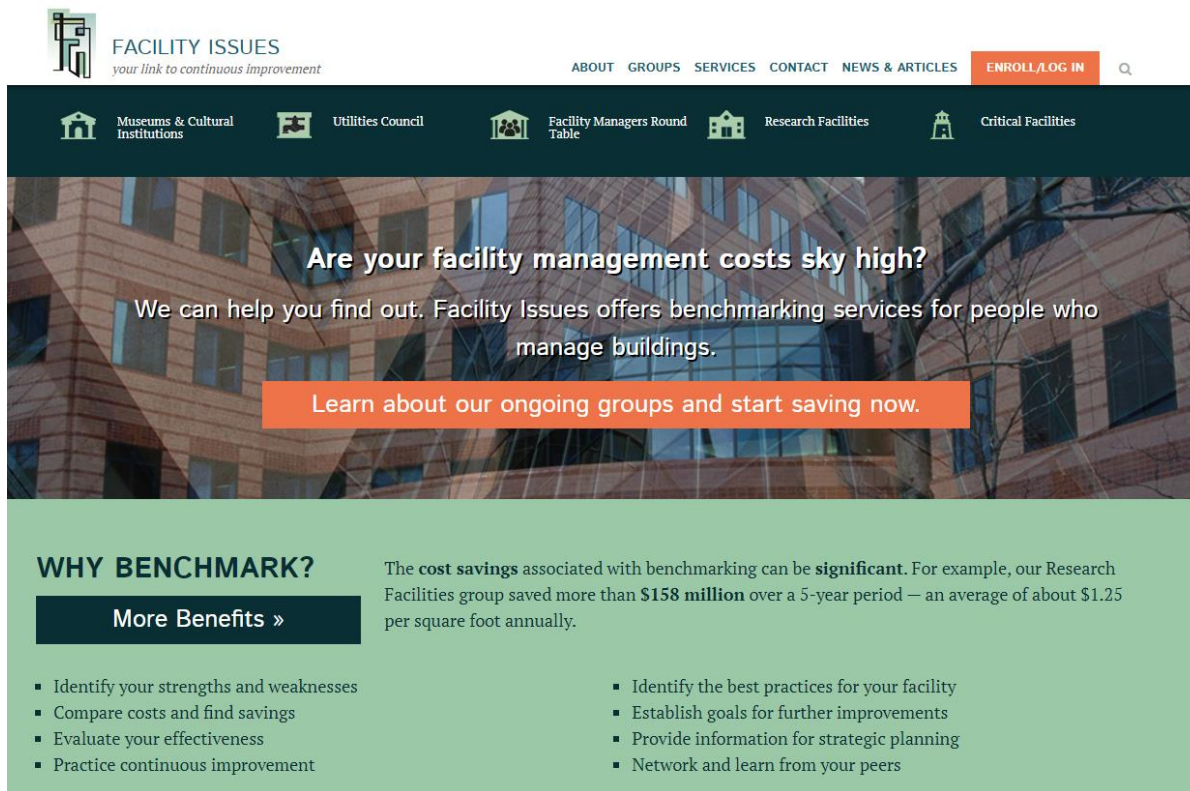
The survey, done by a New York company and endorsed by the International Association of Museum Facility Administrators, looked at maintenance cost measured in U.S. dollars per square foot of space.

Benchmarking Case Study: Exploratorium



1. Facilities department needed to establish appropriate budget when moving to a new, larger, facility.
2. Used benchmarking data to justify the operating budget that would be required based on the size and nature of the the new facility.
3. Other institutions use similar approach with major facility expansions.

For more Information:



The screenshot shows the Facility Issues website. The header includes the logo and tagline 'FACILITY ISSUES your link to continuous improvement', a navigation menu with links like 'ABOUT', 'GROUPS', 'SERVICES', 'CONTACT', 'NEWS & ARTICLES', and 'ENROLL/LOG IN', and a search icon. Below the header is a dark navigation bar with icons and labels for 'Museums & Cultural Institutions', 'Utilities Council', 'Facility Managers Round Table', 'Research Facilities', and 'Critical Facilities'. The main content area features a large image of a modern building with the text 'Are your facility management costs sky high?' and 'We can help you find out. Facility Issues offers benchmarking services for people who manage buildings.' Below this is an orange button that says 'Learn about our ongoing groups and start saving now.' The bottom section is titled 'WHY BENCHMARK?' and includes a 'More Benefits »' link. It lists two columns of benefits: identifying strengths/weaknesses, comparing costs, evaluating effectiveness, practicing continuous improvement, identifying best practices, establishing goals, providing strategic planning information, and networking.

FACILITY ISSUES
your link to continuous improvement

ABOUT GROUPS SERVICES CONTACT NEWS & ARTICLES **ENROLL/LOG IN** Q

Museums & Cultural Institutions Utilities Council Facility Managers Round Table Research Facilities Critical Facilities

Are your facility management costs sky high?

We can help you find out. Facility Issues offers benchmarking services for people who manage buildings.

Learn about our ongoing groups and start saving now.

WHY BENCHMARK?

More Benefits »

- Identify your strengths and weaknesses
- Compare costs and find savings
- Evaluate your effectiveness
- Practice continuous improvement
- Identify the best practices for your facility
- Establish goals for further improvements
- Provide information for strategic planning
- Network and learn from your peers

The **cost savings** associated with benchmarking can be **significant**. For example, our Research Facilities group saved more than **\$158 million** over a 5-year period — an average of about \$1.25 per square foot annually.

<https://facilityissues.com/>

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315-601-6010

