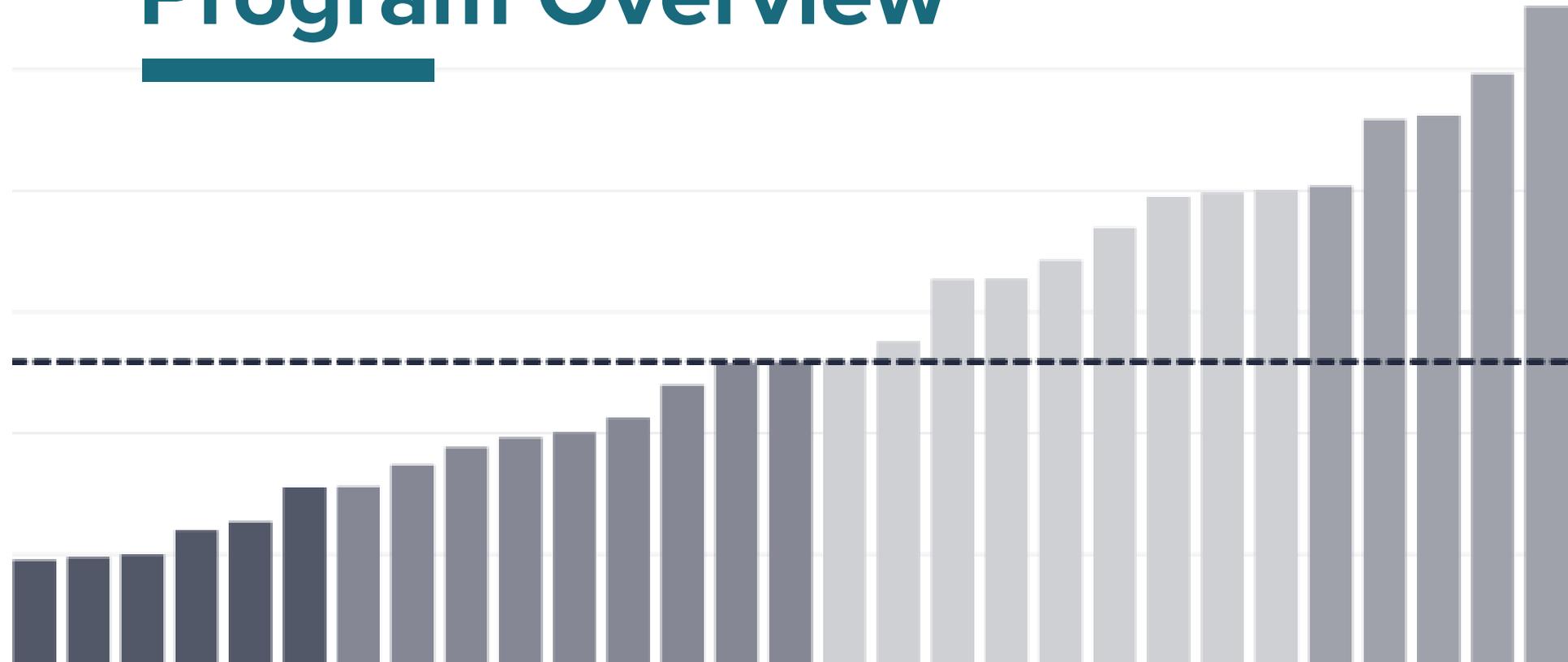# 2025 Cultural Facility Benchmarking Program Overview

Introduction

This document describes the 2025 Cultural Facility Benchmarking Program, endorsed by IAMFA, the International Association of Museum Facility Administrators.

This benchmarking program is designed for those who manage museum and cultural institution facilities. Over 130 institutions from nine countries have participated since the program started.
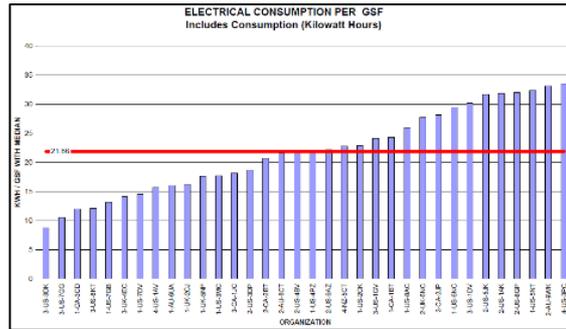
Contents of this document:

25 Years of Cultural Facility Benchmarking
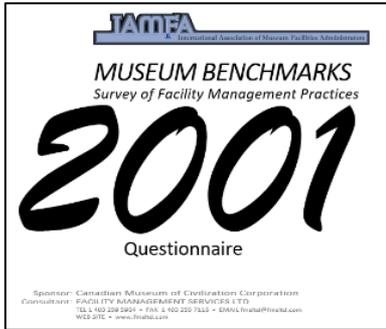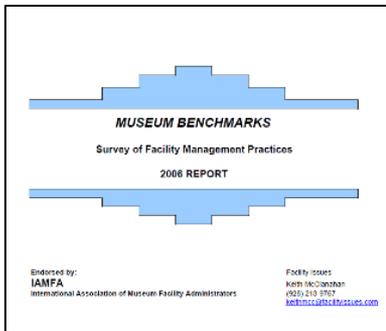

2001

2007

2021

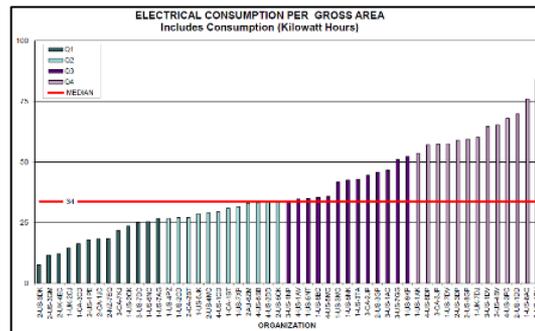Program was started by Canadian Museum of Civilization

Facility Issues transitioned the system from email & Word documents to Excel then Power BI

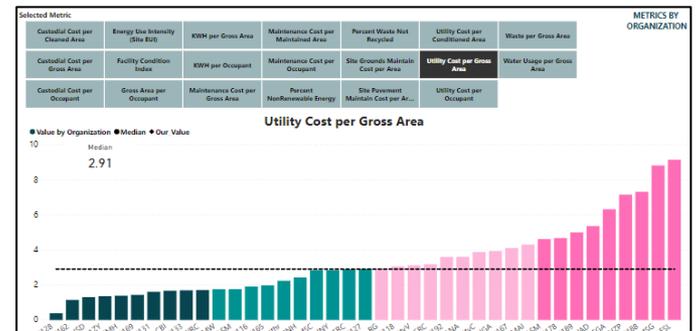Program provides best industry data for cultural facilities

2005

2011

2018

Program Provides Data & Metrics

Quantitative performance metrics are the language of business.

- Your position vs. peers
- Document your current situation
  - Confirm your competitiveness to defend performance
  - Identify weak areas to justify action
- Identify Trends
  - Measure progress to determine how effective changes are
  - See industry trends
  - Promote mindset of positive change and growth

Qualitative metrics identify potential actions you can take for performance improvements.
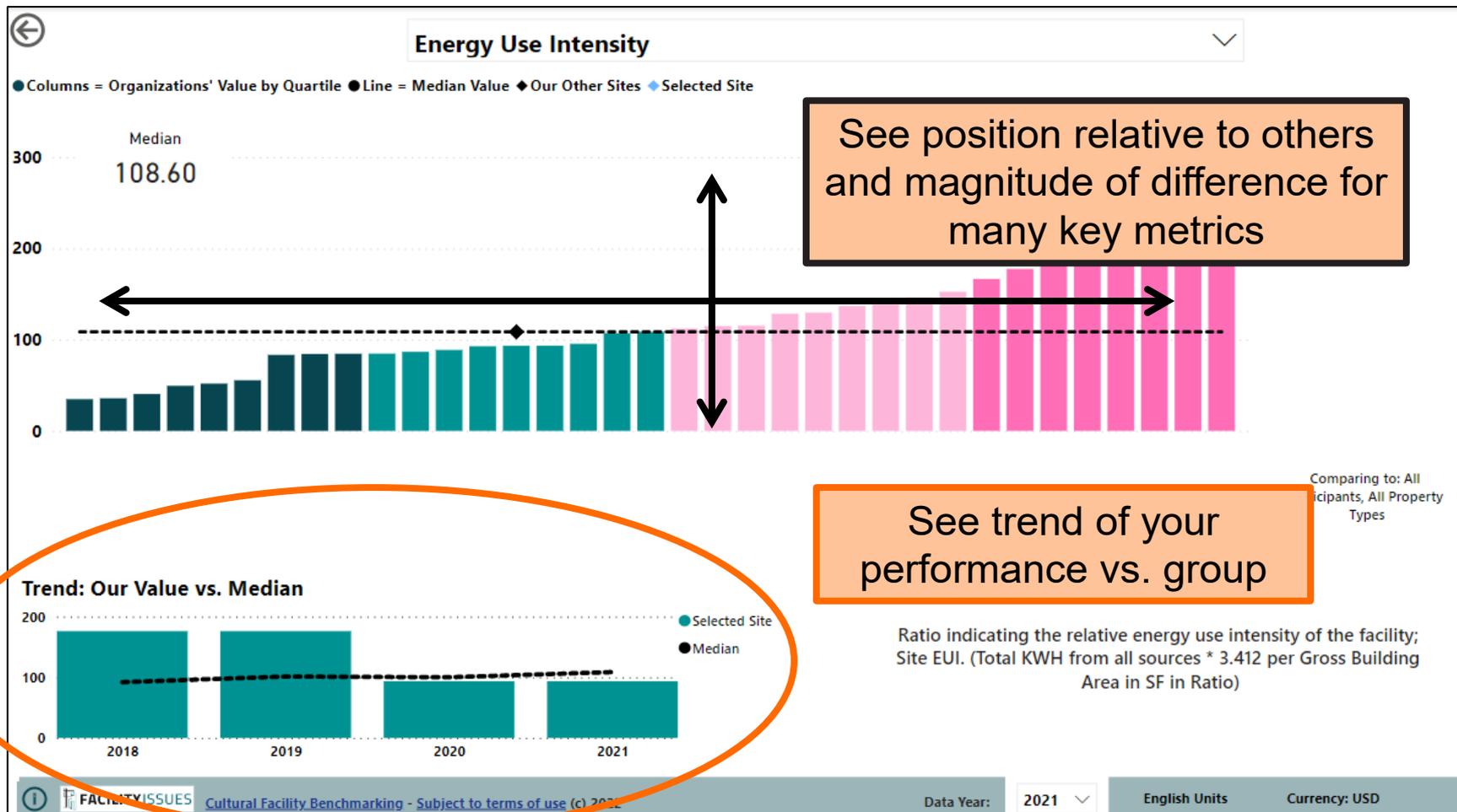
- Degree of use for practices & technology
  - Space management
  - Custodial services
  - Maintenance
  - Utility conservation & sustainability
- Identify specific opportunity areas and actions
  - Quality improvements (non-cost performance measures)
  - Incremental changes
  - Step-function changes

Reports & Metrics Categories

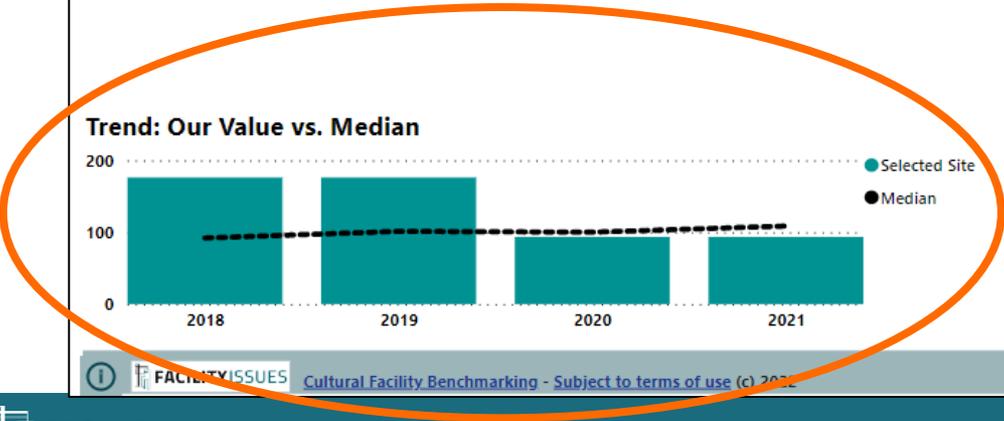| Reports	Metric Categories
Property Assets & Space Metrics Reporting on the space and asset related metrics; gross areas, net areas, facility condition index, capital renewal, and some occupancy metrics.	Asset Management Space & Occupancy
Property O&M Cost Metrics Reporting on the traditional facility operating cost metrics, maintenance, cleaning, grounds, security, and utilities.	Cost: Custodial Cost: Maintenance Cost: Security Cost: Total O&M Cost: Utilities
Property Sustainability Metrics Reporting on energy, water, waste, and CO2E metrics (Scope 1 & 2 only).	Sustainability: Energy Sustainability: GHG Sustainability: Waste Sustainability: Water
FM Organization Metrics Reporting on staffing ratios, service levels, & work order metrics. (Also costs and GHG at the organization level)	Cost: Capital Cost: Total O&M Occupant Service Staffing Sustainability: GHG
Results Explorer – Quick review & explore data **Our Data** – Review your own data for errors/trends	

Comparing Metrics → Provides Context & Trends

"Ready to share" with full range of facility-related metrics grouped on pages by topic.

Energy Use Intensity

● Columns = Organizations' Value by Quartile ● Line = Median Value ◆ Our Other Sites ◆ Selected Site

Median
108.60

See position relative to others and magnitude of difference for many key metrics

See trend of your performance vs. group

Comparing to: All Participants, All Property Types

Ratio indicating the relative energy use intensity of the facility; Site EUI. (Total KWH from all sources * 3.412 per Gross Building Area in SF in Ratio)

Trend: Our Value vs. Median

● Selected Site
● Median

2018   2019   2020   2021

FACILITY ISSUES Cultural Facility Benchmarking - Subject to terms of use (c) 2022

Data Year: 2021   English Units   Currency: USD

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Comparing Practices & Technology → Desired Change

Charts show degree of use for FM practices & technology by functional areas (cleaning, maintenance…) to help identify desirable change

Cleaning Practices Used

● Consistent use of practice ● Regular use of practice ● Some use of practice ● Low use of practice / Being evaluated   Practice not used ● Practice Average ◆ Our Practice
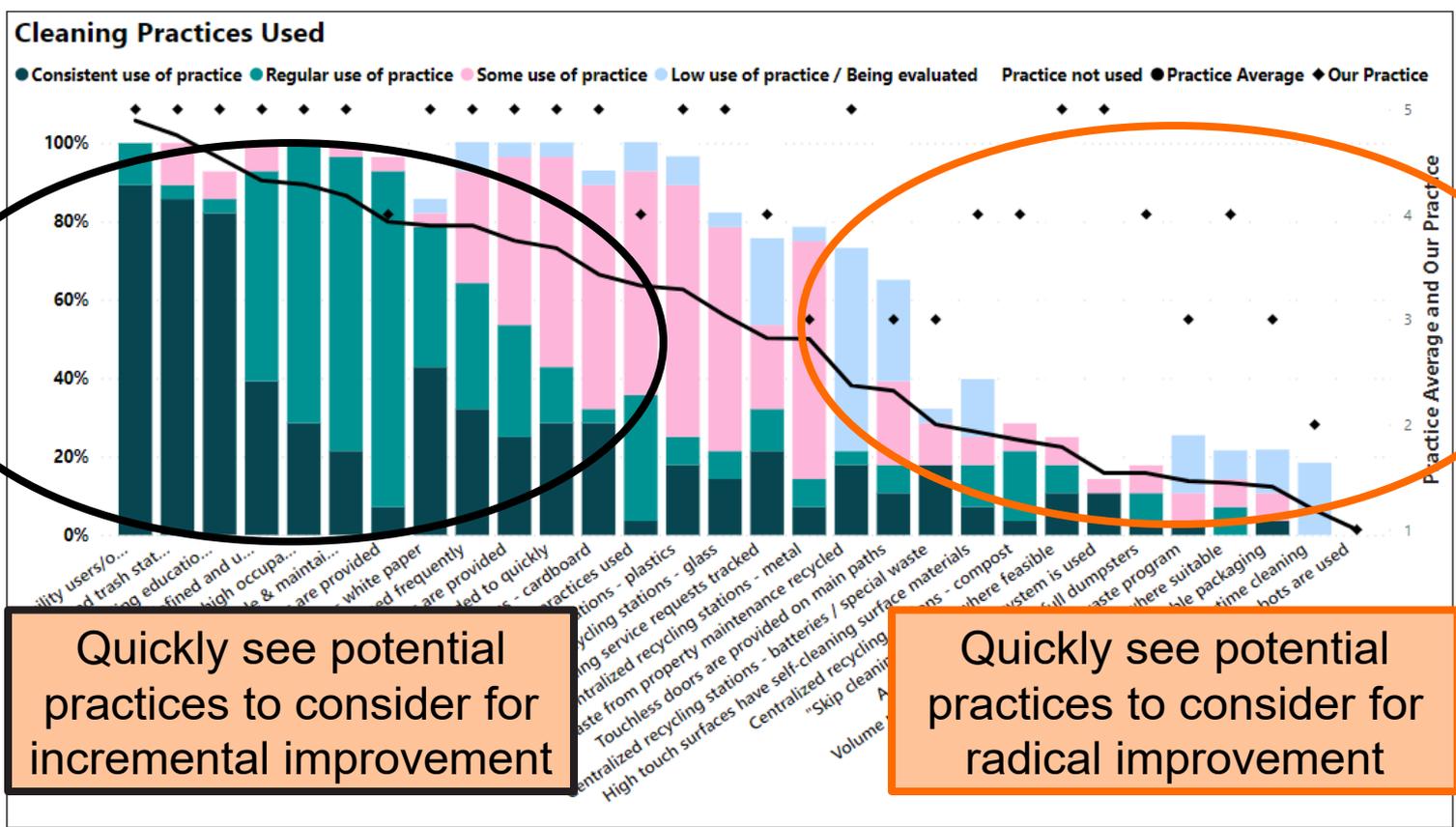
Quickly see potential practices to consider for incremental improvement

Quickly see potential practices to consider for radical improvement

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Program Provides Process and Guidance

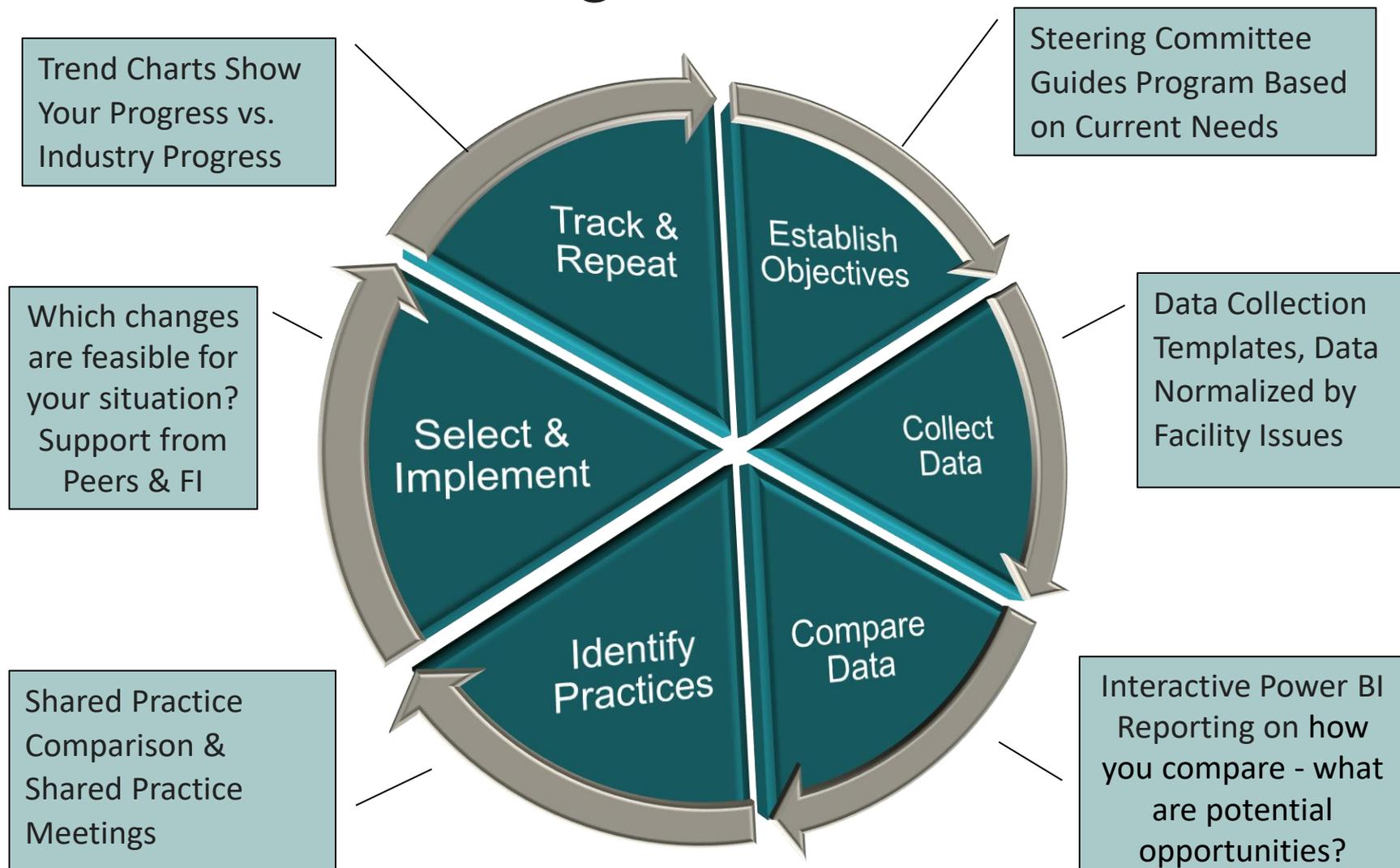Coordination of the benchmarking process

Technical support with 1:1 as needed
- Additional support if desired

The Value of Benchmarking:
- *Part of an overall performance metric program*
- *Draws on actual performance data for forecasts and "what-ifs"*
- *Benchmarking data provides context → identifies the current high/low data values for many metrics*
- *Quantify the opportunity of getting to "top quartile"*
- *Participants contribute to raising the bar for everyone!*

VALUE OF FACILITY BENCHMARKING: https://facilityissues.com/facility-benchmarking-process/

The Benchmarking Process

Trend Charts Show Your Progress vs. Industry Progress

Steering Committee Guides Program Based on Current Needs

Which changes are feasible for your situation? Support from Peers & FI

Data Collection Templates, Data Normalized by Facility Issues

Shared Practice Comparison & Shared Practice Meetings

Interactive Power BI Reporting on how you compare - what are potential opportunities?

Track & Repeat

Establish Objectives

Select & Implement

Collect Data

Identify Practices

Compare Data

Suggested Process to Evaluate Benchmarking Results

1. Understand Your Organizational Objectives

2. Review Your Performance *(Particularly vs. Your Objectives)*
   - Scan all metrics of interest
   - Focus on metrics / trends for your priority areas

3. Identify Potential Actions To Consider
   - Triage and select actions to pursue (use Action Matrix on next page)
   - Discuss lessons learned with colleagues

4. Communicate Results of Your Review
   - Report overall performance and recommendations to leadership.
   - Communicate key metrics with staff & reasons for any initiatives

5. Track Progress on Initiatives, and Trends in General
   - Monitor trends of key metrics to measure & report progress
   - Perform ad-hoc queries/review to respond to emerging issues/questions
   - Share lessons learned from your initiatives & learn from others

Action Matrix: Performance vs. Objectives

Action Plan: Draft activities such as policy/practice change, capital investment in facility or technology, shift in resources, etc.

- To achieve ___ performance improvement (or address ___ deficiency)
- Over ___ time period.

Are ⬇ / Want to be ➡	Leader	Competitive	Not Priority
Leader	Document & Celebrate	Document & Celebrate	Evaluate Resource Allocation
Competitive	Incremental Improvements & Evaluate	Document & Celebrate	Manage by Exception
Lagging	Evaluate Radical Changes	Incremental Improvements & Evaluate	Manage by Exception

Program Offers Shared Practices & Networking

Monthly Shared Practice meetings (Zoom)
- Regular 1-hour calls on selected topics or open discussion
- Chat with peers to share lessons learned
- Related Shared Practice surveys summarize activity in the industry
- Everyone working at a cultural institution is welcome

  - Signup to receive monthly notices: https://facilityissues.com/cultural/
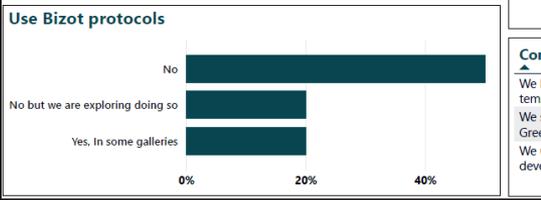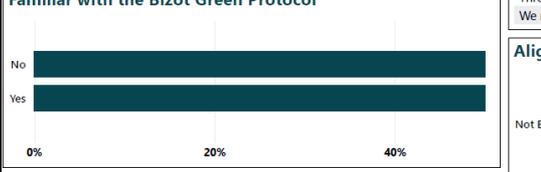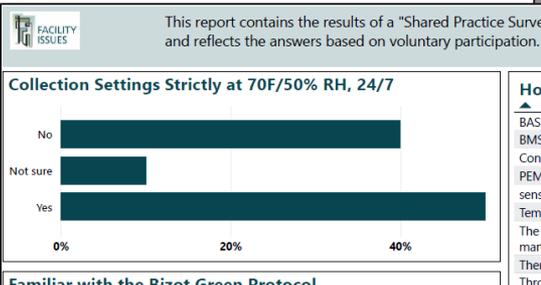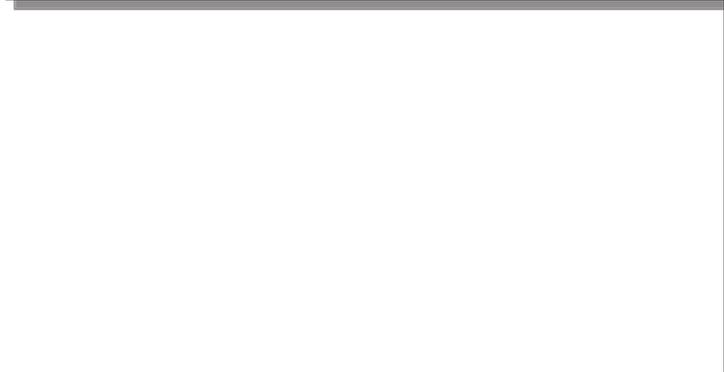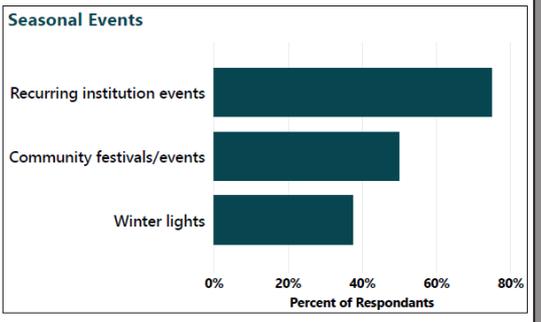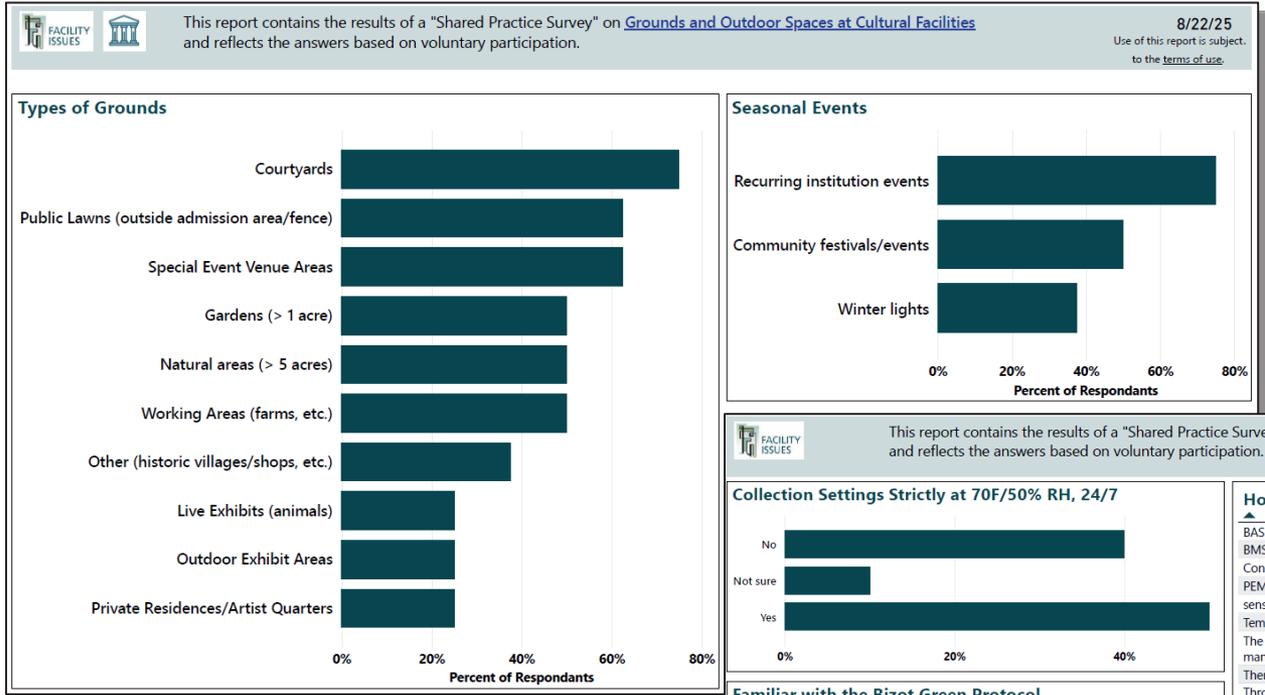
Annual Workshop meeting (in-person)
- Full Day In-person meeting and small group discussion
- Prior to Annual IAMFA Conference

Monthly Shared Practices & Networking Meetings / Surveys

	2025 Monthly Shared Practice & Networking Topics
Jan	No meeting
Feb	Getting Value from Facility Benchmarking
Mar	The Range of Services Your Department Provides
Apr	Special Event Preparation at Cultural Facilities
May	Live Help Session on Your Data Assembly Questions
Jun	Min/Max: Exploring the Relationship Between Energy and T/RH Parameters
Jul	Lessons Learned from an Energy AI System Pilot
Aug	Grounds and Outdoor Spaces
Sep	Annual Workshop Town Hall Session
Oct	*Training museum facilities managers for climate-smart, high-performance buildings*
Nov /Dec	Emerging Issues for Cultural Facility Management

Suggest topics for 2026

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Example Shared Practice Survey Results

Annual Workshop

Presentations
Discussions
Networking
Case Studies
Research
Facility Tours

2025 Participants

- Anacostia Community Museum
- Art Institute of Chicago
- Canadian Aviation and Space Museum
- Canadian Museum of Science and Technology
- Carnegie Museums of Pittsburgh
- Carnegie Science Center
- Collection Conservation Centre
- Exploratorium Pier 15
- Glenstone Foundation
- Hirshhorn Museum and Sculpture Garden
- Museum of Fine Arts - Boston

- National Gallery of Art
- National Museum of African American History and Culture
- National Museum of American History Behring Center
- National Portrait Gallery Donald W. Reynolds Center
- Obama Library
- San Francisco Museum of Modern Art
- The Getty Center
- The Getty Villa
- Winterthur Museum, Garden and Library

Your Thoughts on 2025-6 *(Welcome Anytime)*

How were shared practice meetings this year?
- Things you liked or did not like?
- What about the shared practice surveys?

How was benchmarking data process this year?
- Ease of process? Pain points?
- Usefulness of reporting? Gaps?
- Applicability of metrics? Metrics to clarify?

How is the (draft) benchmarking reporting this year?
- Ease of use?
- Usefulness?
- Alternative charts or formats to add to final?

Suggestions for 2026 (things to add or change)?
- Additional support needed on metrics/benchmarking?

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Available Presentations on Benchmarking & Metrics

Benchmarking: Lead, Follow, or Get Out of the Way
IAMFA Annual Conference 2024, New York NY

Craft Your FM Metrics Roadmap
NFMT 2024 Baltimore MD

Benchmarking in the Age of AI
IAMFA Annual Conference 2023, Amsterdam

Track Your Facility & Service Performance
NFMT 2023 Baltimore MD

Using Benchmarking To Navigate Uncertainty
IAMFA Annual Conference 2022, San Francisco CA

New Dimensions in Benchmarking
Utilities Council of IFMA Fall Meeting 2021, Virtual

Using Facility Benchmarking in FM Decision Making
IAMFA Annual Conference 2020, Virtual

Benchmarking - The Role of Small Data in a Big Data World
IAMFA Annual Conference 2019, Pittsburgh PA

Integrate Your Facility Data for Valuable Insights
NFMT 2019 Baltimore MD

Benchmarking Update and Use Cases
IAMFA Annual Conference 2018, Los Angeles CA

FM Metrics for Dashboards and Scorecards
NFMT 2018 Baltimore MD

Using Benchmarking to Benefit Your Institution
IAMFA Annual Conference 2017, Ottawa ON

How to Get Value from Facility Benchmarking
NFMT 2017 Baltimore, MD

Preparing An Agile Strategic Facilities Plan
NFMT 2016, Baltimore, MD

FM Metrics That Matter
Suncoast Chapter IFMA 2016, Tampa FL

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Presentations, handouts, and related downloads available at:

https://facilityissues.com/articles/