

Custodial APPA Service Levels for Locations

Level	1	2	3	4	5
Traditional Description	Orderly Spotlessness	Ordinary Tidiness	Casual Inattention	Moderate Dinginess	Unkempt Neglect
Additional Description	Showpiece Facility	Comprehensive Care	Managed Care	Reactive	Crisis
Floors	Floors and base moldings shine and/or are bright and clean; colors are fresh. No dirt buildup in corners or along walls.	Floors and base moldings shine and/or are bright and clean. There is no buildup in corners along walls, but there can be up to two days' worth of dust, dirt, stains, or streaks.	Floors are swept or vacuumed clean, but upon close observation there can be stains. A buildup of dirt and/or floor finish in corners and along walls can be seen. There are dull spots and/or matted carpet in walking lanes. Base molding is dull and dingy with streaks or splashes.	Floors are swept or vacuumed clean, but are dull, dingy, and stained. There is an obvious buildup of dirt and/or floor finish in corners and along walls. There is a dull path and/or obviously matted carpet in the walking lanes. Base molding is dull and dingy with streaks or splashes.	Floors and carpet are dull, dirty, dingy, scuffed, and/or matted. There is a conspicuous buildup of old dirt and/or floor finish in corners and along walls. Base molding is dirty, stained, and streaked. Gum, stains, dirt, dust balls, and trash are broadcast.
Vertical and Horizontal Surfaces	All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges, or fingerprints.	All vertical and horizontal surfaces are clean, but marks, dust, smudges, and fingerprints are noticeable upon close observation.	All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges, and fingerprints.	All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints, and marks.	All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges, and fingerprints, all of which will be difficult to remove. Lack of attention is obvious.
Ceiling and Lighting	Bright and clean, attractive lighting. No	Bright and clean, attractive	Small percentage of lights out, generally	Numerous lights out, some missing diffusers,	Dark, lots of shadows, bulbs and diffusers

	missing tiles. No deficiencies.	lighting. No missing tiles.	well-lit and clean. No missing tiles.	secondary areas dark, bugs in lenses, some tiles stained.	missing, cave-like, damaged, bugs in lenses. Missing and damaged tiles.
Restrooms	Restrooms are electronically monitored for use and are well stocked, well lit, in repair, spotless, and verified for cleanliness.	Restrooms are monitored by weekly inspections and are normally stocked, well lit, in repair, and verified for cleanliness.	Restrooms are monitored by monthly inspections and are normally stocked, lighting is sufficient, and appearance is relatively clean.	Restrooms are monitored by inspections from time to time. Supplies run out from time to time. Some complaints about cleanliness that are addressed within a day.	Restroom conditions appear dirty. Supplies are uncertain. Wear and tear is obvious. Lighting insufficient. Complaints are routine.
Overall Room Appearance and Sets	Room sets are always completed in advance of events or scheduled use and are verified by custodial leads or supervisors. Schedules are electronic and coordinated with the registrar or applicable department. There is room set mapping available for the custodian. Department is lauded for their attentiveness.	Room sets are normally completed in advance of events or scheduled use, but mishaps happen from time to time. Department is generally appreciated. Improvements are planned.	Room sets are mostly completed in advance of events or scheduled use, but mishaps happen from time to time. Scheduling software is not in use. Department is sometimes criticized.	Room sets do not happen in advance of events or scheduled use on a routine basis. There is little communication/coordination between departments or users. Scheduling software is not in use. Department is frequently criticized.	Custodians are responsible for room sets, but there is little to no coordination.

Customer Request Response Times	Able to respond to virtually any type of service, immediate response.	Response to most service needs, including limited non-custodial activities, is typically within a day.	Services available only by reducing service in other areas, with response times more than a day.	Services available only by reducing service in other areas with response times a week or more.	Services not available unless directed from top administration , none provided except emergencies.
Customer Satisfaction and Coordination	Proud of facilities, have a high level of trust for the custodial organization.	Satisfied with custodial-related services, usually complimentary of custodial staff.	Accustomed to basic level of custodial care. Generally able to perform mission duties. Lack of pride in physical environment.	Generally critical of cost, responsiveness, and quality of custodial services.	Consistent customer ridicule, mistrust of custodial services.
Sustainability and Trash	Sustainability is comprehensive from products to methodology . Cradle-to-grave philosophy in place. Statistics are tracked and have ongoing goals. Custodians are trained and believe in the mission. Trash containers hold only daily waste and are clean and odor-free	Recycling in place. Some green cleaning in place. Sustainability effectiveness is cyclical. Trash containers hold only daily waste and are clean and odor-free	Basic recycling is normal and maintained. Some sustainability initiatives in place. Trash containers hold only daily waste and are clean and odor-free	Custodial service programs related to sustainability waiver in effectiveness depending upon campus pressures. Trash containers smell, are stained and are frequently at capacity with old trash	Sustainability is not part of the culture. Trash containers smell, are stained and are overflowing with old trash

<p>Cleaning Validation</p>	<p>Cleaning validation is verified by routinely scheduled walk-throughs and inspections as well as ongoing shift supervision or lead-person follow-up. Reporting is digital to allow timely correction. This is accompanied by technology verification such as blacklight inspection for cleaning activity validation as well as TPS for sanitation verification.</p>	<p>Cleaning validation is verified by routinely scheduled walk-throughs and inspections as well as ongoing shift supervision or lead-person follow-up. This is accompanied by technology verification such as blacklight inspection for cleaning activity validation. Reporting could be digital or scribed, but includes inspection checklists.</p>	<p>Cleaning validation is verified by routinely scheduled walk-throughs and inspections as well as ongoing shift supervision or lead-person follow-up. Reporting could be digital or scribed, but includes inspection checklists.</p>	<p>Cleaning validation is limited to occasional walk-throughs and inspections.</p>	<p>There is no cleaning validation in place.</p>
<p>Cleanable Space Inventory Program Utilization</p>	<p>GSF is inventoried and finish types are recognized. Space is tabulated by cleanable square feet and cleaning task repetition.</p>	<p>GSF is inventoried and finish types are recognized.</p>	<p>GSF is verified and floorplates exist.</p>	<p>Basic GSF by building is estimated.</p>	<p>Space is not verified.</p>
<p>Work Control</p>	<p>There is a documented schedule that is coordinated with the department's CMMS system and aligned</p>	<p>There is a documented schedule that is coordinated with the department's CMMS system, and</p>	<p>There is a documented schedule. Dispatch happens daily near arrival time and staff can be reached</p>	<p>There is not a documented schedule. Dispatch happens daily near arrival time.</p>	<p>There is not a documented schedule or dispatch system in place.</p>

	with APPA service levels. Staff have tablets that allow for real-time updates and instruction including completion status and staff location. Dispatch happens daily near arrival time and staff can be reached remotely during the shift.	aligned with APPA service levels. Dispatch happens daily near arrival time and staff can be reached remotely during the shift.	remotely during the shift.		
Project Cleaning	Project cleaning is budgeted, including window cleaning.	Project cleaning is budgeted, including window cleaning, and takes place at least annually in areas as determined by the facilities department.	Project cleaning is prioritized and scheduled as can be afforded in the operating budget.	Project cleaning takes place based on request or complaint feedback.	There are insufficient funds and staffing for project cleaning.
Activity Support (if delegated by your campus)	Activity support happens, and is planned along with the weekly routine. Staffing and costs are accounted for. There are predetermined setups for all areas and the user can select those options	Activity support happens, and is planned along with the weekly routine. Staffing and costs are accounted for. There are predetermined setups for most rooms and areas and the user can select	Activity support happens, and is planned along with the weekly routine. Setups are not standard and at times do not meet customer expectations. Comments are generally complimentary.	Activity support happens, but staffing is not allocated. Support is done by redirecting staff away from normal custodial duties on a routine basis. At times setups are later than requested	Activity support happens ad hoc and often is not completed.

	<p>through the synchronized scheduling software. Custom setups can still be accommodated 1:1. Most comments are complimentary.</p>	<p>those options through the work order system. Activity scheduling however is not synchronized through all electronic software. Most comments are complimentary.</p>		<p>and are not as requested by the user.</p>	
<p>Safety and Compliance (definitions align with maintenance)</p>	<p>Highly trained staff or contracted services provide for full compliance for required and recommended OSHA, EPA, and life safety requirements at the best business practices level. Independent department/group with funding to support and develop campus programs with authority to make and implement changes. All required and recommended OSHA, EPA, and life safety programs training in</p>	<p>Full awareness of OSHA, EPA, and life safety requirements, including outreach to the campus at large. Trained staff or contracted services provide for full compliance for required and recommended OSHA, EPA, and life safety requirements. Independent funding specifically provided to support and develop campus OSHA, EPA and life safety programs. All required and recommended OSHA, EPA, and life safety</p>	<p>General awareness of OSHA, EPA, and life safety requirements, including institutional responsibilities. Adequate staff time or contracted services provide compliance for routine OSHA, EPA, and life safety requirements. Funding specifically identified but as a portion of the responsible department's budget. OSHA, EPA, and life safety programs, training and records adequate to pass audit/inspection action.</p>	<p>Some awareness of OSHA, EPA, and life safety requirements, including institutional responsibilities. Part-time staff or contracted services used to address OSHA, EPA, and life safety issues as they arise. Funding not specifically identified but assumed to be part of responsible department's budget. Partial OSHA, EPA and life safety programs developed with minimal training.</p>	<p>Little or no awareness of OSHA, EPA, and life safety requirements, including institutional responsibilities. OSHA, EPA, and life safety programs management is unassigned or assigned as a collateral duty without pertinent training. Funding provided only to avoid potential fines for noncompliance.</p>

	<p>place. Records are well organized and more than adequate to satisfactorily meet regularly scheduled third-party audits. Overarching management system in place or under development , tracking goals and achievements, including campus communication.</p>	<p>programs training in place. Records are well organized and more than adequate to satisfactorily meet regularly scheduled third-party audits.</p>			
<p>Training and Employee Turnover</p>	<p>Turnover is aligned with normal university statistics. There is a comprehensive onboarding and training program in place that reflects the service level expected of the department, and develops the staff for additional responsibility and succession.</p>	<p>Turnover is aligned with normal university statistics. There is a comprehensive onboarding and training program in place that reflects the service level expected of the department.</p>	<p>Turnover is aligned with normal university statistics. There is a basic onboarding and training program in place.</p>	<p>Turnover as a position ratio is over 50% annually and training happens ad hoc.</p>	<p>Turnover as a position ratio is over 100% annually and training happens ad hoc.</p>

<p>Capital Investment in Equipment and Technology</p>	<p>There is sufficient equipment, located within reasonable proximity to the responsible areas. Equipment is kept in good repair and is replaced as needed. Equipment is evaluated and optimized for the tasks at hand. An annual budget is established. In addition, facilities finishes are optimized for cleanability and are refreshed timely.</p>	<p>There is sufficient equipment, located within reasonable proximity to the responsible areas. Equipment is kept in good repair and is replaced as needed. Equipment is evaluated and optimized for the tasks at hand. An annual budget is established.</p>	<p>There is sufficient equipment, located within reasonable proximity to the responsible areas. Equipment is replaced as needed, but may not be the optimal equipment for the tasks at hand.</p>	<p>Equipment is frequently shared and transported and occasionally in disrepair, but there is a basic inventory of equipment on hand.</p>	<p>There is no or minimal capital investment for custodial operations. Equipment is limited and in disrepair.</p>
<p>Cost Performance</p>	<p>Budgets are established and monitored and are sufficient to deliver to the agreed upon service level. Overruns are infrequent and the variances are predictable and explainable. Cost performance is benchmarked.</p>	<p>Budgets are established and monitored and are sufficient to deliver to the agreed upon service level. Occasional overruns happen but the variances are explainable.</p>	<p>Budgets are established and are monitored and are met most of the time. Budget variances are explainable.</p>	<p>Budgets are established and monitored but are overrun. Reasoning could be insufficient allocation or department inefficiency.</p>	<p>Costs are not tracked and annual budgets if established are overrun.</p>

	d with peers, and cost performance improvement opportunities are pursued.				
Performance Efficiency	There is a system in place that monitors performance and cleanliness on a more frequent basis, some in real-time (tablet check-off), aligned with APPA appearance levels, with feedback provided by the user departments.	There is a system in place that monitors performance and cleanliness on a monthly basis, aligned with APPA appearance levels, with feedback provided by the user departments.	There is a system in place that monitors performance and cleanliness on a monthly basis, generally aligned with APPA appearance levels.	There is a basic system of performance monitoring, generally done sometime annually.	There is not a system for completion tracking or KPI statistics.

Maintenance APPA Service Levels

Level	1	2	3	4	5
Description	Showpiece Facility	Comprehensive Stewardship	Managed Care	Reactive Management	Crisis Response
Customer Service and Response Time	Able to respond to virtually any type of service, immediate response.	Response to most service needs, including limited non-maintenance activities, is typically in a week or less.	Services available only by reducing maintenance, with response times of one month or less.	Services available only by reducing maintenance, with response times of one year or less.	Services not available unless directed from top administration, none provided except emergencies.
Customer Satisfaction	Proud of facilities, have a high level of trust for the facilities organization.	Satisfied with facilities-related services, usually complimentary of facilities staff.	Accustomed to basic level of facilities care. Generally able to perform mission duties. Lack of pride in physical environment.	Generally critical of cost, responsiveness, and quality of facilities services.	Consistent customer ridicule, mistrust of facilities services.
Preventive / Predictive Maintenance	100%	75–100%	50–75%	25–50%	0%
Maintenance Mix	All recommended preventive maintenance (PM) is scheduled and performed on time. Reactive maintenance (e.g., spot re-lamping and adjusting door closers) is minimized to the unavoidable or economical. Emergencies (e.g., power outages) are infrequent and handled efficiently.	A well-developed PM programs. PM is done at a frequency slightly less than defined schedule. Much reactive maintenance required from premature failures, high number of lamps burned out. Occasional emergencies caused by pump failures, cooling system failures, etc.	Reactive maintenance predominates from systems failures, especially during harsh seasonal peaks. PM effort made based on available time and labor. The high number of emergencies (e.g., pump failures, heating and cooling system failures) causes reports to upper administration.	Labor is used to react to systems that are performing poorly or not at all. Significant time spent procuring parts and services due to the high number of emergencies. PM work consists of simple tasks and is done inconsistently (e.g., filter changing, greasing, and fan belt replacement).	No PM performed due to more pressing problems. Reactive maintenance is the norm (e.g., doors won't lock, fans lock up, HVAC systems fail). Good emergency response because of skills gained from frequent failures. No status reporting, upper administration is tired of reading the reports.

<p>Regulatory Compliance</p>	<p>Highly trained staff or contracted services provide for full compliance for required and recommended OSHA, EPA, and life safety requirements at the best business practices level. Independent department/group up with funding to support and develop campus programs with authority to make and implement changes. All required and recommended OSHA, EPA, and life safety programs training in place. Records are well organized and more than adequate to satisfactorily meet regularly scheduled third-party audits. Overarching management system in place or under development, tracking goals and achievements, including campus communication.</p>	<p>Full awareness of OSHA, EPA, and life safety requirements, including outreach to the campus at large. Trained staff or contracted services provide for full compliance for required and recommended OSHA, EPA, and life safety requirements. Independent funding specifically provided to support and develop campus OSHA, EPA, and life safety programs. All required and recommended OSHA, EPA, and life safety programs training in place. Records are well organized and more than adequate to satisfactorily meet regularly scheduled third-party audits.</p>	<p>General awareness of OSHA, EPA, and life safety requirements, including institutional responsibilities. Adequate staff time or contracted services provide compliance for routine OSHA, EPA, and life safety requirements. Funding specifically identified but as a portion of the responsible department's budget. OSHA, EPA, and life safety programs, training, and records adequate to pass audit/inspection action.</p>	<p>Some awareness of OSHA, EPA, and life safety requirements, including institutional responsibilities. Part-time staff or contracted services used to address OSHA, EPA, and life safety issues as they arise. Funding not specifically identified but assumed to be part of responsible department's budget. Partial OSHA, EPA, and life safety programs developed with minimal training.</p>	<p>Little or no awareness of OSHA, EPA, and life safety requirements, including institutional responsibilities. OSHA, EPA, and life safety programs management is unassigned or assigned as a collateral duty without pertinent training. Funding provided only to avoid potential fines for noncompliance.</p>
<p>Aesthetics, Interior</p>	<p>Like-new finishes.</p>	<p>Clean/crisp finishes.</p>	<p>Average finishes.</p>	<p>Dingy finishes.</p>	<p>Neglected finishes.</p>

<p>Aesthetics, Exterior</p>	<p>Windows, doors, trim, exterior walls are like new.</p>	<p>Watertight, good appearance of exterior cleaners.</p>	<p>Minor leaks and blemishes, average exterior appearance.</p>	<p>Somewhat drafty and leaky, rough-looking exterior, extra painting necessary.</p>	<p>Inoperable windows, leaky windows, unpainted, cracked panes, significant air and water penetration, poor appearance overall.</p>
<p>Aesthetics, Lighting</p>	<p>Bright and clean, attractive lighting. All fixtures operational.</p>	<p>Bright and clean, attractive lighting. Limited operational problems.</p>	<p>Small percentage of lights out, generally well-lit and clean.</p>	<p>Numerous lights out, some missing diffusers, secondary areas dark.</p>	<p>Dark, lots of shadows, bulbs and diffusers missing, cave-like, damaged, hardware missing.</p>
<p>Service Efficiency</p>	<p>Maintenance work is highly organized and focused. Calls are responded to immediately. Buildings and equipment are routinely and regularly upgraded, keeping them current with modern standards and usage.</p>	<p>Maintenance work is organized with direction. Calls are responded to in a timely manner. Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage.</p>	<p>Maintenance work is somewhat organized but remains people dependent. Call response is variable and sporadic, without apparent cause. Buildings and equipment are periodically upgraded to current standards and use, but not enough to control the effects of normal usage and deterioration.</p>	<p>Maintenance work is somewhat chaotic and is people dependent. Calls are typically not responded to in a timely manner. Normal usage and deterioration continue unabated, making buildings and equipment inadequate to meet present use needs.</p>	<p>Maintenance work is chaotic and without direction. Calls are never responded to in a timely manner. Normal usage and deterioration continue unabated, making buildings and equipment inadequate to meet present use needs.</p>
<p>Building Systems Reliability</p>	<p>Breakdown maintenance is rare and limited to vandalism and abuse repairs.</p>	<p>Breakdown maintenance is limited to system components short of MTBF (mean time between failures).</p>	<p>Building and systems components periodically or often fail.</p>	<p>Many systems unreliable. Constant need for repair. Backlog of repair needs exceeds resources.</p>	<p>Many systems nonfunctional. Repair instituted only for life safety issues.</p>

<p>Sustainability</p>	<p>Established staff with funding specifically provided to support, develop, and document campus sustainability programs with authority to make changes and implement recommendations. Program focuses on academic and administrative operations identifying alternate “sustainable” products or methods, and continued recycling of common materials such as paper, cardboard, plastics, metals, and purchasing of “green” and renewable products/materials. Multiple existing buildings certified to be operating at LEED operations and maintenance (O&M) level. New construction/renewal work meets one of the four LEED certification levels. Greenhouse gas</p>	<p>Sustainability programs with responsibility assigned to a specific department and staff with additional funding for program development, implementation, and initial campus outreach. Program focuses on larger institutionally controlled operations identifying alternate “sustainable” products and continued recycling of common materials such as paper, cardboard, plastics, and metals and purchasing of “green” and renewable products/materials. Some existing buildings operating at LEED O&M level. New construction/renewal work contains majority, but not all, of LEED certification elements. Greenhouse gas inventory data collected and reviewed to</p>	<p>General awareness of sustainability programs with responsibility assigned to a specific department for funding, development, and implementation. Program focuses on larger department-controlled operations for recycling of common materials such as paper, cardboard, plastics, metals, and purchasing of “green” and renewable products/materials. No existing buildings operating at LEED O&M level. New construction/renewal work contains some, but not all, of LEED certification elements. Greenhouse gas inventory data collected and reviewed with general reduction goal but without specific CO₂ targets. Energy conservation/reduction provided through routine use of building</p>	<p>Some awareness of sustainability programs with responsibility assigned to a specific department, without any expectations other than responding to issues that may develop. Program focuses on larger department-controlled operations for recycling of common materials such as paper, cardboard, plastics, metals, and purchasing of “green” and renewable products/materials. No existing buildings operating at LEED O&M level. No requirement for LEED certification elements to be considered for new construction/renewal work. Greenhouse gas inventory data collected with general reduction as a goal but without specific targets. Energy conservation/reduction provided through sporadic use of</p>	<p>Vague awareness of sustainability programs. Campus sustainability effort reflected through the use of “green” products. No existing buildings operating at LEED O&M level. No requirement for LEED certification elements to be considered for new construction/renewal work. No greenhouse gas inventory data collected. Energy conservation/reduction program consists of sporadic projects installing replacement, higher efficiency equipment. Renewable energy systems not considered or in place. Solid-waste reduction provided through recycling of easily captured items such as paper and cardboard.</p>
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	<p>inventory aggressively managed with annual CO₂ reduction goals routinely met. Energy conservation/reduction provided through routine use of building heating/cooling systems' controls, curtailment programs during low use, and planned projects replacing inefficient equipment or installing renewable energy systems.</p>	<p>project likely next year target and identify projects planned to continue reduction results. Energy conservation/reduction provided through routine use of building heating/cooling systems' controls, curtailment programs during low use, and planned projects replacing inefficient equipment.</p>	<p>heating/cooling systems' controls, and periodic projects replacing inefficient equipment.</p>	<p>building heating/cooling systems' controls and occasional projects replacing inefficient equipment. Renewable energy systems not considered or in place.</p>	
Facility Maintenance Operating Budget as % of CRV	> 4.0	3.5–4.0	3.0–3.5	2.5–3.0	< 2.5
Campus Average FCI	< 0.05	0.05–0.15	0.15–0.29	0.30–0.49	> 0.50