



Space and Project Management Benchmarks Survey 2009

SPACE MANAGEMENT MOVES/ADDITIONS/CHANGES COMPUTERIZED FACILITY MANAGEMENT PROJECT MANAGEMENT

Should you choose to complete this survey in multiple sessions, this interactive .pdf will allow you to save your work by clicking “Yes” when asked if you want to save changes to “IFMA_Survey2009.pdf.”

When your survey is complete, please submit to IFMA.

1. If you wish to keep a copy of the completed survey for yourself, go to “File” and “Save As.” Give your file a new name and save to your computer.
2. When your survey is complete, please click on the blue “Submit Survey” box on the last page of the survey. A pop-up box will appear. Hit “Submit Survey” and the completed survey will be sent to research@ifma.org. *If your e-mail client has not been initialized or if you use web browser-based e-mail, you will need to login to your e-mail account and attach your saved pdf.*
E-mail to research@ifma.org

PARTICIPATION BENEFITS and GUIDELINES

BENEFITS OF PARTICIPATING IN THIS BENCHMARKING SURVEY

Participating in this benchmarking study will allow you to:

- Compare your performance with other organizations using the most widely accepted facility management metrics;
- Determine which costs to investigate first for quick results;
- Locate hidden opportunities to assist you in demonstrating your department's value;
- Assist you in preserving your department's resources from cut backs;
- Contribute to the success of IFMA's benchmarking effort by increasing the size and the scope of our facility benchmarking database;
- Gain certification maintenance points; and
- Receive a copy of the report when completed at no additional cost.

GUIDELINES FOR COMPLETING THIS SURVEY

Which facility should I report on?

To provide meaningful data, report on just one single-use facility, preferably the largest or most active. If you manage more than one facility and can provide separate data on each facility, you are encouraged to do so. You may photocopy this form or visit our Web site, www.ifma.org, to download additional forms. If you are unable to provide information for a single facility, you can still participate by providing an aggregate report for multiple facilities.

Time period covered

Data should cover the most recent 12-month reporting period, e.g. January 1, 2008 to December 31, 2008. This is likely to be the same as your organization's budget or fiscal year.

Who may participate?

Anyone is welcome to participate in this study on behalf of their organization. IFMA membership is not a requirement to participate.

Information not available?

Please fill in as much of the questionnaire as you can. Even if you cannot fill in every question, a partially completed survey is helpful. Estimates of the information requested are acceptable.

When is the survey due?

Please complete and **return your survey within five weeks of receipt.**

Return instructions

Please e-mail your survey to IFMA by clicking "Submit" on the last page. You may e-mail your submittal to research@ifma.org or fax to +1-713-623-6124. Once the survey is received, you will be sent an electronic acknowledgement.

Availability of report

A copy of the report will be provided to each participant who submits a survey. The report will be available for purchase through IFMA Bookstore if you require extra copies or choose not to participate in the survey.

Confidentiality

Information about individual organizations will be kept confidential. The identification of your organization will be kept in a separate file from the facility data you provide. Data on individual organizations will not be released. Results will be reported in aggregate form, and IFMA will destroy all raw data submitted following publication of the report.

Questions?

If you have questions about the survey, contact IFMA's director of research, Shari Epstein, at 1-713-623-4362 or e-mail shari.epstein@ifma.org.

GENERAL INFORMATION

1. Will you be providing responses in:

- English (sq. feet) U.S. dollars
 Metric (sq. meters) Canadian dollars

2. Please describe the specific product, service or business activity of your organization or the organization you are contracted to manage:

3. Who will serve as the benchmark contact person for your organization?
(Please complete or attach a business card. The report will be mailed to this address.)

Name: _____ IFMA designation: (CFM, FMP) _____

IFMA member ID #: _____ (Respondents need not be a member to participate.)

Organization: _____

Address: _____

City, State, Zip/Postal Code: _____ Country: _____

Phone: _____ E-mail: _____

4. Would you be interested in participating in future benchmarking activities with others?

- Yes (If yes, what topics or areas do you have an interest in benchmarking?) No

FACILITY DESCRIPTION

5. Check the description that best represents the facility on which you are reporting data. If you are reporting for multiple buildings/locations, frame your answer to best represent the overall portfolio.

- Space within a building
 A single building
 Multiple buildings in one location (specify number of buildings >10,000 sq. ft.) _____
 Multiple buildings in multiple locations (specify number of buildings >10,000 sq. ft.) _____

6. This facility is:

- Owner occupied
 Leased
 A combination of owned and leased _____ % Owned _____ % Leased

7. What is the age of this facility _____ years

(For multiple buildings/facilities, provide the weighted average based upon total area.)

FACILITY DESCRIPTION

8. Check the **predominant** use of your facility (*check only one category that best fits*).

ASSEMBLY

- Community/Recreation Center
- Convention Center/Exhibit Hall
- Religious
- Stadium/Arena/Auditorium

INDUSTRIAL

- Manufacturing
- Warehouse

OFFICE

- Medical Office
- Mixed Use
(office is dominant component)
- Branch/Regional Office
- Headquarter

RETAIL

- Bank Branch
- Big Box/Department Store

OTHER

- Correctional
- Courthouse
- Data Center (Data/Computer Center/Switch Facility)
- Education (Education/Training/Classrooms)
- Embassy
- Health Care (Acute Care/Clinic/Behavioral Care/Medical Center/Rehab)
- Library
- Lodging and Hospitality
- Military
- Multi-family (Condominium/Student Housing)
- Multi-use (no single type of space dominate more than 50%)
- Museum (Gallery/Zoo/Arboretum)
- Research Center (Research, Laboratory)
- Senior Housing (Assisted Living/Skilled Nursing)
- Sports and Entertainment (Aquatic/Gaming/Golf Course)
- Transportation (Airport/Rail/Bus Station)
- Mall
- Call Center
- Other

9. What is the facility's name, number or other identifying code? (For example, Sherwood Forest Building)

10. Where is the facility located? (Check here if address is the same as Q.3)

City: _____ State/Province: _____ Zip/Postal Code _____

11. Check the description that best fits the setting of your facility in the city listed above.

- Central business district
- Secondary downtown location (uptown, midtown, etc.)
- Suburban area
- Industrial park
- Rural area

FACILITY DESCRIPTION

12. Average number of people that occupied space at this facility during the reporting period? (Include full- and part-time employees, contract workers or tenants in your calculation. If leased, provide number of people in space under lease.)

13. This facility operates and is heated and cooled for occupant standard use:

_____ hours per day _____ days per week

14. What industry does this facility serve? (Choose one from the 34 categories listed below that best fits):

SERVICES

- Banking (Consumer, Commercial, Savings, Credit Unions)
- Health Care
- Hospitality (Hotel, Restaurants, Hospitality-Related)
- Information Services (Data Processing, Information Services, E-Commerce)
- Insurance (Health, Life, Auto, Mutual, Casualty, Flood)
- Investment Services (Securities and Investment Services)
- Media (Entertainment, Media, Broadcasting, Publishing)
- Professional Services (Legal, Accounting, Consulting, Engineering, Architecture)
- Telecommunications (Telecommunication, Internet Services)
- Trade (Wholesale, Retail)
- Transportation (Transportation, Freight)
- Utilities (Water, Gas, Electric)
- Other Services _____

MANUFACTURING/PRODUCTION

- Aircraft/Industrial (Industrial Equipment, Aerospace)
- Building/Construction (Building, Construction Materials)
- Chemical/Pharmaceutical (Chemical, Pharmaceutical, Biotech)
- Consumer Products (Food, Paper or related)
- Computer (Computer Hardware or Software)
- Electronics (Electronics, Telecommunications Equipment)
- Energy (Energy-related, Mining or Distribution)
- Medical Equipment
- Motor Vehicles
- Other Manufacturing _____

OTHER INSTITUTIONS

- Association (Association, Society, Federation)
- Cultural (Cultural Institutions)
- Educational (Training Center, K - 12, Higher Education)
- Federal Government
- State/Provincial Government
- City/County Government
- Special District/Quasi-Government (Special Districts, Transportation Authorities, School Boards)
- Military
- Religious (Religious, Charitable)
- Research
- Other institutions _____

15. At this time, does your strategic facilities plan include for:

- Expansion of total space
- Contraction of total space
- No change in total space

SPACE MEASUREMENTS WORKSHEET

16. REQUIRED - Please provide the following space measurements in the blanks below. The following worksheet is excerpted from IFMA/ASTM E1836-08 space measurement standard. Several measurements and definitions have changed since the 2001 standard.

_____ **INTERIOR GROSS AREA** measured to dominant portion (The portion of the inside finished surface of the permanent outer building wall which is 50% or more of the vertical floor-to-ceiling dimension. For example, if a window is more than 50% of the wall height, then the inside of the glass is the dominant portion. Refer to ANSI/BOMA Z65.1 - 1996 standard for a full definition of dominant portion.)

Minus (-)

PERIMETER ENCROACHMENTS - Defined as a base building element or restricted area that is located inside the dominant portion of a building on the outer wall and prevents the use of the floor area for furniture, equipment, circulation, or other occupant function. Examples include window sills, convectors, baseboard heating units, and radiators.

Equals (=)

_____ **PLANNABLE GROSS AREA** used for space planning and charge backs. The portion of a floor that is totally enclosed within the interior face of perimeter encroachments at the floor plane and where there are no perimeter encroachments enclosed at the inside finished surface of the exterior walls.

Minus (-)

PRIMARY CIRCULATION - The minimum path on a floor required for access to egress stairs, elevator lobbies, toilet rooms, refuge areas, building lobbies, and entrances. Circulation required to access rooms or closets for building electrical, building mechanical, and building telephone and data equipment when access to such rooms or closets is not dedicated to the use of a single tenant shall be considered primary circulation.

VOID AREAS - Defined as the absence of a floor inside the dominant portion where a floor might otherwise be expected or measured, that is typically in the plane of the upper floors of multi-story atria or lobbies, light wells, auditoria or the area adjacent to a partial-floor mezzanine.

SERVICE AREAS - The portion of a building that provides services that enable occupants to work in a building. Examples of building service areas include a ground floor entry lobby, auxiliary ground floor lobbies and exits, life-safety equipment areas such as fire-command centers, mechanical rooms, trash areas, receiving rooms and loading docks inside the building line. Campus service areas are portions of any building that provides services to all occupants or all buildings on the campus. Examples of campus service areas include fully enclosed walkways, bridges, or tunnels that connect multiple buildings, and mechanical plants that serve the campus. Examples of campus amenity areas include auditoriums, conference centers, cafeterias, and security facilities. Examples of building amenity areas include: concierge and security desks; conference centers; lounges or vending areas; exercise, shower, and locker rooms; and mail rooms.

MAJOR VERTICAL PENETRATIONS - The opening in a floor that serves a building or system distribution function such as stairs, elevator shafts, utility tunnels, flues, pipe shafts, vertical ducts and their enclosing walls.

Equals (=)

_____ **PLANNABLE AREA** - This is a new term. Plannable area is equal to the sum of the following areas: restricted areas, interior encroachments, occupant void areas, unassignable areas, assignable areas, and secondary circulation.

Continued on following page

SPACE MEASUREMENTS WORKSHEET

Continued from previous page

Minus (-)

RESTRICTED AREAS - Restricted areas are typically associated with maintenance of building systems that are adjacent to windows or with smoke evacuation requirements and are usually recorded in a governing document, such as a lease agreement. Measure the floor area that would normally be available for use by an occupant if the governing document or regulatory authority did not restrict the occupant from using that portion of floor area.

INTERIOR ENCROACHMENTS - Base building elements that are located inside a building, not on an outer wall, that prevent the use of the floor area for furniture, equipment, circulation, or other occupant function. Examples of interior encroachments are: columns, structural walls, earthquake bracing; as well as horizontal floor area between adjacent encroachments (where this distance is 12 in. or less); for example, the distance between two columns that are located beside each other, but not connected to each other.

OCCUPANT VOID AREA - Examples of occupant void areas are private elevators, communicating stairs within tenant premises, and the opening in the occupant's floor(s) above for multi-story-height ceilings

SECONDARY CIRCULATION - The portion of a floor required for access to some subdivision of a floor, that does not serve all occupants on a floor and that is not defined as primary circulation area.

Equals (=) _____ **ASSIGNABLE AREA**

SPACE UTILIZATION and PLANNING

17. If you track space usage, for which purposes do you track it?

- Tactical space planning
- Strategic planning
- Chargeback
- Profitability (ROI)
- Other (please specify) _____
- Don't track space usage

18. How much area (SF or SM) is dedicated to the following support areas? Leave blank if space not provided. (IFMA will compute percentage of total space and space per person.)

Amenities

- _____ Day care facility
- _____ Fitness facility
- _____ Cafeteria/food service
- _____ Privacy rooms (mother's room, prayer room, infirmary)
- _____ Oasis (places where workers gather informally, i.e. café, coffee bar or recreational area)

Support space

- _____ Computer rooms/equipment closets etc
- _____ Storage rooms (for supplies/equipment)
- _____ Workroom (copying/reprographics/mail center)
- _____ Data center
- _____ File rooms/File Storage

SPACE UTILIZATION and PLANNING

Conference/Training

- _____ Project/Team Room
- _____ Huddle Room (1-3 occupants)
- _____ Conference Room - Small (4-10 occupants)
- _____ Conference Room - Medium (11-20 occupants)
- _____ Conference Room - Large (21-40 occupants)
- _____ Training/Seminar Room (41-60 occupants)
- _____ Auditorium (60+ occupants)

19. How are each of these conference rooms typically reserved?

- 1 = Online room reservation system available to all via intranet or other system
- 2 = Online room reservation system available to centralized staff (*i.e. facilities service desk*)
- 3 = Decentralized
- 4 = No reservation process in place

- _____ Project/Team Room
- _____ Huddle Room (1-3 occupants)
- _____ Conference Room - Small (4-10 occupants)
- _____ Conference Room - Medium (11-20 occupants)
- _____ Conference Room - Large (21-40 occupants)
- _____ Training/Seminar Room (41-60 occupants)
- _____ Auditorium (60+ occupants)

20. How many conference room seats per occupant do you offer? Please provide your answer in the form of a ratio.
Example: 1 conference seat for every 2 occupants (1:2)

_____ conference seat : _____ occupants

21. Vacancy rate - use the formula below. Vacancy can be defined as space which is not planned but occurs by over supply, swing space, or space held in abeyance by departments but which they still pay for on charge back.

(Unoccupied space available for usage/Plannable area, Q.16) X 100% = _____ %

22. Do you provide non-dedicated workspace for workers who telecommute, work from another location or visit on a periodic basis?

- Yes
- No (Skip to Q. 24.)

23. How many workspaces are provided for workers that telecommute or work from another location? _____
(A workspace is defined as any type of space designated for occupant usage, either open or enclosed area, where an occupant can be seated.)

24. What is the facility's current mix of workspaces? Please estimate approximate percentages.

- _____ % Private offices (fully enclosed space, enclosed floor to ceiling walls)
- _____ % Open plan workspace (spaces/cubicles divided by partitions)
- _____ % Open seating (no partitions or low 30" partitions)
- = 100 %

MOVES AND FURNITURE

25. Please check the most common workstation type for the following employee levels and provide current average workspace size.

<i>Job Position</i>	<i>Type of Workspace</i>			<i>Average Area Per Workspace</i>
	<i>PRIVATE</i>	<i>OPEN PLAN/CUBICLE</i>	<i>OPEN SEATING</i>	
Exec. Mgmt. (VPs and above)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM
Senior managers/directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM
Mid-level managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM
Senior professional/supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM
Technicians/professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM
Senior administrative support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM
General administrative support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM
Call center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ SF or SM

26. Please check the statement that best represents space management policies at your facility.

- Formal written standards/guidelines are used consistently in allocating space.
- Formal written standards/guidelines exist but many exceptions are granted and the standards are not consistently used in allocating space.
- No written standards/guidelines exist but we follow consistent practices in allocating space.
- Allocation of space is done without standards/guidelines on a situational basis.

27. Workstation Utilization Rate

_____ Total number of workspaces used (office, cubicle, etc)

_____ Total number of workspaces available (office, cubicle, etc)

28. What were the reasons for moves within your organization during the 12-month reporting period? (Check all that apply.)

- Reorganization
- Expansion
- Consolidation
- Merger
- Downsizing/Contraction
- Routine Churn
- Other (please specify): _____
- Did not relocate any personnel

29. Which of the following types of moves did your organization undertake in the 12-month reporting period?

- Move within existing space/same building
- Expansion within same building/lease more space
- Move to another building on campus
- Move to another building in the same city
- Move to another city within the same state/province
- Move out of state/province
- Did not relocate any personnel

MOVES AND FURNITURE

Use these definitions for the questions below.

Box moves - No furniture moved, no new wiring or telecommunication systems required. Files and supplies moved.

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

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

30. Move project breakdown:

_____ % Box moves

_____ % Furniture moves

_____ % Construction moves

= 100 %

31. How many people moved during this past twelve-month period required a:

_____ Box move

_____ Furniture move

_____ Construction move

= _____ Total number of people moved

32. Churn rate - use the formula below.

Total number of people moved in twelve-month period (Q 31) ÷ average of number of occupants during twelve-month reporting period (Q 12.) x 100% = _____ %

33. What does it typically cost per person (including all costs you would normally consider a part of the project) for a:

\$_____ Box move

\$_____ Furniture move

\$_____ Construction move

34. Would you consider your facility to be a "Plug and Play environment," offering a ubiquitous technology infrastructure for voice and data?

Yes

No

35. Which of the following resources or support do you provide to individuals who move?

"How-to-pack" meetings

"How-to-pack" memos

Bubble bags

Designated staff move coordinators

Hired move consultants

Move Web site

Moving carts

Moving boxes (cardboard)

Rented stacking crates

Other (please specify) _____

MOVES AND FURNITURE

36. What post-relocation activities do you encourage or provide?

- Technology help desk
- On-site technology set-up support
- Furniture adjustments
- Roving facilities department support
- Lost & Found
- Post-occupancy evaluation
- Satisfaction survey within first week
- Follow-up survey several weeks later
- Other (please specify) _____

37. Labor allocation for moves:

	<i>Primarily in-house</i>	<i>Primarily outsourced</i>	<i>Combination of both</i>
Box moves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Furniture moves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction moves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

38. Do you keep some space vacant as swing space to handle ongoing moves and relocations?

- Yes
- No

39. As a percentage of plannable area, how much space is devoted to swing space? _____%

40. In the 12-month reporting period, what was the average cost of furniture for the following types of projects:

A reconfiguration or refit of existing space

\$_____ Private office (i.e. professional/technical office)

\$_____ Open plan/cubicle (approximately 8' x 8' including partitioning)

A newly built space within an existing facility or newly constructed facility

\$_____ Private office (i.e. professional/technical office)

\$_____ Open plan/cubicle (approximately 8' x 8' including partitioning)

41. Of the furniture you purchased during the 12-month reporting period, what percentage was spent on:

_____ % New furniture

_____ % Refurbished or used furniture

= 100 %

COMPUTERIZED FACILITY MANAGEMENT

42. Does your organization use a CAFM system?
- Yes
 - No (skip to Q. 48)
43. For what applications do you use your CAFM system?
- Space Management
 - CMMS
 - Leasing
 - Move Management
 - Project Management
 - Energy Management
 - Asset Management (FFE)
 - Telecom
 - Personnel Plans
 - Security Plans
 - Fire Safety Plans (EAP)
44. Is your CAFM system:
- Commercial, off-the-shelf (COTS)
 - Created in-house (Skip to Q.46)
45. Is this COTS CAFM software:
- Stand alone
 - Networked in-house, Enterprise software
 - Web-hosted
46. Do you have dedicated in-house workforce for operating a CAD/CAFM system?
- Yes - please provide the number of FTEs _____
 - No
47. What is your annual cost to operate your CAD/CAFM system? Include labor and software support contract fees.
\$ _____
48. Do you keep electronic files (CAD, BIM) of your facility infrastructure?
- Yes
 - No (Skip to Q.50)
49. If yes, what is included in these files?
- Architectural layout of interior walls and furniture
 - Architectural layout of interior walls plus site system details such as site plans and base building components
 - Complete detail including above plus all facility infrastructure distribution systems (i.e. telecom, computer, electrical and mechanical)
50. Regarding Building Information Modeling (BIM) our organization has:
- Adopted BIM technology to capture building data
 - Explored the use of BIM technology to capture building data
 - No plans to use BIM technology to capture building data

PROJECT MANAGEMENT

Facility project management can involve both tenant improvement and base-building related capital projects within a site. Project management includes defining the project scope, determining the project team and scheduling and estimating projects. The project manager generates the budget and internal approval request forms for management review and approval and is responsible for meeting customers' functional expectations by delivering the project on schedule and within budget. The project manager generates regular status reports, identifying all project related activities, their current status, the monies budgeted, the monies committed to date, and expected completion dates. The project manager also administers warranties from construction projects.

51. What is the number of full-time equivalent staff employed by your organization to perform project management for the site(s) for which you are reporting? _____
52. Do you outsource project management services?
- Yes
 - No
53. What percentage of your organization's budget is spent on the following types of projects in a course of a year?
- _____ % Box and furniture moves excluding construction work other than incidental modifications to power and data.
 - _____ % Renovation/construction moves. May include HVAC, power distribution, lighting, and communication lines
 - _____ % Safety-related and compliance-related projects such as indoor air quality improvements, ingress or egress issues, ADA, fire safety, and other codes or regulations
 - _____ % Energy improvement or other sustainability improvements
 - _____ % Addition/Replacement of capitalized equipment or assets
 - _____ % New construction
- = 100 %
54. What metrics do you use to measure project management performance?
- Percentage schedule attained
 - Percentage projects completed within budget
 - Customer satisfaction
 - Post occupancy evaluation
55. What type of project completion incentives do you use in the scheduling process?
- Cash incentives/bonus
 - Shared savings
 - Don't use project completion incentives
56. Which of the following methods are used to reduce overall construction schedules?
- Long lead materials and supplies are ordered during design phase
 - Fast-track construction
 - Reduce scope
 - Design/build contract
57. What percentage of your construction projects are:
- _____ % Design/build
 - _____ % Traditional (sequential design, competitive bid, build)
 - _____ % Construction Management (design, detail construction packages, build)
- = 100%

PROJECT MANAGEMENT

58. When selecting construction providers, which of the following best describes the process used most often: (Choose one)
- Direct award or negotiation
 - Several qualified firms bid the project and the lowest cost supplier is chosen
 - Several qualified firms bid the project and the best value supplier is chose
59. If competitive bidding is required, at what dollar level is it performed? \$_____
60. Have you established long-term contracts with selected vendors instead of using a per-project bid process?
- Yes
 - No
61. At what dollar value is a project deemed to be a “capital” project? \$_____
62. What type of contract do you typically use for capital projects?
- Stipulated sum (fixed price or lump sum)
 - Stipulated sum or fixed price with incentive fee
 - Cost plus a fixed fee/cost plus percentage fee (no guaranteed maximum price)
 - Cost plus a fixed fee (w/guaranteed maximum price)
 - Cost plus incentive fee
 - Guaranteed maximum shared savings
63. Based on historical data for completed projects, what percentage of the total project budget is typically spent for project management?
- 0-5%
 - 6-10%
 - 11-15%
 - 16%+
64. When creating a budget for a project, what percentage do you build in for contingency _____ %

If you wish to keep a copy of the completed survey for yourself, go to “File” and “Save As.” Give your file a new name and save to your computer prior to hitting the submit button.

Or send to:

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