

# MSBO FACILITIES BENCHMARKING REPORT

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For nine of the past eleven calendar years, MSBO has published this facilities benchmarking report for use by business and facilities managers to compare their costs and practices to the universe of school districts in Michigan. This year's report also includes comparison data from each of the previous reports illustrating effects of changes made over time.

Benchmarking is a process used by many organizations to evaluate their performance by comparing themselves within their industry in a number of categories. Using benchmarking data, internal goals and objectives are set to match the best results in each category. As each segment of the organization is benchmarked, progress toward those goals is measured and the entire organization benefits.

Armed with the information in this report, school administrators can make decisions and offer solutions to the problems faced by Michigan schools, and for their districts in particular. More than a billion dollars is spent annually by Michigan schools in the area of facilities maintenance and cleaning, and MSBO has consistently provided the information to its members so that decisions can be made about the allocations of those dollars on an informed, data-driven basis. MSBO members have used the information to:

- Obtain additional funding for maintenance.
- Pass building improvement millage and bond issues.
- Evaluate the question of subcontracting.
- Assist in labor negotiations.
- Improve efficiency in building operations.

MSBO has contracted with *Applied Solutions*, a Michigan based independent consulting firm, to carry out the study and publish the results for school years since 1999-2000.

It should be understood that the information contained in this report is strictly *quantitative*, and does not address the *quality* of maintenance and custodial work in schools. These numbers represent a starting point, with measurements common to all districts. As you interpret the data presented, you should focus on the numbers and look for ways to improve on your own numbers, while maintaining or improving the quality of your work.

## **Subcontracting Information**

For the third year, MSBO asked survey respondents to identify whether they contracted "all, or most of their custodial work." Of the 110 districts that responded to the survey, 31 reported subcontracting custodial services, or 28.2 percent of responding districts. In the prior study period 24 districts out of 148 reported subcontracting, a rate of 16.1 percent.

The 31 districts reporting subcontracting custodial work ranged in size from 768 to 15,465 students with a median size of 2,359 students. There were districts located in all six regions that reported subcontracting.

In the two measures that are the broadest, three quarters of the districts that reported subcontracting were below the statewide median. In “Maintenance Expenditures as a Percent of Total Expenditures,” subcontracting districts’ median was 5.54% compared to 6.82% statewide. In “Maintenance Expenditures per Square Foot of Instructional Space,” subcontracting districts’ median was \$2.92 compared to \$3.29 statewide.

### **Highlights of This Year’s Report**

This year’s results have shown significant changes in every category of cost and productivity. While this trend has been demonstrated from the very start, this year’s results reveal the greatest changes of any single report.

Eleven years of information shows the long-term reduction in the costs and apparent increased productivity obtained by Michigan’s schools in the area of facilities upkeep. In addition, the recent increase in subcontracting has affected the median performance of all districts.

- “Maintenance Expenditures per Square Foot of Instructional Space” has decreased by 4.08% over the course of the past eleven years.
- “Total Building and Grounds Salaries per Square Foot of Instructional Space” have fallen by 23.81% over the eleven years while the “Average Annual Salary has increased by 30.83%.
- “Instructional Square Feet per Total Building and Grounds FTE” has increased by 61.53% in the eleven years of study, reflecting a large increase in scope of responsibility.

### **Key Measures**

Each year, a decision is made to select those measurements that will be the most useful to all audiences who will be asked to review and analyze the results, with particular focus on those measures that will be the most useful to Business and Facilities Managers.

The twenty-two *Key Measures* were selected as being the information most useful to business and facilities managers. Those twenty-two key measures are:

1. Maintenance expenditures as a percent of total expenditures.
2. Maintenance expenditures per square foot of instructional building space.
3. Contracted services PLUS total Building and Grounds Salaries per square foot of instructional space.
4. Contracted services per square foot.
5. Total building and grounds salaries per square foot of instructional space.
6. Custodial salaries per square foot of instructional space.
7. Skilled Trades/Maintenance salaries per square foot of instructional space.
8. Supervisory salaries per square foot of instructional space.
9. Clerical/Secretarial salaries per square foot of instructional space.
10. Instructional square feet per total Building and Grounds FTE.
11. Instructional Square feet per Custodial FTE.
12. Instructional square feet per Skilled Trades/Maintenance FTE.
13. Instructional square feet per Supervisory FTE.
14. Instructional square feet per Clerical/Secretarial FTE.
15. Acres per Grounds FTE.
16. Total maintenance expenditures per student.
17. Utilities per square foot of instructional space.
18. Average annual salary of all Building and Grounds FTE.

19. Average annual salary of Custodial FTE.
20. Average annual salary of Skilled Trades/Maintenance FTE.
21. Average annual salary of Supervisory FTE.
22. Average annual salary of Clerical/Secretarial FTE.

The first set of tables, “**Nine Years of Year-to-Year Comparisons,**” shows the median for each of the Key Measures for each of nine years. Each year’s median is compared to the prior year as a percent change. This year’s median is compared to the first year of the study, and the percent change is calculated. The narrative accompanying each table describes the nine-year change, and the change from last year.

The quantitative information is then presented for the current year by district size (“**Tabulation of Key Measures – By District Size**”), and in a separate set of tables by region of the state (“**Tabulation of Key Measures – Regional Breakdown**”). Each table shows the entire range of responses, the ranges for the highest and lowest one third, and the median. The narrative accompanying the tables describes the calculation used, along with recommended use of the information. The narrative describes the results for the all-district information. The regional tables are indicated in blue. The regions are identified by ISD on the page preceding the regional tables.

It must be noted that some ratios fell far beyond any credible range. Where that occurred, an analysis was conducted and the numbers were disregarded as being the result of incorrect information. The range reported reflects the result after eliminating obvious reporting errors.

### **The Process**

In early October, a survey document and instructions were sent to all school districts in Michigan. The same documents were made available on the MSBO website. Schools were allowed about six weeks to complete the information and return it to Applied Solutions. 110 districts responded, yielding a sample size of nearly 20%. This large of a sample assures the validity of the information.

The raw data furnished by districts was input into a data matrix and for each of the Key Measures, the median was found by identifying the center of the range of data, above and below which half of the data falls. The *median* is used rather than the *mean* because it is a better indicator than the mean for numbers in a range as wide as those in this study. In addition, the point where the highest and the lowest one third begin is identified.

### **Definitions**

**Median:** The midpoint in a range of values. That point at which an equal number of school districts fall above and below.

**Maintenance Expenditures:** The total amount spent in Building Operations, less the cost of utilities. This is the figure whenever the term “Maintenance Expenditures” is used. It is understood that bond issues, sinking funds and other financial devices will impact this number and should be taken into account when evaluating your numbers.

**Utilities:** The combined cost of gas, electricity, security systems, water and sewer.

Instructional Space: Includes classrooms, corridors, gymnasiums, and swimming pools, along with associated spaces. Does not include garages, maintenance buildings, administration buildings or other buildings not used by students. The square footage of instructional space is the one used for all of the key measurements pertaining to square footage.

FTE: Full time equivalents. The number of individuals in a work category. Where “Total Building and Grounds FTE” is used, it includes grounds personnel, even when the ratio is expressed in square feet of building space. This is because a significant number of districts indicated that groundskeeping was included in the duties of one of the other categories.

Salaries: All payroll dollars, including overtime and paid time off. Does not include the cost of fringe benefits.

Custodial: Those individuals assigned the tasks in building cleanliness, although it is understood that their duties sometimes involve other, non-cleaning tasks.

Skilled Trades/Maintenance: Those individuals assigned to the more technical aspects of building and equipment repair and upkeep.

Supervisory: Those individuals who provide supervision to the maintenance and housekeeping effort.

Clerical/Secretarial: Those who perform strictly administrative tasks for the facilities staff.

### **Use of the Information**

There are seven steps for making the best use of this information:

1. **Calculate** your own school’s results by using the calculations described in the tables. Note especially the change in your results from last year to this year.
2. **Compare** your results to the results in all districts, to districts in your peer size group and to districts in your region.
3. **Evaluate** areas where you can improve. Unless you know of a legitimate reason otherwise, you should strive to be better than the median or better yet, in the best 1/3.
4. **Focus** your energies on those areas where the most benefit can be realized by calculating the savings that improvements would create.
5. **Develop Standards** for improving your district’s results in the target areas. Make sure everyone realizes that other districts in your peer size group and region are achieving your new goals.
6. **Develop Processes and Tools** to reach your new standards. Call other districts, query suppliers, consult with experts to find what you can change. Remember, if you keep doing what you’re doing now, you’ll achieve only the same results.
7. **Measure** your progress as you advance toward your goals. At all levels, *What Gets Measured Gets Done!*

When your target areas have improved to meet your objectives, begin the process over again with the next selected areas for improvement.

*Applied Solutions is a Michigan based consulting firm specializing in all aspects of Facilities Management, including planning, implementation, training and documentation.*

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## NINE YEARS OF YEAR-TO-YEAR COMPARISONS

### Maintenance and Custodial in Michigan Schools

#### Number of Districts Responding

	YEAR TO YEAR COMPARISONS								
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011
	216	167	217	178	189	143	144	149	110

#### 1. Maintenance Expenditures as a Percent of Total Expenditures

The amount of General Fund expenses allocated to Maintenance continues to decrease. This indicates that an even smaller amount of the General Fund expenditures were allocated to facilities upkeep. The percent change over the past eleven years has been a negative 12.90%.

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE YEAR 1 TO YEAR 9
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	
	Median ⇨	7.83%	7.65%	7.57%	7.68%	7.49%	7.60%	7.37%	7.16%	6.82%
Percent Change ⇨	-2.30%	-1.05%	1.45%	-2.47%	1.47%	-3.03%	-2.85%	-4.75%		

#### 2. Maintenance Expenditures per Square Foot of Instructional Space

This very important overall measure of cost decreased by 13.87% from the 2008-2009 school year. Over the eleven years of the study, the cost has decreased 4.08%

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE YEAR 1 TO YEAR 8
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	
	Median ⇨	\$ 3.43	\$ 3.47	\$ 3.59	\$ 3.75	\$ 3.57	\$ 3.87	\$ 3.73	\$ 3.82	\$ 3.29
Percent Change ⇨	1.17%	3.46%	4.46%	-4.80%	8.40%	-3.62%	2.41%	-13.87%		

#### 3. Contracted Services per Square Foot of Instructional Space

Contracted Services per Square Foot is a measurement begun in the 2002-2003 school year. In 2010-2011 Contracted Services decreased by \$.03 per square foot, or 7.69%. Over the seven years the information has been collected, the increase is 12.50%.

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE YEAR 1 TO YEAR 8
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	
	Median ⇨	Not Reported			\$ 0.32	\$ 0.33	\$ 0.32	\$ 0.34	\$ 0.39	\$ 0.36
Percent Change ⇨				3.13%	-3.03%	6.25%	14.71%	-7.69%		

#### 4. Total Building and Grounds Salaries per Square Foot of Instructional Space

Salaries per square foot dropped from last year by 16.88%. The reduction over the eleven years studied has been \$.40, a decrease of 23.81%.

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE YEAR 1 TO YEAR 8
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	
	Median ⇨	\$ 1.68	\$ 1.72	\$ 1.64	\$ 1.76	\$ 1.67	\$ 1.72	\$ 1.59	\$ 1.54	\$ 1.28
Percent Change ⇨	2.38%	-4.65%	7.32%	-5.11%	2.99%	-7.56%	-3.14%	-16.88%		

#### 5. Custodial Salaries per Square Foot of Instructional Space

Custodial salaries per square foot decreased by \$.23 from a year ago, are now 22.31% below 1999-2000.

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE YEAR 1 TO YEAR 8
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	
	Median ⇨	\$ 1.21	\$ 1.22	\$ 1.20	\$ 1.25	\$ 1.20	\$ 1.22	\$ 1.15	\$ 1.17	\$ 0.94
Percent Change ⇨	0.83%	-1.64%	4.17%	-4.00%	1.67%	-5.74%	1.74%	-19.66%		

## 6. Skilled Trades/Maintenance Salaries per Square Foot of Instructional Space

This category dropped by 13.04% from last year, and is now 20% below 1999-2000 levels.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	\$ 0.25	\$ 0.28	\$ 0.25	\$ 0.27	\$ 0.24	\$ 0.26	\$ 0.25	\$ 0.23	\$ 0.20	
Percent Change ⇌	12.00%	-10.71%	8.00%	-11.11%	8.33%	-3.85%	-8.00%	-13.04%		<b>-20.00%</b>

## 7. Supervisory Salaries per Square Foot of Instructional Building Space

This category continues to decline, and is now 26.67% below the level of just five years ago.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	Not Reported			\$ 0.15	\$ 0.14	\$ 0.13	\$ 0.13	\$ 0.12	\$ 0.11	
Percent Change ⇌					-6.67%	-7.14%	0.00%	-7.69%	-8.33%	<b>-26.67%</b>

## 8. Clerical/Secretarial Salaries per Square Foot of Instructional Building Space

This is the sixth year of capturing this measurement separately, and it has dropped from 2003-2004 by \$.01 or 25%.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	Not Reported			\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.03	
Percent Change ⇌					0.00%	0.00%	0.00%	0.00%	-25.00%	<b>-25.00%</b>

## 9. Instructional Square Feet per Total Building and Grounds FTE

This important indicator of productivity has increased steadily over the past eleven years, with the biggest gains in the most recent three study periods. The increase since 1999-2000 is now 61.53%.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	17,033	17,333	17,920	18,162	19,151	19,375	21,358	22,695	27,514	
Percent Change ⇌	1.76%	3.39%	1.35%	5.45%	1.17%	10.23%	6.26%	21.23%		<b>61.53%</b>

## 10. Instructional Square Feet per Custodial FTE

This measurement has now increased to a level of more than 33,000 square feet per FTE. This year's increase is 14.11%, and the total over eleven years is 45.23%.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	23,303	22,600	23,216	24,036	24,902	25,425	27,933	29,658	33,843	
Percent Change ⇌	-3.02%	2.73%	3.53%	3.60%	2.10%	9.86%	6.18%	14.11%		<b>45.23%</b>

## 11. Instructional Square Feet per Skilled Trades/Maintenance FTE

Productivity increased from last year by 10.97%, and boosted the gain over eleven years to 52.25%.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	132,000	130,673	143,337	146,357	153,416	144,741	159,402	181,108	200,973	
Percent Change ⇌	-1.01%	9.69%	2.11%	4.82%	-5.65%	10.13%	13.62%	10.97%		<b>52.25%</b>

## 12. Instructional Square Feet per Supervisory FTE

In the six years this information has been collected separately, there has been a 77.65% increase.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	Not Reported			360,000	426,095	425,314	479,500	517,430	639,547	
Percent Change ⇌					18.36%	-0.18%	12.74%	7.91%	23.60%	77.65%

## 13. Instructional Square Feet per Clerical/Secretarial FTE

In the six years this information has been collected separately, there has been an increase of 65.95%.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	Not Reported			690,000	704,734	760,156	817,640	875,146	1,145,074	
Percent Change ⇌					2.14%	7.86%	7.56%	7.03%	30.84%	65.95%

## 14. Acres, per Grounds FTE

Productivity for this group had remained fairly constant until the previous study period, then posted a sizable decrease. This year declined by 11.76%, and the eleven-year increase is 8.70%.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	69	72	70	70	65	69	84	85	75	
Percent Change ⇌		4.35%	-2.78%	0.00%	-7.14%	6.15%	21.74%	1.19%	-11.76%	8.70%

## 15. Total Maintenance Expenditures per Student

This year showed a decrease, and the result over eleven years is a 19.13% increase.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	\$ 507	\$ 525	\$ 558	\$ 590	\$ 581	\$ 621	\$ 644	\$ 637	\$ 604	
Percent Change ⇌		3.55%	6.29%	5.73%	-1.53%	6.88%	3.70%	-1.09%	-5.18%	19.13%

## 16. Utilities per Square Foot of Instructional Building Space

Please note that reported Utility expenditures decreased from 2003-2004 compared to 2004-2005, but telephone costs were removed in that year. Over the eleven years the increase as reported is 17.00%, and would have been greater if the figures were strictly comparable. This year's cost decreased by 15.22% from the previous year.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	\$ 1.00	\$ 1.15	\$ 1.15	\$ 1.22	\$ 1.26	\$ 1.13	\$ 1.36	\$ 1.38	\$ 1.17	
Percent Change ⇌		15.00%	0.00%	6.09%	3.28%	-10.32%	20.35%	1.47%	-15.22%	17.00%

## 17. Average Annual Salary of All Building and Grounds FTE

Average annual salaries increased by 4.44% over last year. This brought the eleven-year increase to 30.83%.										
	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇌	\$ 28,840	\$ 29,542	\$ 30,193	\$ 32,065	\$ 32,884	\$ 33,634	\$ 35,081	\$ 36,126	\$ 37,731	
Percent Change ⇌		2.43%	2.20%	6.20%	2.55%	2.28%	4.30%	2.98%	4.44%	30.83%

**18. Average Annual Salary of Custodial FTE**

The average annual salary of Custodial FTE had steadily increased each year since 1999-2000, but declined modestly in the past two years. The increase over ten years is 23.21%.

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇨	\$ 27,500	\$ 28,085	\$ 29,224	\$ 30,448	\$ 31,425	\$ 31,848	\$ 35,081	\$ 34,067	\$ 33,882	
Percent Change ⇨		2.13%	4.06%	4.19%	3.21%	1.35%	10.15%	-2.89%	-0.54%	<b>23.21%</b>

**19. Average Annual Salary of Skilled Trades/Maintenance FTE**

The average annual salary of skilled trades and maintenance FTE increased over last year by 5.39%. The increase since 1999-2000 is 27.92%.

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇨	\$ 33,408	\$ 35,315	\$ 34,867	\$ 35,844	\$ 37,017	\$ 38,083	\$ 39,413	\$ 40,552	\$ 42,736	
Percent Change ⇨		5.71%	-1.27%	2.80%	3.27%	2.88%	3.49%	2.89%	5.39%	<b>27.92%</b>

**20. Average Annual Salary of Supervisory FTE**

The change from last year was 5.96%, and the change over six years is now 24.72%.

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇨	Not Reported			\$ 53,626	\$ 55,187	\$ 55,000	\$ 61,307	\$ 63,120	\$ 66,882	
Percent Change ⇨					2.91%	-0.34%	11.47%	2.96%	5.96%	<b>24.72%</b>

**21. Average Annual Salary of Clerical/Secretarial FTE**

The increase over last year was .25%, and 22.17% in the past six years.

	YEAR TO YEAR COMPARISONS									PERCENT CHANGE
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2006-2007	2008-2009	2010-2011	YEAR 1 TO YEAR 8
Median ⇨	Not Reported			\$ 30,114	\$ 30,969	\$ 34,166	\$ 35,520	\$ 36,698	\$ 36,791	
Percent Change ⇨					2.84%	10.32%	3.96%	3.32%	0.25%	<b>22.17%</b>

**TABULATION OF KEY MEASURES - BY DISTRICT SIZE**  
 Maintenance and Custodial in Michigan Schools

**Number of Districts Responding by Size**

	STUDENT COUNT				
	All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Totals by Student Count	110	13	44	41	12

**1. Maintenance Expenditures as a Percent of Total Expenditures**

Total Building Operations, less utility costs, were divided by total General Fund Expenditures to determine the amount of emphasis placed on maintenance and custodial. The range is from 3.13% to 10.57% and the median is 6.82%.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	10.57%	8.94%	10.57%	8.25%	10.57%
	To	7.52%	7.53%	7.53%	7.17%	7.60%
Mid 1/3	From	7.51%	7.52%	7.52%	7.16%	7.59%
	Median ⇨ To	<b>6.82%</b> 6.26%	<b>6.64%</b> 6.09%	<b>6.98%</b> 6.39%	<b>6.63%</b> 5.81%	<b>7.17%</b> 6.09%
Lowest 1/3	From	6.25%	6.08%	6.38%	5.80%	6.08%
	To	3.13%	4.82%	3.13%	4.59%	4.66%

**2. Maintenance Expenditures per Square Foot of Instructional Space**

Maintenance expenditures were divided by total instructional square footage. The range is from \$1.63 to \$6.43, with a median of \$3.29. Comparing your total to other districts of your size is the most important first step in determining if you have opportunities to reduce expenses.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 6.43	\$ 4.24	\$ 6.43	\$ 5.46	\$ 5.76
	To	\$ 3.84	\$ 3.26	\$ 3.64	\$ 3.73	\$ 4.70
Mid 1/3	From	\$ 3.83	\$ 3.25	\$ 3.63	\$ 3.72	\$ 4.69
	Median ⇨ To	<b>\$ 3.29</b> \$ 2.97	<b>\$ 2.61</b> \$ 2.53	<b>\$ 3.16</b> \$ 2.92	<b>\$ 3.29</b> \$ 3.02	<b>\$ 3.84</b> \$ 3.38
Lowest 1/3	From	\$ 2.96	\$ 2.52	\$ 2.91	\$ 3.01	\$ 3.37
	To	\$ 1.63	\$ 1.81	\$ 1.63	\$ 1.96	\$ 2.43

**3. Contracted Services PLUS Total Building and Grounds Salaries per Square Foot of Instructional Space**

Contracted Services, combined with Total Salaries per square foot, are a good way to look at the total cost of labor required to maintain and clean your facilities. Some school districts contract all of their building services, so this way of looking at the total is the most useful. The range is from \$.32 to \$4.46 per square foot, with a median of \$1.71.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 4.46	\$ 2.19	\$ 4.46	\$ 4.22	\$ 3.03
	To	\$ 1.98	\$ 1.56	\$ 1.92	\$ 1.92	\$ 2.43
Mid 1/3	From	\$ 1.97	\$ 1.55	\$ 1.91	\$ 1.91	\$ 2.42
	Median ⇨ To	<b>\$ 1.71</b> \$ 1.51	<b>\$ 1.41</b> \$ 1.21	<b>\$ 1.72</b> \$ 1.53	<b>\$ 1.59</b> \$ 1.41	<b>\$ 2.07</b> \$ 1.74
Lowest 1/3	From	\$ 1.50	\$ 1.20	\$ 1.52	\$ 1.40	\$ 1.73
	To	\$ 0.32	\$ 0.66	\$ 0.32	\$ 0.40	\$ 0.80

**4. Contracted Services per Square Foot of Instructional Space**

Contracted Services alone range from \$.01 a square foot to \$1.90 a square foot with a median of \$.36.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 1.90	\$ 1.32	\$ 1.90	\$ 1.82	\$ 0.60
	To	\$ 0.49	\$ 0.43	\$ 0.49	\$ 0.54	\$ 0.29
Mid 1/3	From	\$ 0.48	\$ 0.42	\$ 0.48	\$ 0.53	\$ 0.28
	Median ⇄	<b>\$ 0.36</b>	<b>\$ 0.33</b>	<b>\$ 0.40</b>	<b>\$ 0.36</b>	<b>\$ 0.21</b>
	To	\$ 0.24	\$ 0.23	\$ 0.24	\$ 0.28	\$ 0.13
Lowest 1/3	From	\$ 0.23	\$ 0.22	\$ 0.23	\$ 0.27	\$ 0.12
	To	\$ 0.01	\$ 0.05	\$ 0.06	\$ 0.01	\$ 0.02

**5. Total Building and Grounds Salaries per Square Foot of Instructional Space**

The total of all salaries paid to building and grounds staff was divided by total instructional square footage. The range is from \$.12 to \$3.63, with a median of \$1.28. Each payroll category is further broken down in the tables following. Salaries account for a little less than half of all maintenance costs.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 3.63	\$ 1.85	\$ 2.66	\$ 3.63	\$ 2.65
	To	\$ 1.47	\$ 1.37	\$ 1.39	\$ 1.41	\$ 2.40
Mid 1/3	From	\$ 1.46	\$ 1.36	\$ 1.38	\$ 1.40	\$ 2.39
	Median ⇄	<b>\$ 1.28</b>	<b>\$ 1.30</b>	<b>\$ 1.23</b>	<b>\$ 1.21</b>	<b>\$ 1.70</b>
	To	\$ 1.08	\$ 0.76	\$ 1.05	\$ 0.98	\$ 1.45
Lowest 1/3	From	\$ 1.07	\$ 0.75	\$ 1.04	\$ 0.97	\$ 1.44
	To	\$ 0.12	\$ 0.23	\$ 0.12	\$ 0.20	\$ 0.60

**6. Custodial Salaries per Square Foot of Instructional Space**

Custodial salaries are more than two-thirds of all salaries, and offer the biggest opportunity for gains through improvements. The range is from \$.02 per square foot to \$2.54 per square foot, with a median of \$.94.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 2.54	\$ 1.45	\$ 2.26	\$ 2.54	\$ 1.74
	To	\$ 1.15	\$ 1.12	\$ 1.13	\$ 1.03	\$ 1.42
Mid 1/3	From	\$ 1.14	\$ 1.11	\$ 1.12	\$ 1.02	\$ 1.41
	Median ⇄	<b>\$ 0.94</b>	<b>\$ 0.81</b>	<b>\$ 0.90</b>	<b>\$ 0.94</b>	<b>\$ 1.70</b>
	To	\$ 0.79	\$ 0.68	\$ 0.78	\$ 0.79	\$ 1.12
Lowest 1/3	From	\$ 0.78	\$ 0.67	\$ 0.77	\$ 0.78	\$ 1.11
	To	\$ 0.02	\$ 0.42	\$ 0.03	\$ 0.04	\$ 0.02

**7. Skilled Trades/Maintenance Salaries per Square Foot of Instructional Space**

Use this figure to help you decide whether it is more effective to outsource some or all skilled work, or to employ staff to perform this work. The range is from \$.06 per square foot to \$.62 per square foot, the widest of ranges in any salary category, with a median of \$.20. Districts with less than 1000 students reported so few that the results were Not Applicable.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 0.62		\$ 0.62	\$ 0.52	\$ 0.50
	To	\$ 0.26	N/A	\$ 0.21	\$ 0.29	\$ 0.36
Mid 1/3	From	\$ 0.25		\$ 0.20	\$ 0.28	\$ 0.35
	Median ⇄	<b>\$ 0.20</b>	N/A	<b>\$ 0.18</b>	<b>\$ 0.20</b>	<b>\$ 0.20</b>
	To	\$ 0.17		\$ 0.17	\$ 0.18	\$ 0.15
Lowest 1/3	From	\$ 0.16		\$ 0.16	\$ 0.17	\$ 0.14
	To	\$ 0.06		\$ 0.07	\$ 0.06	\$ 0.09

**8. Supervisory Salaries per Square Foot of Instructional Building Space**

The range is from \$.04 per square foot to \$.50 per square foot, with a median of \$.11 per square foot.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 0.50	\$ 0.38	\$ 0.50	\$ 0.25	\$ 0.18
	To	\$ 0.14	\$ 0.23	\$ 0.15	\$ 0.10	\$ 0.15
Mid 1/3	From	\$ 0.13	\$ 0.22	\$ 0.14	\$ 0.09	\$ 0.14
	Median ⇄	<b>\$ 0.11</b>	<b>\$ 0.16</b>	<b>\$ 0.13</b>	<b>\$ 0.09</b>	<b>\$ 0.12</b>
	To	\$ 0.08	\$ 0.07	\$ 0.10	\$ 0.07	\$ 0.09
Lowest 1/3	From	\$ 0.07	\$ 0.06	\$ 0.09	\$ 0.06	\$ 0.08
	To	\$ 0.04	\$ 0.04	\$ 0.05	\$ 0.04	\$ 0.06

**9. Clerical/Secretarial Salaries per Square Foot Of Instructional Building Space**

The range is from \$.01 per square foot to \$.19 per square foot, with a median of \$.03 per square foot. In districts with fewer than 1000 students, there were so few districts reporting in this category the results were Not Applicable.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 0.19		\$ 0.08	\$ 0.19	\$ 0.05
	To	\$ 0.04	N/A	\$ 0.04	\$ 0.04	\$ 0.04
Mid 1/3	From	\$ 0.03		\$ 0.03	\$ 0.03	\$ 0.03
	Median ⇄	<b>\$ 0.03</b>	N/A	<b>\$ 0.03</b>	<b>\$ 0.03</b>	<b>\$ 0.03</b>
	To	\$ 0.03		\$ 0.02	\$ 0.03	\$ 0.03
Lowest 1/3	From	\$ 0.02	N/A	\$ 0.01	\$ 0.02	\$ 0.02
	To	\$ 0.01		\$ 0.01	\$ 0.01	\$ 0.01

**10. Instructional Square Feet per Total Building and Grounds FTE**

This is the most important planning and scheduling tool. Begin with the total of all categories, then go to each category to identify the opportunities. Total instructional square feet was divided by total FTEs. The range is from 13,684 to 278,400, with a median of 27,514.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	278,400	200,050	278,400	194,302	116,502
	To	31,314	31,784	30,317	33,121	23,877
Mid 1/3	From	31,313	31,783	30,316	33,120	23,876
	Median ⇄	<b>27,514</b>	<b>29,261</b>	<b>27,514</b>	<b>28,194</b>	<b>22,446</b>
	To	24,638	23,498	24,648	25,446	20,473
Lowest 1/3	From	24,637	23,497	24,647	25,445	20,472
	To	13,684	19,455	16,040	15,466	13,684

**11. Instructional Square Feet per Custodial FTE**

Custodial staff is the largest number of FTEs, and in some districts is the only categorization of building and grounds staff. Setting square footage goals for this group is the most effective way to improve overall performance. The range is from 14,492 to 66,190, with a median of 33,843.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	66,190	48,996	54,577	66,190	45,822
	To	37,506	47,549	38,000	37,506	30,590
Mid 1/3	From	37,505	47,548	37,999	37,505	30,589
	Median ⇄	<b>33,843</b>	<b>34,079</b>	<b>34,026</b>	<b>34,294</b>	<b>28,551</b>
	To	29,635	29,268	30,509	32,514	23,739
Lowest 1/3	From	29,634	29,267	30,508	32,513	23,738
	To	14,492	21,983	14,492	16,755	17,300

**12. Instructional Square Feet per Skilled Trades/Maintenance FTE**

There is a wide range of results here, since school districts outsource parts of this work, and some districts have no one in this category. The range is from 85,154 to 1,054,280 with a median of 200,973 square feet per FTE. Districts with less than 1000 students reported so few that their results were Not Applicable.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	<i>From</i>	1,054,280		1,054,280	804,233	453,496
	<i>To</i>	258,481	N/A	285,748	259,447	361,624
Mid 1/3	<i>From</i>	258,480		245,747	259,446	361,623
	<b>Median</b> ⇄	<b>200,973</b>	N/A	<b>203,630</b>	<b>194,856</b>	<b>257,180</b>
	<i>To</i>	172,885		191,838	168,699	157,330
Lowest 1/3	<i>From</i>	172,884	N/A	191,837	168,698	157,329
	<i>To</i>	85,154		89,580	85,154	147,877

**13. Instructional Square Feet per Supervisory FTE**

The range in this category is from 151,057 to 2,000,500, with a median of 639,547 square feet per FTE.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	<i>From</i>	2,000,500	920,140	1,396,000	1,819,276	1,803,835
	<i>To</i>	920,140	348,516	586,982	1,106,529	1,165,018
Mid 1/3	<i>From</i>	920,139	348,515	586,981	1,106,528	1,165,017
	<b>Median</b> ⇄	<b>639,547</b>	<b>228,373</b>	<b>469,915</b>	<b>742,927</b>	<b>668,396</b>
	<i>To</i>	516,962	200,000	377,852	361,367	583,390
Lowest 1/3	<i>From</i>	516,961	199,999	377,851	361,366	583,389
	<i>To</i>	151,057	151,057	178,000	172,964	341,412

**14. Instructional Square Feet per Clerical/Secretarial FTE**

Again, a wide range of experience. The range is from 290,846 square feet per FTE to 3,158,092 square feet per FTE, with a median of 1,145,074. Districts with less than 1000 students reported so few in this category that their results were Not Applicable.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	<i>From</i>	3,158,092		2,475,000	3,158,092	3,050,442
	<i>To</i>	1,349,593	N/A	1,702,340	1,349,593	1,440,209
Mid 1/3	<i>From</i>	1,349,592		1,702,339	1,349,592	1,440,208
	<b>Median</b> ⇄	<b>1,145,074</b>	N/A	<b>944,630</b>	<b>1,237,650</b>	<b>1,005,562</b>
	<i>To</i>	927,322		644,201	1,085,800	863,802
Lowest 1/3	<i>From</i>	927,321	N/A	644,200	1,085,799	863,801
	<i>To</i>	290,846		383,675	290,846	689,390

**15. Acres per Grounds FTE**

The total acres under maintenance was divided by the number of FTEs assigned to "Grounds." Fewer than half of all districts had a separate category for this work, and districts with less than 1000 students reported so few in this category, the results were Not Applicable. The range was from 15 acres to 275 acres, with a median of 75 acres.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	<i>From</i>	275		220	275	224
	<i>To</i>	92	N/A	80	91	181
Mid 1/3	<i>From</i>	91		79	90	180
	<b>Median</b> ⇄	<b>75</b>	N/A	<b>60</b>	<b>82</b>	<b>100</b>
	<i>To</i>	51		31	64	59
Lowest 1/3	<i>From</i>	50	N/A	30	63	58
	<i>To</i>	15		15	33	33

**16. Total Maintenance Expenditures per Student**

The number of students has an impact on maintenance expenditures. Maintenance expenditures were divided by the total number of students. The range of maintenance spending per student was \$302 to \$1,008, with a median of \$604.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 1,008	\$ 790	\$ 929	\$ 1,008	\$ 936
	To	\$ 663	\$ 589	\$ 687	\$ 630	\$ 811
Mid 1/3	From	\$ 662	\$ 588	\$ 686	\$ 629	\$ 810
	Median ⇨	<b>\$ 604</b>	<b>\$ 540</b>	<b>\$ 604</b>	<b>\$ 604</b>	<b>\$ 622</b>
Lowest 1/3	To	\$ 568	\$ 495	\$ 576	\$ 564	\$ 575
	From	\$ 567	\$ 494	\$ 575	\$ 563	\$ 574
	To	\$ 302	\$ 440	\$ 302	\$ 378	\$ 401

**17. Utilities per Square Foot of Instructional Building Space**

Although less controllable than labor rates, utilities still represent an opportunity for reducing expenses. Total utilities expenditure ranged from \$.50 per square foot to \$1.86 per square foot, with a median of \$1.17 per square foot.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$ 1.86	\$ 1.46	\$ 1.86	\$ 1.66	\$ 1.62
	To	\$ 1.26	\$ 1.23	\$ 1.22	\$ 1.25	\$ 1.39
Mid 1/3	From	\$ 1.25	\$ 1.22	\$ 1.21	\$ 1.24	\$ 1.38
	Median ⇨	<b>\$ 1.17</b>	<b>\$ 1.18</b>	<b>\$ 1.10</b>	<b>\$ 1.17</b>	<b>\$ 1.29</b>
Lowest 1/3	To	\$ 1.08	\$ 1.07	\$ 1.05	\$ 1.09	\$ 1.09
	From	\$ 1.07	\$ 1.06	\$ 1.04	\$ 1.08	\$ 1.08
	To	\$ 0.50	\$ 0.82	\$ 0.53	\$ 0.76	\$ 0.50

**18. Average Annual Salary of All Building and Grounds FTE**

Total salaries paid annually were divided by total FTEs in Building and Grounds. The result for the total, and for the subcategories below, is the average annual salary per FTE. The range is from \$23,199 to \$69,788, with a median of \$37,731.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$69,788	\$54,561	\$52,848	\$64,042	\$69,788
	To	\$40,670	\$41,400	\$39,152	\$43,034	\$43,039
Mid 1/3	From	\$40,669	\$41,399	\$39,151	\$43,033	\$43,038
	Median ⇨	<b>\$37,731</b>	<b>\$36,023</b>	<b>\$35,463</b>	<b>\$38,556</b>	<b>\$39,202</b>
Lowest 1/3	To	\$34,783	\$32,871	\$33,741	\$36,519	\$35,166
	From	\$34,782	\$32,870	\$33,740	\$36,518	\$35,165
	To	\$23,199	\$29,789	\$23,199	\$29,022	\$32,822

**19. Average Annual Salary of Custodial FTE**

The range of annual salaries per Custodial FTE is from \$15,160 to \$67,288, with a median of \$33,882.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$67,828	\$42,667	\$47,922	\$67,828	\$45,193
	To	\$36,552	\$36,465	\$36,445	\$36,552	\$39,948
Mid 1/3	From	\$36,551	\$36,464	\$36,444	\$36,551	\$39,947
	Median ⇨	<b>\$33,882</b>	<b>\$32,436</b>	<b>\$32,077</b>	<b>\$35,377</b>	<b>\$33,829</b>
Lowest 1/3	To	\$31,382	\$31,054	\$31,166	\$31,370	\$32,763
	From	\$31,381	\$31,053	\$31,165	\$31,369	\$32,762
	To	\$15,160	\$25,564	\$21,440	\$15,160	\$29,748

**20. Average Annual Salary of Skilled Trades/Maintenance FTE**

The range in this category is from \$20,128 to \$84,416, with a median of \$42,736.  
Districts with less than 1000 students reported so few in this category, the results were Not Applicable.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$84,416		\$72,568	\$84,416	\$78,714
	To	\$45,117	N/A	\$44,270	\$47,335	\$59,979
Mid 1/3	From	\$45,116		\$44,269	\$47,334	\$59,978
	Median ⇌	<b>\$42,736</b>	N/A	<b>\$41,200</b>	<b>\$43,716</b>	<b>\$49,171</b>
Lowest 1/3	To	\$38,800		\$38,300	\$41,105	\$44,866
	From	\$38,799	N/A	\$38,299	\$41,104	\$44,865
	To	\$20,128		\$20,954	\$20,128	\$37,016

**21. Average Annual Salary of Supervisory FTE**

The range in this category is from \$33,000 to \$117,021, with a median of \$66,882.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$117,021	\$69,160	\$90,372	\$105,176	\$117,021
	To	\$73,926	\$57,015	\$64,306	\$79,100	\$102,703
Mid 1/3	From	\$73,925	\$57,014	\$64,305	\$79,099	\$102,702
	Median ⇌	<b>\$66,882</b>	<b>\$55,340</b>	<b>\$60,000</b>	<b>\$73,977</b>	<b>\$87,500</b>
Lowest 1/3	To	\$58,556	\$49,400	\$53,480	\$71,242	\$76,254
	From	\$58,555	\$49,399	\$53,479	\$73,241	\$76,253
	To	\$33,000	\$41,836	\$33,000	\$43,213	\$62,129

**22. Average Annual Salary of Clerical/Secretarial FTE**

The range in this category is from \$15,931 to \$59,645, with a median of \$36,791. Districts with less than 1000 students reported so few in this category that their results were Not Applicable.

		STUDENT COUNT				
		All Districts	Less Than 1000	1000 to 3000	3001 to 10000	More than 10000
Highest 1/3	From	\$59,645		\$53,152	\$59,645	\$50,594
	To	\$40,842	N/A	\$33,000	\$44,618	\$46,500
Mid 1/3	From	\$40,841		\$32,999	\$44,617	\$46,499
	Median ⇌	<b>\$36,791</b>	N/A	<b>\$31,205</b>	<b>\$40,256</b>	<b>\$41,688</b>
Lowest 1/3	To	\$33,028		\$28,758	\$36,166	\$36,567
	From	\$33,027	N/A	\$28,757	\$36,165	\$36,566
	To	\$15,931		\$15,931	\$16,186	\$36,113

REGIONAL COMPILATION OF KEY MEASUREMENTS

The following 6 pages report on the twenty-two key measures, broken down into regions of the state. These pages are blue to distinguish them from the size breakdown reported previously.

Regions were designated as Region 1 – Upper Peninsula; Region 2 – Northern Lower Peninsula; Region 3 – Western; Region 4 – Thumb and surrounding area; Region 5 – South Central; and Region 6 – Southeast.

Intermediate School Districts were used to identify regions. Locate your ISD in the list below to determine your region:

Region 1

Copper Country ISD  
Delta-Schoolcraft ISD  
Dickinson-Iron ISD  
Eastern Upper Peninsula ISD  
Gogebic-Ontonagon ISD  
Marquette-Alger ISD  
Menominee ISD

Region 2

Alpena-Montmorency-Alcona ESD  
Charlevoix-Emmet ISD  
Clare-Gladwin RESD  
Cooer ISD  
COP ISD  
Iosco RESA  
Manistee ISD  
Mason-Lake ISD  
Mecosta-Osceola ISD  
Newaygo ISD  
Oceana ISD  
Traverse Bay Area ISD  
Wexford-Missaukee ISD

Region 3

Allegan County ISD  
Barry ISD  
Berrien ISD  
Ionia County ISD  
Kalamazoo RESA  
Kent ISD  
Lewis Cass ISD  
Montcalm Area ISD

Region 3 (cont.)

Muskegon Area ISD  
Ottawa Area ISD  
St. Joseph ISD  
Van Buren ISD

Region 4

Bay-Arenac ISD  
Genesee ISD  
Gratiot-Isabella ISD  
Huron ISD  
Lapeer ISD  
Midland ISD  
Saginaw ISD  
Sanilac ISD  
Shiawassee RESD  
St. Clair ISD  
Tuscola ISD

Region 5

Branch ISD  
Calhoun ISD  
Clinton ISD  
Eaton ISD  
Hillsdale ISD  
Ingham ISD  
Jackson ISD  
Lenawee ISD  
Livingston ESA  
Monroe ISD

Region 6

Macomb ISD  
Oakland ISD  
Washtenaw ISD  
Wayne RESA

**TABULATION OF KEY MEASURES - BY REGION**

Maintenance and Custodial in Michigan Schools

Key to regional designations: Region 1 - Upper Peninsula; Region 2 - Northern Lower Peninsula; Region 3 - Western; Region 4 - Thumb and surrounding area; Region 5 - South Central; Region 6 - Southeast

**Number of Districts Responding by Region**

	All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
	Totals by Region	110	7	19	28	13	13

**1. Maintenance Expenditures as a Percent of Total Expenditures**

Total Building Operations, less utility costs, were divided by total General Fund Expenditures to determine the amount of emphasis placed on maintenance and custodial. The range is from 3.13% to 10.57% the median is 6.82%.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	10.57%	8.23%	10.57%	9.70%	9.41%	8.94%	10.57%
	To	7.52%	6.64%	7.37%	7.17%	6.09%	7.03%	7.63%
Mid 1/3	From	7.51%	6.63%	7.36%	7.16%	6.08%	7.02%	7.62%
	<b>Median</b> ⇌	<b>6.82%</b>	<b>6.40%</b>	<b>6.98%</b>	<b>6.48%</b>	<b>5.92%</b>	<b>6.31%</b>	<b>7.52%</b>
	To	6.26%	6.18%	6.32%	6.09%	5.63%	5.81%	7.09%
Lowest 1/3	From	6.25%	6.17%	6.31%	6.08%	5.62%	5.80%	7.08%
	To	3.13%	5.21%	4.53%	4.27%	3.13%	4.67%	4.66%

**2. Maintenance Expenditures per Square Foot of Instructional Space**

Maintenance expenditures were divided by total instructional square footage. The range is from \$1.63 to \$6.43, with a median of \$3.29. Compare your total to other districts in your region to find potential expense reduction.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 6.43	\$ 3.91	\$ 4.61	\$ 4.71	\$ 3.89	\$ 4.40	\$ 6.43
	To	\$ 3.84	\$ 2.92	\$ 3.77	\$ 3.33	\$ 3.26	\$ 2.86	\$ 4.63
Mid 1/3	From	\$ 3.83	\$ 2.91	\$ 3.76	\$ 3.32	\$ 3.25	\$ 2.85	\$ 4.62
	<b>Median</b> ⇌	<b>\$ 3.29</b>	<b>\$ 2.63</b>	<b>\$ 3.44</b>	<b>\$ 3.27</b>	<b>\$ 3.12</b>	<b>\$ 2.83</b>	<b>\$ 4.16</b>
	To	\$ 2.97	\$ 2.60	\$ 3.15	\$ 3.15	\$ 2.65	\$ 2.34	\$ 3.87
Lowest 1/3	From	\$ 2.96	\$ 2.59	\$ 3.14	\$ 3.14	\$ 2.64	\$ 2.33	\$ 3.86
	To	\$ 1.63	\$ 2.28	\$ 2.05	\$ 2.05	\$ 2.49	\$ 1.63	\$ 2.31

**3. Contracted Services PLUS Total Building and Grounds Salaries per Square Foot of Instructional Space**

Contracted Services, combined with Total Salaries per square foot, are a good way to look at the total cost of labor required to maintain and clean your facilities. Some school districts contract all of their building services, so this way of looking at the total is the most useful. The range is from \$.32 to \$4.46 per square foot, with a median of \$1.71.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 4.46	\$ 1.87	\$ 2.41	\$ 2.82	\$ 4.46	\$ 2.38	\$ 4.22
	To	\$ 1.98	\$ 1.49	\$ 1.86	\$ 1.79	\$ 1.92	\$ 1.55	\$ 2.43
Mid 1/3	From	\$ 1.97	\$ 1.48	\$ 1.85	\$ 1.78	\$ 1.91	\$ 1.54	\$ 2.42
	<b>Median</b> ⇌	<b>\$ 1.71</b>	<b>\$ 1.39</b>	<b>\$ 1.69</b>	<b>\$ 1.56</b>	<b>\$ 1.83</b>	<b>\$ 1.20</b>	<b>\$ 2.07</b>
	To	\$ 1.51	\$ 1.21	\$ 1.31	\$ 1.37	\$ 1.72	\$ 0.62	\$ 1.80
Lowest 1/3	From	\$ 1.50	\$ 1.20	\$ 1.30	\$ 1.36	\$ 1.71	\$ 0.61	\$ 1.79
	To	\$ 0.32	\$ 0.46	\$ 0.96	\$ 0.96	\$ 1.41	\$ 0.40	\$ 0.32

**4. Contracted Services per Square Foot of Instructional Space**

Contracted Services alone range from \$.01 a square foot to \$1.90 a square foot with a median of \$.36.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 1.90	\$ 0.43	\$ 1.68	\$ 1.82	\$ 1.90	\$ 1.18	\$ 1.14
	To	\$ 0.49	\$ 0.26	\$ 0.58	\$ 0.46	\$ 0.71	\$ 0.43	\$ 0.34
Mid 1/3	From	\$ 0.48	\$ 0.25	\$ 0.57	\$ 0.45	\$ 0.70	\$ 0.42	\$ 0.33
	<b>Median</b> ⇌	<b>\$ 0.36</b>	<b>\$ 0.24</b>	<b>\$ 0.45</b>	<b>\$ 0.36</b>	<b>\$ 0.48</b>	<b>\$ 0.40</b>	<b>\$ 0.26</b>
	To	\$ 0.24	\$ 0.14	\$ 0.28	\$ 0.23	\$ 0.36	\$ 0.35	\$ 0.20
Lowest 1/3	From	\$ 0.23	\$ 0.13	\$ 0.27	\$ 0.22	\$ 0.35	\$ 0.34	\$ 0.19
	To	\$ 0.01	\$ 0.06	\$ 0.06	\$ 0.01	\$ 0.05	\$ 0.06	\$ 0.02

**5. Total Building and Grounds Salaries per Square Foot of Instructional Space**

The total of all salaries paid to building and grounds staff was divided by total instructional square footage. The range is from \$.12 to \$3.63, with a median of \$1.28. Each payroll category is further broken down in the tables following. Salaries account for about half of all maintenance costs.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 3.63	\$ 1.63	\$ 1.91	\$ 2.16	\$ 2.25	\$ 1.98	\$ 3.63
	To	\$ 1.47	\$ 1.22	\$ 1.34	\$ 1.28	\$ 1.42	\$ 1.14	\$ 1.94
Mid 1/3	From	\$ 1.46	\$ 1.21	\$ 1.33	\$ 1.27	\$ 1.41	\$ 1.13	\$ 1.93
	<b>Median</b> ⇌	<b>\$ 1.28</b>	<b>\$ 1.08</b>	<b>\$ 1.16</b>	<b>\$ 1.13</b>	<b>\$ 1.33</b>	<b>\$ 1.05</b>	<b>\$ 1.70</b>
	To	\$ 1.08	\$ 0.96	\$ 1.05	\$ 0.96	\$ 0.98	\$ 0.37	\$ 1.53
Lowest 1/3	From	\$ 1.07	\$ 0.95	\$ 1.04	\$ 0.95	\$ 0.97	\$ 0.36	\$ 1.52
	To	\$ 0.12	\$ 0.40	\$ 0.06	\$ 0.12	\$ 0.33	\$ 0.20	\$ 0.38

**6. Custodial Salaries per Square Foot of Instructional Space**

Custodial salaries are more than two-thirds of all salaries, and offer the biggest opportunity for gains through improvements. The range is from \$.02 per square foot to \$2.54 per square foot, with a median of \$.94.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 2.54	\$ 0.94	\$ 1.45	\$ 1.42	\$ 1.63	\$ 1.48	\$ 2.54
	To	\$ 1.15	\$ 0.79	\$ 1.14	\$ 0.91	\$ 1.05	\$ 0.83	\$ 1.37
Mid 1/3	From	\$ 1.14	\$ 0.78	\$ 1.13	\$ 0.90	\$ 1.04	\$ 0.82	\$ 1.36
	<b>Median</b> ⇌	<b>\$ 0.94</b>	<b>\$ 0.77</b>	<b>\$ 0.90</b>	<b>\$ 0.75</b>	<b>\$ 0.81</b>	<b>\$ 0.73</b>	<b>\$ 1.21</b>
	To	\$ 0.79	\$ 0.76	\$ 0.87	\$ 0.64	\$ 0.43	\$ 0.72	\$ 1.03
Lowest 1/3	From	\$ 0.78	\$ 0.75	\$ 0.86	\$ 0.63	\$ 0.42	\$ 0.71	\$ 1.02
	To	\$ 0.02	\$ 0.68	\$ 0.39	\$ 0.03	\$ 0.06	\$ 0.42	\$ 0.02

**7. Skilled Trades/Maintenance Salaries per Square Foot of Instructional Building Space**

Use this figure to help you decide whether it is more effective to outsource some or all skilled work, or to employ staff to perform this work. The range is from \$.06 per square foot to \$.62 per square foot, the widest of ranges in any salary category, with a median of \$.20. Region 1 reported so few it was Not Applicable.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 0.62		\$ 0.32	\$ 0.62	\$ 0.32	\$ 0.29	\$ 0.53
	To	\$ 0.26	N/A	\$ 0.25	\$ 0.22	\$ 0.20	\$ 0.20	\$ 0.39
Mid 1/3	From	\$ 0.25		\$ 0.24	\$ 0.21	\$ 0.19	\$ 0.19	\$ 0.38
	Median →	<b>\$ 0.20</b>	N/A	<b>\$ 0.17</b>	<b>\$ 0.20</b>	<b>\$ 0.19</b>	<b>\$ 0.18</b>	<b>\$ 0.23</b>
	To	\$ 0.17		\$ 0.10	\$ 0.16	\$ 0.17	\$ 0.13	\$ 0.17
Lowest 1/3	From	\$ 0.16	N/A	\$ 0.09	\$ 0.15	\$ 0.16	\$ 0.12	\$ 0.16
	To	\$ 0.06		\$ 0.06	\$ 0.09	\$ 0.12	\$ 0.11	\$ 0.07

**8. Supervisory Salaries per Square Foot of Instructional Building Space**

The range is from \$.04 per square foot to \$.50 per square foot, with a median of \$.11 per square foot.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 0.50	\$ 0.15	\$ 0.29	\$ 0.25	\$ 0.38	\$ 0.50	\$ 0.39
	To	\$ 0.14	\$ 0.07	\$ 0.16	\$ 0.12	\$ 0.17	\$ 0.14	\$ 0.13
Mid 1/3	From	\$ 0.13	\$ 0.06	\$ 0.15	\$ 0.11	\$ 0.16	\$ 0.13	\$ 0.12
	Median →	<b>\$ 0.11</b>	<b>\$ 0.04</b>	<b>\$ 0.10</b>	<b>\$ 0.10</b>	<b>\$ 0.13</b>	<b>\$ 0.10</b>	<b>\$ 0.11</b>
	To	\$ 0.08	\$ 0.04	\$ 0.07	\$ 0.08	\$ 0.09	\$ 0.07	\$ 0.09
Lowest 1/3	From	\$ 0.07	\$ 0.04	\$ 0.06	\$ 0.07	\$ 0.08	\$ 0.06	\$ 0.08
	To	\$ 0.04	\$ 0.04	\$ 0.05	\$ 0.04	\$ 0.07	\$ 0.05	\$ 0.05

**9. Clerical/Secretarial Salaries per Square Foot of Instructional Building Space**

The range is from \$.01 per square foot to \$.19 per square foot, with a median of \$.03 per square foot. In regions 1, 2, 4, and 5, there were so few districts reporting in this category the results were Not Applicable.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 0.19			\$ 0.06			\$ 0.19
	To	\$ 0.04	N/A	N/A	\$ 0.05	N/A	N/A	\$ 0.04
Mid 1/3	From	\$ 0.03			\$ 0.04			\$ 0.04
	Median →	<b>\$ 0.03</b>	N/A	N/A	<b>\$ 0.04</b>	N/A	N/A	<b>\$ 0.04</b>
	To	\$ 0.03			\$ 0.03			\$ 0.03
Lowest 1/3	From	\$ 0.02	N/A	N/A	\$ 0.02	N/A	N/A	\$ 0.02
	To	\$ 0.01			\$ 0.02			\$ 0.02

**10. Instructional Square Feet per Total Building and Grounds FTE**

This is the most important planning and scheduling tool. Begin with the total of all categories, then go to each category to identify the opportunities. Total instructional square feet was divided by total FTEs. The range is from 13,684 to 278,400, with a median of 27,514.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	278,400	95,067	216,891	278,400	124,688	194,302	167,647
	To	31,314	31,784	29,268	40,263	46,762	148,040	26,206
Mid 1/3	From	31,313	31,783	29,267	40,262	46,761	148,039	26,205
	Median ⇌	<b>27,514</b>	<b>30,591</b>	<b>25,496</b>	<b>29,866</b>	<b>24,648</b>	<b>43,810</b>	<b>22,978</b>
	To	24,638	29,261	22,650	26,839	23,498	29,500	18,917
Lowest 1/3	From	24,637	29,260	22,649	26,838	23,497	29,499	18,916
	To	13,684	24,869	17,777	19,455	16,676	19,540	13,684

**11. Instructional Square Feet per Custodial FTE**

Custodial staff is the largest number of FTEs, and in some districts is the only categorization of building and grounds staff. Setting square footage goals for this group is the most effective way to improve overall performance. The range is from 14,492 to 66,190, with a median of 33,843.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	66,190	55,093	66,190	54,522	43,766	48,996	57,628
	To	37,506	47,549	36,397	46,657	35,247	42,176	31,963
Mid 1/3	From	37,505	47,548	36,396	46,656	35,246	42,175	31,962
	Median ⇌	<b>33,843</b>	<b>38,158</b>	<b>29,286</b>	<b>38,368</b>	<b>31,750</b>	<b>37,929</b>	<b>29,635</b>
	To	29,635	34,079	27,282	34,451	29,125	21,983	24,237
Lowest 1/3	From	29,634	34,078	27,281	34,450	29,124	21,982	24,236
	To	14,492	34,026	22,784	26,750	22,477	14,492	16,755

**12. Instructional Square Feet per Skilled Trades/Maintenance FTE**

There is a wide range of results here, since school districts outsource parts of this work, and some districts have no one in this category. The range is from 85,154 to 1,054,280 with a median of 200,973 square feet per FTE. Districts in Region 1 reported so few that their results were Not Applicable.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	1,054,280		1,054,280	481,500	365,777	371,464	804,233
	To	258,481	N/A	323,646	259,242	235,282	291,454	257,180
Mid 1/3	From	258,480		323,645	259,241	235,281	291,453	257,179
	Median ⇌	<b>200,973</b>	N/A	<b>247,500</b>	<b>205,765</b>	<b>203,349</b>	<b>203,635</b>	<b>193,894</b>
	To	172,885		149,368	180,967	188,362	186,259	157,330
Lowest 1/3	From	172,884		149,367	180,966	188,361	186,258	157,329
	To	85,154		109,527	85,154	106,792	143,397	87,912

**13. Instructional Square Feet per Supervisory FTE**

The range in this category is from 151,057 to 2,000,500, with a median of 639,547 square feet per FTE.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	2,000,500	1,664,650	1,754,496	2,000,500	1,085,964	1,596,000	1,819,276
	To	920,140	1,426,000	716,400	785,579	516,962	920,000	762,611
Mid 1/3	From	920,139	1,425,999	716,399	785,578	516,961	919,999	762,610
	Median ⇄	<b>639,547</b>	<b>453,125</b>	<b>618,750</b>	<b>738,054</b>	<b>420,860</b>	<b>716,987</b>	<b>668,396</b>
	To	516,962	380,390	294,170	463,661	348,516	398,253	583,390
Lowest 1/3	From	516,961	380,389	294,169	463,660	348,515	398,252	583,389
	To	151,057	275,465	200,000	172,964	151,057	175,860	178,097

**14. Square Feet per Clerical Secretarial FTE**

Again, a wide range of experience. The range is from 290,846 square feet per FTE to 3,158,092 square feet per FTE, with a median of 1,145,074. Districts in Regions 1, 2, 4 and 5 reported so few in this category that their results were Not Applicable.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	3,158,092			1,702,340			3,158,092
	To	1,349,593	N/A	N/A	1,108,584	N/A	N/A	1,279,094
Mid 1/3	From	1,349,592			1,108,583			1,279,093
	Median ⇄	<b>1,145,074</b>	N/A	N/A	<b>1,085,800</b>	N/A	N/A	<b>1,022,647</b>
	To	927,322			863,802			875,086
Lowest 1/3	From	927,321	N/A	N/A	863,801	N/A	N/A	875,085
	To	290,846			383,675			290,846

**15. Acres per Grounds FTE**

The total acres under maintenance was divided by the number of FTEs assigned to "Grounds." Fewer than half of all districts had a separate category for this work, and districts in Regions 1 and 5 reported so few in this category, the results were Not Applicable. The range was from 15 acres to 275 acres, with a median of 75 acres.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	275		262	275	168		200
	To	92	N/A	107	100	60	N/A	75
Mid 1/3	From	91		106	99	59		74
	Median ⇄	<b>75</b>	N/A	<b>92</b>	<b>80</b>	<b>51</b>	N/A	<b>61</b>
	To	51		75	53	50		41
Lowest 1/3	From	50	N/A	74	52	49	N/A	40
	To	15		26	17	25		15

**16. Total Maintenance Expenditures per Student**

The number of students has an impact on maintenance expenditures. Maintenance expenditures were divided by the total number of students. The range of maintenance spending per student was \$302 to \$1,008, with a median of \$604.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 1,008	\$ 587	\$ 887	\$ 916	\$ 784	\$ 790	\$ 1,008
	To	\$ 663	\$ 567	\$ 638	\$ 636	\$ 563	\$ 571	\$ 746
Mid 1/3	From	\$ 662	\$ 566	\$ 637	\$ 635	\$ 562	\$ 570	\$ 745
	Median ⇌	<b>\$ 604</b>	<b>\$ 526</b>	<b>\$ 609</b>	<b>\$ 598</b>	<b>\$ 554</b>	<b>\$ 540</b>	<b>\$ 715</b>
	To	\$ 568	\$ 490	\$ 588	\$ 570	\$ 495	\$ 452	\$ 624
Lowest 1/3	From	\$ 567	\$ 489	\$ 587	\$ 569	\$ 494	\$ 451	\$ 623
	To	\$ 302	\$ 442	\$ 383	\$ 426	\$ 302	\$ 378	\$ 464

**17. Utilities per Square Foot of Instructional Building Space**

Although less controllable than labor rates, utilities still represent an opportunity for reducing expenses. Total utilities expenditure ranged from \$.50 per square foot to \$1.86 per square foot, with a median of \$1.17 per square foot.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$ 1.86	\$ 1.52	\$ 1.44	\$ 1.57	\$ 1.86	\$ 1.25	\$ 1.66
	To	\$ 1.26	\$ 1.40	\$ 1.19	\$ 1.14	\$ 1.36	\$ 1.21	\$ 1.35
Mid 1/3	From	\$ 1.25	\$ 1.39	\$ 1.18	\$ 1.13	\$ 1.35	\$ 1.20	\$ 1.34
	Median ⇌	<b>\$ 1.17</b>	<b>\$ 1.22</b>	<b>\$ 1.17</b>	<b>\$ 1.10</b>	<b>\$ 1.10</b>	<b>\$ 1.10</b>	<b>\$ 1.30</b>
	To	\$ 1.08	\$ 0.94	\$ 1.07	\$ 1.03	\$ 1.02	\$ 1.08	\$ 1.18
Lowest 1/3	From	\$ 1.07	\$ 0.93	\$ 1.06	\$ 1.02	\$ 1.01	\$ 1.07	\$ 1.17
	To	\$ 0.50	\$ 0.76	\$ 0.89	\$ 0.82	\$ 0.53	\$ 0.85	\$ 0.50

**18. Average Annual Salary of All Building and Grounds FTE**

Total salaries paid annually were divided by total FTEs in Building and Grounds. The result for the total, and for the subcategories below, is the average annual salary per FTE. The range is from \$23,199 to \$69,788, with a median of \$37,731.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$69,788	\$ 41,400	\$ 54,561	\$ 53,896	\$ 45,903	\$ 51,599	\$ 69,788
	To	\$40,670	\$ 40,465	\$ 34,783	\$ 40,575	\$ 36,394	\$ 37,849	\$ 43,401
Mid 1/3	From	\$40,669	\$ 40,464	\$ 34,782	\$ 40,574	\$ 36,393	\$ 37,848	\$ 43,400
	Median ⇌	<b>\$37,731</b>	<b>\$ 35,638</b>	<b>\$ 33,999</b>	<b>\$ 38,320</b>	<b>\$ 35,463</b>	<b>\$ 33,898</b>	<b>\$ 41,755</b>
	To	\$34,783	\$ 32,315	\$ 31,796	\$ 36,023	\$ 31,634	\$ 33,375	\$ 39,202
Lowest 1/3	From	\$34,782	\$ 32,314	\$ 31,795	\$ 36,022	\$ 31,633	\$ 33,374	\$ 39,201
	To	\$23,199	\$ 31,727	\$ 27,757	\$ 28,564	\$ 23,199	\$ 24,312	\$ 31,236

**19. Average Annual Salary of Custodial FTE**

The range of annual salaries per Custodial FTE is from \$15,160 to \$67,288, with a median of \$33,882.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$67,828	\$ 42,667	\$ 39,948	\$ 47,922	\$ 45,077	\$ 31,893	\$ 67,828
	To	\$36,552	\$ 39,886	\$ 32,870	\$ 36,551	\$ 34,165	\$ 31,402	\$ 40,146
Mid 1/3	From	\$36,551	\$ 39,885	\$ 32,869	\$ 36,550	\$ 34,164	\$ 31,401	\$ 40,145
	Median ⇌	<b>\$33,882</b>	<b>\$ 33,882</b>	<b>\$ 30,776</b>	<b>\$ 35,018</b>	<b>\$ 31,166</b>	<b>\$ 30,515</b>	<b>\$ 37,245</b>
	To	\$31,382	\$ 32,436	\$ 29,863	\$ 33,045	\$ 29,198	\$ 26,995	\$ 35,628
Lowest 1/3	From	\$31,381	\$ 32,435	\$ 29,862	\$ 33,044	\$ 29,197	\$ 26,994	\$ 35,627
	To	\$15,160	\$ 31,963	\$ 22,778	\$ 15,160	\$ 22,348	\$ 21,440	\$ 28,141

**20. Average Annual Salary of Skilled Trades/Maintenance FTE**

The range in this category is from \$20,128 to \$84,416, with a median of \$42,736.  
Districts in Region 1 reported so few in this category, the results were Not Applicable.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$84,416		\$ 72,568	\$ 65,409	\$ 49,619	\$ 44,393	\$ 84,416
	To	\$45,117	N/A	\$ 40,839	\$ 45,117	\$ 44,279	\$ 43,364	\$ 56,743
Mid 1/3	From	\$45,116		\$ 40,838	\$ 45,116	\$ 44,278	\$ 43,363	\$ 56,742
	Median ⇌	<b>\$42,736</b>	N/A	<b>\$ 39,289</b>	<b>\$ 43,511</b>	<b>\$ 39,406</b>	<b>\$ 38,636</b>	<b>\$ 51,037</b>
	To	\$38,800		\$ 35,275	\$ 38,976	\$ 36,896	\$ 38,158	\$ 44,917
Lowest 1/3	From	\$38,799	N/A	\$ 35,274	\$ 38,975	\$ 36,895	\$ 38,157	\$ 44,916
	To	\$20,128		\$ 20,954	\$ 33,553	\$ 34,397	\$ 34,324	\$ 20,128

**21. Average Annual Salary of Supervisory FTE**

The range in this category is from \$33,000 to \$117,021, with a median of \$66,882.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$117,021	\$ 73,977	\$ 90,372	\$ 62,703	\$ 101,122	\$ 102,000	\$ 117,021
	To	\$73,926	\$ 61,308	\$ 71,800	\$ 71,242	\$ 58,539	\$ 65,928	\$ 85,689
Mid 1/3	From	\$73,925	\$ 61,307	\$ 71,799	\$ 71,241	\$ 58,538	\$ 65,927	\$ 85,688
	Median ⇌	<b>\$66,882</b>	<b>\$ 60,000</b>	<b>\$ 62,329</b>	<b>\$ 69,160</b>	<b>\$ 57,015</b>	<b>\$ 56,650</b>	<b>\$ 75,433</b>
	To	\$58,556	\$ 59,580	\$ 50,000	\$ 60,000	\$ 54,039	\$ 49,400	\$ 73,559
Lowest 1/3	From	\$58,555	\$ 59,579	\$ 49,999	\$ 59,999	\$ 54,038	\$ 49,399	\$ 73,558
	To	\$33,000	\$ 42,000	\$ 34,514	\$ 33,000	\$ 48,734	\$ 40,108	\$ 57,348

**22. Average Annual Salary of Clerical/Secretarial FTE**

The range in this category is from \$15,931 to \$59,645, with a median of \$36,791. Districts in Regions 1, 2, 4 and 5 reported so few in this category that their results were Not Applicable.

		All Regions	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Highest 1/3	From	\$59,645			\$ 56,766			\$ 59,645
	To	\$40,842	N/A	N/A	\$ 42,287	N/A	N/A	\$ 46,781
Mid 1/3	From	\$40,841			\$ 42,286			\$ 46,780
	<b>Median</b> ⇌	<b>\$36,791</b>	N/A	N/A	<b>\$ 37,920</b>	N/A	N/A	<b>\$ 44,618</b>
	To	\$33,028			\$ 32,123			\$ 36,445
Lowest 1/3	From	\$33,027	N/A	N/A	\$ 32,122	N/A	N/A	\$ 36,444
	To	\$15,931			\$ 15,931			\$ 25,506