Facilities Services Operations
Key Performance Indicators

October 2021
FY2021
Through September 2021 Financial Close
# Key Process Indicators - Summary

<table>
<thead>
<tr>
<th>Key Process</th>
<th>Current</th>
<th>Change</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Safety</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DART</td>
<td>3.20</td>
<td>-1.02%</td>
<td>Positive</td>
</tr>
<tr>
<td>Safety Training Compliance Rate</td>
<td>97.6%</td>
<td>-0.3%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Service Delivery</strong></td>
<td></td>
<td>-3.7</td>
<td>Negative</td>
</tr>
<tr>
<td>Work Order Completion Time</td>
<td>73%</td>
<td>-7.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Client Satisfaction Rate</td>
<td>96%</td>
<td>-4.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Janitorial Inspection Score</td>
<td>88%</td>
<td>-1.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>FS Identified Work Order Rate</td>
<td>38%</td>
<td>-10%</td>
<td>Negative</td>
</tr>
<tr>
<td>Steam Commodity Uptime</td>
<td>99.99%</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Financial Performance</strong></td>
<td></td>
<td>5%</td>
<td>Positive</td>
</tr>
<tr>
<td>Operations Actual to Budget</td>
<td>-5%</td>
<td>-5%</td>
<td>Positive</td>
</tr>
<tr>
<td>Utilities Actual to Budget</td>
<td>0%</td>
<td>+14%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Risk Reduction</strong></td>
<td></td>
<td>-5.5</td>
<td>Negative</td>
</tr>
<tr>
<td>Preventive Maint. Completion Time</td>
<td>93%</td>
<td>+3.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>PM to CM Percentage</td>
<td>36%</td>
<td>-22%</td>
<td>Negative</td>
</tr>
<tr>
<td>Elevator Entrapments</td>
<td>2</td>
<td>+2</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td></td>
<td>-0.2</td>
<td>Negative</td>
</tr>
<tr>
<td>Energy Usage Intensity (kBTU/SF)</td>
<td>156.1</td>
<td>+0.8%</td>
<td>Negative</td>
</tr>
<tr>
<td>Waste Diversion Rate (%)</td>
<td>46%</td>
<td>+6.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>Water Usage (1,000 cubic feet)</td>
<td>34,264</td>
<td>+0.1%</td>
<td>Negative</td>
</tr>
</tbody>
</table>
# Key Volume Indicators

<table>
<thead>
<tr>
<th>Key Volume</th>
<th>Current</th>
<th>Change</th>
<th>Percent</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td>25,131</td>
<td>+3</td>
<td>0.01%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Full Time Equivalent</strong></td>
<td>215</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Funded Vacancies</strong></td>
<td>18</td>
<td>+1</td>
<td>6%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Buildings</strong></td>
<td>197</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Gross Square Feet</strong></td>
<td>18.8M</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Usage</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Work Orders (12-month)</strong></td>
<td>56,382</td>
<td>1,351</td>
<td>+2.5%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Chilled Water (12-month in Ton-Hours)</strong></td>
<td>23,421,564</td>
<td>1,293,985</td>
<td>+5.8%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Steam (12-month in Thousand Pounds)</strong></td>
<td>1,243,238</td>
<td>7,927</td>
<td>+0.6%</td>
<td>Negative</td>
</tr>
</tbody>
</table>
Days Away, Restricted or Transferred (DART)

Goal: Reduce OSHA standard metric for serious injuries below 3.4 injuries per 100 FTE over a rolling 12-month period

Drivers: Equipment, training, behavior, processes, deficiency reporting and correction

Initiative: Maintain team training above 95% and improve deficiency reporting and correction

KPI Leader: Nicole Gall
Goal: Improve safety training compliance to greater than 95%
Drivers: Training Accessibility, Team Buy In, Manager Support, Content
Initiative: Improve Training Accessibility by increasing web-based content
KPI Leader: Nicole Gall
Goal: Maintain greater than 80% of Corrective & Emergency work orders closed within 31 days of creation

Drivers: Staff availability, client requirements, client scheduling, seasonal variations, task scheduling, material availability

Initiative: Client satisfaction

KPI Leader: Brian Cowperthwaite
**Goal:** Improve client satisfaction score to 97% or higher

**Drivers:** Timeliness, Communication, Rework, Neatness, Professionalism

**Initiative:** Improve Communication at time of service visit to ensure client is satisfied before technician completes

**KPI Leader:** Brian Cowperthwaite
Goal: Improve janitorial inspection score to 85% or higher

Drivers: Weather, Events, Construction, Location

Initiative: Align contractual requirements and client expectations using APPA’s cleanliness levels

KPI Leader: Brandon Rux
**Goal:** Improve FS Identified CM WO’s to 30% or higher by total WO volume

**Drivers:** Training, Behavior, CM WO Completion Rate, Staffing, Engagement, data systems & tools

**Initiative:** Engage FS staff to identify and correct issues to reduce severity through early detection and disruption impact to client

**KPI Leader:** Brian Cowperthwaite
**Steam Commodity Uptime**

Goal: Maintain Steam Commodity Uptime above 99.95%

Drivers: Utility (electric, gas, water) Availability, Maintenance, Recapitalization Funding, Training, Staffing Level

Initiative: Improve PM and water chemistry program, target replacement of aging steam distribution infrastructure, hold emergency preparedness drills, investment in boiler controls

KPI Leader: Adam D’Ambrosio
Operations Actual to Budget

On Target: $715K favorable

- **Goal:** Manage Operating Expenses within +/- 2% of Budget
- **Drivers:** Utilities, Salaries and Overtime, Emergency Repairs, Weather, Rework, Contractor Pricing
- **Initiative:** Improve energy efficiency (Utilities) and reduce Rework component of Overtime
- **KPI Leader:** Crystal Smith
Utilities Actual to Budget

**Goal:** Manage Utility Expenses within +/- 5% of Budget

**Drivers:** Weather, Energy Efficiency, Supplier Rates, Usage, Peak Shaving, Incentives

**Initiative:** GHG Emissions Reduction Plan, Curtailment, Energy Procurement Policy

**KPI Leader:** Crystal Smith

**FY19 Utility Commodity Budget (Millions)**

Cumulative Actual: $0, $5, $10, $15, $20, $25

Cumulative Budget: $0, $5, $10, $15, $20, $25

On Target: $26K Unfavorable
Preventive Maintenance On-Time Completion

Goal: Achieve 93% weighted average closure of Preventive Maintenance Work Orders with a focus on 100% of Life Safety Preventive Maintenance work orders within 30 days of initiation

Drivers: Staff availability, total workload requirement, client scheduling, material availability, asset identification, task scheduling

Initiative: Increase reliability of equipment and optimize scheduling

KPI Leader: Brian Cowperthwaite
Preventive Maintenance vs. Corrective Maintenance

Goal: Drive Preventive Maintenance above 40% of work orders compared to Corrective & Emergency combined

Drivers: Staff availability, client requirements, client scheduling, seasonal variations, task scheduling, material availability

Initiative: Reduce corrective issues by improving preventive planning, execution, and approach to maintenance

KPI Leader: Brian Cowperthwaite
**Elevator Entrapments**

**Goal:** Reduce Elevator Entrapments to no more than TWO per month in FY21 (was FOUR in FY20)

**Drivers:** User Abuse, Recapitalization Funding, Contractor Maintenance, Issue Reporting and Correction

**Initiative:** Improve root cause analysis and “running on arrival data” to identify additional PM tasks

**KPI Leader:** Brandon Rux
**Energy Usage Intensity**

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**Goal:** Decrease total energy usage by 20% from baseline

**Drivers:** Behavior, Central Plant Efficiency, Temp/Humidity Control, Lighting, Plug Loads, Laboratory Loads, Funding, Maintenance, Heating Degree Days, Pandemic Response

**Initiative:** GHG Emissions Reduction Plan, Central Plant Efficiency Improvements, Deep Laboratory Retrofits, LED lighting retrofits

**KPI Leader:** Adam D’Ambrosio
**Waste Diversion Rate**

**Goal:** Improve Waste Diversion Rate to greater than 40%

**Drivers:** Equipment, Training, Behavior, Processes

**Initiative:** Improved lid schemes on dumpsters to better distinguish dumpster use; Implementing metal and landscape recycling programs; Increasing frequency of waste audits

**KPI Leader:** Brandon Rux
Water Usage

**Goal:** Decrease total water usage by 20% from baseline

**Drivers:** Behavior, Central Plant Efficiency, Fixture flow rates, Irrigation

**Initiatives:** Improve Central Plant Efficiency, Water Conservation Measures, Smart Irrigation and Rainwater harvesting projects

**KPI Leader:** Adam D’Ambrosio