Facilities Services Operations
Key Performance Indicators

THE UNIVERSITY OF CHICAGO

October 2021

FY2021

Through September 2021 Financial Close

Key Process Indicators - Summary

Key Process	Current	Change	Trend
Team Safety	**100%**	**12%**	**Positive**
DART	3.20	-1.02%	Positive
Safety Training Compliance Rate	97.6%	-0.3%	Negative
Service Delivery	**1.0**	**-3.7**	**Negative**
Work Order Completion Time	73%	-7.0%	Negative
Client Satisfaction Rate	96%	-4.0%	Negative
Janitorial Inspection Score	88%	-1.0%	Negative
FS Identified Work Order Rate	38%	-10%	Negative
Steam Commodity Uptime	99.99%	0%	Neutral
Financial Performance	**-5%**	**5%**	**Positive**
Operations Actual to Budget	-5%	-5%	Positive
Utilities Actual to Budget	0%	+14%	Negative
Risk Reduction	**-1.2**	**-5.5**	**Negative**
Preventive Maint. Completion Time	93%	+3.0%	Positive
PM to CM Percentage	36%	-22%	Negative
Elevator Entrapments	2	+2	Negative
Sustainability	**-3.9**	**-0.2**	**Negative**
Energy Usage Intensity (kBTU/SF)	156.1	+0.8%	Negative
Waste Diversion Rate (%)	46%	+6.0%	Positive
Water Usage (1,000 cubic feet)	34,264	+0.1%	Negative

Key Volume Indicators

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

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Days Away, Restricted or Transferred (DART)
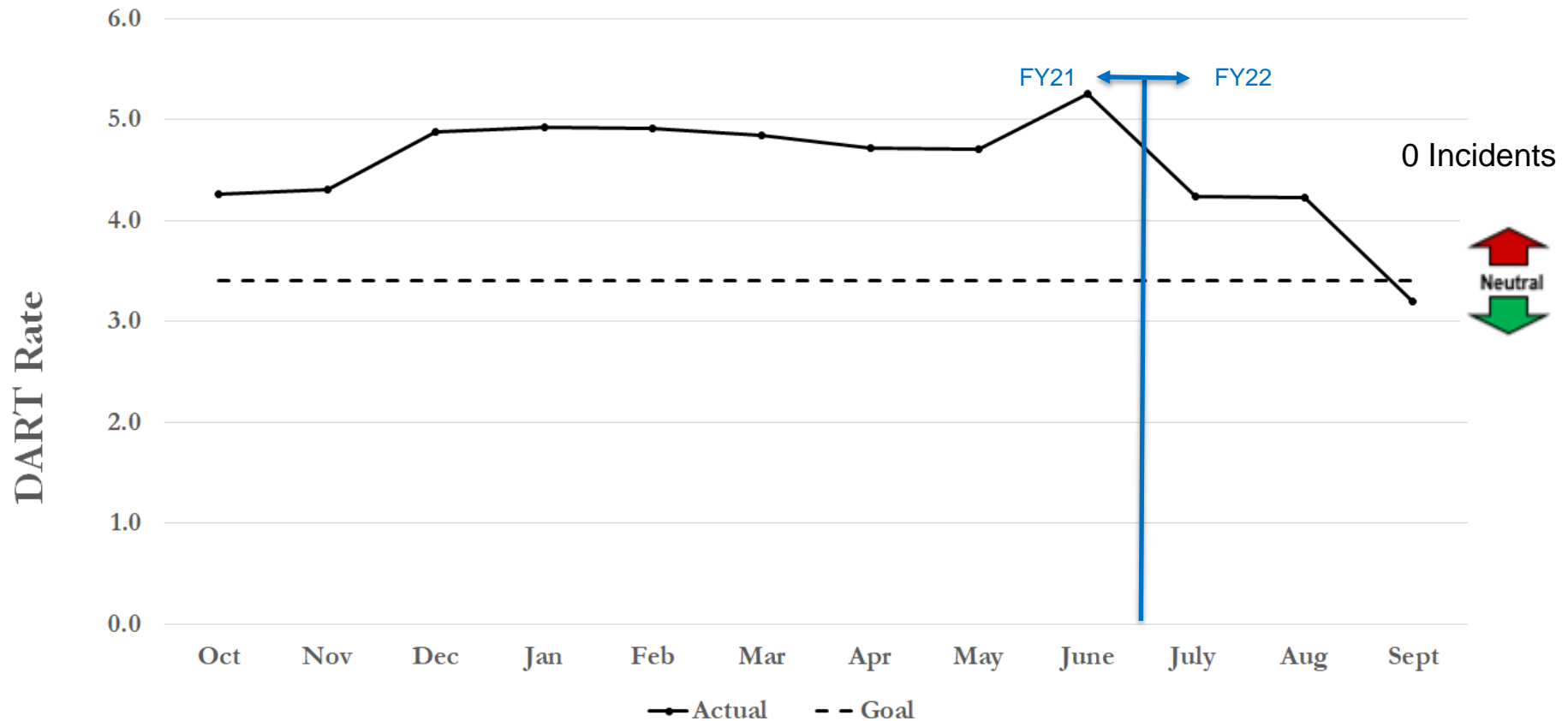
Goal: Reduce OSHA standard metric for serious injuries below 3.4 injuries per 100 FTE over a rolling 12-month period

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

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

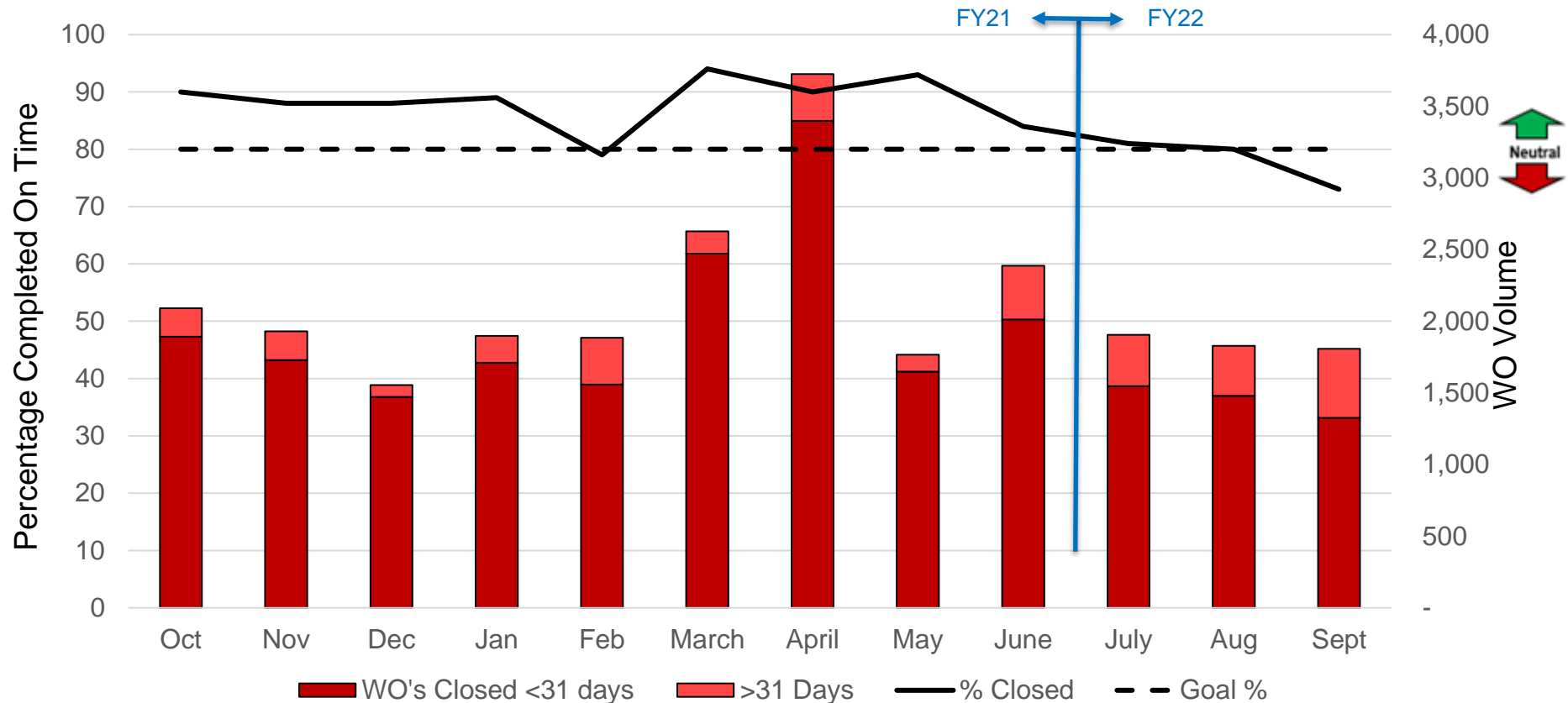**KPI Leader:** Nicole Gall

Safety Training Compliance Rate
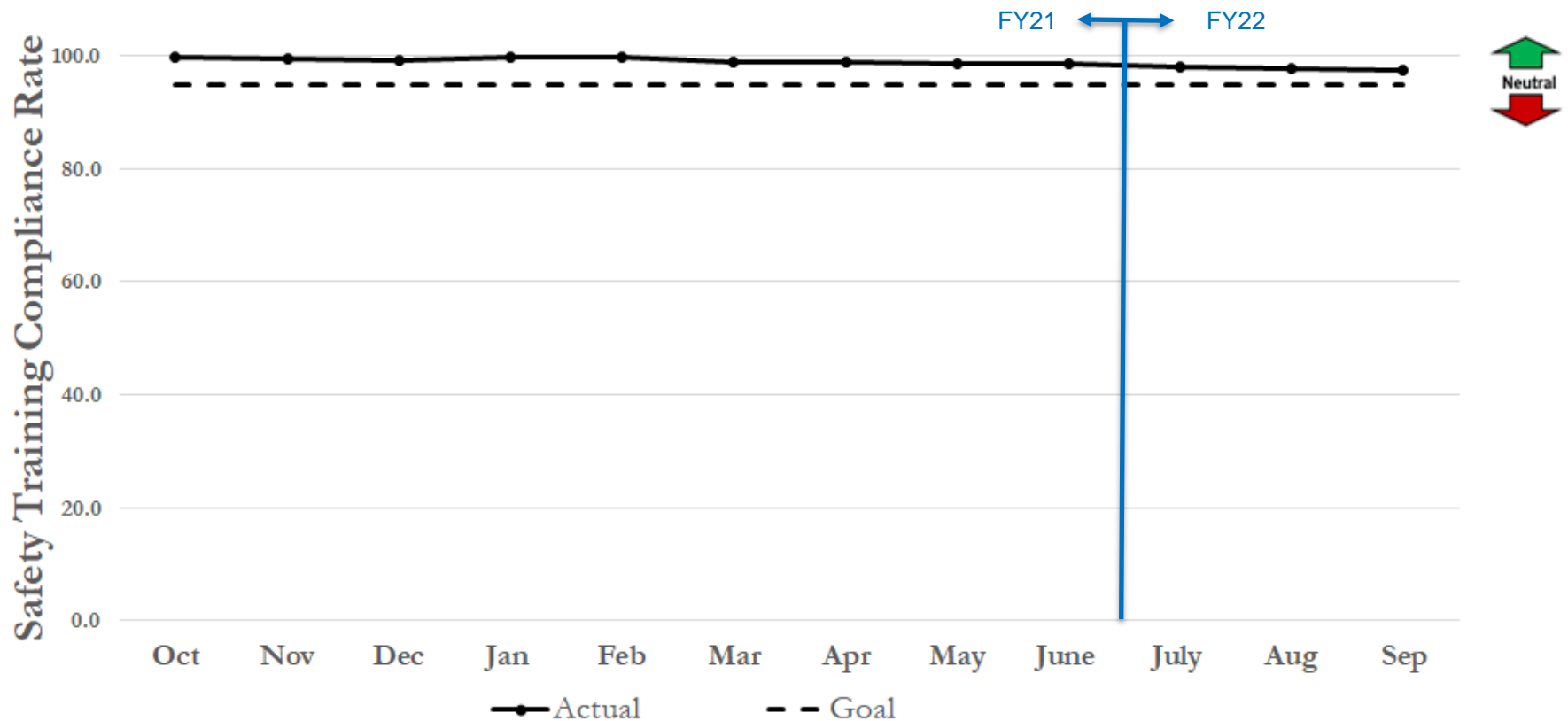
Goal: Improve safety training compliance to greater than 95%
Drivers: Training Accessibility, Team Buy In, Manager Support, Content
Initiative: Improve Training Accessibility by increasing web-based content
**KPI Leader:** Nicole Gall

Work Order Completion Time

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
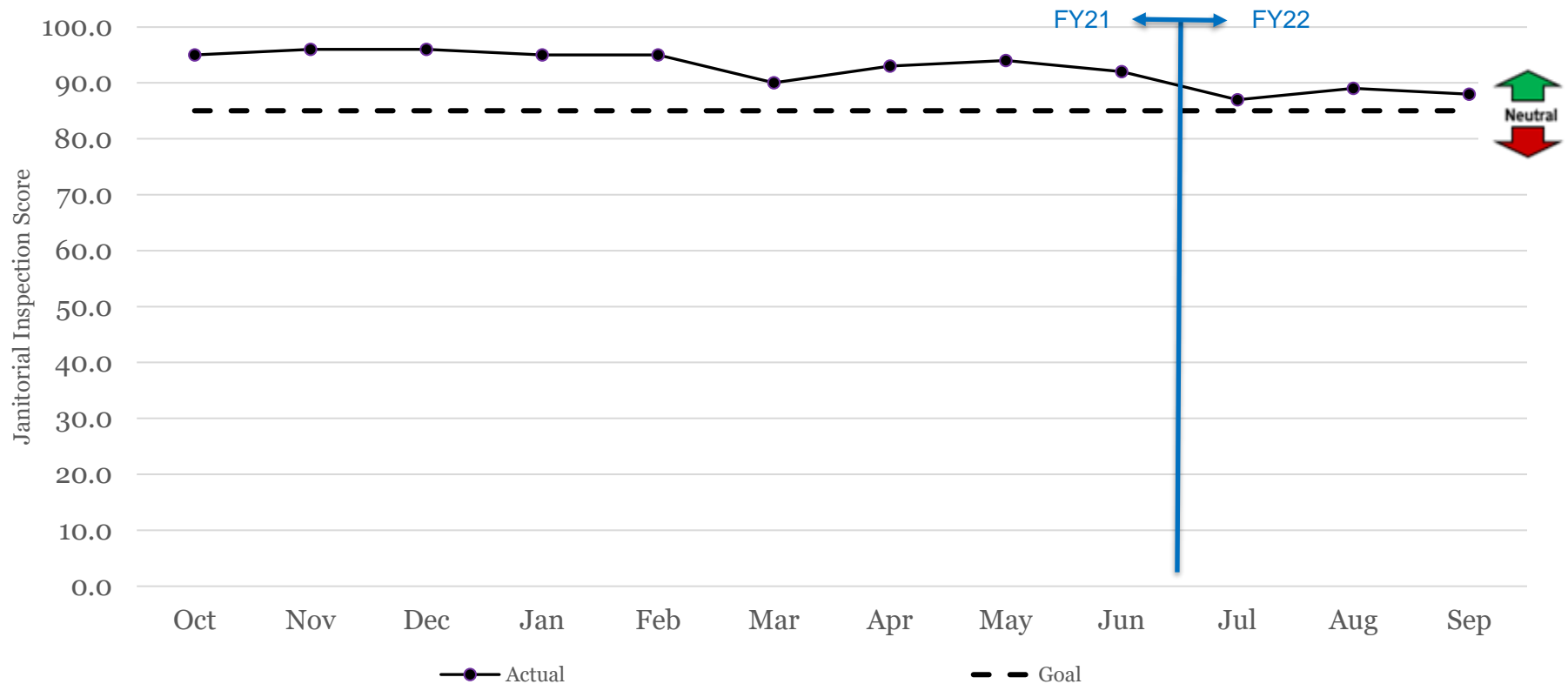
Client Satisfaction Rate
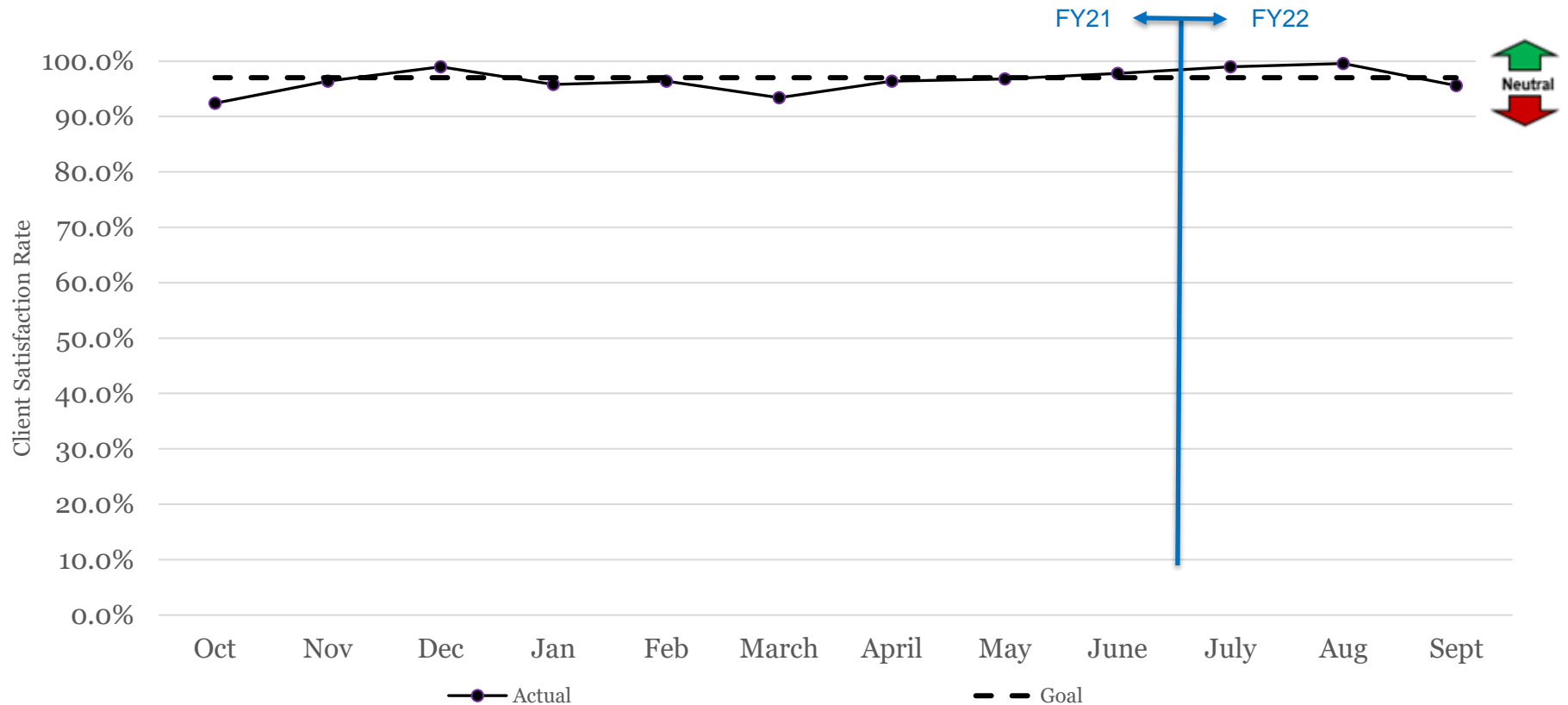
Goal: Improve client satisfaction score to 97% or higher

Drivers: Timeliness, Communication, Rework, Neatness, Professionalism

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

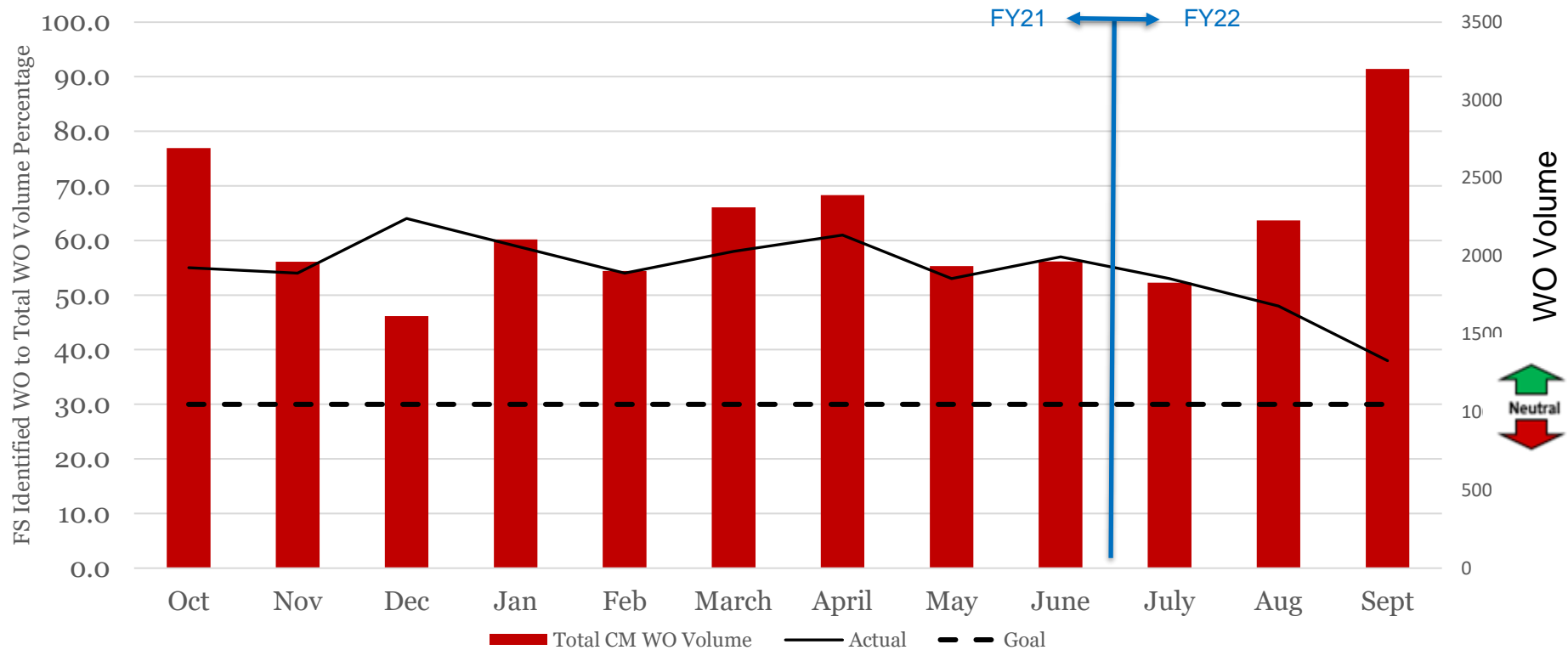**KPI Leader:** Brian Cowperthwaite

Janitorial Inspection Score

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

FS Identified Work Order Rate

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
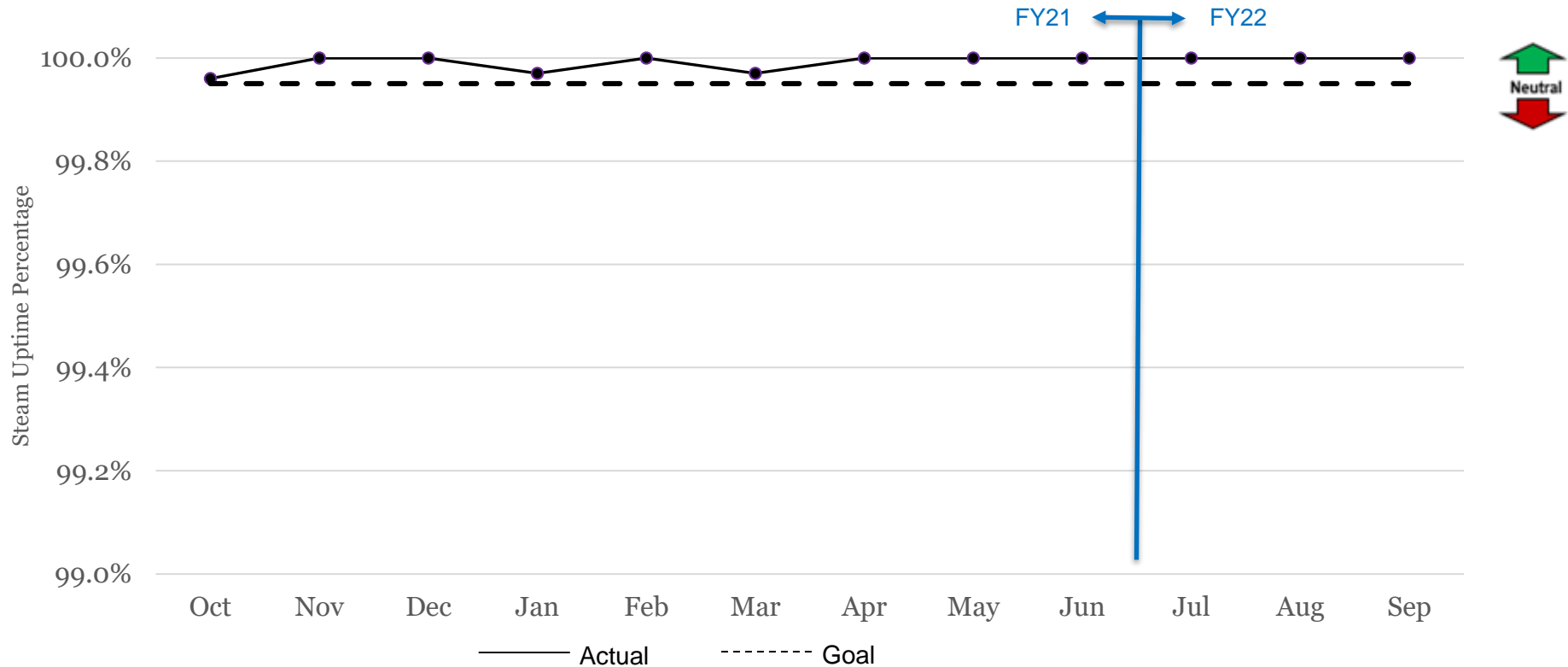
Goal: Maintain Steam Commodity Uptime above 99.95%

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

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Operations Actual to Budget
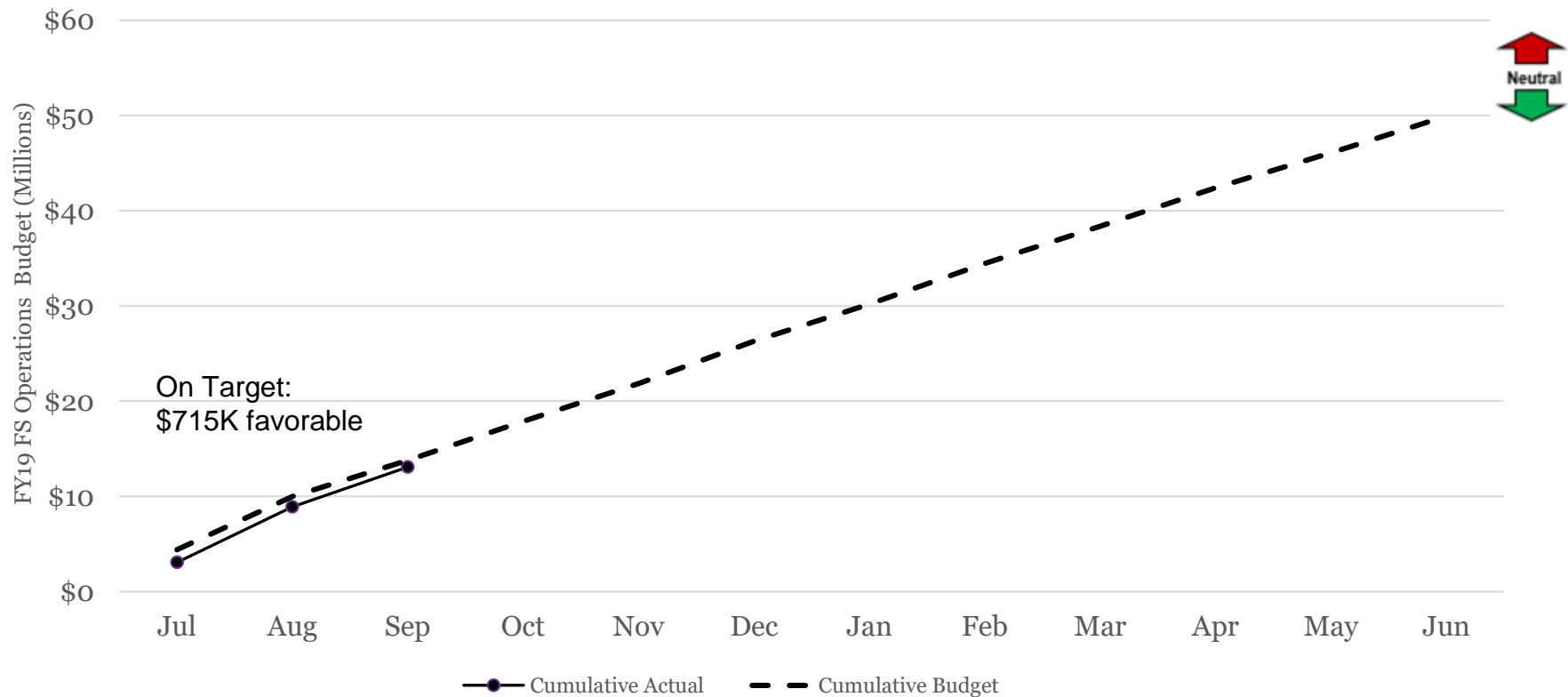
Goal: Manage Operating Expenses within +/- 2% of Budget

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

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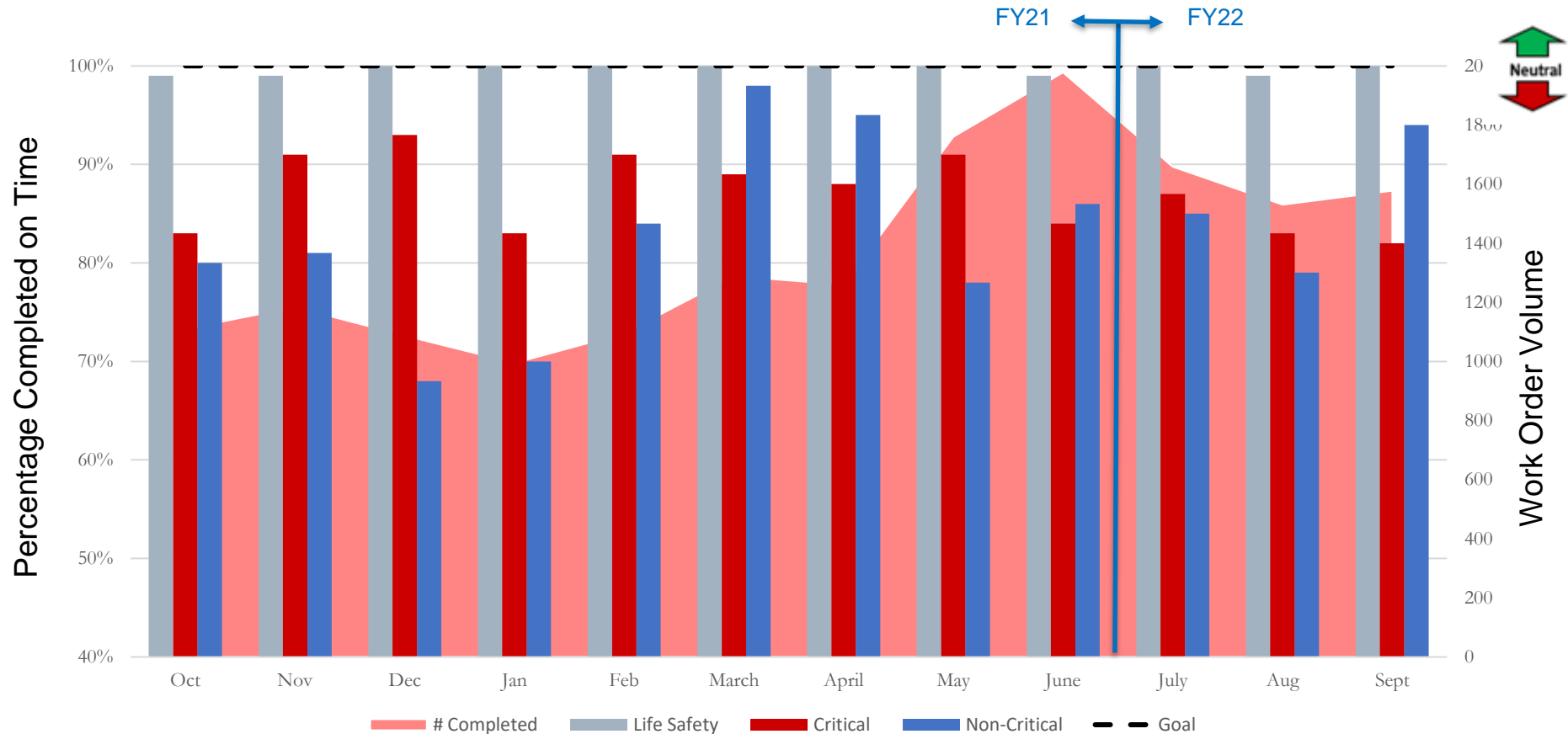# Utilities Actual to Budget
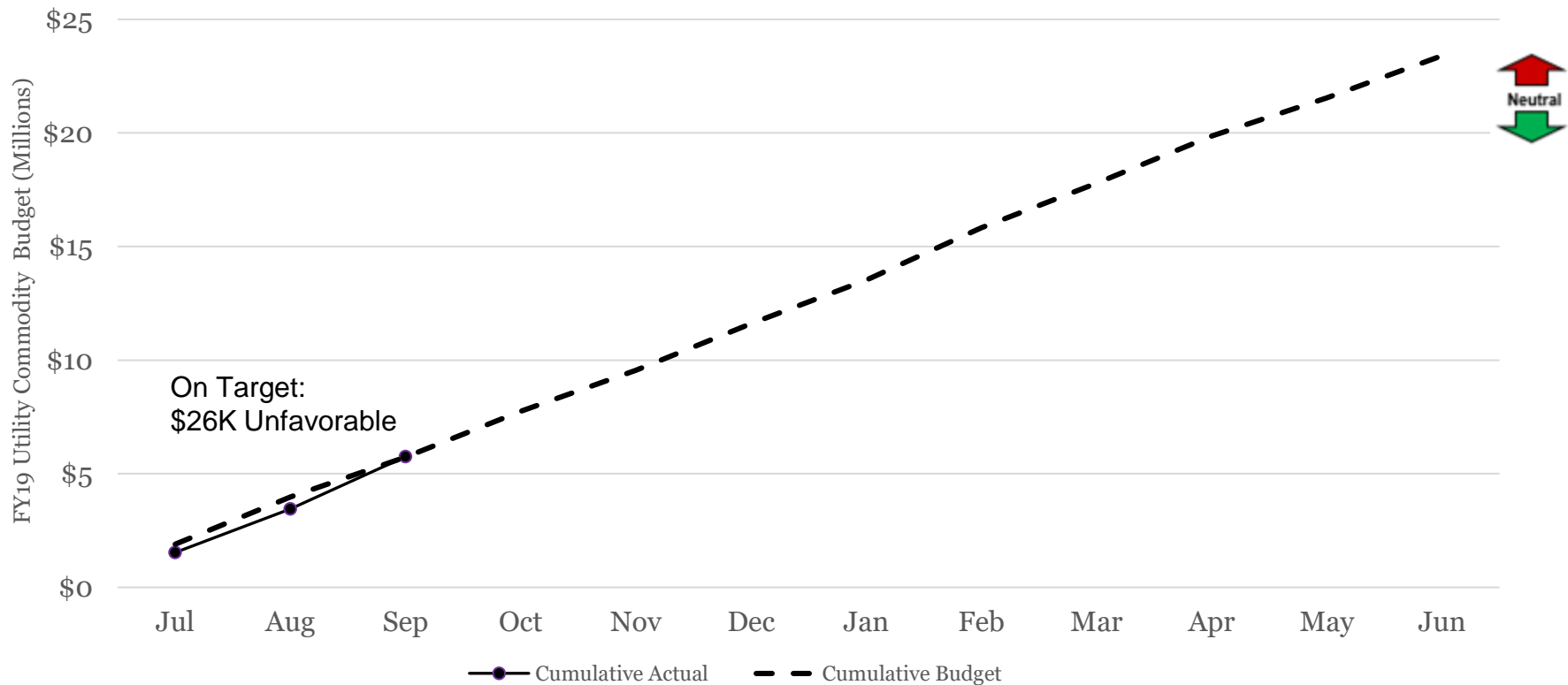
Goal: Manage Utility Expenses within +/- 5% of Budget

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

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

KPI Leader: Crystal Smith

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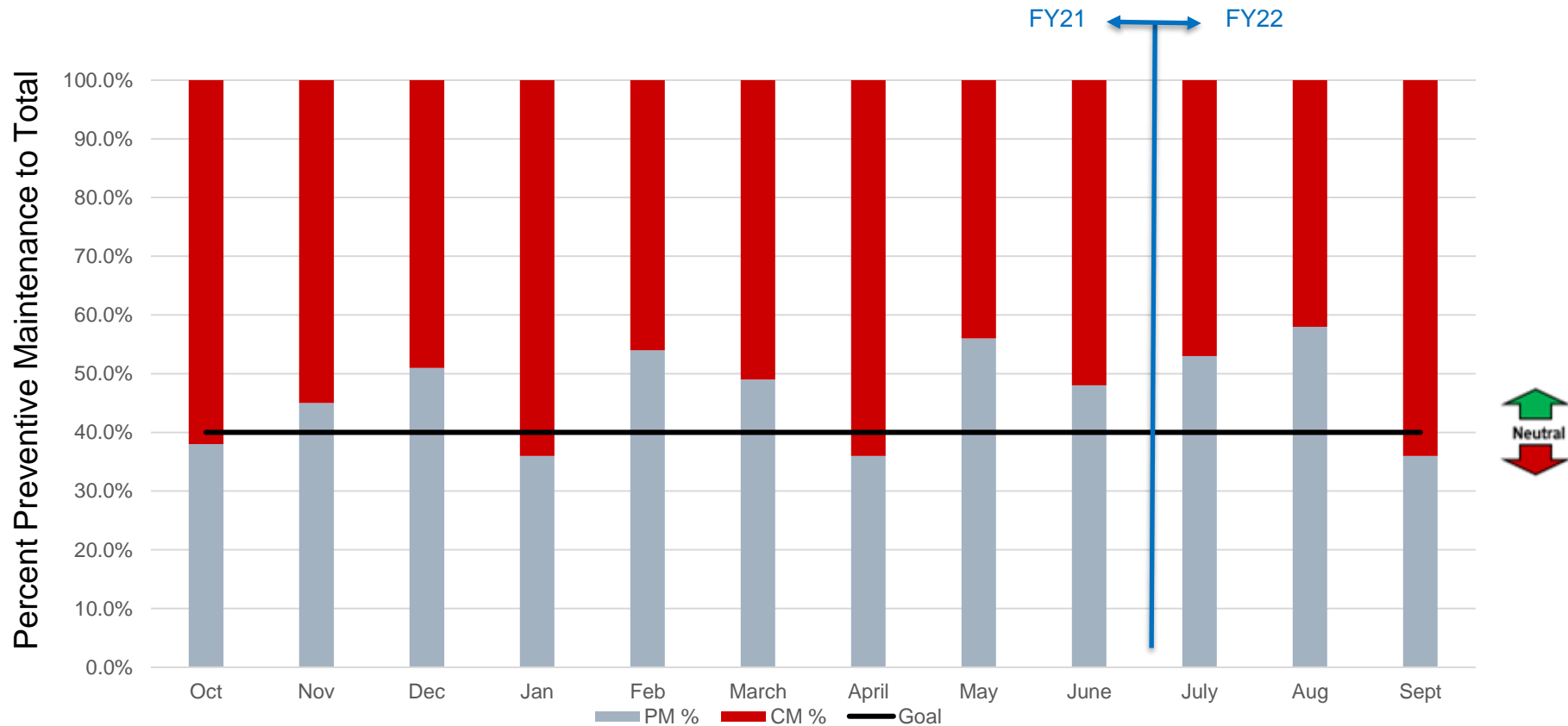
Goal: Drive Preventive Maintenance above 40% of work orders compared to Corrective & Emergency combined

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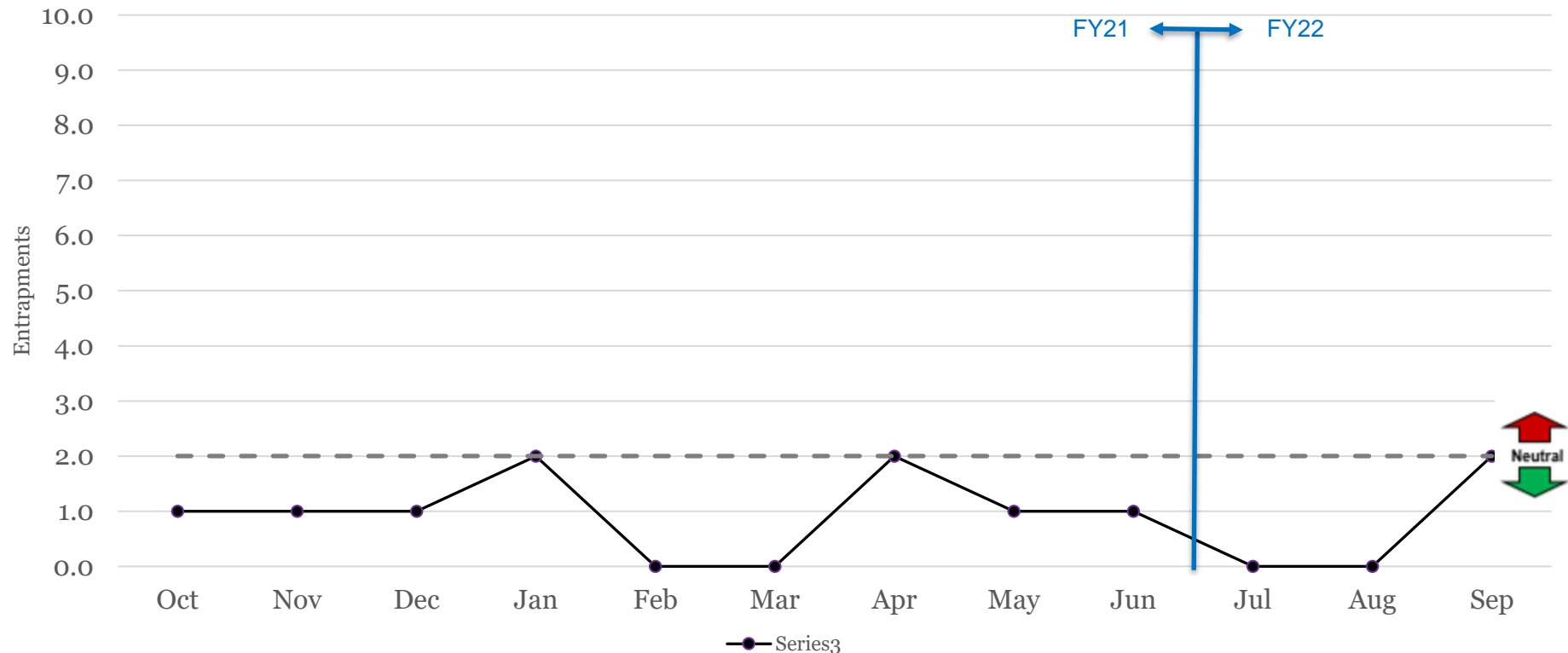
Goal: Reduce Elevator Entrapments to no more than TWO per month in FY21 (was FOUR in FY20)

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
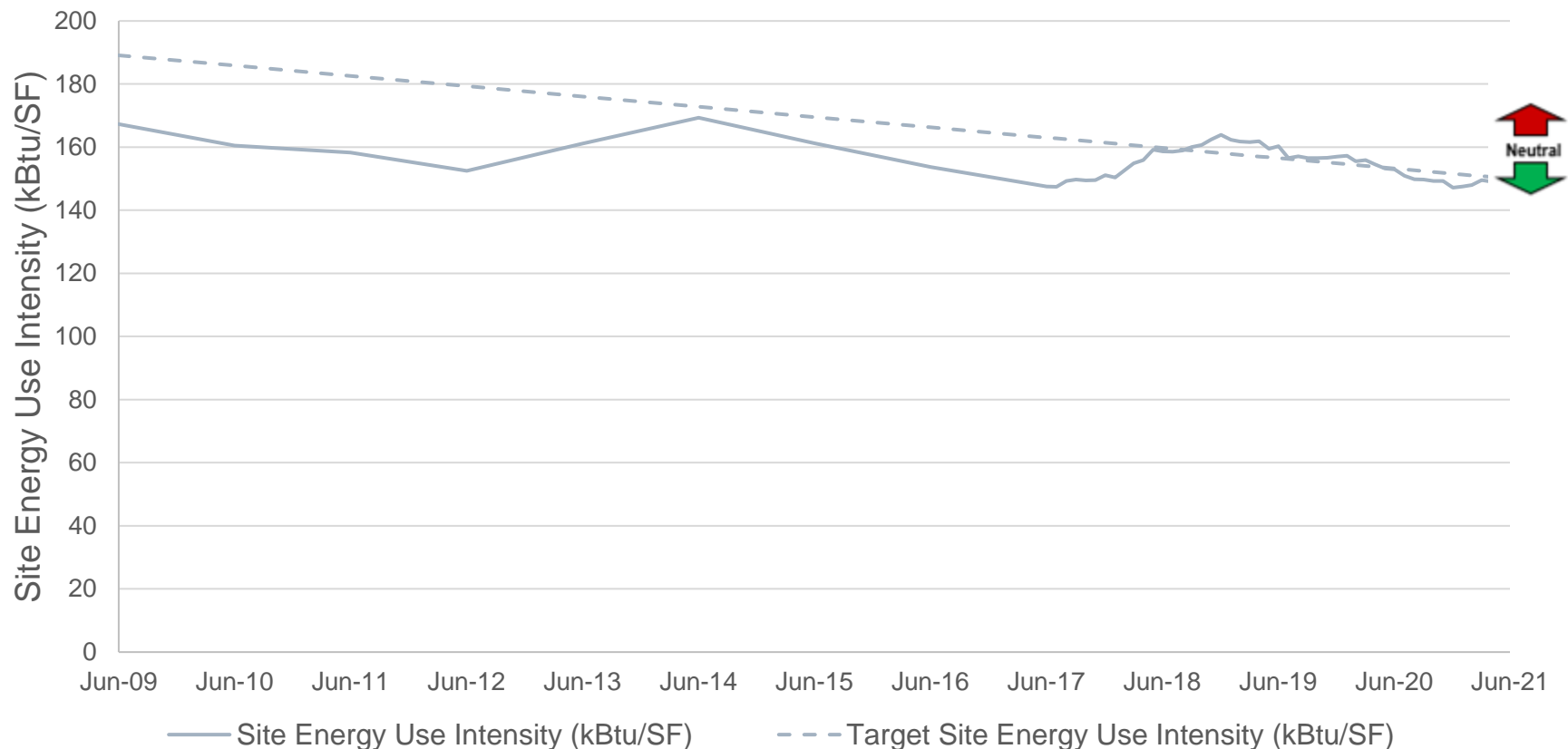
Goal: Decrease total energy usage by 20% from baseline

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
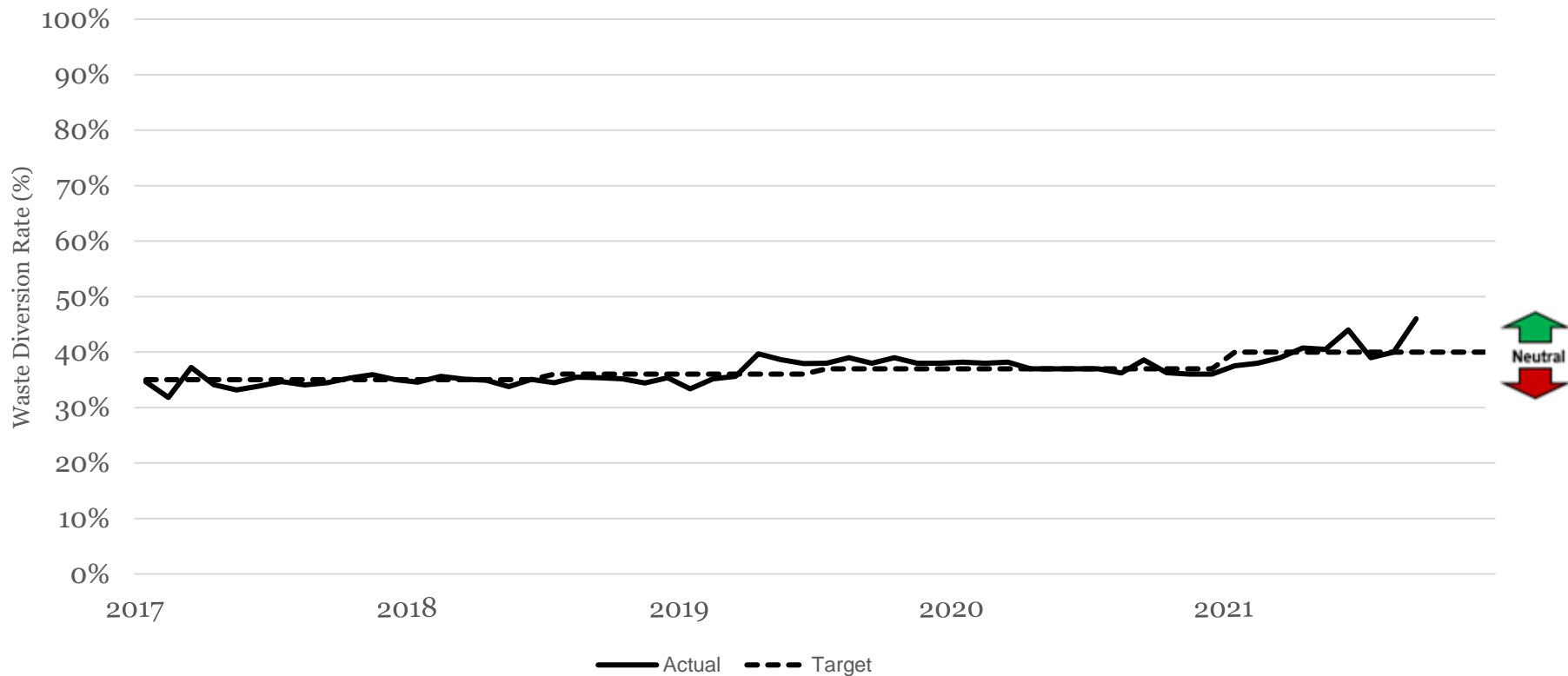
Goal: Improve Waste Diversion Rate to greater than 40%

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
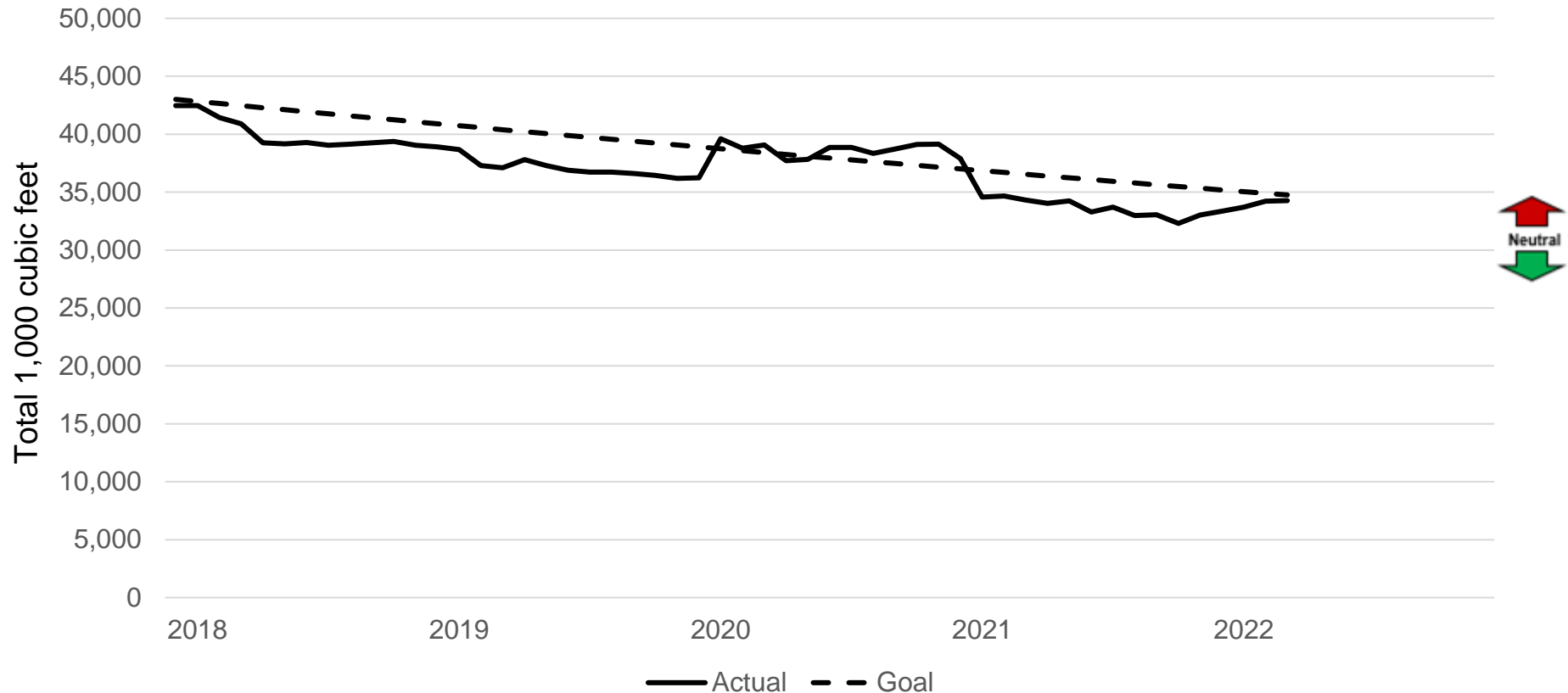
Goal: Decrease total water usage by 20% from baseline

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

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