Facilities Services Operations
Key Performance Indicators

June 2022
FY2022
Through May 2022 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>3.17</td>
<td>-0.01%</td>
<td>Positive</td>
</tr>
<tr>
<td>Safety Training Compliance Rate</td>
<td>97.3%</td>
<td>-0.5%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Service Delivery</strong></td>
<td>1.5</td>
<td>-0.6</td>
<td>Negative</td>
</tr>
<tr>
<td>Work Order Completion Time</td>
<td>83%</td>
<td>+1.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>Client Satisfaction Rate</td>
<td>95%</td>
<td>-1.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Janitorial Inspection Score</td>
<td>85%</td>
<td>-.07%</td>
<td>Positive</td>
</tr>
<tr>
<td>FS Identified Work Order Rate</td>
<td>43%</td>
<td>-1.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Steam Commodity Uptime</td>
<td>99.96%</td>
<td>-1.4%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Financial Performance</strong></td>
<td>-3%</td>
<td>1.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Operations Actual to Budget</td>
<td>-3%</td>
<td>1.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Utilities Actual to Budget</td>
<td>+4%</td>
<td>1.0</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Risk Reduction</strong></td>
<td>0.9</td>
<td>+3.7</td>
<td>Positive</td>
</tr>
<tr>
<td>Preventive Maint. Completion Time</td>
<td>86%</td>
<td>-3.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>PM to CM Percentage</td>
<td>56%</td>
<td>+20%</td>
<td>Positive</td>
</tr>
<tr>
<td>Elevator Entrapments</td>
<td>0</td>
<td>0</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>-8.8</td>
<td>-0.8</td>
<td>Negative</td>
</tr>
<tr>
<td>Energy Usage Intensity (kBTU/SF)</td>
<td>158.7</td>
<td>0.7%</td>
<td>Negative</td>
</tr>
<tr>
<td>Waste Diversion Rate (%)</td>
<td>47%</td>
<td>+5.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>Water Usage (1,000 cubic feet)</td>
<td>44,543</td>
<td>4.7%</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>25,172</td>
<td>+2</td>
<td>.01%</td>
<td>Positive</td>
</tr>
<tr>
<td>Full Time Equivalent</td>
<td>215</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Funded Vacancies</strong></td>
<td>10</td>
<td>-3</td>
<td>30%</td>
<td>Positive</td>
</tr>
<tr>
<td>Buildings</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>
</tbody>
</table>

### Usage

<table>
<thead>
<tr>
<th>Usage</th>
<th>Current</th>
<th>Change</th>
<th>Percent</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Orders (12-month)</td>
<td>64,565</td>
<td>+1,743</td>
<td>+2.7%</td>
<td>Negative</td>
</tr>
<tr>
<td>Chilled Water (12-month in Ton-Hours)</td>
<td>25,855,414</td>
<td>+1,132,182</td>
<td>+4.6%</td>
<td>Negative</td>
</tr>
<tr>
<td>Steam (12-month in Thousand Pounds)</td>
<td>1,273,638</td>
<td>11,889</td>
<td>+0.9%</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
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

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**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
**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:** John D’Angelo
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
**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

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
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
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:** John D’Angelo
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
**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:** John D'Angelo
**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