Facilities Services Operations
Key Performance Indicators

October 2022
FY2023
Through September 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>1.8</td>
<td>+0.2</td>
<td>Positive</td>
</tr>
<tr>
<td>DART</td>
<td>2.6</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
<tr>
<td>Safety Training Compliance Rate</td>
<td>97.7%</td>
<td>+0.3%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Service Delivery</strong></td>
<td>-0.6</td>
<td>-1.4</td>
<td>Negative</td>
</tr>
<tr>
<td>Work Order Completion Time</td>
<td>75%</td>
<td>-3.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Client Satisfaction Rate</td>
<td>97%</td>
<td>-2.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Janitorial Inspection Score</td>
<td>87%</td>
<td>+2.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>FS Identified Work Order Rate</td>
<td>37%</td>
<td>-9.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Steam Commodity Uptime</td>
<td>99.95%</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Financial Performance</strong></td>
<td>1.0</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
<tr>
<td>Operations Actual to Budget</td>
<td>1.0%</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
<tr>
<td>Utilities Actual to Budget</td>
<td>9.0%</td>
<td>-1.0%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Risk Reduction</strong></td>
<td>-2.9</td>
<td>-5.1</td>
<td>Negative</td>
</tr>
<tr>
<td>Preventive Maint. Completion Time</td>
<td>88%</td>
<td>-3.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>PM to CM Percentage</td>
<td>40%</td>
<td>-10%</td>
<td>Negative</td>
</tr>
<tr>
<td>Elevator Entrapments</td>
<td>4</td>
<td>+3</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>-4.2</td>
<td>+6.6</td>
<td>Positive</td>
</tr>
<tr>
<td>Energy Usage Intensity (kBTU/SF)</td>
<td>152.7</td>
<td>-0.3</td>
<td>Positive</td>
</tr>
<tr>
<td>Waste Diversion Rate (%)</td>
<td>49%</td>
<td>+4.5%</td>
<td>Positive</td>
</tr>
<tr>
<td>Water Usage (1,000 gallons)</td>
<td>380,878</td>
<td>+2.1%</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>25,448</td>
<td>+218</td>
<td>0.8%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Full Time Equivalent</strong></td>
<td>216</td>
<td>+1</td>
<td>0.4%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Funded Vacancies</strong></td>
<td>6</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Buildings</strong></td>
<td>198</td>
<td>+1</td>
<td>+0.5%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Gross Square Feet</strong></td>
<td>18.8M</td>
<td>+20,410</td>
<td>+0.1%</td>
<td>Positive</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><strong>Work Orders (12-month)</strong></td>
<td>66,119</td>
<td>+841</td>
<td>1.2%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Chilled Water (12-month in Ton-Hours)</strong></td>
<td>27,556,526</td>
<td>+202,685</td>
<td>+0.7%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Steam (12-month in Thousand Pounds)</strong></td>
<td>1,264,771</td>
<td>+3,856</td>
<td>0.3%</td>
<td>Negative</td>
</tr>
</tbody>
</table>

*High Bay added at 20,410 GSF*
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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**Graph Details:**
- **Y-axis:** Percentage Completed On Time
- **X-axis:** Months (Oct to Sept)
- **Legend:**
  - WO's Closed <31 days
  - >31 Days
  - % Closed
  - Goal %

**Y-axis Values:**
- 100
- 90
- 80
- 70
- 60
- 50
- 40
- 30
- 20
- 10
- 0

**X-axis Values:**
- Oct
- Nov
- Dec
- Jan
- Feb
- March
- April
- May
- June
- July
- Aug
- Sept

**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:** Mark Meyers

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**Diagram Description:**
- Series 3
- Series 1
- FY22
- FY23
- Janitorial Inspection Score
- Nov 2022 to Sept 2023
- Neutral level

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**Additional Information:**

The diagram shows the trend of the Janitorial Inspection Score from October 2022 to September 2023. The score is depicted with two series, Series 3 and Series 1, over the months. The goal is to improve the score to 85% or higher, with drivers including weather, events, construction, and location. The initiative focuses on aligning contractual requirements and client expectations using APPA’s cleanliness levels, led by Mark Meyers.
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
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

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On Target: $567K Favorable
**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

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**Percentage Completed on Time**

**Work Order Volume**

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**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

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**The University of Chicago**
**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:** Mark Meyers
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

Modifications: Steam meter data at WERC was adjusted from January 2021 to June 2022 due to a meter failure. Corrected historical use is based on a regression of 3-years of historical daily steam use vs. HDD before the meter failure.

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:** Mark Meyers
**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

**Modifications:** Water use modified to show kgal instead of 1,000 cubic feet. Replaced all estimated usage from DWM bills with monthly manual meter readings. Added data for South Campus Chilled Water Plant, Booth and all residence halls.

**KPI Leader:** Adam D’Ambrosio