## Key Process Indicators - Summary

<table>
<thead>
<tr>
<th>Key Volume</th>
<th>Current</th>
<th>Change</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Safety</strong></td>
<td>100%</td>
<td>+9%</td>
<td>Positive</td>
</tr>
<tr>
<td>DART</td>
<td>2.95</td>
<td>-0.95</td>
<td>Positive</td>
</tr>
<tr>
<td>Safety Training Compliance Rate</td>
<td>96%</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Service Delivery</strong></td>
<td>5.6</td>
<td>+0.8</td>
<td>Positive</td>
</tr>
<tr>
<td>Work Order Completion Time</td>
<td>97%</td>
<td>+11%</td>
<td>Positive</td>
</tr>
<tr>
<td>Client Satisfaction Rate</td>
<td>97%</td>
<td>-1%</td>
<td>Negative</td>
</tr>
<tr>
<td>Janitorial Inspection Score</td>
<td>87%</td>
<td>-3%</td>
<td>Negative</td>
</tr>
<tr>
<td>FS Identified Work Order Rate</td>
<td>50%</td>
<td>+3%</td>
<td>Positive</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>0%</td>
<td>+3%</td>
<td>Negative</td>
</tr>
<tr>
<td>Operations Actual to Budget</td>
<td>0%</td>
<td>+3%</td>
<td>Negative</td>
</tr>
<tr>
<td>Utilities Actual to Budget</td>
<td>-3%</td>
<td>+5%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Risk Reduction</strong></td>
<td>2.4</td>
<td>+1.2</td>
<td>Positive</td>
</tr>
<tr>
<td>Preventive Maint. Completion Time</td>
<td>94%</td>
<td>-1%</td>
<td>Negative</td>
</tr>
<tr>
<td>PM to CM Percentage</td>
<td>56%</td>
<td>14%</td>
<td>Positive</td>
</tr>
<tr>
<td>Elevator Entrapments</td>
<td>1</td>
<td>0</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>0</td>
<td>-1.1</td>
<td>Negative</td>
</tr>
<tr>
<td>Energy Usage Intensity (kBTU/SF)</td>
<td>158.1</td>
<td>+0.4%</td>
<td>Negative</td>
</tr>
<tr>
<td>Waste Diversion Rate (%)</td>
<td>39%</td>
<td>+1%</td>
<td>Positive</td>
</tr>
<tr>
<td>Water Usage (1,000 cubic feet)</td>
<td>38,780</td>
<td>-830</td>
<td>Positive</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>21,755</td>
<td>+5</td>
<td>0</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Full Time Equivalent</strong></td>
<td>213</td>
<td>0</td>
<td>0</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Funded Vacancies</strong></td>
<td>11</td>
<td>-4</td>
<td>-25%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Buildings</strong></td>
<td>194</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Gross Square Feet</strong></td>
<td>18.3M</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>Work Orders (12-month)</td>
<td>68,381</td>
<td>-121</td>
<td>-1.7%</td>
<td>Positive</td>
</tr>
<tr>
<td>Chilled Water (12-month in Ton-Hours)</td>
<td>25,209,387</td>
<td>+738,522</td>
<td>+3.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Steam (12-month in Thousand Pounds)</td>
<td>1,327,799</td>
<td>+497</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
</tbody>
</table>
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

---

**Graph Notes:**
- **WO's Closed <31 days**
- **>31 Days**
- **% Closed**
- **Goal**

**Graph Y-axis:** Percentage Completed On Time

**Graph X-axis:** Months from Sep to Aug

**Data Range:**
- **WO Volume**
  - 0 to 7,000
- **% Closed**
  - 0 to 100

**Goal Line:**
- **Neutral**
- **Goal**

**Legend:**
- **WO's Closed <31 days**
- **>31 Days**
- **% Closed**
- **Goal**

---

**FY19 vs FY20 Comparison:**
- **FY19:**
  - WO's Closed <31 days: 80%
  - >31 Days: 20%
- **FY20:**
  - WO's Closed <31 days: 90%
  - >31 Days: 10%

---

**Data Range:**
- **WO Volume**
  - 0 to 7,000
- **% Closed**
  - 0 to 100
**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:** Myriam Weaver
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
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:** Adam D’Ambrosio
**Goal:** Close 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
Goal: Reduce Elevator Entrapments to no more than four per month
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
**Goal:** Decrease total energy usage by 20% from baseline

**Drivers:** Behavior, Central Plant Efficiency, Temp/Humidity Control, Lighting, Plug Loads, Laboratory Loads, Funding, Maintenance

**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:** Using signage and paint schemes on dumpsters to better distinguish dumpster use; Implementing metal and landscape recycling programs; Increasing frequency of waste audits

**KPI Leader:** Brandon Rux
**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