Facilities Services Operations
Key Performance Indicators

February 2024
FY2024
Through January 2024 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>4.1</td>
<td>+0.5</td>
<td>Negative</td>
</tr>
<tr>
<td>Safety Training Compliance Rate</td>
<td>99.4%</td>
<td>+0.1%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Service Delivery</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Order Completion Time</td>
<td>81%</td>
<td>-4.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Client Satisfaction Rate</td>
<td>95%</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
<tr>
<td>Janitorial Inspection Score</td>
<td>88%</td>
<td>-6.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>FS Identified Work Order Rate</td>
<td>35%</td>
<td>-9.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Steam Commodity Uptime</td>
<td>99.99%</td>
<td>0.03%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Financial Performance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations Actual to Budget</td>
<td>-7%</td>
<td>-1.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>Utilities Actual to Budget</td>
<td>-6%</td>
<td>-2.0%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Risk Reduction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preventive Maint. Completion Time</td>
<td>90%</td>
<td>+3.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>PM to CM Percentage</td>
<td>38%</td>
<td>-15.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Elevator Entrapments</td>
<td>0</td>
<td>-1.0</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy Usage Intensity (kBTU/SF)</td>
<td>147.6</td>
<td>-1.7%</td>
<td>Positive</td>
</tr>
<tr>
<td>Waste Diversion Rate (%)</td>
<td>39%</td>
<td>-1.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Water Usage (1,000 gallons)</td>
<td>349,029</td>
<td>-2.8%</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>26,538</td>
<td>138</td>
<td>0.5%</td>
<td>Positive</td>
</tr>
<tr>
<td>Full Time Equivalent</td>
<td>220</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td>Funded Vacancies</td>
<td>14</td>
<td>-3</td>
<td>0.21%</td>
<td>Positive</td>
</tr>
<tr>
<td>Buildings</td>
<td>201</td>
<td>0</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
<tr>
<td>Gross Square Feet</td>
<td>18.9M</td>
<td>0</td>
<td>0.0%</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>66,607</td>
<td>-195</td>
<td>-0.3%</td>
<td>Positive</td>
</tr>
<tr>
<td>Chilled Water (12-month in Ton-Hours)</td>
<td>28,052,213</td>
<td>-234,160</td>
<td>-0.8%</td>
<td>Positive</td>
</tr>
<tr>
<td>Steam (12-month in Thousand Pounds)</td>
<td>1,230,716</td>
<td>-20,850</td>
<td>-1.7%</td>
<td>Positive</td>
</tr>
</tbody>
</table>
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
**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
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
**Goal:** Improve client satisfaction score to 97% or higher

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

**Initiative:** Improve Communication at the time of service 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:
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: Brian Bozell
**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

**On Target:** $882K 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
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 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:
**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:** Brian Bozell
**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:**
**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

**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:** Brian Bozell