Facilities Services Operations
Key Performance Indicators

THE UNIVERSITY OF CHICAGO

October 2025

FY2026

**Through September 2025 Financial Close**

Key Process Indicators - Summary

Key Process	Current	Change	Trend
Team Safety	**0.9**	**-0.3**	**Positive**
DART	5.1	-.1	Positive
Safety Training Compliance Rate	98.5%	-0.7%	Negative
Service Delivery	**1.0**	**2.5**	**Positive**
Work Order Completion Time	69.0%	+5%	Positive
Client Satisfaction Rate	91.4%	+0.1%	Positive
Janitorial Inspection Score	95%	20%	Positive
FS Identified Work Order Rate	36%	-10%	Negative
Steam Commodity Uptime	99.99%	0%	Neutral
Financial Performance	**-22%**	**24%**	**Positive**
Operations Actual to Budget	-22%	24%	Positive
Utilities Actual to Budget	-50%	50%	Positive
Risk Reduction	**0.6**	**6.9**	**Positive**
Preventive Maint. Completion Time	88%	+4.8%	Positive
PM to CM Percentage	50%	+15%	Positive
Elevator Entrapments	2	0	Neutral
Sustainability	**-11.6**	**0.5**	**Positive**
Energy Usage Intensity (kBTU/SF)	152.3	-0.1%	Positive
Waste Diversion Rate (%)	43%	+4%	Positive
Water Usage (1,000 gallons)	351,824	-0.5%	Positive

Key Volume Indicators

Key Volume	Current	Change	Percent	Trend
Assets	26,942	+9	.01%	Positive
Full Time Equivalent	220	0	0%	Neutral
Funded Vacancies	4	0	0%	Neutral
Unfunded Vacancies	14	0	0%	Neutral
Buildings	201	0	0.0%	Neutral
Gross Square Feet	18.9M	0	0.0%	Neutral
Usage				
Work Orders (12-month)	65,251	+201	0.3%	Negative
Chilled Water (12-month in Ton-Hours)	28,839,787	-1,275,902	-4.2%	Positive
Steam (12-month in Thousand Pounds)	1,276,758	-712	-0.1%	Positive

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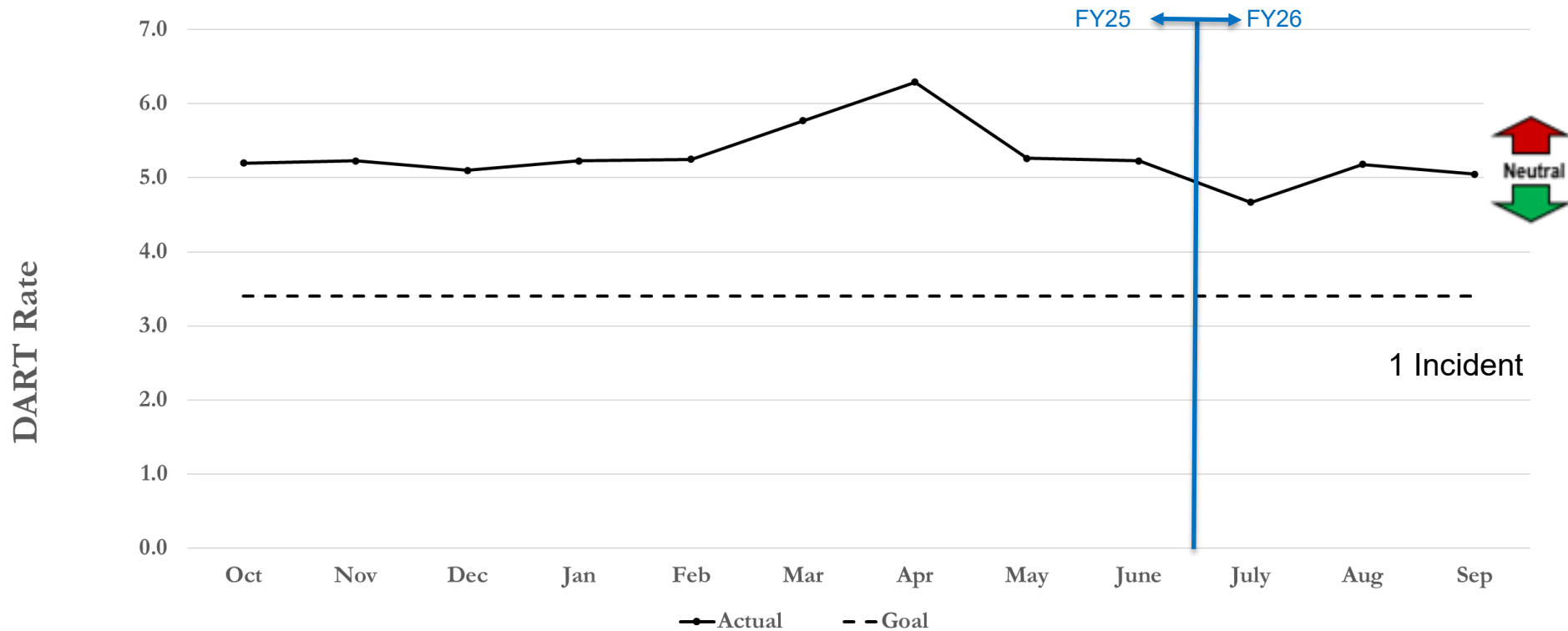
Goal: Reduce OSHA standard metric for serious injuries below 3.4 injuries per 100 FTE over a rolling 12-month period

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
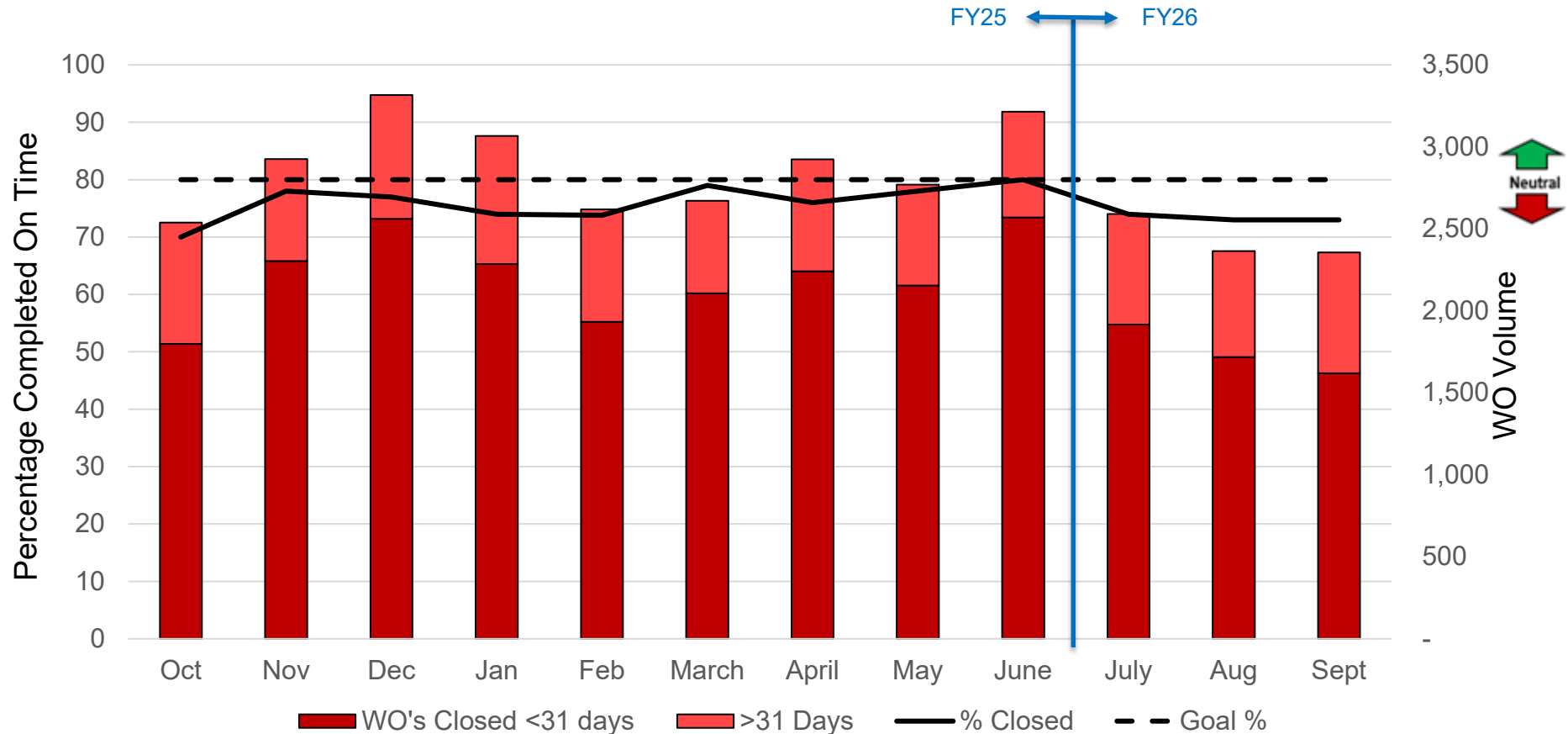
Safety Training Compliance Rate
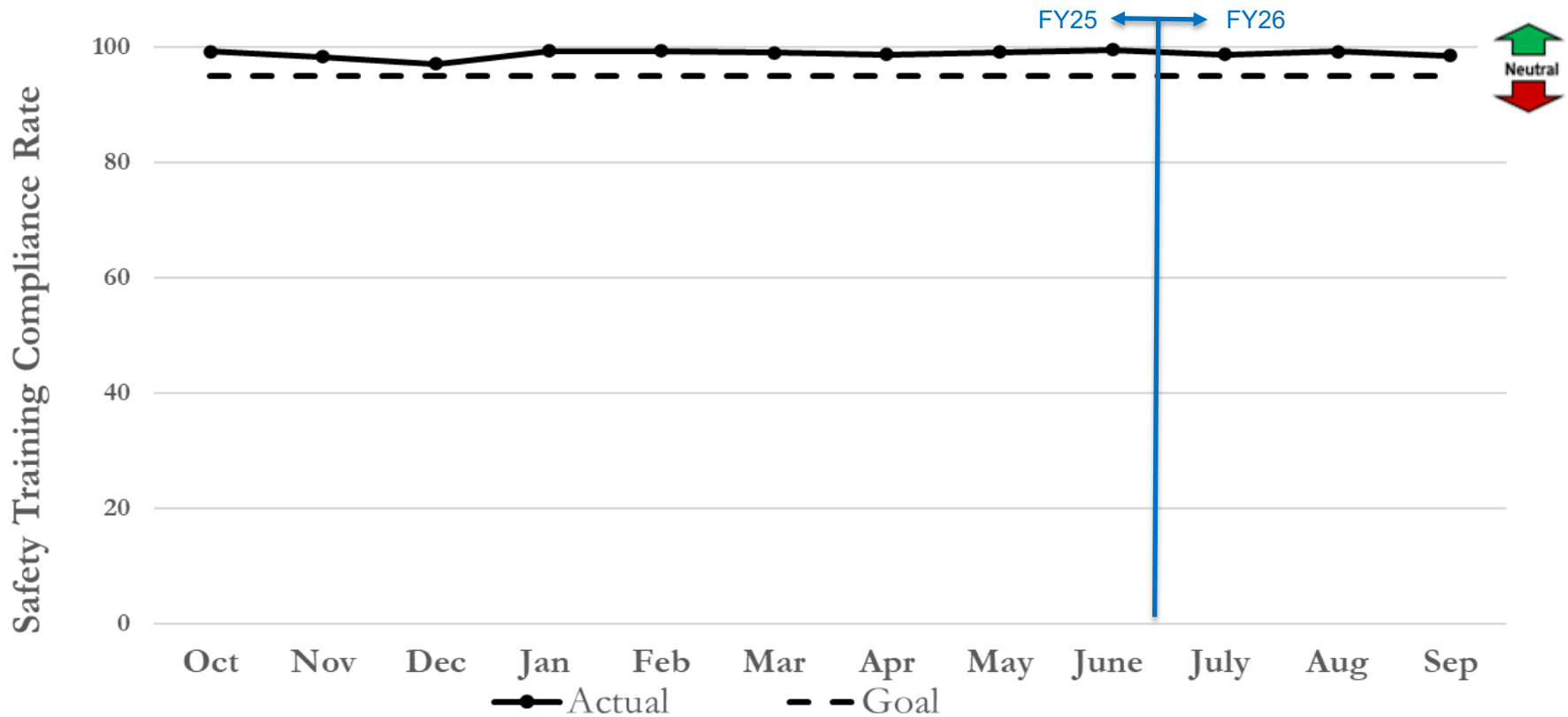
Goal: Improve safety training compliance to greater than 95%

Drivers: Training Accessibility, Team Buy In, Manager Support, Content

Initiative: Improve Training Accessibility by increasing web-based content

KPI Leader: Nicole Gall

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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: Adam Lucido

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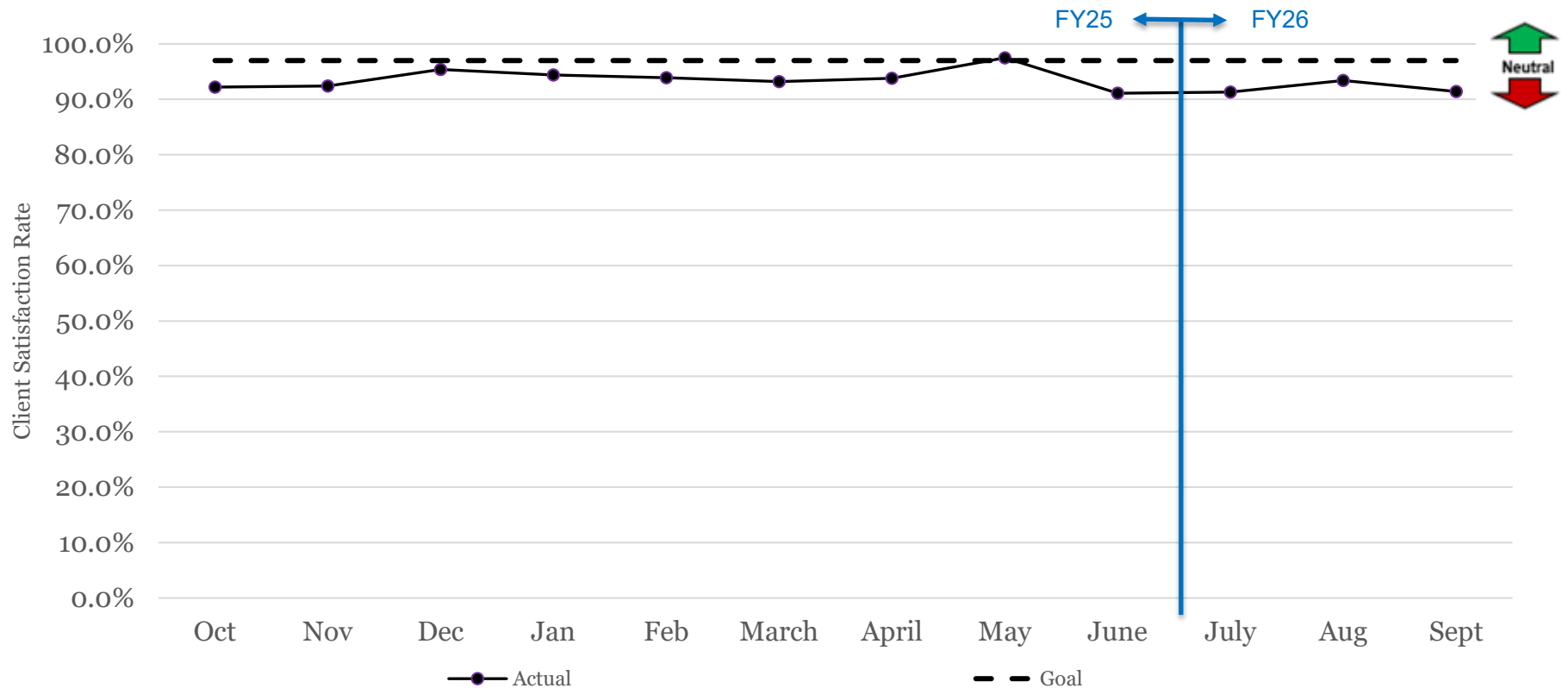
Goal: Improve client satisfaction score to 97% or higher

Drivers: Timeliness, Communication, Rework, Neatness, Professionalism

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

KPI Leader: Adam Lucido
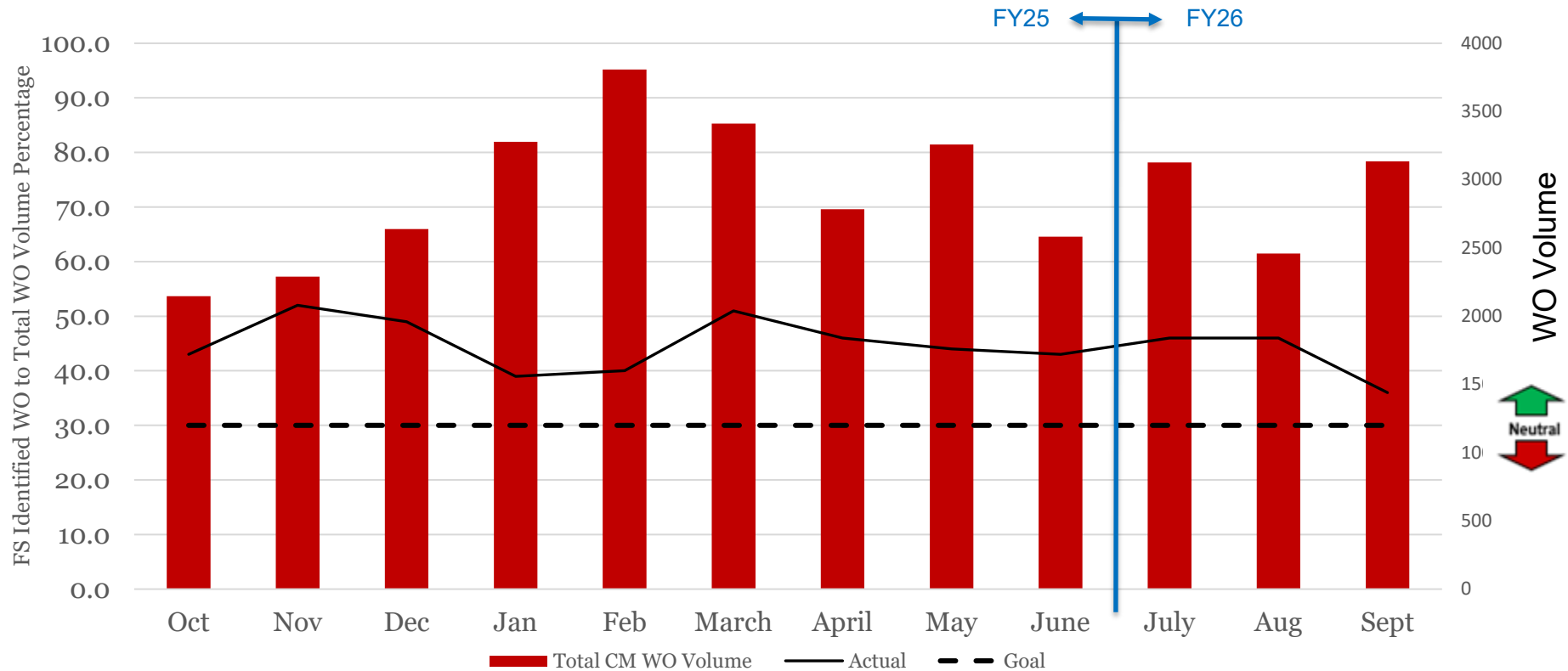
Janitorial Inspection Score
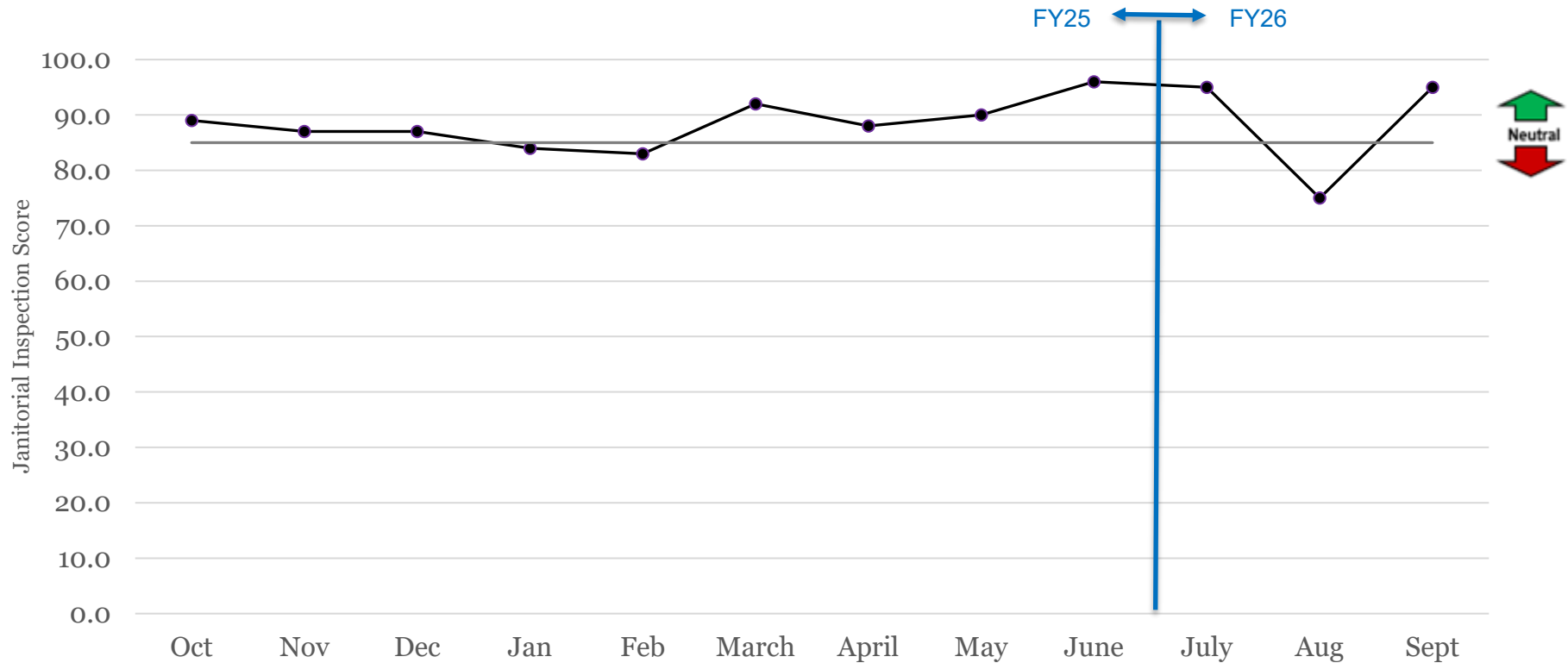
Goal: Improve janitorial inspection score to 85% or higher

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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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:** Adam Lucido

Steam Commodity Uptime
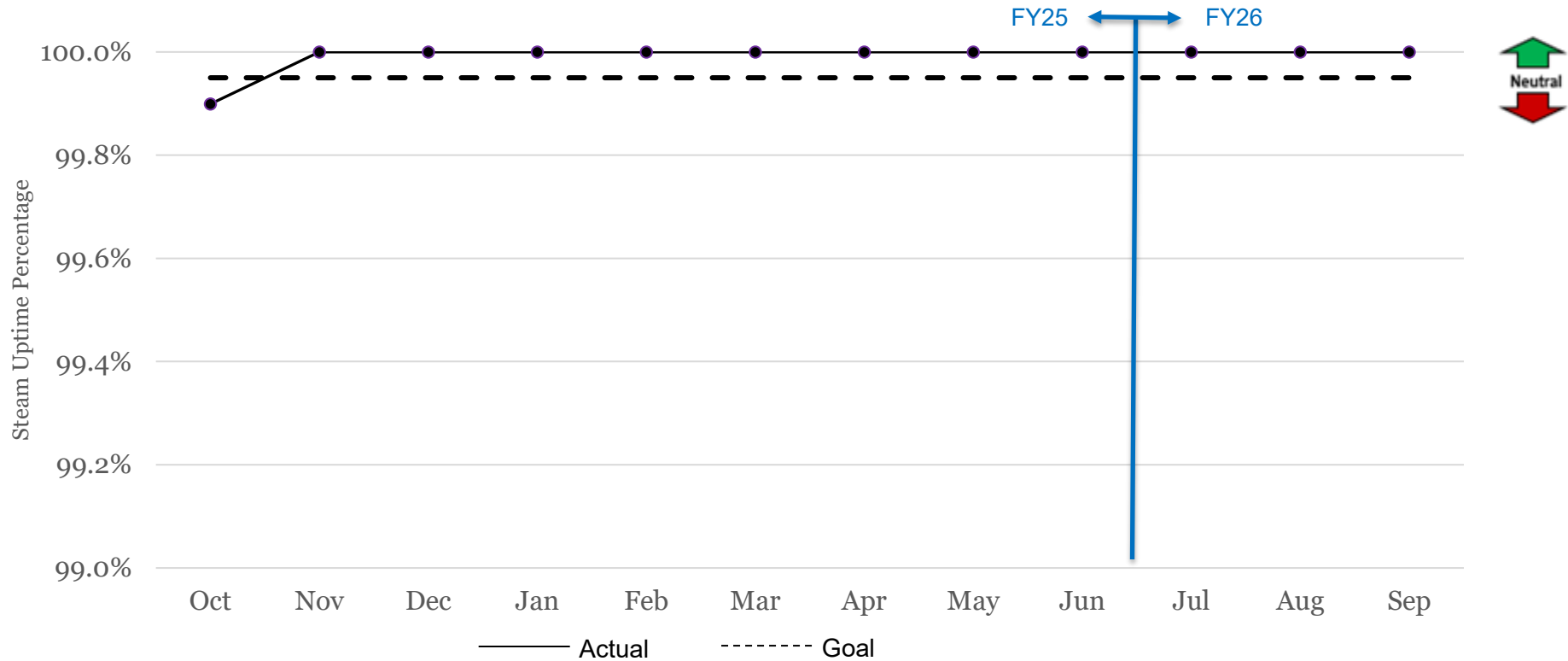
Goal: Maintain Steam Commodity Uptime above 99.95%

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

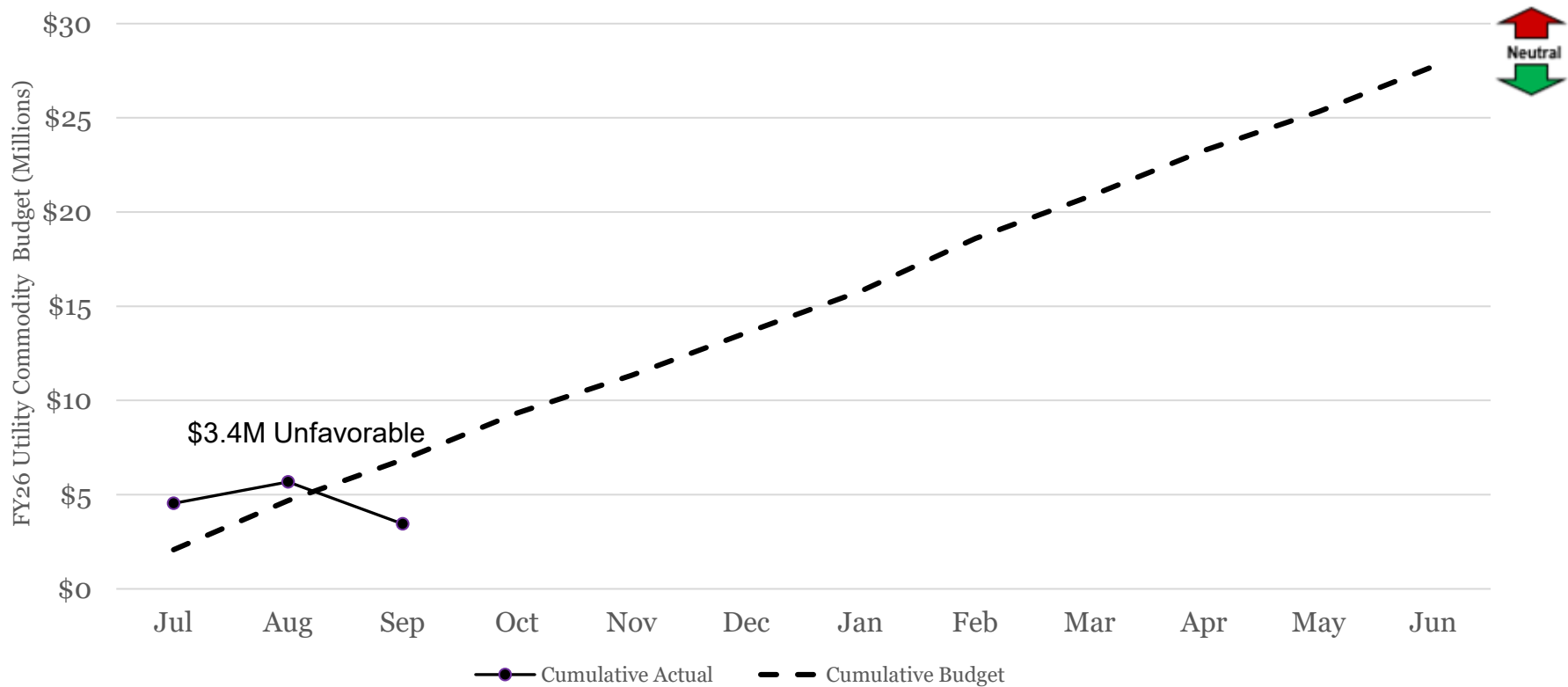**KPI Leader:** Brian Bozell

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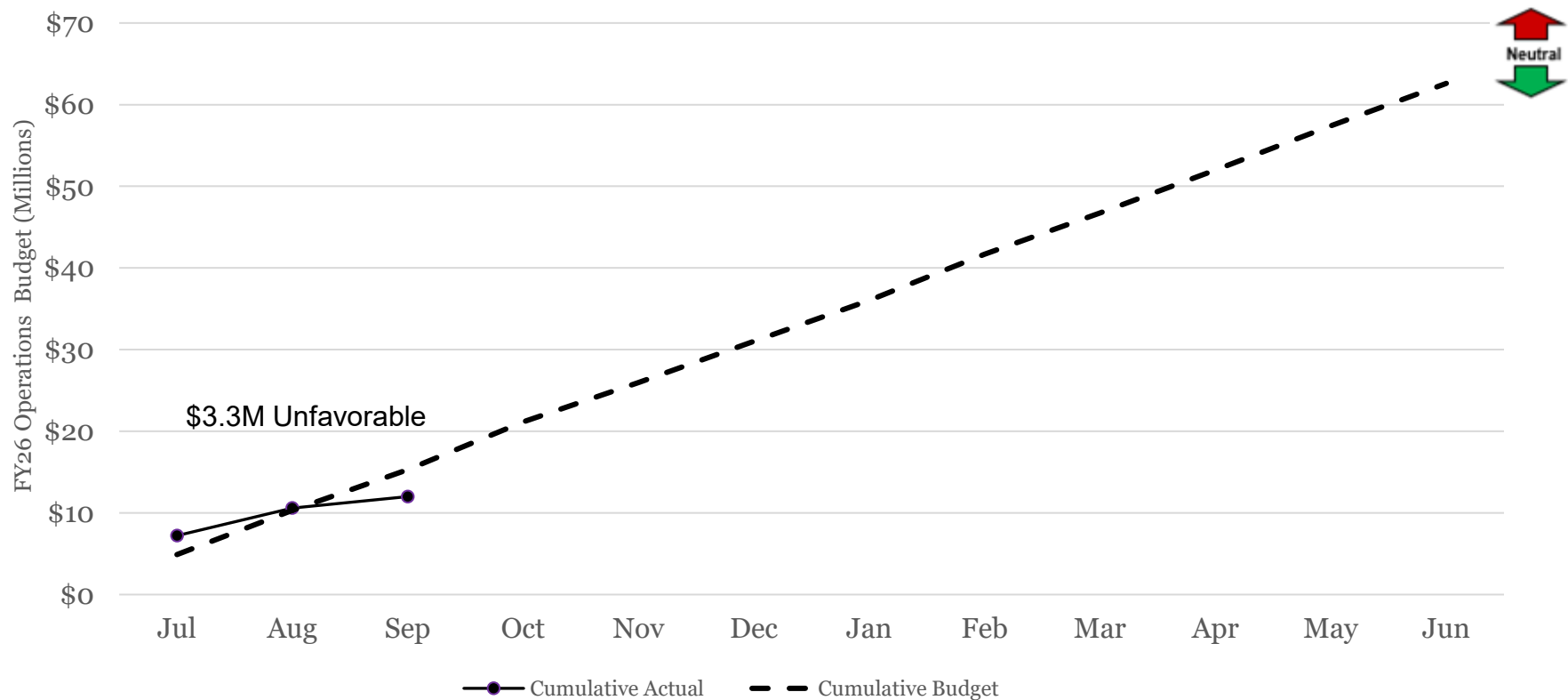
Goal: Manage Operating Expenses within +/- 2% of Budget

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
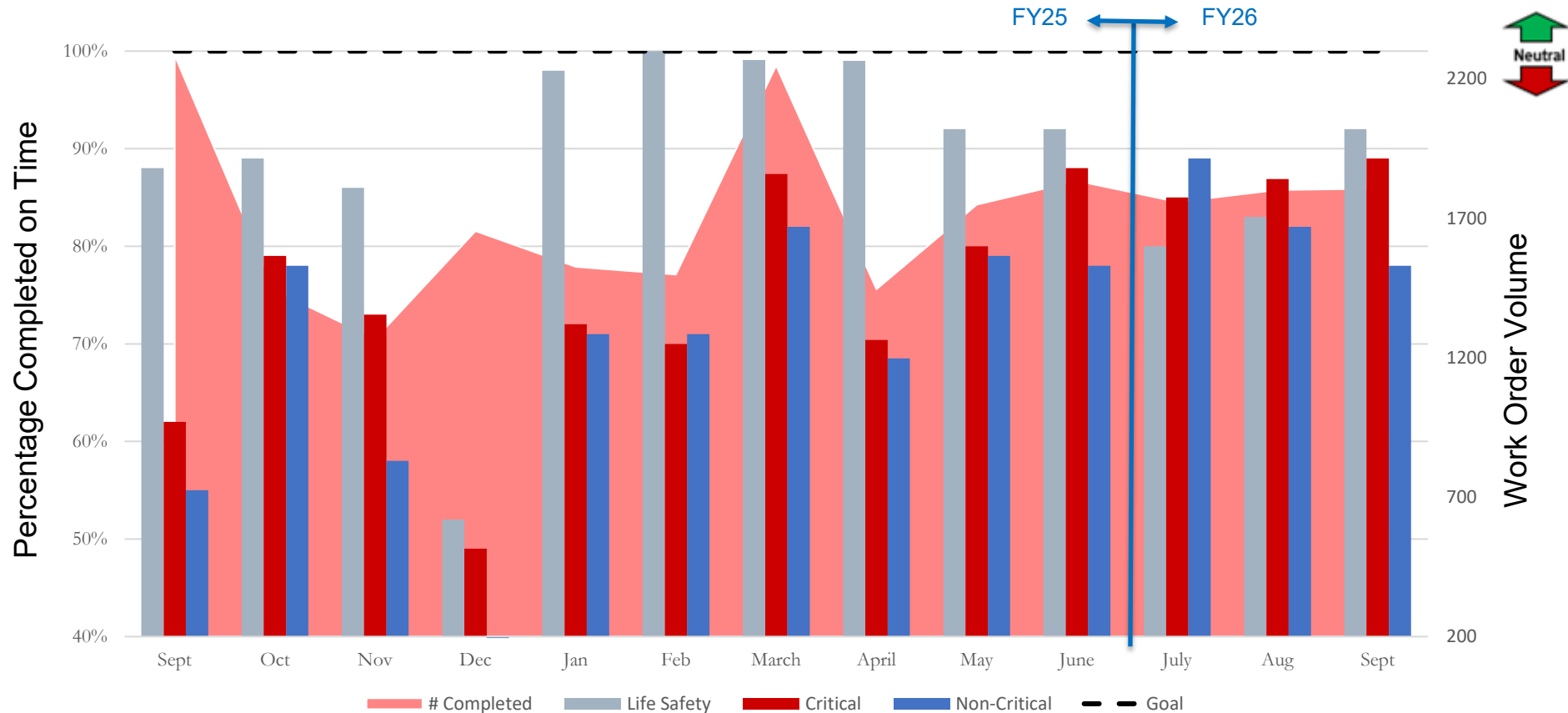
Utilities Actual to Budget

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

Preventive Maintenance On-Time Completion

Goal: Achieve 93% weighted average completion 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: Adam Lucido

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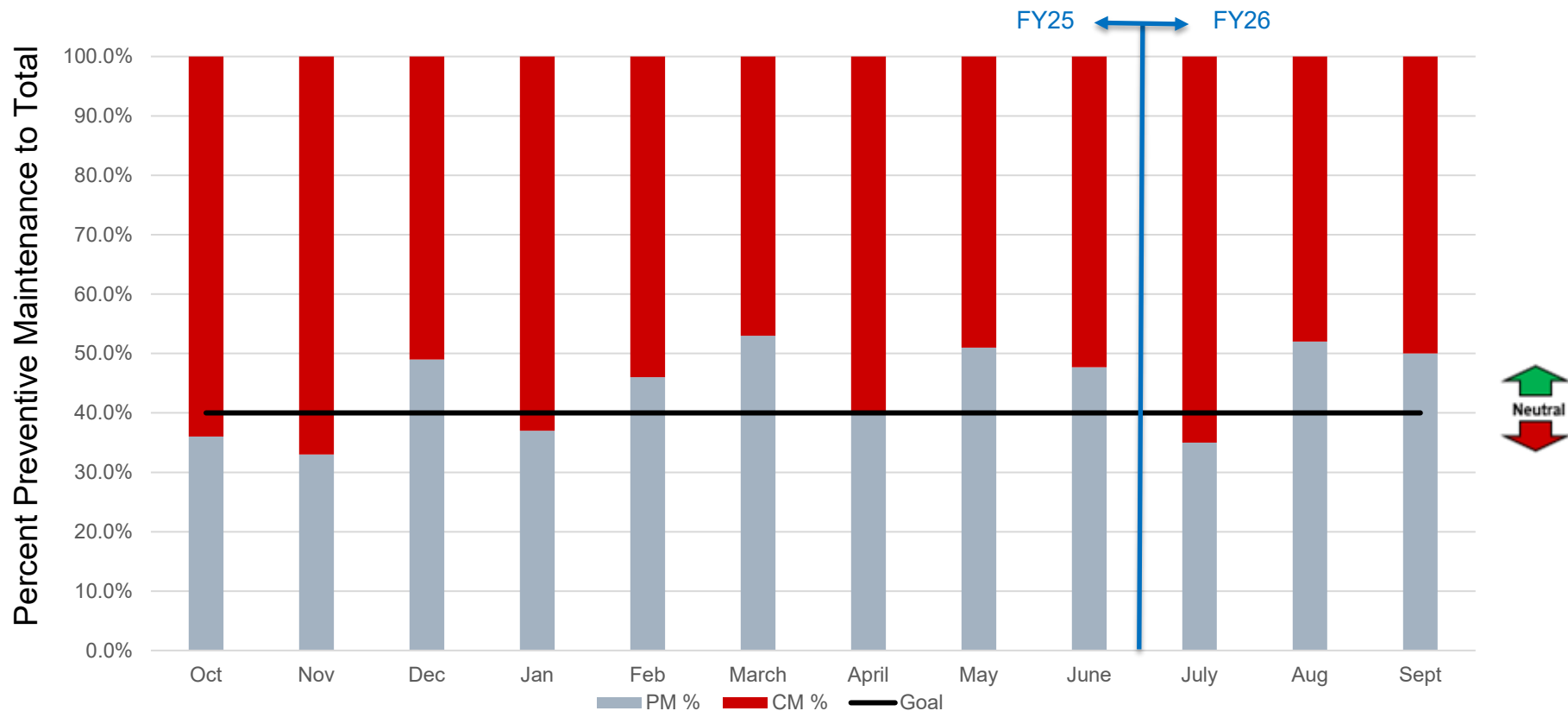
Goal: Drive Preventive Maintenance above 40% of work orders compared to Corrective & Emergency combined

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: Adam Lucido

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Elevator Entrapments
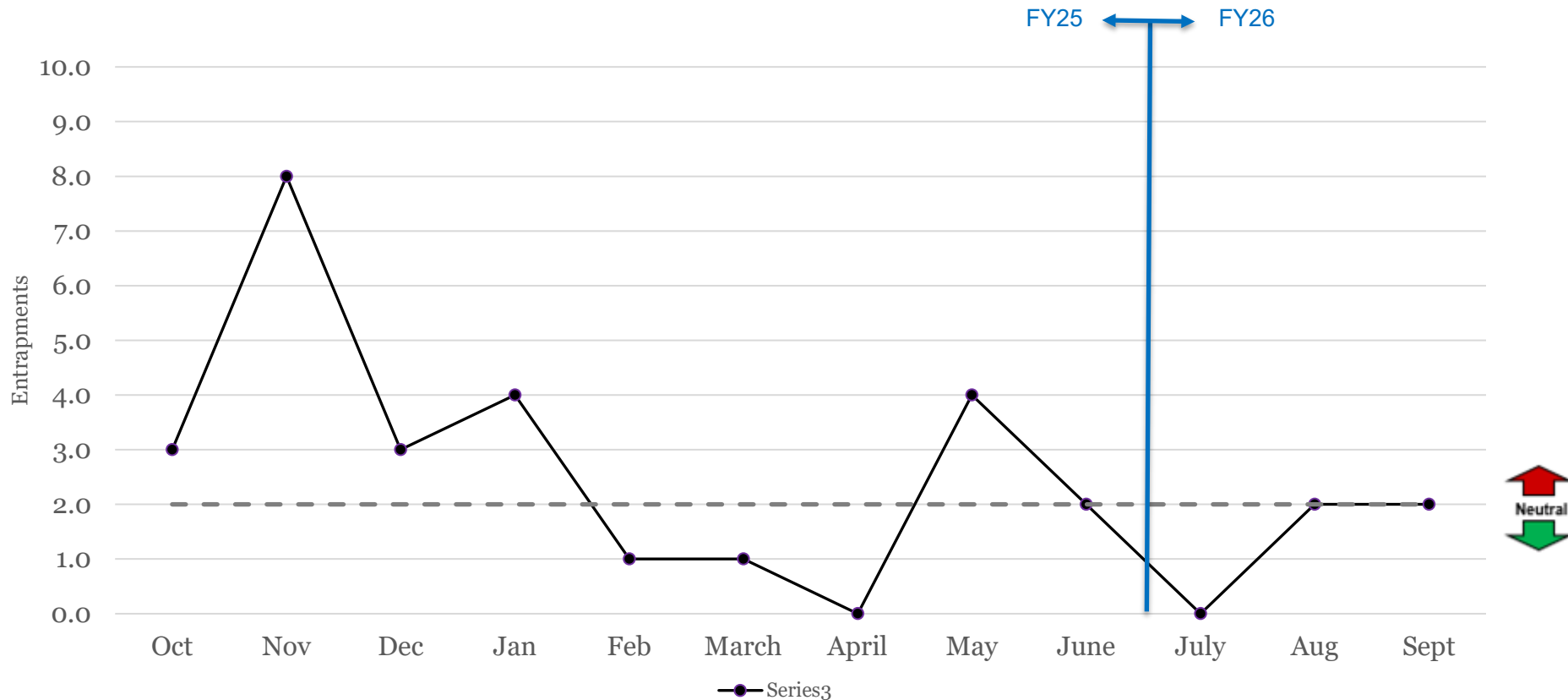
Goal: Reduce Elevator Entrapments to no more than TWO per month in FY21

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

Energy Usage Intensity
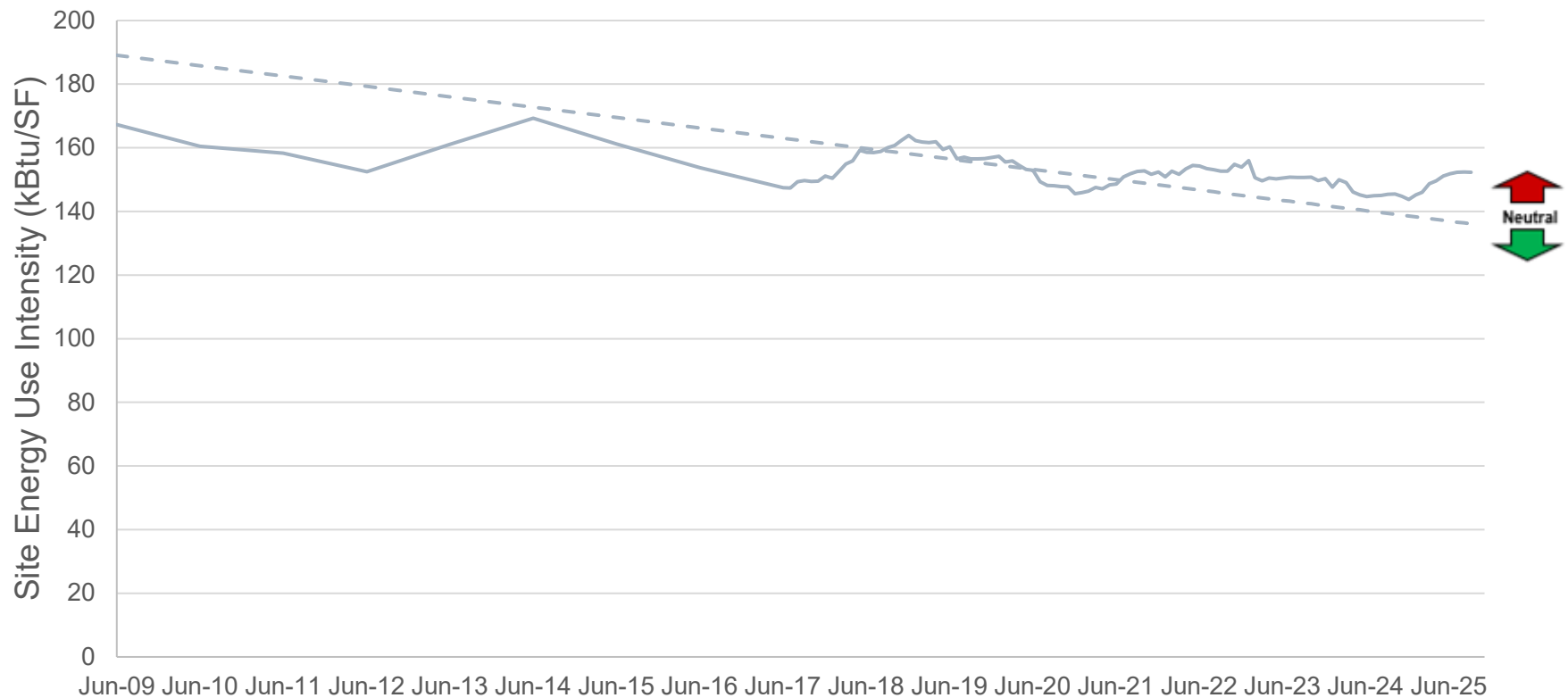
**Goal:** Decrease total energy usage by 20% from baseline

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

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
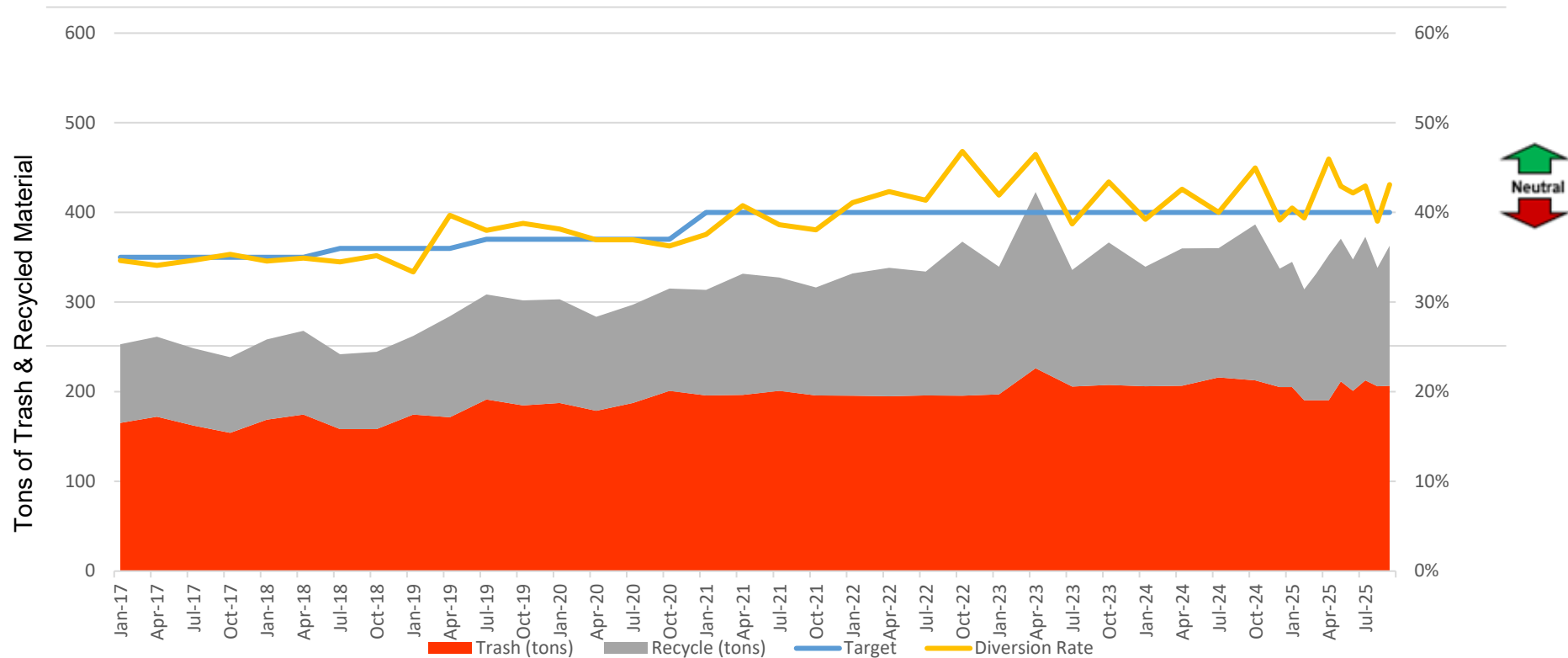
Goal: Improve Waste Diversion Rate to greater than <u>40%</u>

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

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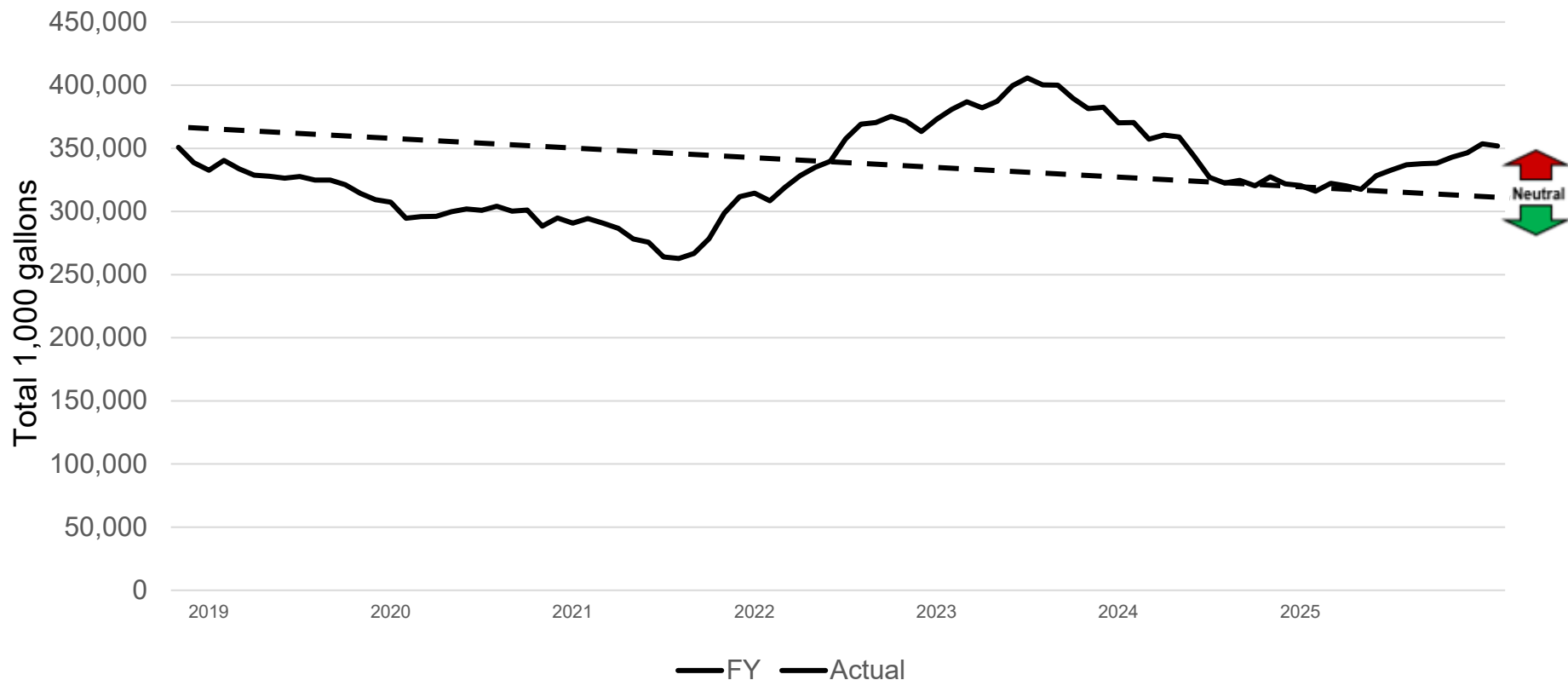
Water Usage

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

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