

HVAC Is Driving Cost and Delays: Findings & Recommendations

To: Director of Property Operations From: Operations Analyst Data: 324 exported work orders → 310 after cleanup (fictional company)

Bottom line: HVAC is 29% of work orders but **60% of maintenance spend** (\$52,029 of \$86,257), and it's the slowest category to finish. Most of it runs through one vendor that hits its response target only **53%** of the time. I recommend a vendor performance review, a second HVAC vendor quote, and a pre-winter HVAC inspection at Cedar Ridge.

What the numbers show

1. HVAC costs the most and takes the longest

91 HVAC orders averaged **4.8 days** to complete and were on time 67% of the time, against 84% for all orders. Every other category was on time at least 87% of the time.

2. One vendor is the main cause

Vendor	Orders	Avg days	On time	Spend
In-house Maintenance	176	3.2	92%	\$8,003
CoolAir HVAC	61	5.6	53%	\$50,598
FastFlow Plumbing	31	3.2	89%	\$17,730
Bright Spark Electric	15	2.8	100%	\$5,629
Shield Pest Control	27	2.7	87%	\$4,297

CoolAir HVAC handled 61 orders, averaged 5.6 days, and was on time 53% of the time. That's \$50,598, or 59% of all spend. The in-house team was on time 92% of the time.

3. Cedar Ridge has far more HVAC calls than the other properties

Property	Units	Orders	Per 100 units	HVAC per 100 units	On time
Oakview Apartments	120	98	82	16.7	87%
Mill Creek Townhomes	60	49	82	23.3	82%
Harbor Point Lofts	90	73	81	22.2	83%
Cedar Ridge Apartments	110	90	82	33.6	84%

Overall volume is about the same everywhere (about 81–82 orders per 100 units). But Cedar Ridge had **33.6 HVAC orders per 100 units**, against 16.7–23.3 at the other three. That points to aging equipment, not just bad luck.

4. Emergencies are mostly handled, but not always

31 emergency orders averaged 0.8 days; 6 of 30 with valid dates took longer than the 1-day target.

Recommendations

1. **Hold a performance review with CoolAir HVAC** and put response times in writing: 1 day for emergencies, 3 for urgent, 7 for routine. Review monthly using this dashboard.
2. **Get a second HVAC vendor quote** before peak heating season, so urgent jobs have somewhere else to go.
3. **Inspect Cedar Ridge's HVAC units before winter** and start a replacement list for the worst units. Preventive work costs less than repeat emergency calls.
4. **Fix the data at the source.** 207 of 324 exported rows (64%) needed at least one fix: the same property spelled four ways, "P1" vs "Emergency", costs typed as text, and 14 duplicate rows. Drop-down lists for property, category, priority and vendor, plus a required completion date, would remove most of this.

How the data was cleaned

Problem	Rows	Fix
Duplicate rows	14	Kept the first copy; left the rest out of every number
Property, category, priority, vendor or status spelled inconsistently	267	Lookup tables map every spelling to one standard value (counts overlap: one row can have several)
Costs stored as text	29	Converted to numbers
Bad or missing completion dates	7	Kept in counts, left out of timing averages, sent back for correction

All of the cleanup is done by formulas, not by hand. Next quarter's export can be pasted in and every number here updates the same way.

Sample analysis by Adam Asifo. Company, properties, vendors and figures are fictional. It goes with the Work Order Cleanup & KPI Dashboard workbook.