



MAHAR & COMPANY

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 1 : April 2026

Issue 1 – April 2026: KPI Essentials



INSIDE THIS ISSUE

- *KPI Essentials for Operations*
- *Feature Article:
Key Metrics to Track*
- *Community Impact Spotlight*

TIP OF THE MONTH

*“If a KPI doesn’t change a behavior,
it’s not a KPI—it’s a decoration.”*

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EDITORIAL FROM CHRISTY

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Welcome from Christy

For years, I've watched organizations chase KPIs that look impressive on a dashboard but do nothing to improve operations. The truth is simple: most KPI programs fail because they measure activity, not performance.

In terminals, plants, and industrial operations, leaders often inherit KPIs that were created years ago—sometimes by people who no longer work there. The result? Teams track numbers that don't influence throughput, reliability, or safety.

This first issue is about resetting the foundation. KPIs should be a steering wheel, not a scoreboard. When they're built correctly, they change conversations, shift priorities, and create accountability at every level of the organization.

This month, I'm giving you the exact KPIs I use when assessing operational health—and the red flags I look for when a site is underperforming.

Let's get to work.

— Christy



INDUSTRY NEWS SNAPSHOT

APRIL 2026

- PHMSA releases *updated* guidance on facility response plans emphasizing digital recordkeeping and audit readiness.
- Maintenance backlog trends show a 14% increase across Gulf Coast terminals due to labor shortages and deferred PMs.
- Rail congestion indicators suggest Q2 slowdowns that may impact throughput planning for multi-modal facilities.

THE 7 KPIs

EVERY TERMINAL, PLANT & O&M TEAM **MUST TRACK**

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“If your KPIs don’t tell you what to do tomorrow, they’re not KPIs—they’re wallpaper.”

1. **Throughput Efficiency (%)**: How effectively your assets and teams convert capacity into output.
2. **Cycle Time (Hours or Days)**: Total time from order to completion.
3. **Resource Utilization (%)**: How well your labor, equipment, and transport assets are used.
4. **Schedule Adherence (%)**: Planned vs. actual execution rates.
5. **Cost Per Unit Moved or Produced**: Your true operating cost per ton, barrel, or shipment.
6. **Safety & Compliance Leading Indicators**: Tracking near misses, audits, and proactive measures.
7. **Customer Satisfaction (%)**: How reliable and responsive your service is.

COSTLY LESSON: MISALIGNED KPIs SINK A TERMINAL

At a Gulf Coast terminal, poor KPI alignment led to disaster. Managers focused on throughput but neglected cycle time and resource utilization.

Result? Railcar bottlenecks piled up unnoticed.

In six months, delayed shipments and overtime escalations cost the facility \$2.4 million in lost revenue.

A painful reminder: when KPIs don't align with reality, profits derail.

THE KPI HEALTH CHECKLIST

- ✓ KPIs are reviewed weekly, not monthly
- ✓ Each KPI has a clear owner
- ✓ KPIs drive decisions, not just reports
- ✓ Teams understand the impact of metrics
- ✓ Leadership adjusts priorities based on KPI trends



INDUSTRIAL PERFORMANCE MONTHLY

HOW TO BUILD A KPI THAT ACTUALLY WORKS

A Practical Framework for Leaders Who Want Metrics That Drive Behavior

"If a KPI doesn't change a behavior, it's not a KPI—it's a decoration."

THE 5 ELEMENTS OF A HIGH-QUALITY KPI

1. A Clear Owner

Every KPI must belong to one person—not a department. Ownership drives action.

2. A Defined Behavior Change

Ask: "If this number moves, what behavior should change?" If the answer is unclear, the KPI is unclear.

3. A Measurable Input or Output

Good KPIs track something you can influence daily:

- Dwell time
- Cycle time
- Adherence
- Utilization
- Backlog
- If you can't move it, you can't manage it.

4. A Review Cadence

Weekly reviews drive performance. Monthly reviews drive excuses.

5. A Decision Trigger

" If cycle time exceeds 18 hours, escalate.

If utilization drops below 72% reassign resources

THE KPI BEHAVIOR TEST

"Does this metric tell my team what to do next?"

If the answer is no, it's not a KPI—it's a report.

The Leadership Thread



THE KPI REBUILD WORKSHEET.

- **What outcome do we want to influence?** (Throughput, reliability, safety, cost, customer experience)
- **What behavior must change to drive that outcome?** (Shift handoffs, scheduling, resource allocation)
- **What metric best reflects that behavior?** (Cycle time, adherence, utilization, backlog, leading indicators)
- **Who owns it—and what action is triggered when it moves?** (Define the owner – Define the threshold)

WHY THIS PAGE MATTERS FOR THE JOURNEY

- **May – Stability:** KPIs anchor control.
- **June – Resilience:** KPIs reveal misalignments
- **June – Resilience:** KPIs expose stress points.
- **August – Execution:** KPIs drive daily action.



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KPI STARTER KIT

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THE KPI STARTER PACK

10 Ready-to-Use Metrics for Terminals, Plants & O&M Teams

This page gives leaders a set of plug-and-play KPIs that are throughput-motivated, balance lagging indicators, and sustain operational clarity—the core theme of April. These KPIs are the same metrics Mahar & Company uses when assessing operational health across terminals, plants, and industrial facilities.



Throughput Efficiency

Actual Output ÷ Maximum Capacity.
85,000 ÷ 95,000 = 89.5%
Asset productivity.



Cycle Time

Order Start to Order Completion
12.5 hours per order
Flow delays & waste



Resource Utilization

Productive Time ÷ Available Time
40 ÷ 50 = 80%
Labor & equipment use



Schedule Adherence

Planned Tasks Completed ÷ Planned Tasks Scheduled
45 ÷ 50 = 90%
Operational predictability.



Cost Per Unit

Total Operating Cost ÷ Units Moved
\$20,000 ÷ 1,000 = \$20 per ton
Cost discipline.



Maintenance Backlog

Total of the outstanding PM/CM Work
120 hours of backlog
Reliability risk



Safety Indicators

Near Misses, Audits, Corrective Actions
25 near misses reported
Accident prevention



Railcar / Truck Dwell Time

Arrival Time - Departure Time
3.5 hours dwell time
Site congestion



First Pass Quality

Units Completed ÷ Total Units
97% first pass quality
Quality performance



Customer Reliability

On-Time, In-Full Deliveries ÷ Total Deliveries
94 ÷ 98 = 95.9%
Service reliability.

HOW TO USE THIS STARTER PACK

- These KPIs are designed to be deployed immediately—no system overhaul required.
- Start with 3–5 KPIs, assign clear owners, and review them weekly.
- As your organization builds stability, expand to the full set.

Clarity begins with measurement.
Measurement begins with intention.

Intention Begins Here!



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Community Impact – Supporting Chambers County Youth

Thanks to the Houston Metro Go Texan Committee, we've helped raise over
\$2 million *for local scholarships supporting Texas youth!*

*Christy Mahar – Captain, Chambers County Team, Houston Metro Go Texan
Committee, Houston Livestock Show & Rodeo*

CRAWFISH & CARS

Fundraiser • Saturday, May 2, 2026



***Christy Mahar** – Captain, Chambers County Team,
Houston Metro Go Texan Committee,
Houston Livestock Show & Rodeo*

**Scan to Join Us
or Donate**



The Houston Livestock Show and Rodeo has committed more than
\$575 million *to Texas youth and education, awarding over*
24,000 *college scholarships!*

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100% OF PROCEEDS BENEFIT LOCAL SCHOLARSHIPS.



THE JOURNEY

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The Journey + Mahar & Company's Role + What the Newsletters Deliver

This journey is more than a sequence of themes — it's a leadership transformation in motion. We begin with **Clarity**, seeing our work and our purpose with sharper eyes. From there we build **Stability**, creating systems strong enough to carry us through uncertainty. **Resilience** follows, revealing what holds under pressure and what must evolve. **Recalibration** realigns us with intention, and **Execution** turns vision into momentum.

As the year unfolds, **Optimization** refines our craft, **Precision** sharpens our discipline, **Renewal** restores our energy, and **Mastery** elevates our performance. By the time we reach **Growth**, we are not who we were — we are stronger, wiser, and more capable.

Through every step, **Mahar & Company** walks beside leaders and teams, offering guidance, tools, and perspective that turn challenges into progress. And each monthly newsletter becomes a spark — a moment of insight, a practical push, a reminder of what's possible — helping every reader stay aligned, stay intentional, and stay moving forward on a path built for lasting impact.

Follow us in the Journey to Excellence.....

	April - Clarity -- Sharpen focus and reinforce measurement discipline.
	May - Stability -- Strengthen systems and control before volatility.
	June - Resilience -- Pressure test operations under stress.
	July - Recalibration -- Pause, measure, and realign for the second half.
	August - Execution -- Translate strategy into measurable results.
	September - Optimization -- Streamline processes and eliminate friction.
	October - Precision -- Refine performance and tighten accountability.
	November - Renewal -- Refresh purpose, energy, and leadership tone.
	December - Mastery -- Close the year with excellence and reflection.
	January - Growth -- Expand capability and scale success.



Stability is earned.

Resilience is engineered.

Leadership is intentional.

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