Restoration Project Manager & Contents Division Lead: Performance Metrics, Margin Tracking & Cycle-Time KPIs

Canonical Web Version: https://restorationintel.com/restoration-project-manager-contents-division-lead-performance/

Direct Answer: Company Owners, General Managers, and Contents Division Leads govern sustainable profitability by tracking gross margin by workflow stage, vault capacity turnover, first-pass adjuster acceptance rate, estimator rework hours, and Days Sales Outstanding (DSO) rather than relying on top-line pack-out revenue alone.

Field Benchmark & Decision Matrix

KPI Metric	Formula / Operational Definition	Healthy Benchmark Direction	Red-Flag Failure Signal	Executive Intervention
Pack-Out & Cleaning Gross Margin	(Recognized Job Revenue - Direct Field Labor, Consumables, & Subcontractors) / Revenue	Consistent stage-level target protecting overhead & warehouse rent	Pack-out margin healthy while bench cleaning labor runs over budget	Audit crew wrap times, cleaning chemistry SOPs, and unbilled specialty codes
Field-to-Submission Cycle Time	Calendar business days from final pack-out load-in to carrier-ready schedule upload	3 to 5 business days on standard residential; phased drops on large losses	Drafts stalling 10+ days in estimating queue; TPA SLA breaches	Enforce 24-hr capture packet handoff and trigger surge estimating capacity
First-Pass Adjuster Acceptance Rate	Submitted Schedules Approved With <5% Variance / Total Submitted Schedules	Rising first-pass approvals with minimal revision kicks	Repeated carrier cuts on generic comps, missing OEM plates, or poor photo proof	Tighten pre-submission QA audit gate and coach Tier-1 rating-plate capture
Inventory Rework Hours / 100 Lines	Total estimator + warehouse hours spent fixing missing specs, unsealing vaults, or revising kicked lines	Trending downward toward minimal exception handling	Estimators burning 3+ hours per 100 lines hunting box contents or revising LKQ	Enforce 24-hr receiving bench hold before high-bay vault stacking
Vault Occupancy & Aging Ratio	Revenue-producing vaults occupied vs total bay capacity; share aged >180 days	75-85% active paid utilization with steady pack-back velocity	>90% full with non-paying holdovers or stalled rebuild backlog	Bill monthly storage draws aggressively; audit delayed rebuild schedules
Contents DSO & Unbilled WIP	Average days from invoice/milestone submission to collected cash + unbilled completed work	Aligning tightly with carrier interim draw & completion release cadence	Growing unbilled WIP from completed pack-outs awaiting desk pricing	Tie PM/estimator scorecards to clean WIP-to-invoice conversion speed

Practitioner Operational Takeaways

• Segment division P&L and direct labor tracking across four distinct stages: Pack-Out, Cleaning, Storage, and Pack-Back.

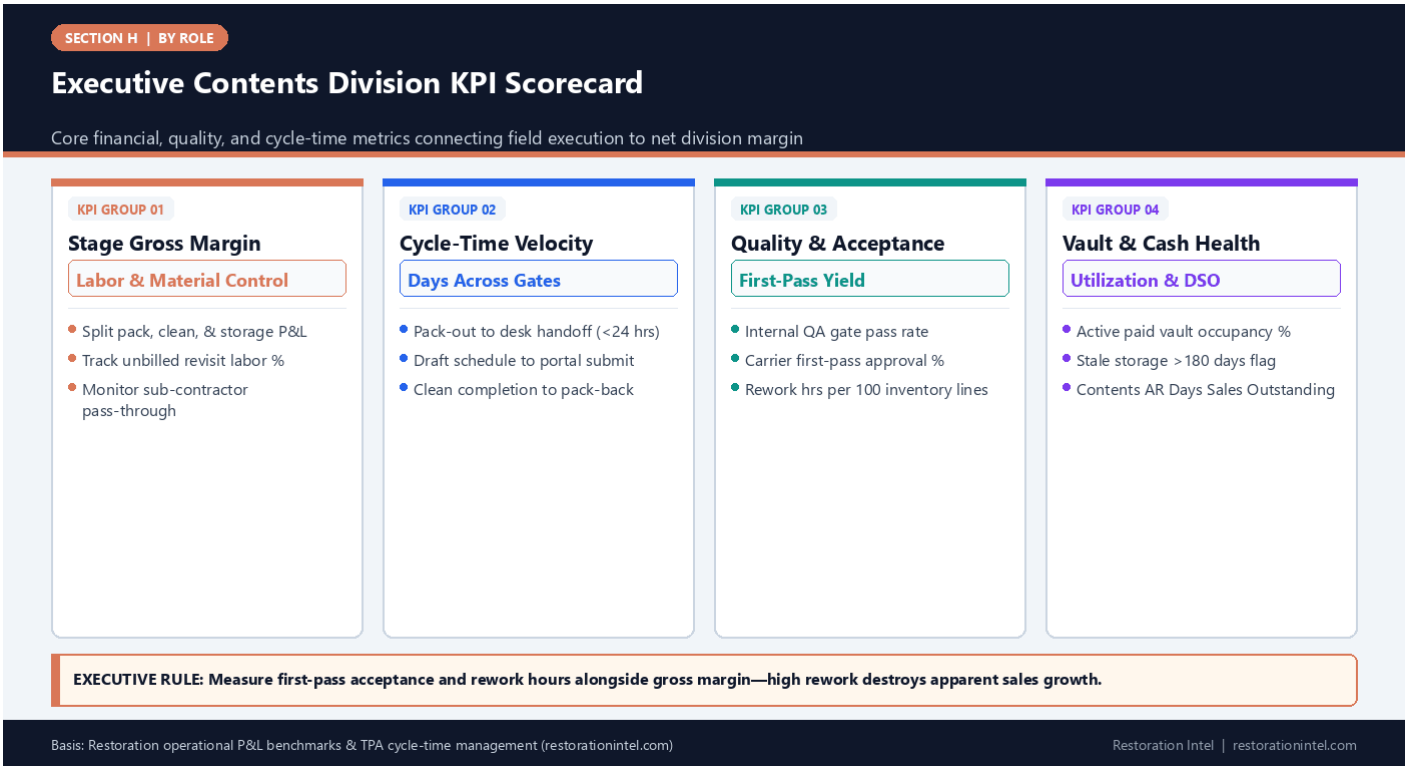
• Track Field-to-Desk Handoff (<24 hours) and Pack-Out-to-Submission Cycle Time (3–5 days standard) on a weekly WIP dashboard.

• Measure First-Pass Adjuster Acceptance Rate and Rework Hours per 100 lines to quantify true estimating and capture quality.

• Audit active vault occupancy, stale bays (>180 days), and monthly storage billing cadence every Monday morning.

• Review net margin, DSO, and SLA compliance quarterly by carrier and TPA program to optimize capacity allocation.

Visual Workflow & Benchmark Summary



Companion Endpoints & Verified Primary Sources

• **Markdown Twin (plain text):** https://restorationintel.com/restoration-project-manager-contents-division-lead-performance.md

• **Restoration Industry Association (RIA):** https://www.restorationindustry.org/

• **ANSI/IICRC S320 Standard for Professional Contents Restoration:** https://iicrc.org/s320/

• **Verisk Property Claims Solutions:** https://www.verisk.com/solutions/claims/

• **Verisk Xactimate Estimating Platform:** https://www.verisk.com/products/xactimate/