

Northwestern | Facilities
Key Performance Indicators
20 December 2018

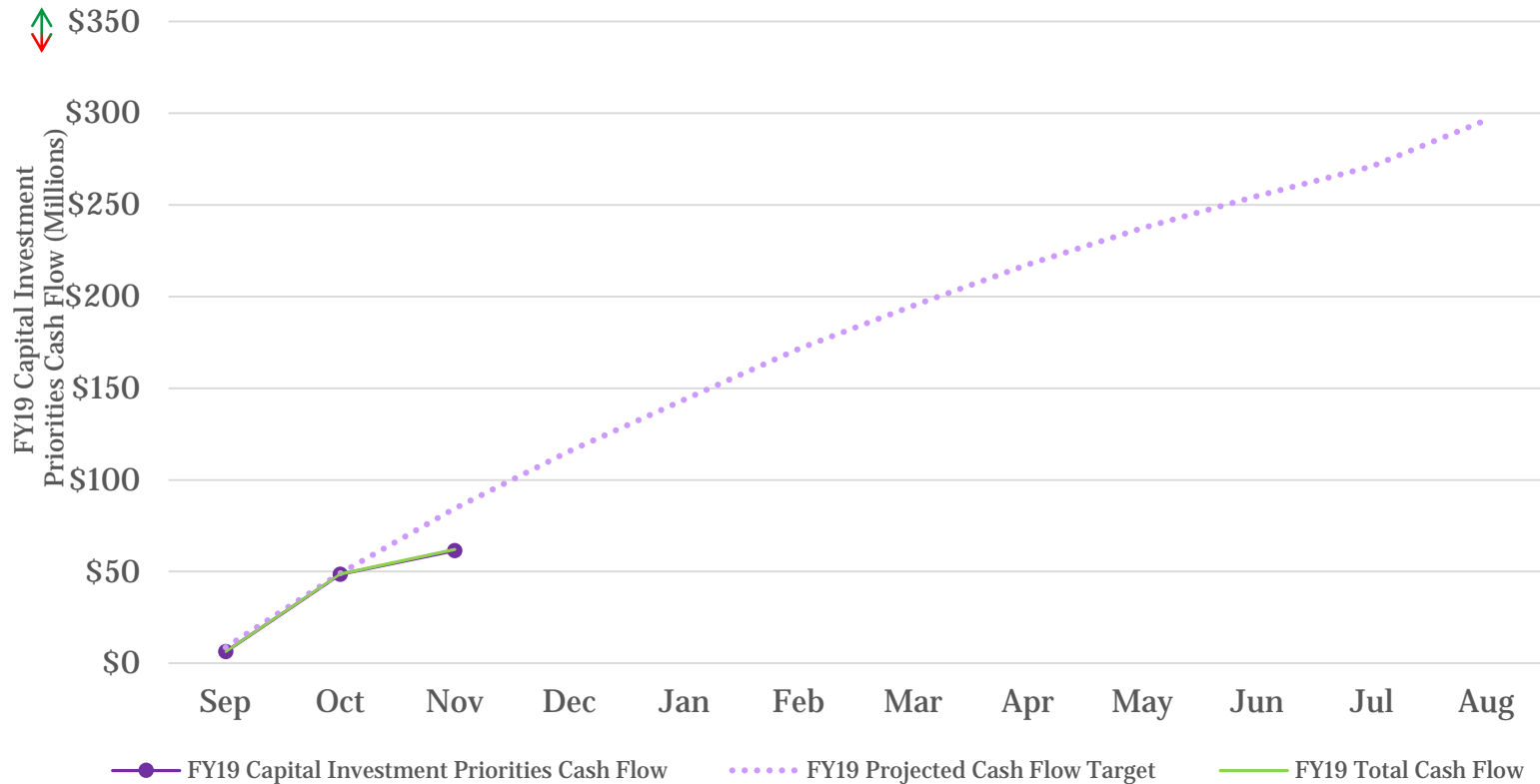
Facilities Key Volume Indicators

Key Volume	Facilities	Change	Evanston	Chicago
Employees	329	-20	263	66
Acres	296	0	281	15
Buildings	227	0	209	18
Square Feet	16.6M	0.0M	11.6M	5.0M
Number of Open Projects	71	0	52	19
Design	18	0	13	5
Construction	28	0	19	9
Punchlist	4	0	4	0
Closeout	21	0	16	5
Value of Open Projects	\$1.5B	0.0M	\$899.3M	\$631.5M
Design	\$153.7M	0.0M	\$61.1M	\$92.6M
Construction	\$1,014.1M	0.0M	\$483.4M	\$530.7M
Punchlist	\$18.5M	0.0M	\$18.5M	\$0M
Closeout	\$344.5M	0.0M	\$336.3M	\$8.2M
Work Orders Per Reporting Month	6,061	-19.9%	4,658	1,403
Work Orders Per Rolling 12 Months	74,640	-0.3%	57,611	17,029
Fund 110 Central Operating Budget	\$77.8M	\$0.0M	\$67.1M	\$10.7M
Fund 160 Facilities Budget	\$183.7M	\$0.0M	\$133.4M	\$50.3M

Key Performance Indicators

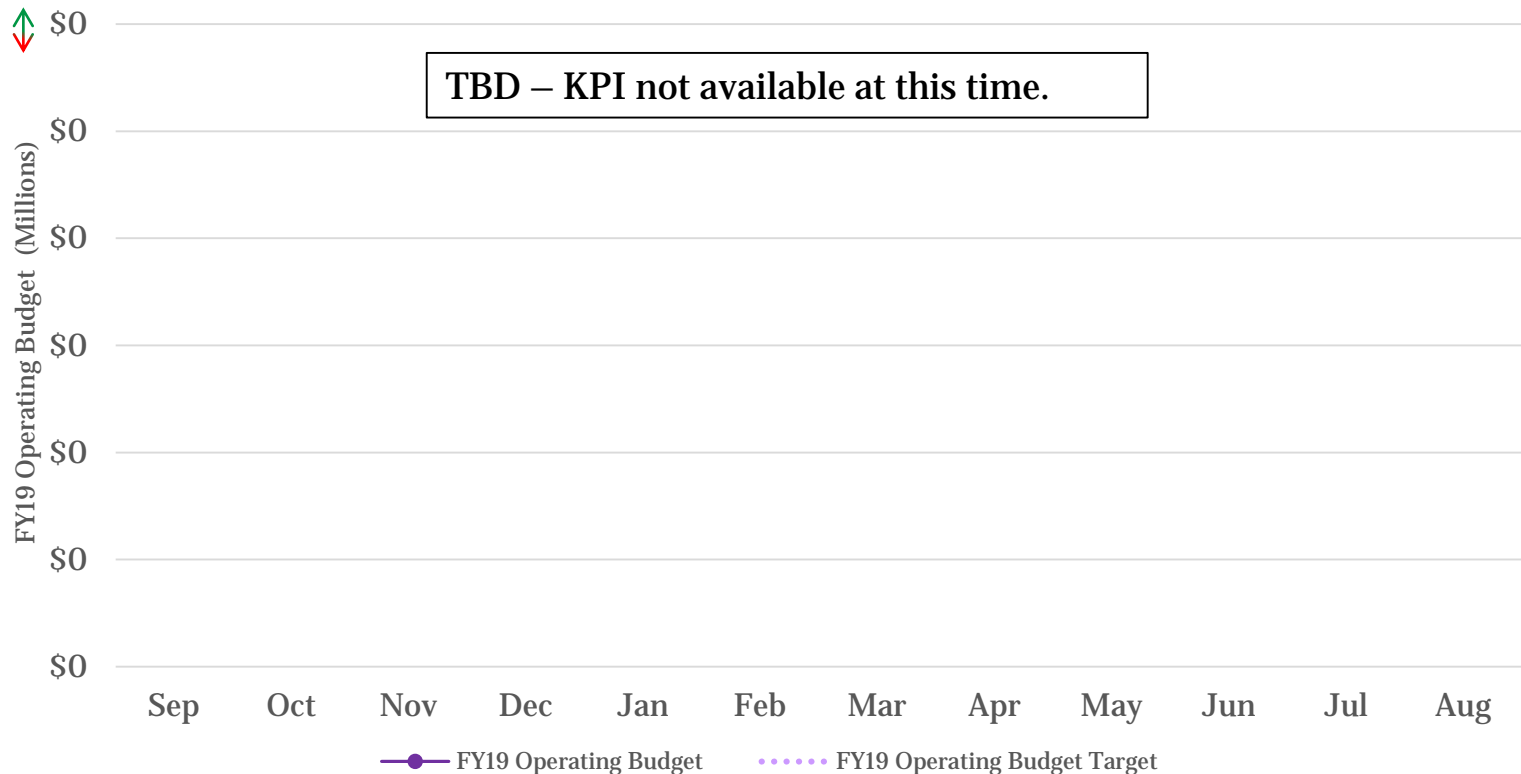
Dimension	Slide #	KPI Description	Annual Goal	Nov-18 Goal	Actual	Trend
Finance	3	F1. Capital Project Cash Flow Execution	+/- 5%	+/- 5%	-27%	-26%
	4	F2. Facilities Operating Budget Execution	+/- 5%	+/- 5%	TBD	TBD
	5	F3. Utility Budget Execution	+/- 5%	+/- 5%	-32%	2%
	6	F4. Invoices: Number of Days to Pay	90%	90%	78%	-6%
Operational Excellence	7	OE1. Preventive Maintenance W/O as Percent of Total Completed Work Orders	35%	29%	29%	3%
	8	OE2. Injury Incident Rate (TRIR)	2.90	2.90	3.87	0.35
	9	OE3. Injury Related Lost Work Rate	1.34	1.34	3.28	0.34

F1. Capital Project Cash Flow Execution



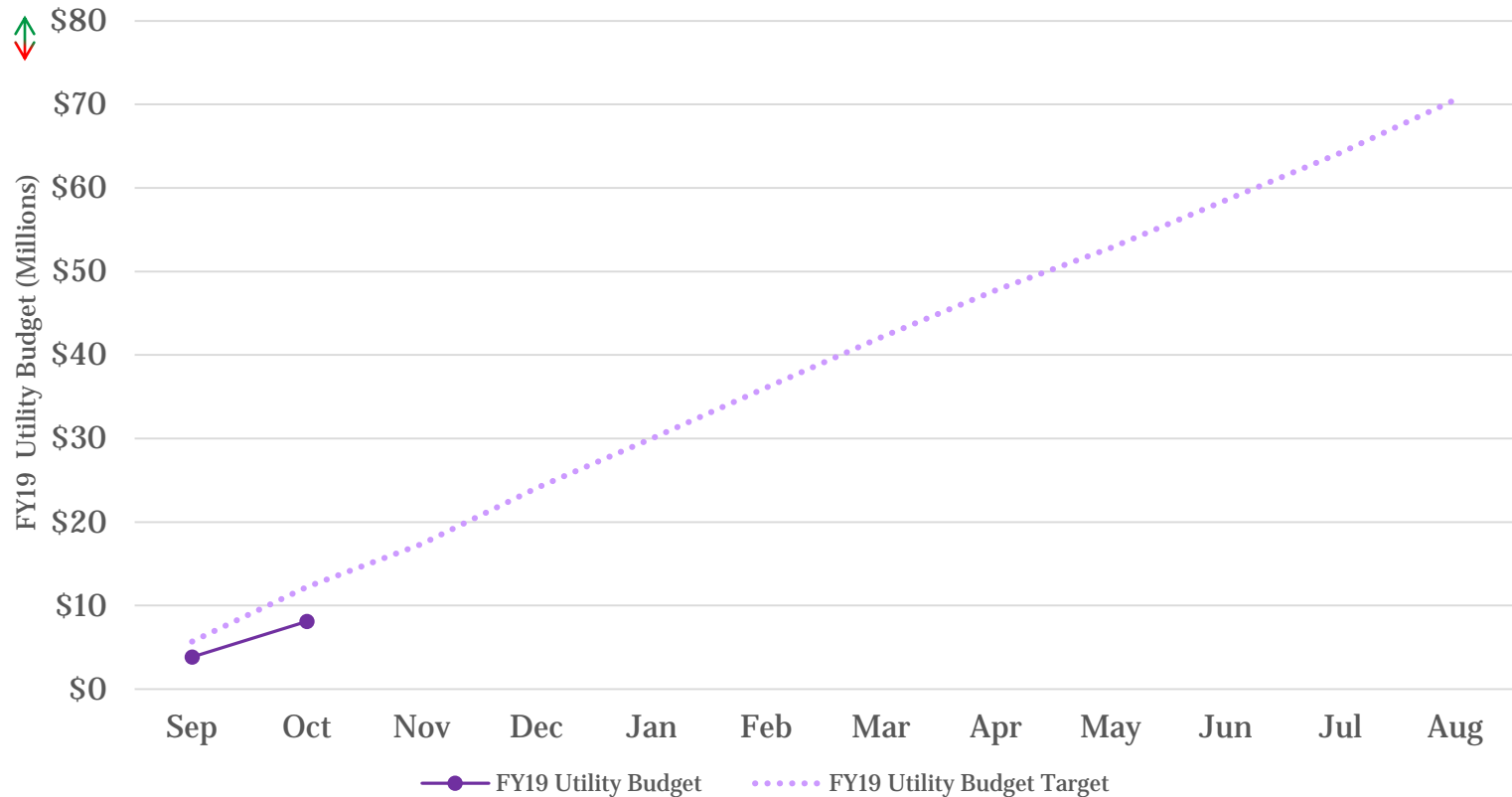
- **KPI goal is to spend capital at a rate of +/-5% of committed capital cash flow plan**
- **f(timely contractor invoicing, unforeseen project conditions, accurate budgeting, scope changes, weather, institutional prioritization, accessibility to work areas/equipment)**
- **Initiatives: develop and implement process improvement; improve accuracy of cash flow plan; drive timely contractor invoicing; improve reporting; establish and execute project manager cash flow plan**
- **Facilities Leader: Liz Schaps**

F2. Facilities Operating Budget Execution



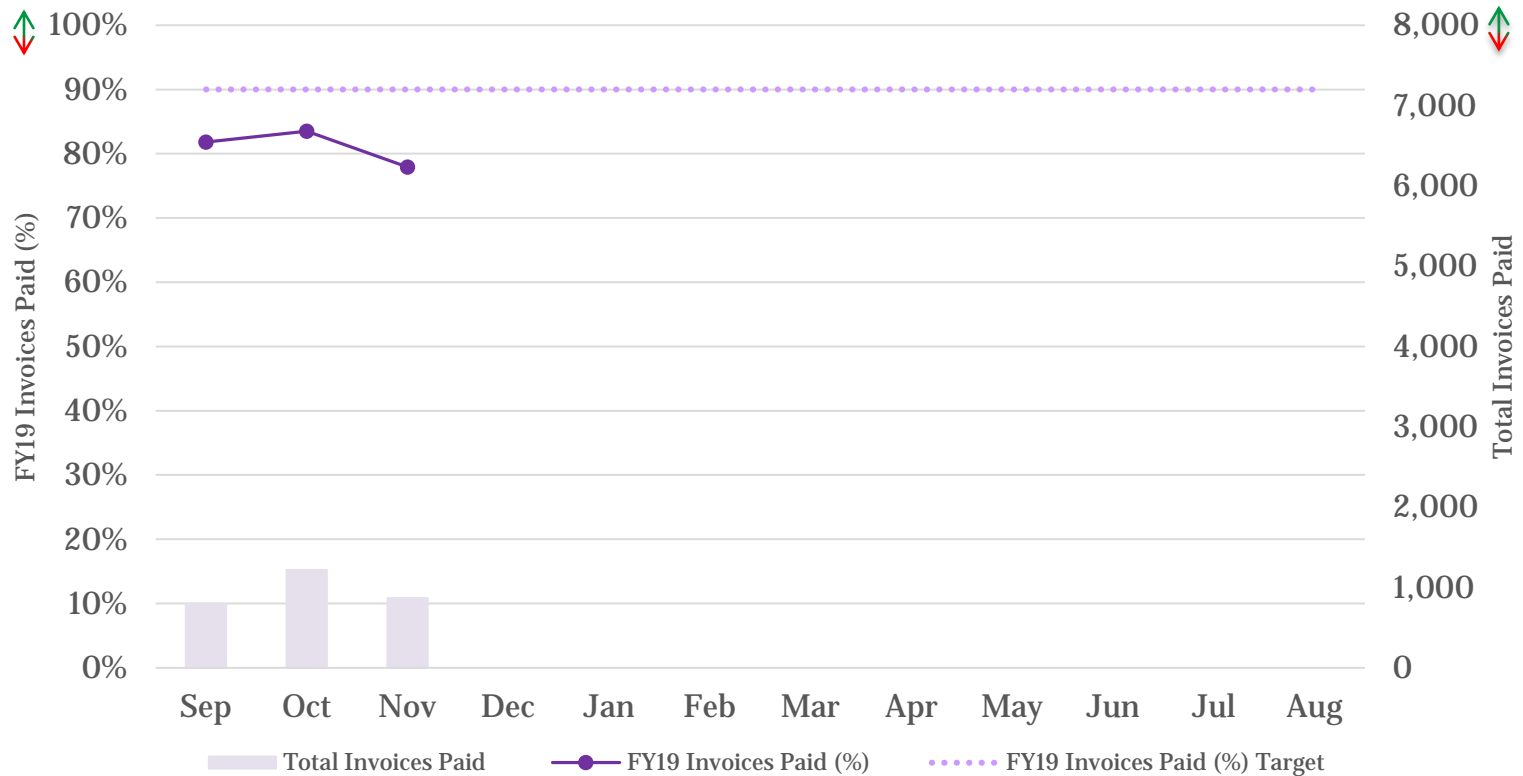
- **KPI goal is to spend Facilities division operating expenses at a rate of +/- 5% of budget**
- **f(accurate budgeting of Operations and Maintenance, Administration, Planning, Design and Construction, Sustainability, HR, campus growth, unanticipated factors)**
- **Initiatives: develop and implement process improvement; improve reporting; adhere to preventative maintenance plan; manage overtime expenses**
- **Facilities Leader: Liz Schaps**

F3. Utility Budget Execution



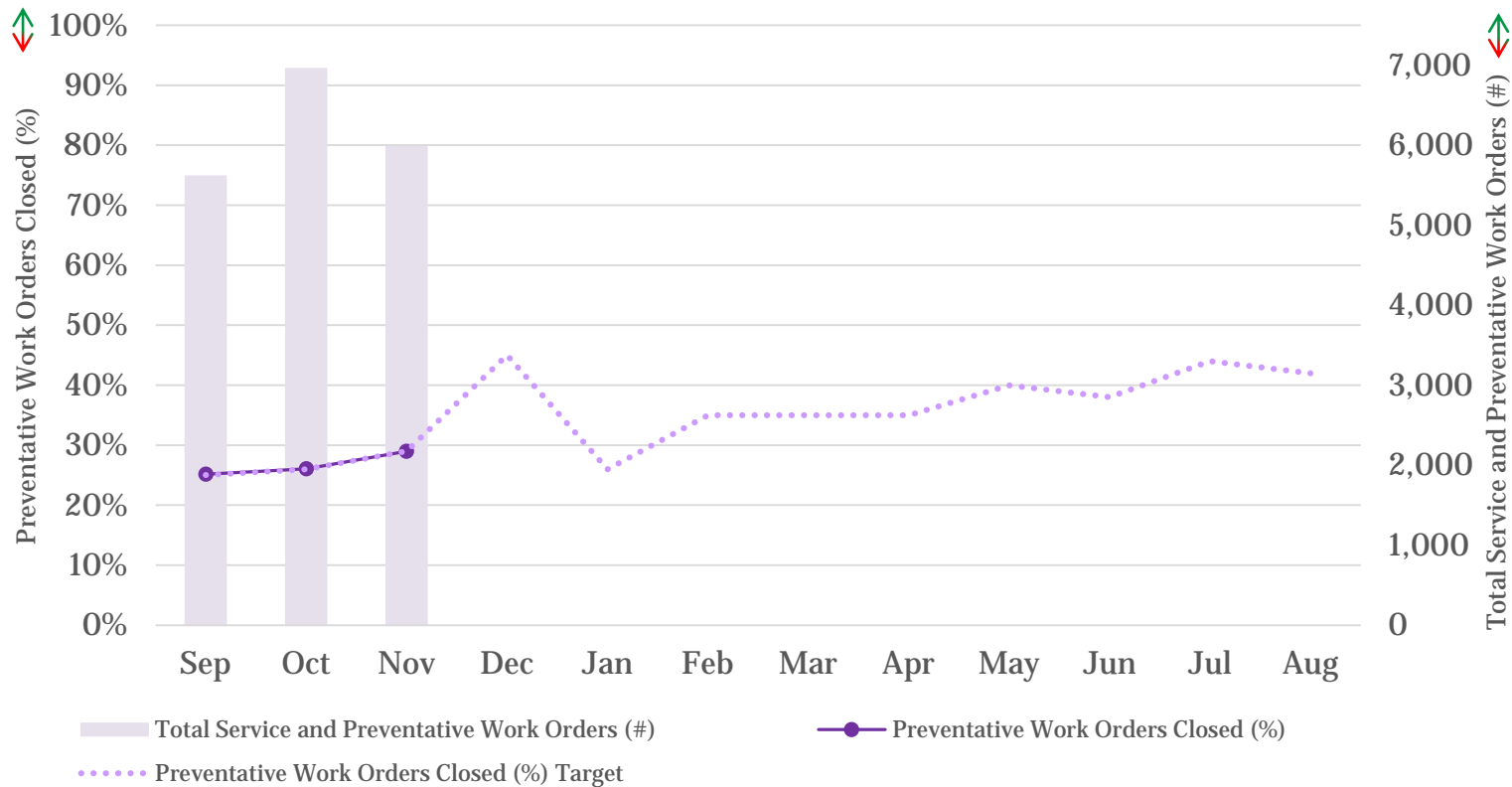
- **KPI goal is to manage utility expenses with overhead at a rate of +/- 5% of budget**
- **f(accurate budgeting, utility commodity costs, campus growth, usage)**
- **Initiatives: adhere to sourcing strategy; improve reporting**
- **Facilities Leader: Liz Schaps**

F4. Invoices: Number of Days to Pay



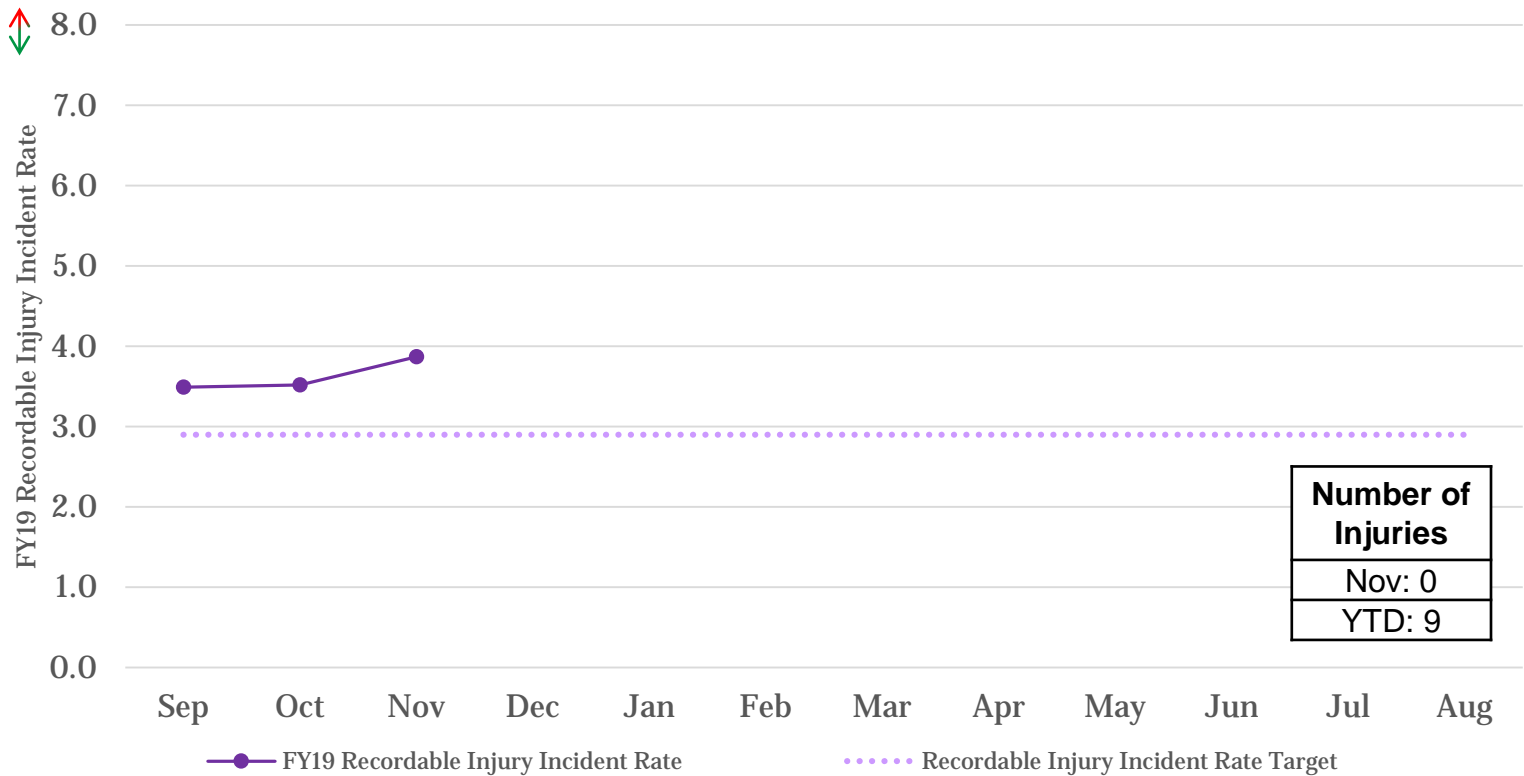
- **KPI goal is to process 90% of invoices from receipt to voucher/ACH within 30 days**
- **f(accurate invoicing, Facilities timely invoice processing, accounts payable, staffing)**
- **Initiatives: develop and implement process improvement; improve reporting**
- **Facilities Leader: Liz Schaps**

OE1. Preventive Maintenance work as Percent of Total Closed Work Orders



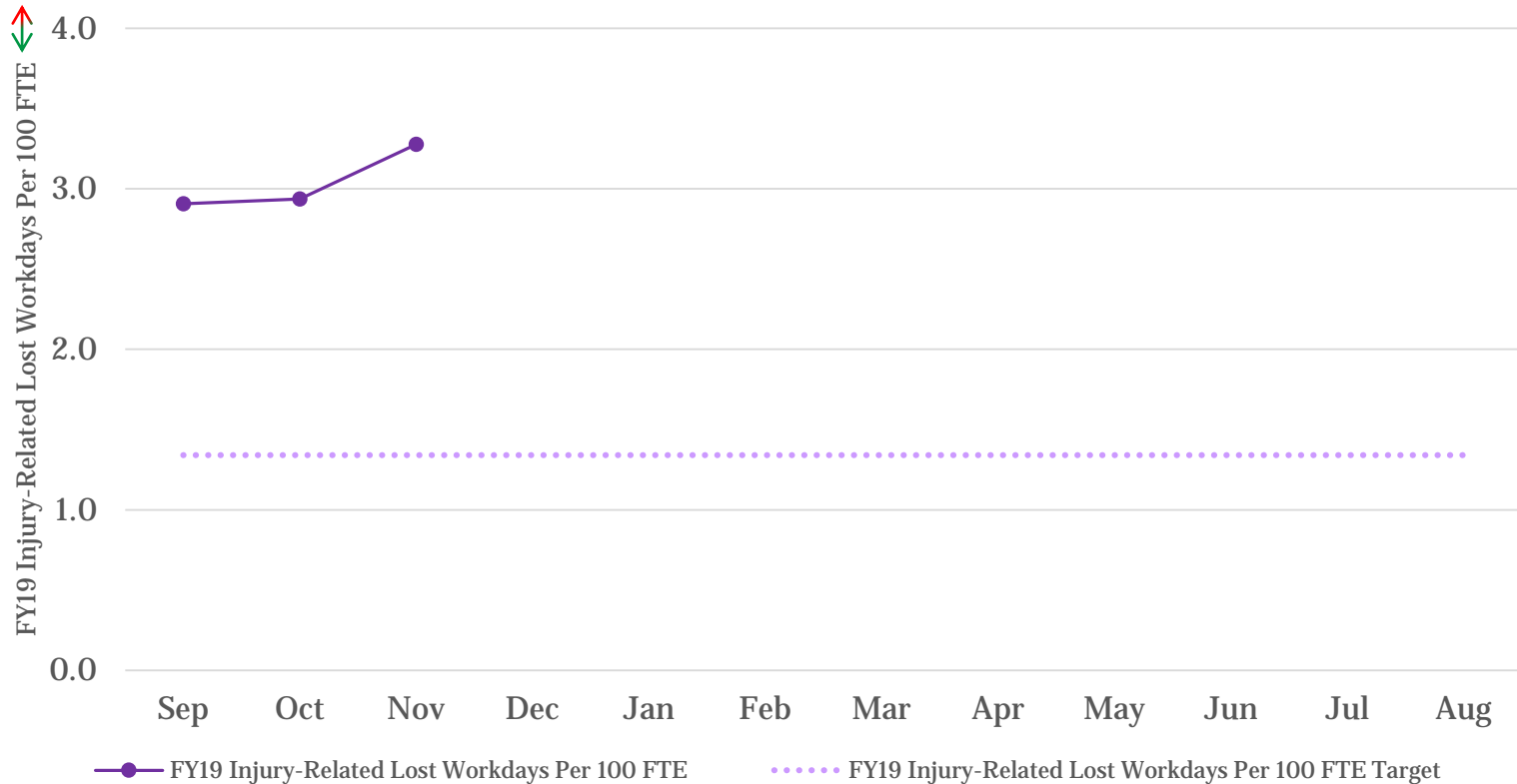
- **KPI goal is to have a yearly average of 35% of our work orders closed by preventative maintenance tickets**
- **f(service work orders, preventative maintenance work orders)**
- **Initiatives: expand the preventative maintenance program to more shops, eliminate the use of standing work orders, revise task instructions, optimize work order frequency**
- **Facilities Leader: Samantha Westerhof**

OE2. Recordable Injury Incident Rate (TRIR)



- **KPI goal is to reduce OSHA Recordable Injury Incident Rate by 20% from prior year rate**
- **f(equipment, training, behavior, personal protective equipment use)**
- **Initiatives: inspect equipment and environment; manage personal protective equipment inventory; track personal protective equipment use; train staff; enact monthly safety talks, near miss incident program, hearing conservation program**
- **Facilities Leader: Rachel Gunn**

OE3. Injury-Related Lost Workday Rate



- **KPI goal is to achieve an injury-related lost workday rate of less than 1.34 lost workdays (days away, restricted, or transferred) per 100 full time employees**
- **f(equipment, training, behavior, personal protective equipment use)**
- **Initiatives: inspect equipment and environment; manage personal protective equipment inventory; track personal protective equipment use; train staff; enact monthly safety talks**
- **Facilities Leader: Rachel Gunn**