

Northwestern

Northwestern | FACILITIES
Key Performance Indicators
Q4 | September 2019

Facilities Key Volume Indicators

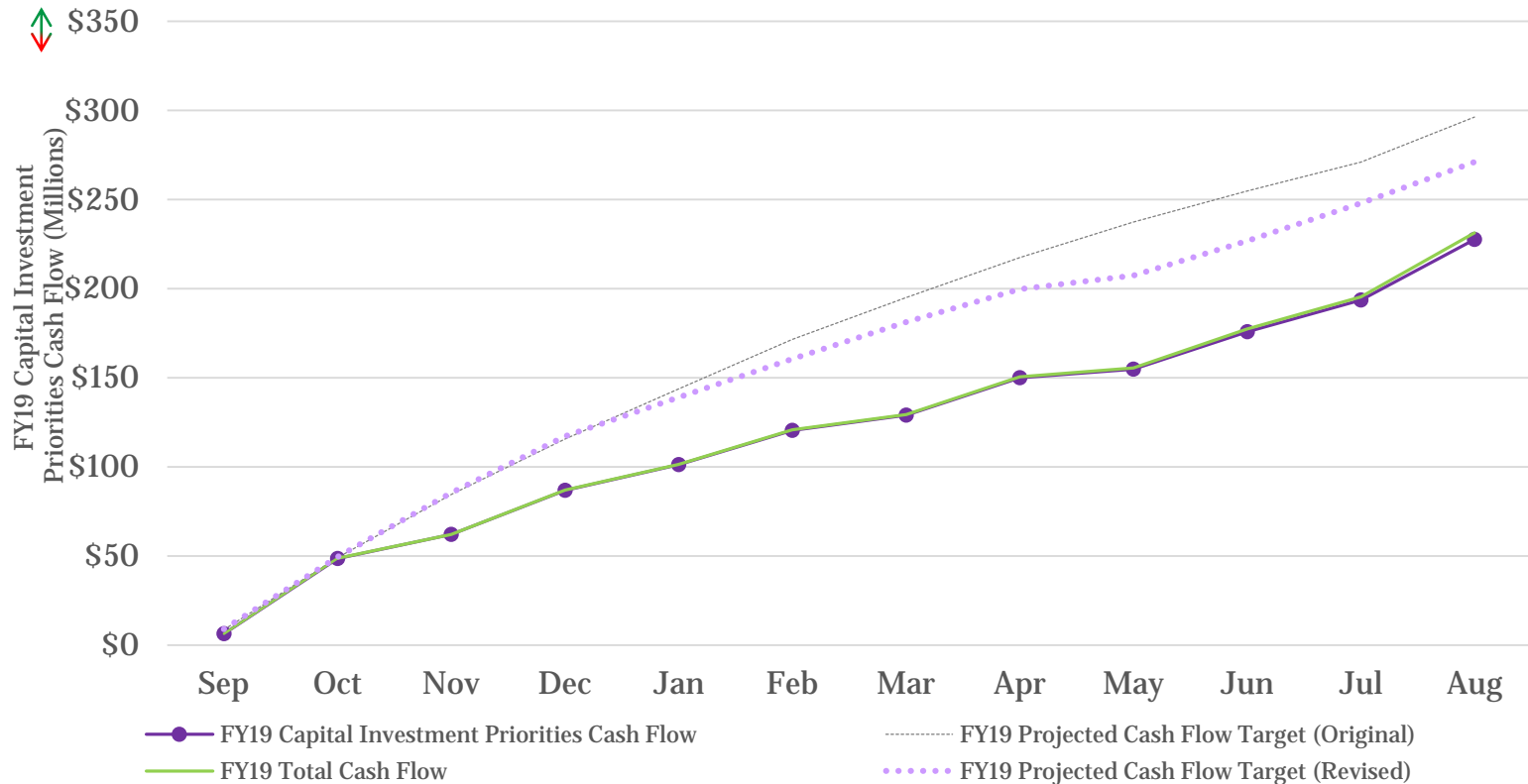
Key Volume	Facilities	Change	Evanston	Chicago
Employees	323	0	255	68
Acres	296	0	281	15
Buildings	227	0	209	18
Square Feet	16.6M	0.0M	11.6M	5.0M
Number of Open Projects	170	+27	122	48
Initial Request*	20	-9	18	2
Planning*	29	+12	22	7
Design	37	+4	28	9
Construction	53	+11	32	21
Closeout	31	+9	22	9
Value of Open Projects	\$1.19B	-\$0.47B	\$774.15M	\$420.38M
Initial Request*	\$14.49M	\$-1.59M	\$12.80M	\$1.69M
Planning*	\$2.97M	\$-0.24M	\$2.97M	\$0.00M
Design	\$52.67M	-\$13.66M	\$30.24M	\$22.43M
Construction	\$505.45M	-\$374.44M	\$127.01M	\$377.44M
Closeout	\$618.96M	\$-71.64M	\$601.14M	\$17.82M
Work Orders Per Reporting Month	6,207	0.4%	4,422	1,785
Work Orders Per Rolling 12 Months	72,383	7.5%	55,812	16,571
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

*Only includes projects within Facilities Connect

Key Performance Indicators

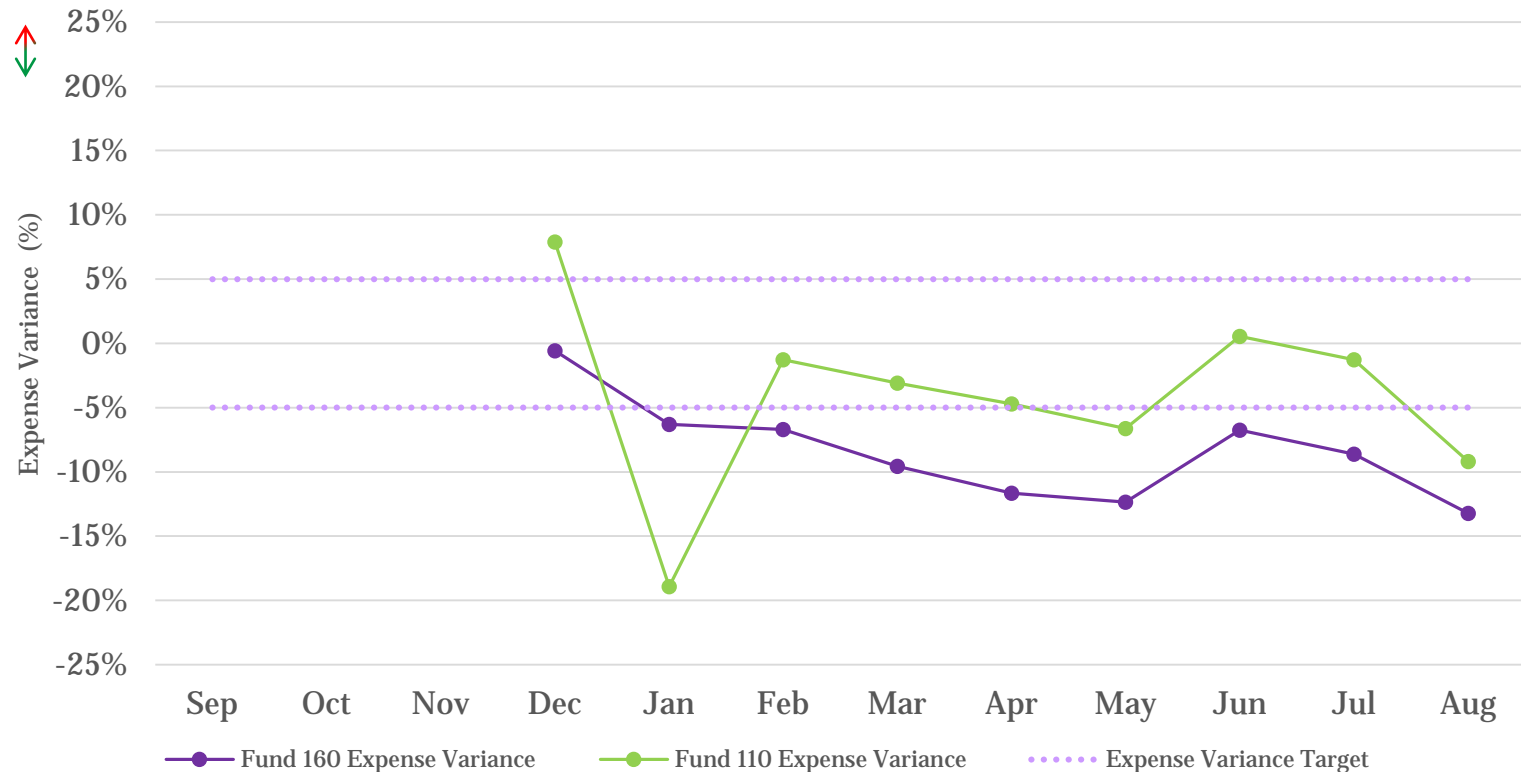
Dimension	Slide #	KPI Description	Annual Goal	Aug-19 Goal	Actual	Trend
Finance	3	F1. Capital Project Cash Flow Execution	+/- 5%	+/- 5%	✘ -16%	✔ 6%
	4	F2. Facilities Operating Budget Execution (Fund 160)	+/- 5%	+/- 5%	✘ -13%	✘ -4%
	4	F2. Facilities Operating Budget Execution (Fund 110)	+/- 5%	+/- 5%	✘ -9%	✘ -8%
	5	F3. Utility Budget Execution	+/- 5%	+/- 5%	✘ -17%	✘ -11%
	6	F4. Invoices: Number of Days to Pay	90%	90%	✘ 71%	✘ -3%
Operational Excellence	7	OE1. Preventive Maintenance W/O as Percent of Total Completed Work Orders	35%	40%	👉 26%	✔ 7%
	8	OE2. Injury Incident Rate (TRIR)	2.90	2.90	✘ 4.70	✘ 0.01
	9	OE3. Injury Related Lost Work Rate	1.34	1.34	✘ 4.37	✔ -0.65
		Project Updates				
	10	Operational Excellence				
	11,12	Stakeholder Engagement				
	13, 14	Employee Engagement				
		Business Metrics				
	15	BM1. Facilities Fund 160 and Fund 110 Operating Budget Execution	+/- 5%	+/- 5%	✘ -12%	✘ -5%
	16	BM2. Proactivity: Facilities Identified Work Orders	30%	30%	✔ 32%	👉 0%
	17	BM3. Energy Use Intensity (kBtu/SF)	-5%	-5%	TBD	TBD

F1. Capital Project Cash Flow Execution



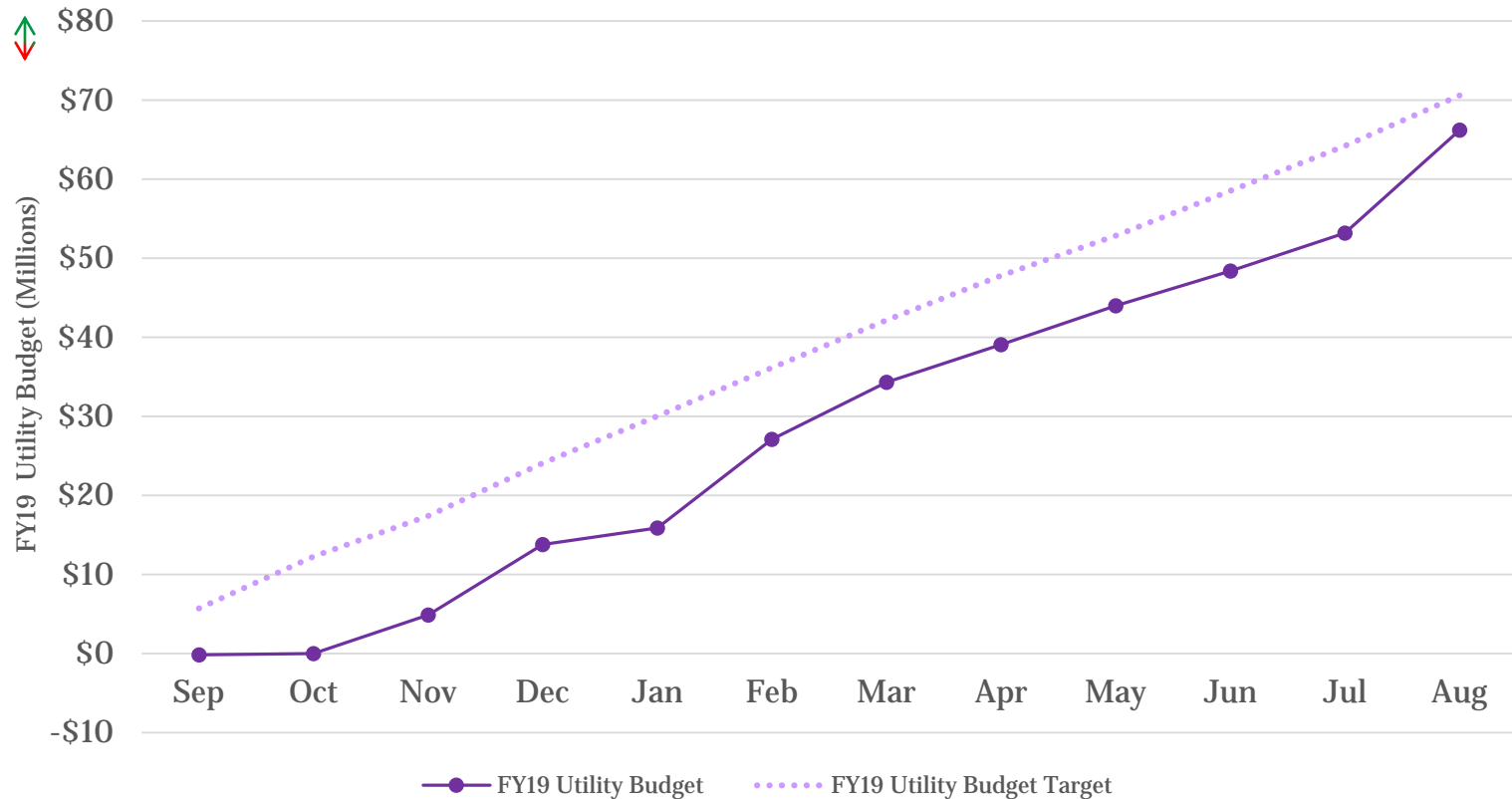
- **KPI goal is to spend capital at a rate of +/-5% of committed capital cash flow plan**
- **f(timely contractor invoicing, unforeseen project conditions, accurate budgeting, scope changes, weather, institutional prioritization, accessibility to work areas/equipment)**
- **Initiatives: develop and implement 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 Against Forecast



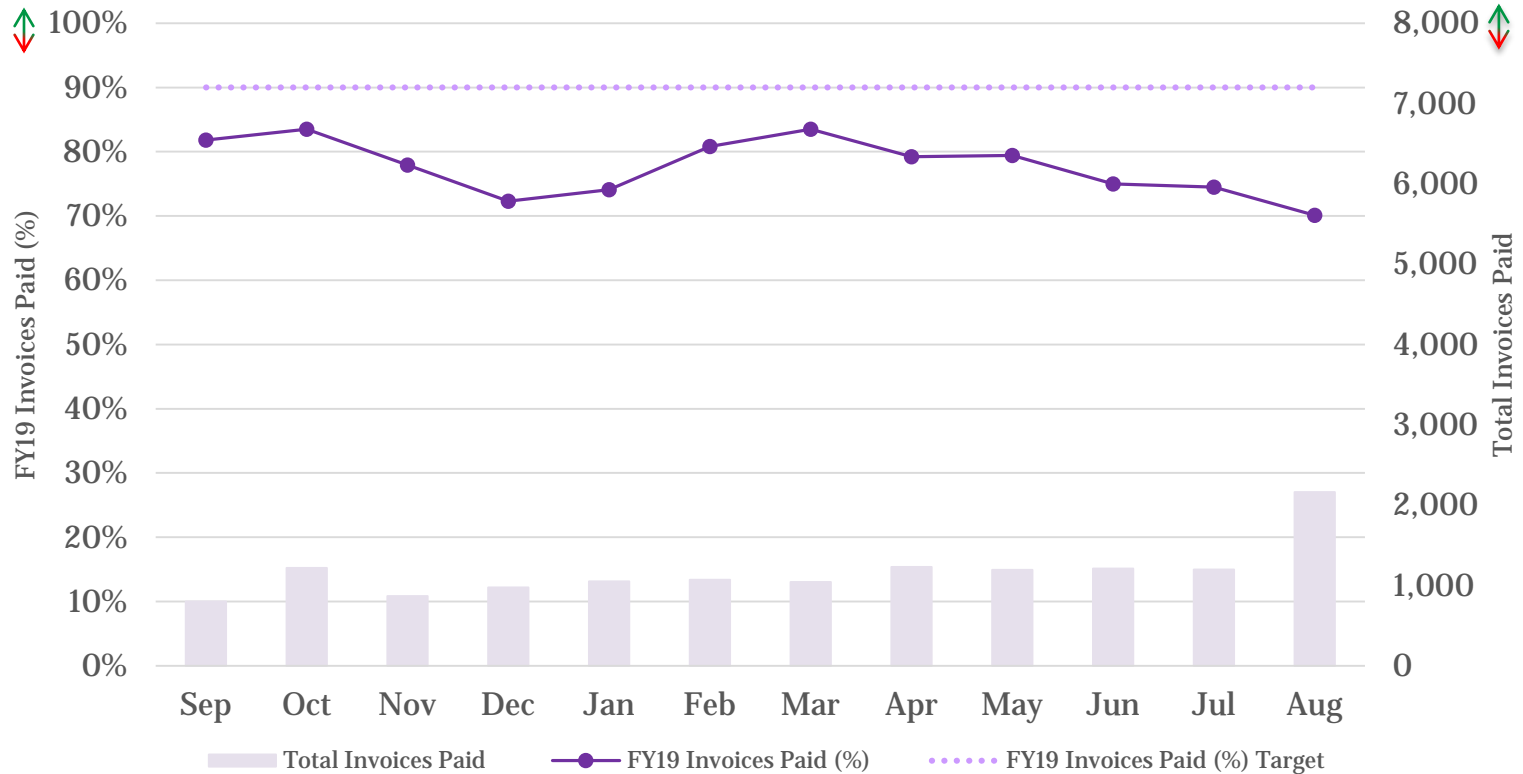
- **KPI goal is to spend Facilities division operating expenses at a rate of +/- 5% of budget**
- **f(accurate budgeting of Operations and Maintenance, Administration, Planning, Design and Construction, Sustainability, HR, campus growth, unanticipated factors)**
- **Initiatives: develop and implement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

F3. Utility Budget Execution



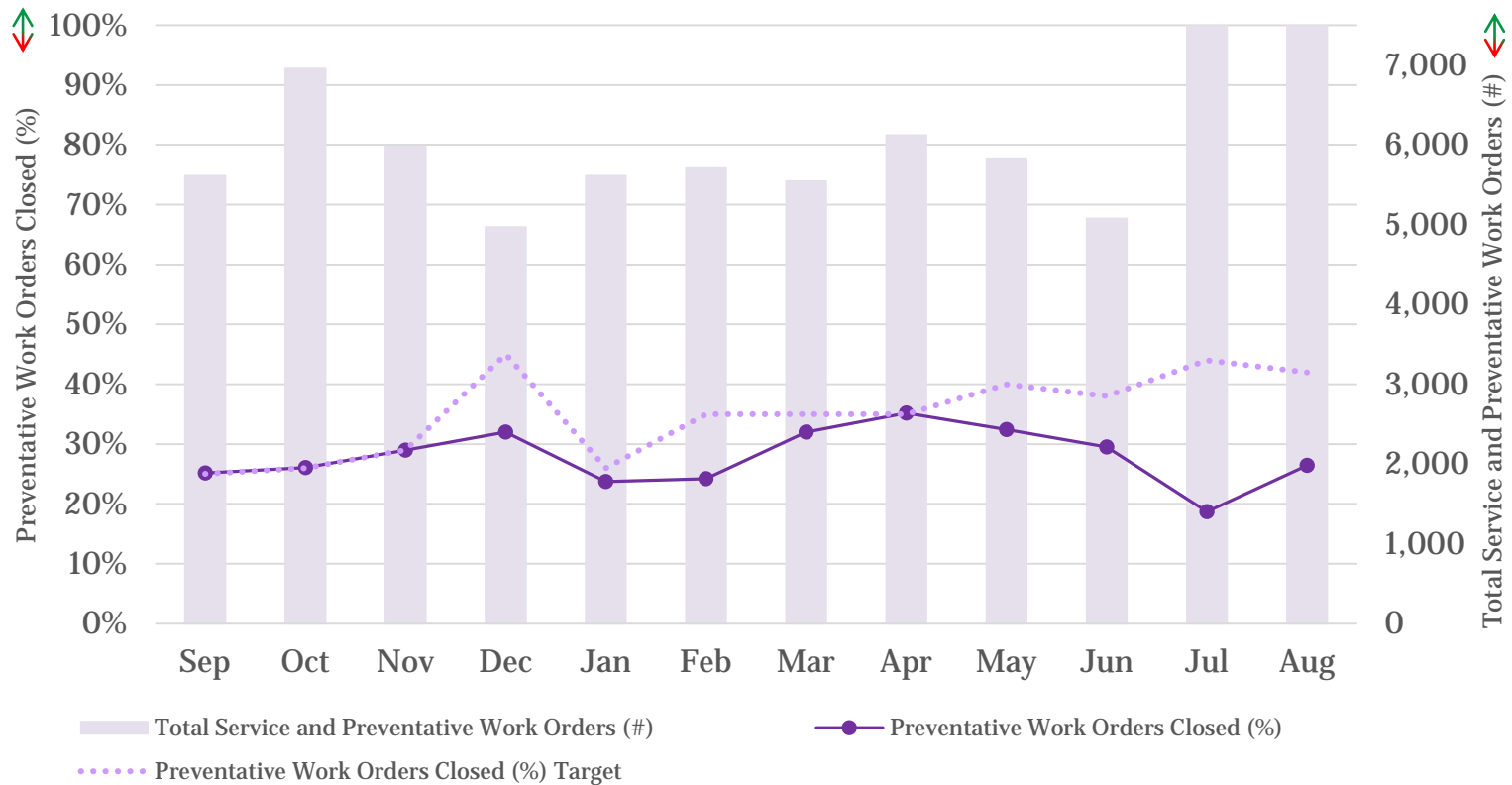
- **KPI goal is to manage utility expenses with overhead at a rate of +/- 5% of budget**
- **f(accurate budgeting, utility commodity costs, campus growth, usage)**
- **Initiatives: adhere to sourcing strategy; improve reporting**
- **Facilities Leader: Liz Schaps**

F4. Invoices: Number of Days to Pay



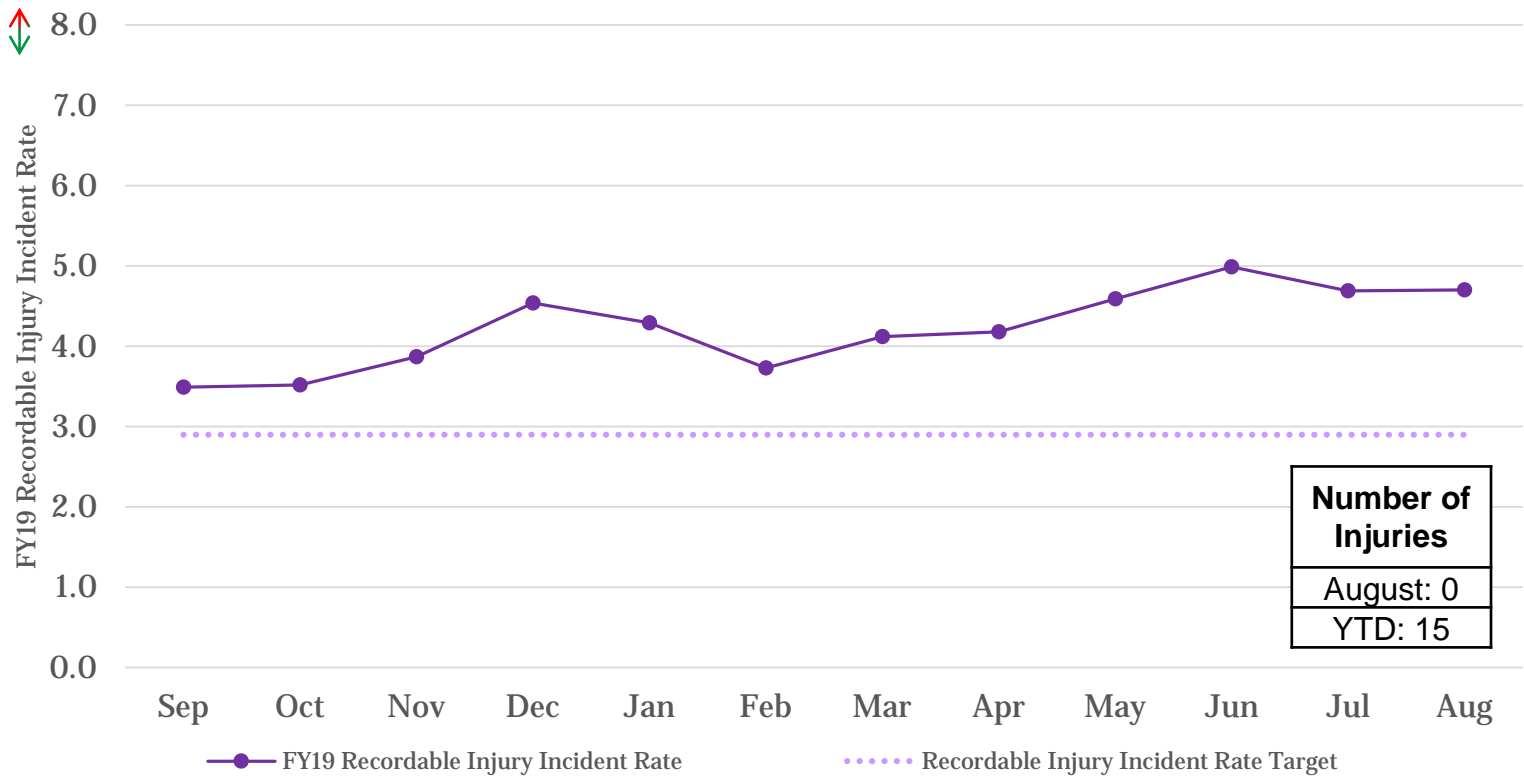
- **KPI goal is to process 90% of invoices from receipt to voucher/ACH within 30 days**
- **f(accurate invoicing, Facilities timely invoice processing, accounts payable, staffing)**
- **Initiatives: develop and implement process improvement; improve reporting**
- **Facilities Leader: Liz Schaps**

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



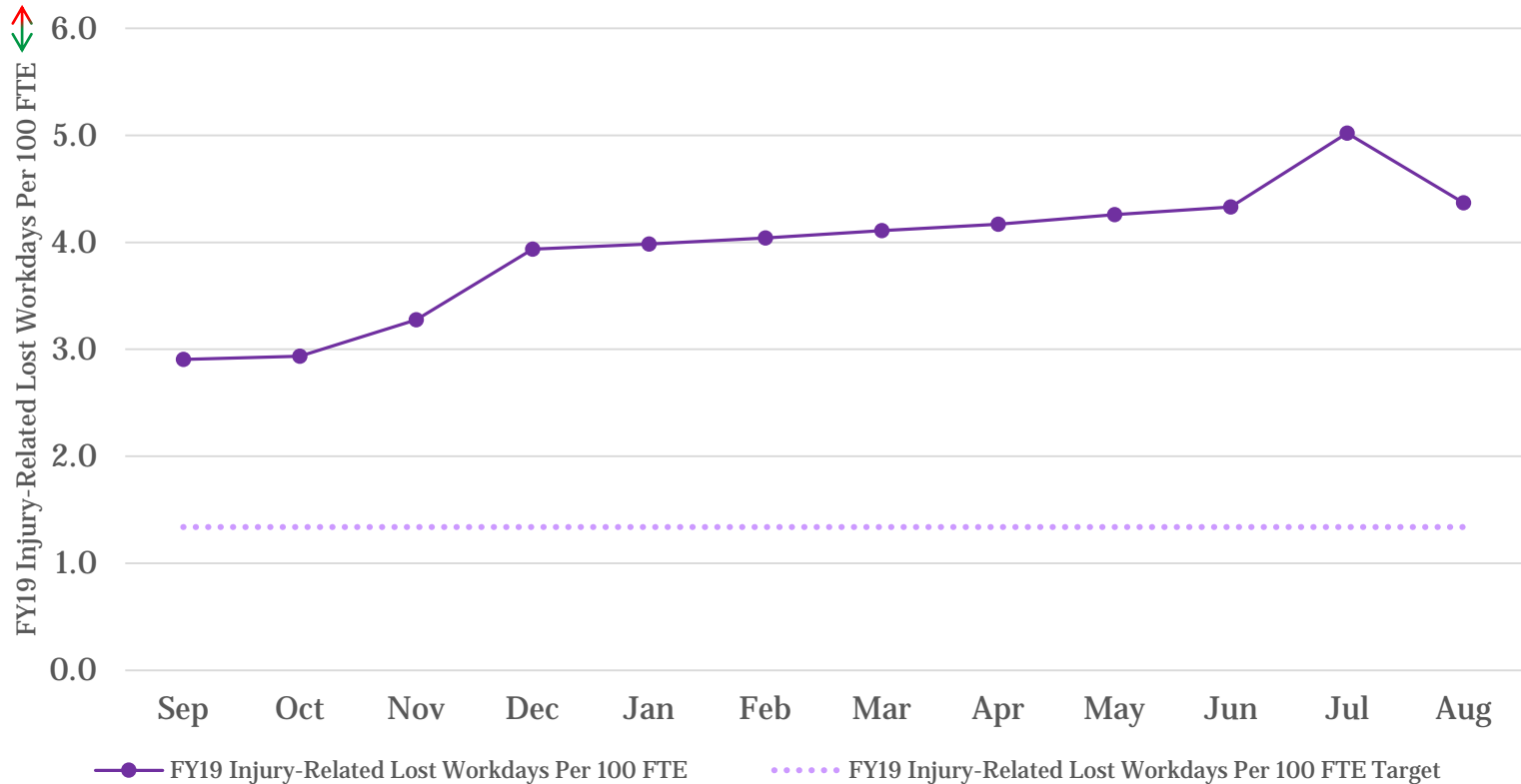
- **KPI goal is to have a yearly average of 35% of our work orders closed by preventative maintenance tickets**
- **f(service work orders, preventative maintenance work orders)**
- **Initiatives: expand the preventative maintenance program to more shops, eliminate the use of standing work orders, revise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

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**

Project Updates: Operational Excellence

Facilities Connect Implementation: Project Milestones and Budget	
Status	HIGHLIGHTS
In Trouble	<ul style="list-style-type: none"> • Space: Nearly Complete with the FY19 Validation period (performing end of cycle data clean up) • O&M: Initiative 5-Maintenance: Completed build activities for approval engine, security and mobile application setup. Additionally, business processes have been defined, and system testing scripts have been developed. Communications have begun (bulletins, workshops), change readiness survey completed and training module development has begun. • O&M: High level of risks exist that may impact schedule and quality, putting the project to 'In Trouble' • FY19 Expenses Completed within the FY19 Budget Allocation; FY20 Budget Submitted and Funded thru Q1FY20
Measurement: O&M Module I5 Release is scheduled for Dec 19; Fy20 Budget On Track	
Facilities Leader: Business Infrastructure	
Work Process Reengineering	
Status	HIGHLIGHTS
On Track	
Measurement: Report by service line on agreed initiatives	
Facilities Leader: Each Service Line Leader	

Project Updates: Stakeholder Engagement

School/Unit Outreach	
Status	HIGHLIGHTS
On Track	
Measurement: Number of meetings and key themes/outcomes	
Facilities Leader: Each Service Line Leader	

7-Year Capital Facilities Plan	
Status	HIGHLIGHTS
	<ul style="list-style-type: none"> • 7 years capital plan update was presented to EPC on 6/17. • Plan continues to evaluate outcomes of 6/17 EPC meeting. • Deliverable TBD pending progress on 7 Year Financial Framework Plan
On Track	
Measurement: Report against agreed project milestones	
Facilities Leader: Planning	

Project Updates: Stakeholder Engagement

Real Estate Portfolio	
Status	HIGHLIGHTS
On Track	<ul style="list-style-type: none">• Residential Portfolio Management & Leasing: 36 units comprised of approximately 100,000 square feet• Commercial Property Management & Leasing: Portfolio consists of approximately 825,000 sf of third party leasing distributed across over 100 lease documents.
Measurement: Sales; leases renewals; sub-leases; acquisitions	
Facilities Leader: Real Estate	

Project Updates: Employee Engagement

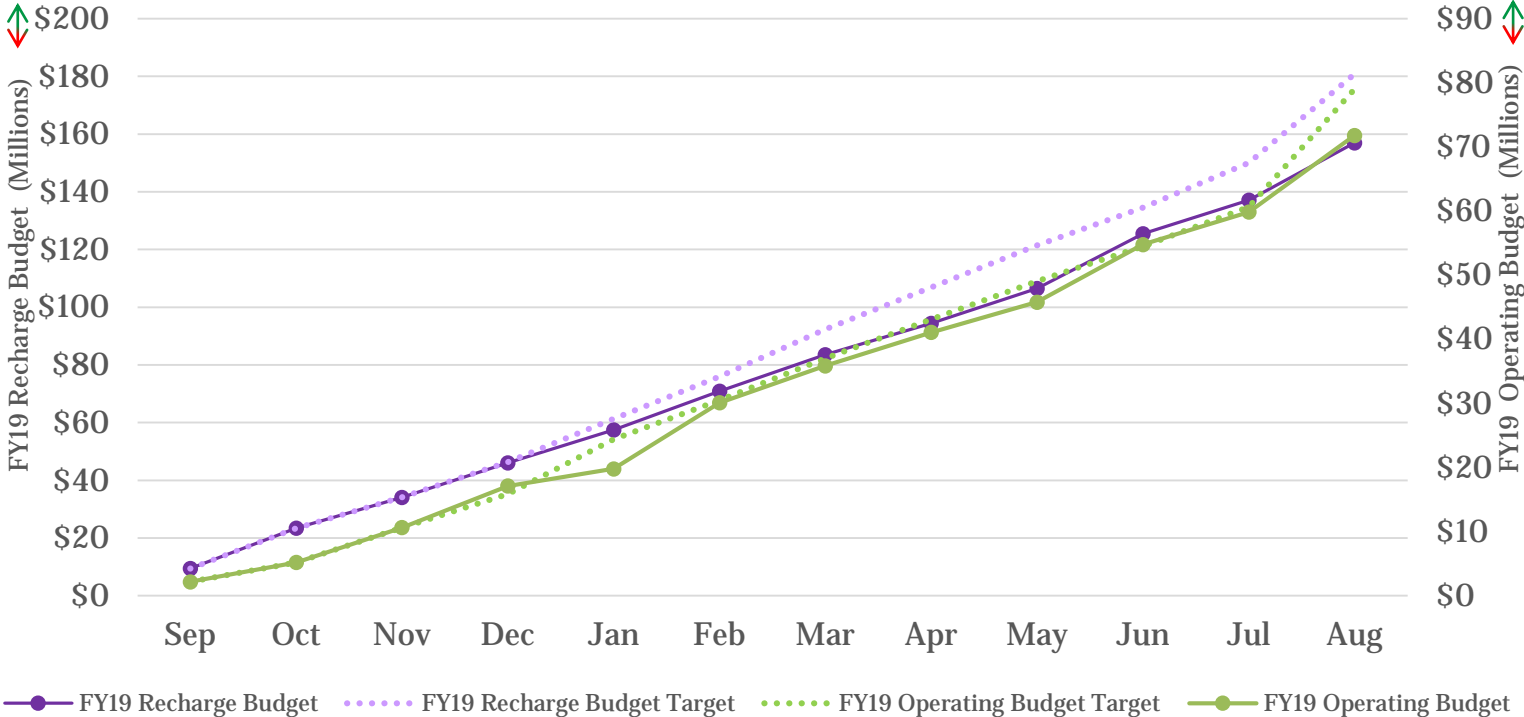
Engagement Survey Results and Other Initiatives	
Status	HIGHLIGHTS
On Track	
Measurement: Report against agreed project milestones	
Facilities Leader: HR	

Informal Employee Survey Results	
Status	HIGHLIGHTS
On Track	
Measurement: Two surveys for FY2019	
Facilities Leader: HR	

Project Updates: Employee Engagement

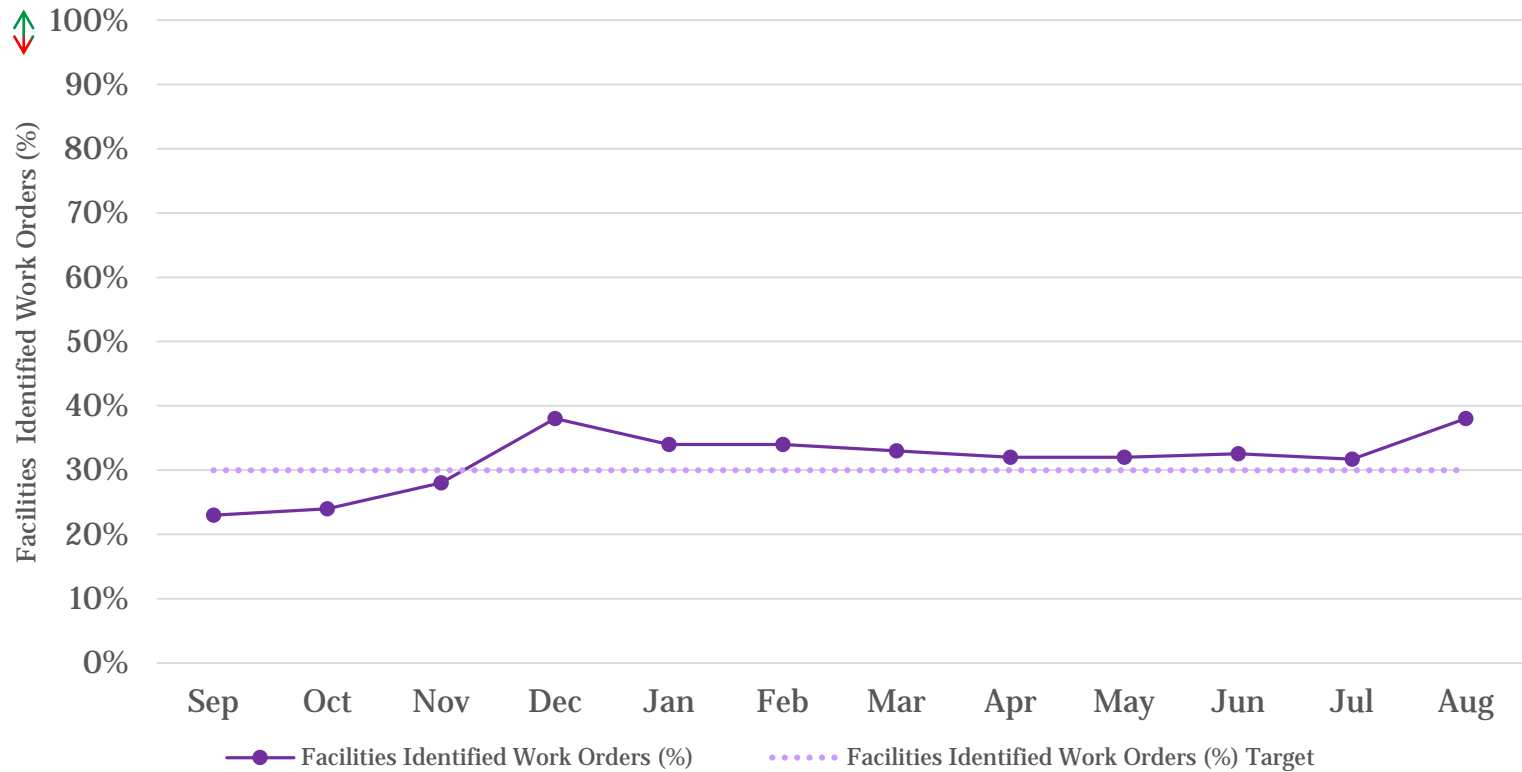
Organizational Assessment	
Status	HIGHLIGHTS
On Track	<ul style="list-style-type: none"> • Met with each department and shop team in July/August 2019. Obtained input on the future of Facilities as well as outline some initial ideas on our mission, strategies and values for the future. • Met individually with each person who participated in the Leadership Organization Survey conducted in late 2018. • The outcome of these conversations is to define a common vision for how this team can help Northwestern fulfill its mission and set a foundation for regular communications within our team. • The first meeting of the Facilities Leadership Council was held on September, 17th 2019 reviewing the <ul style="list-style-type: none"> • FY2020 Business Plan Objectives • Mission/Values/Operating Tenets • New Leadership Structure • Leadership Council is accountable for achieving FY 2020 Objectives • Customer Engagement Strategy • Performance Management Plan <ul style="list-style-type: none"> • KPIs • Individual Goals and Objectives • FY 2020 Operating and Capital Budget
Measurement: Report on results interviews and actions	
Facilities Leader: VP and Direct Reports	

BM1. Facilities Fund 160 and Fund 110 Operating Budget Execution



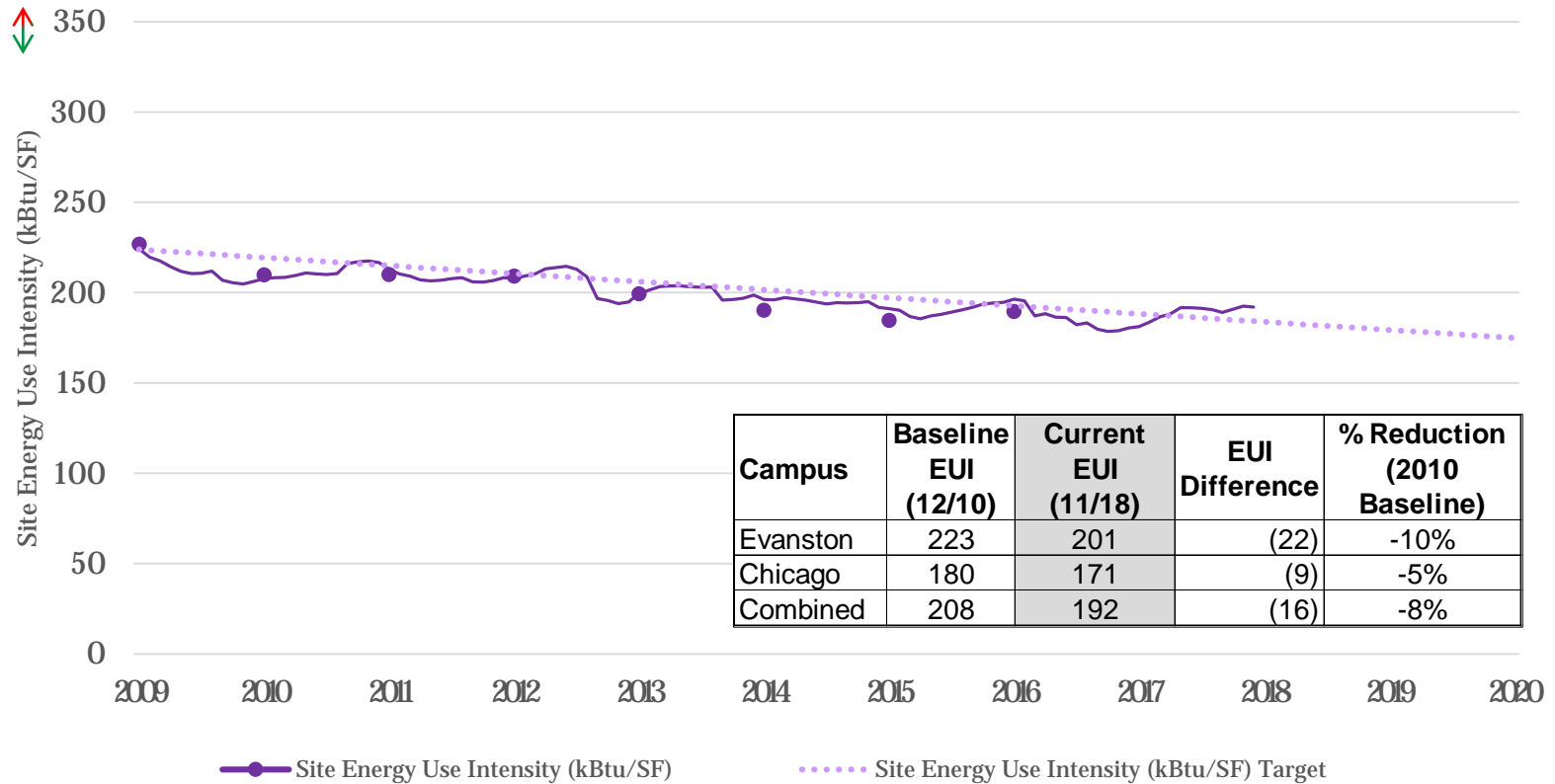
- **KPI goal is to spend Facilities division operating (fund 160 and fund 100) expenses at a rate of +/- 5% of budget**
- **f(accurate budgeting of Operations and Maintenance, Administration, Planning, Design and Construction, Sustainability, HR, campus growth, unanticipated factors)**
- **Initiatives: develop and implement process improvement; improve reporting; adhere to preventative maintenance plan; manage overtime expenses**
- **Facilities Leader: Liz Schaps**

BM2. Proactivity: Facilities Identified Work Orders



- **KPI goal is that at least 30% of corrective work orders are identified by Facilities Staff, as a measure of proactivity**
- **f(staffing, functionality of mobile technology, training)**
- **Initiatives: expand commissioning and preventative maintenance programs; institute quality assurance and quality control programs; increase functionality of mobile technology; implement a zone service model**
- **Facilities Leader: James McKinney**

BM3. Energy Use Intensity



- **KPI goal is to reduce the energy use intensity (EUI) by 20% by 2020**
- **f(occupant behavior, design, construction, technology, operations, weather)**
- **Initiatives: engage occupants; formalize design specifications; perform retro-commissioning; physically audit space for improvement**
- **FM Leader: Julie Cahillane**