

Northwestern

**Northwestern** | FACILITIES  
**Key Performance Indicators**

**Q2 | 15 April 2019**

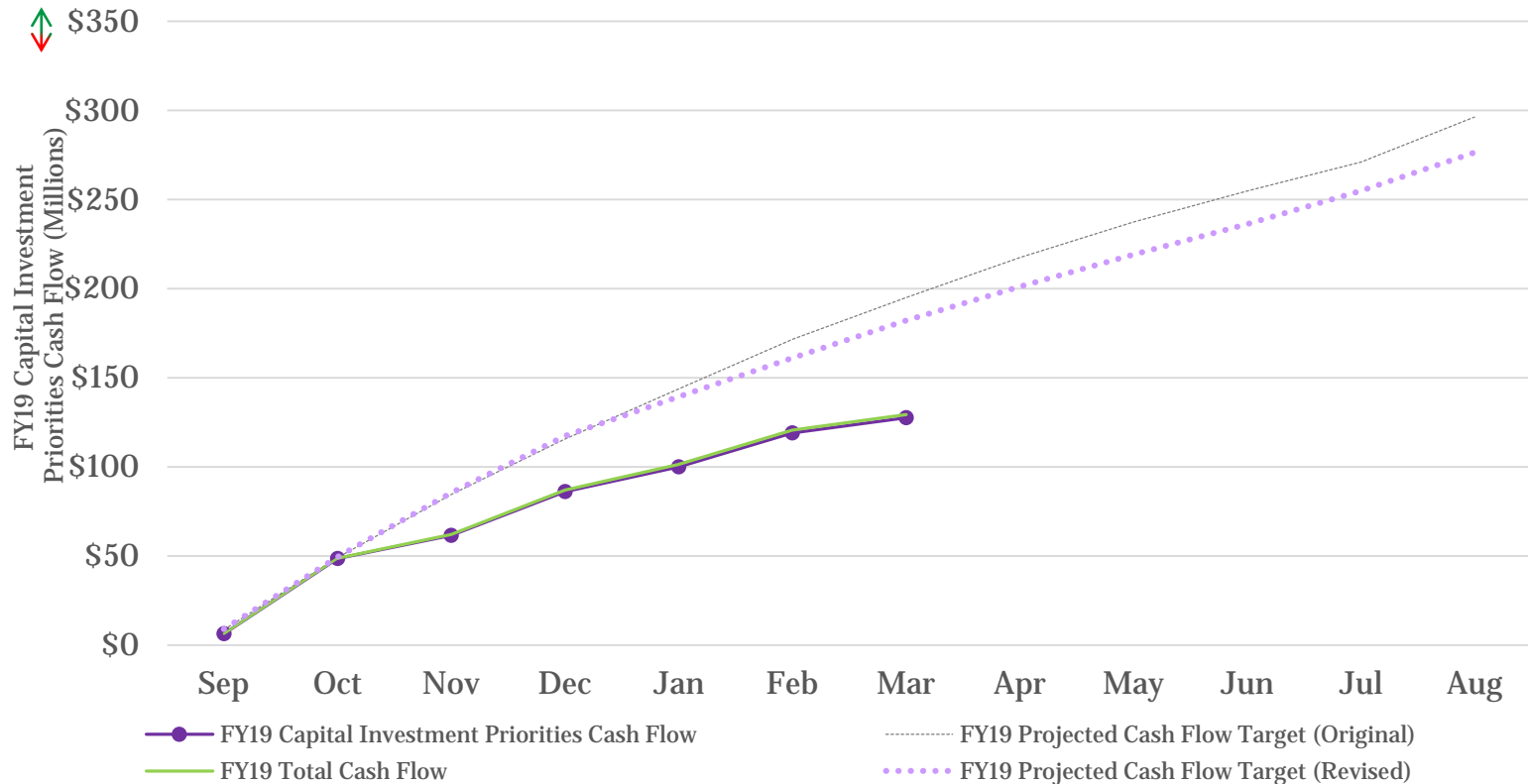
# Facilities Key Volume Indicators

Key Volume	Facilities	Change	Evanston	Chicago
Employees	327	0	262	65
Acres	296	0	281	15
Buildings	227	0	209	18
Square Feet	16.6M	0.0M	11.6M	5.0M
Number of Open Projects	143	0	108	35
Initial Request	29	0	23	6
Planning	17	0	14	3
Design	33	0	25	8
Construction	42	0	27	15
Closeout	22	0	19	3
Value of Open Projects	\$1.66B	\$0.00M	\$1.27B	\$390.99M
Initial Request	\$16.08M	\$0.00M	\$13.18M	\$2.90M
Planning	\$3.21M	\$0.00M	\$3.21M	\$0.00M
Design	\$66.33M	\$0.00M	\$50.12M	\$16.21M
Construction	\$879.89M	\$0.00M	\$513.38M	\$366.51M
Closeout	\$690.60M	\$0.00M	\$685.22M	\$5.38M
Work Orders Per Reporting Month	5,788	-8.3%	4,460	1,328
Work Orders Per Rolling 12 Months	73,594	-0.1%	57,137	16,457
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

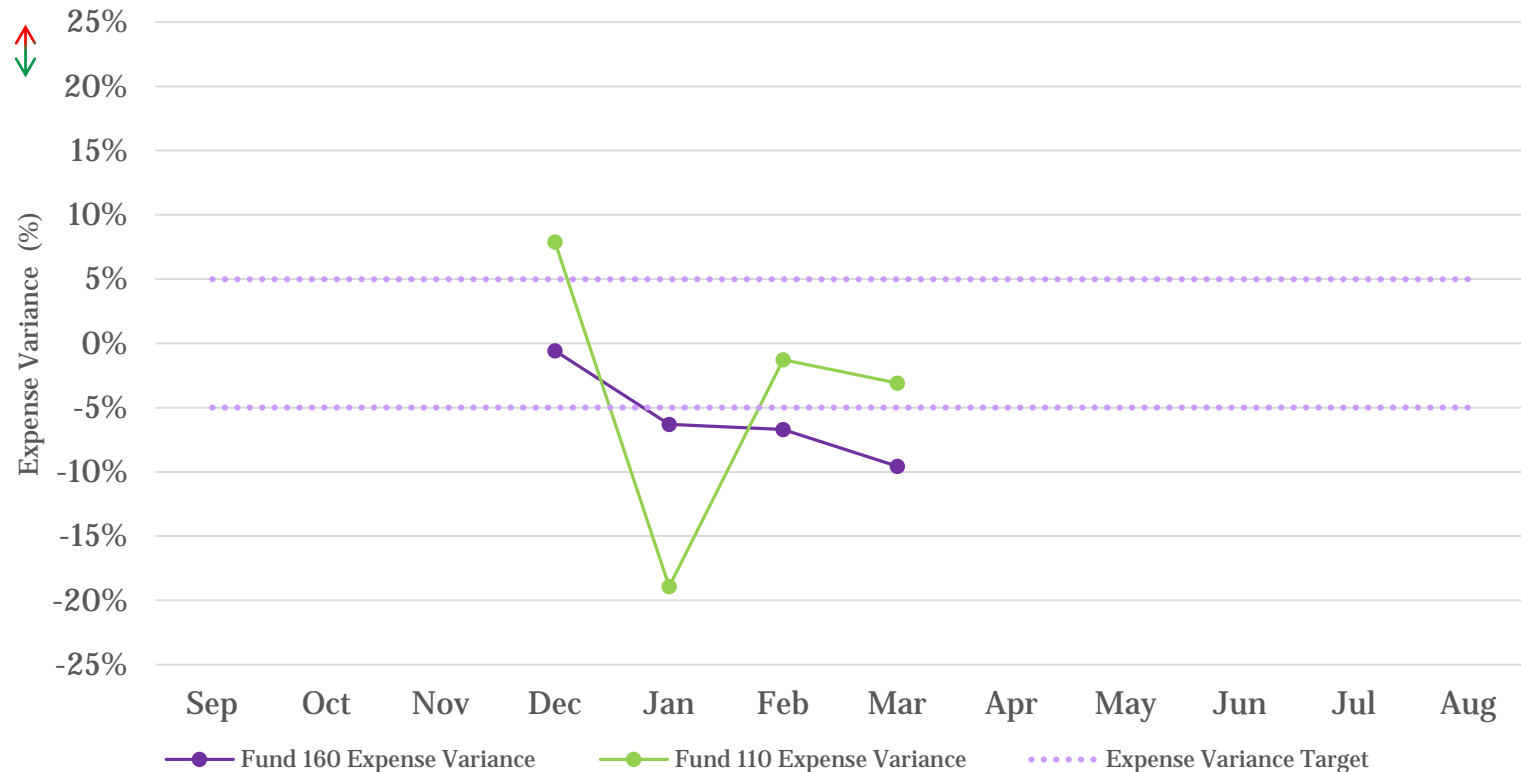
Dimension	Slide #	KPI Description	Annual Goal	Mar-19 Goal	Actual	Trend
Finance	3	F1. Capital Project Cash Flow Execution	+/- 5%	+/- 5%	-29%	-3%
	4	F2. Facilities Operating Budget Execution (Fund 160)	+/- 5%	+/- 5%	-10%	-3%
	4	F2. Facilities Operating Budget Execution (Fund 110)	+/- 5%	+/- 5%	-3%	-2%
	5	F3. Utility Budget Execution	+/- 5%	+/- 5%	-19%	6%
	6	F4. Invoices: Number of Days to Pay	90%	90%	84%	3%
Operational Excellence	7	OE1. Preventive Maintenance W/O as Percent of Total Completed Work Orders	35%	35%	32%	8%
	8	OE2. Injury Incident Rate (TRIR)	2.90	2.90	TBD	TBD
	9	OE3. Injury Related Lost Work Rate	1.34	1.34	TBD	TBD
		<b>Project Updates</b>				
	10	Operational Excellence				
	11,12	Stakeholder Engagement				
	13, 14	Employee Engagement				
		<b>Business Metrics</b>				
	15	BM1. Facilities Fund 160 and Fund 110 Operating Budget Execution	+/- 5%	+/- 5%	-8%	-3%
	16	BM2. Proactivity: Facilities Identified Work Orders	30%	30%	33%	-1%
	17	BM3. Energy Use Intensity (kBtu/SF)	-5%	-5%	-2%	0%
	18	BM4. Minority and Female Enterprise Use	TBD	TBD	TBD	TBD
	19	BM5. Local Business Enterprise Use	TBD	TBD	TBD	TBD
	20	BM6. Evanston Resident Employment	5%	5%	TBD	TBD

# F1. Capital Project Cash Flow Execution



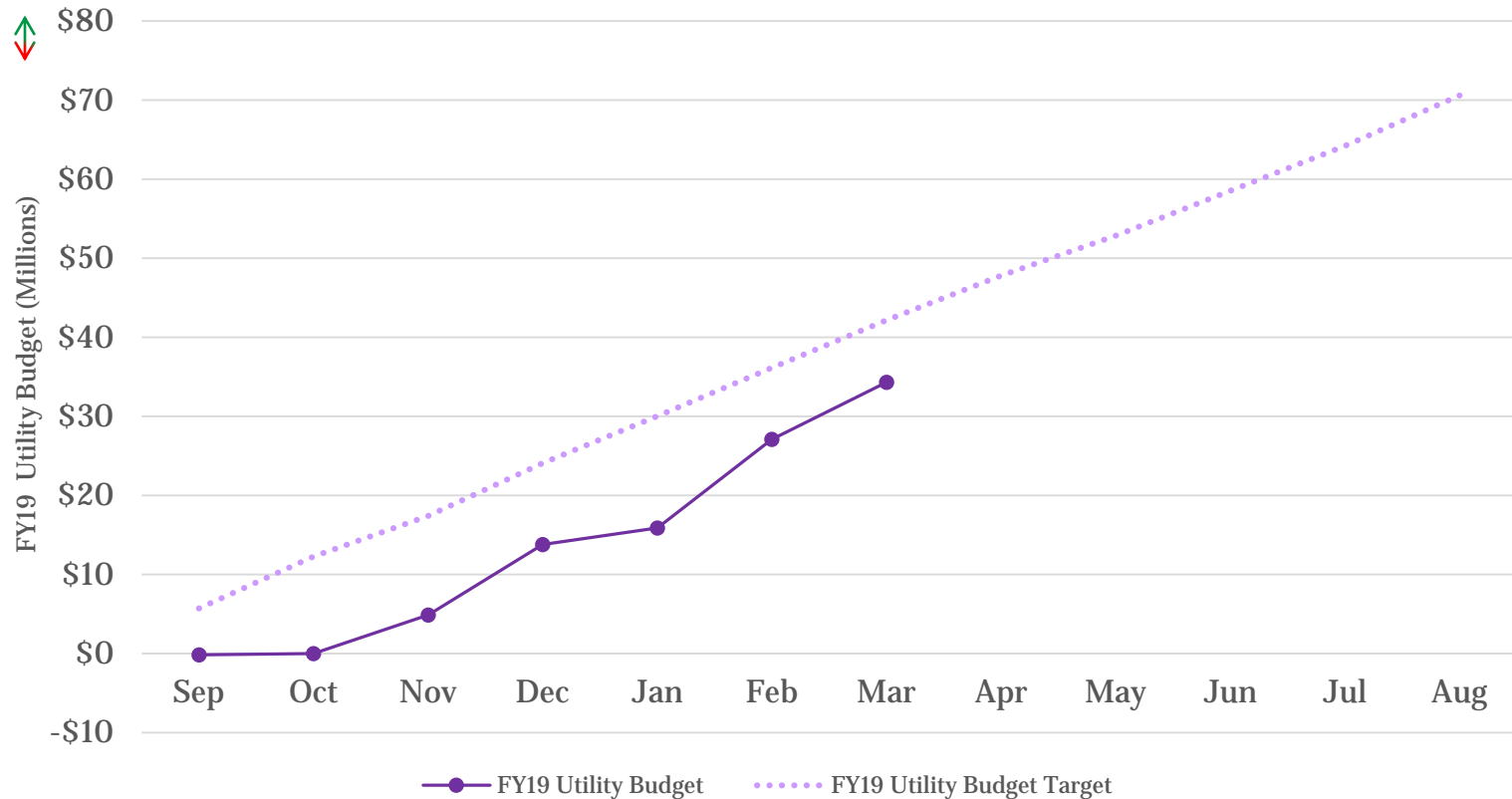
- **KPI goal is to spend capital at a rate of +/-5% of committed capital cash flow plan**
- **f(timely contractor invoicing, unforeseen project conditions, accurate budgeting, scope changes, weather, institutional prioritization, accessibility to work areas/equipment)**
- **Initiatives: develop and implement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



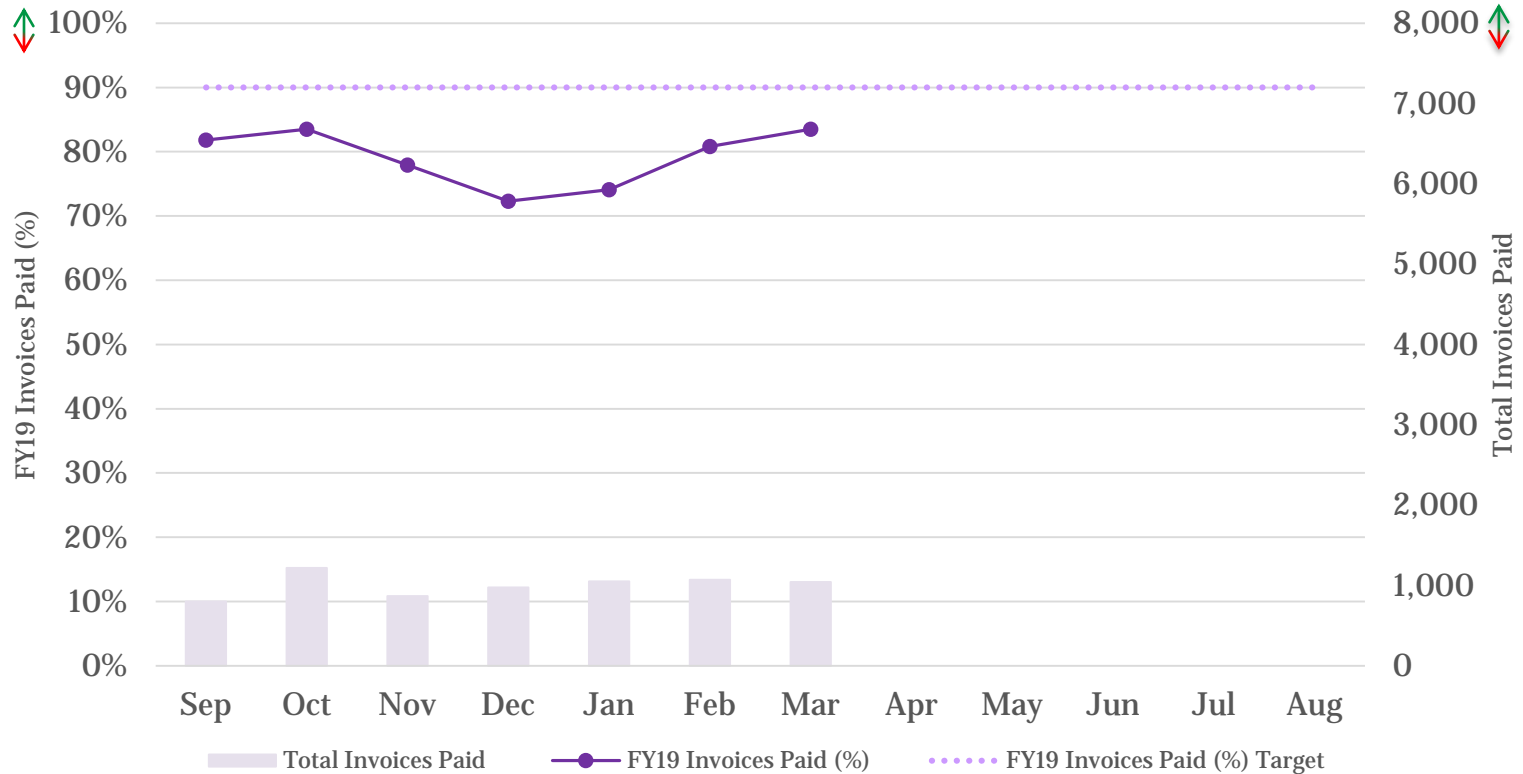
- **KPI goal is to spend Facilities division operating expenses at a rate of +/- 5% of budget**
- **f(accurate budgeting of Operations and Maintenance, Administration, Planning, Design and Construction, Sustainability, HR, campus growth, unanticipated factors)**
- **Initiatives: develop and implement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

# F3. Utility Budget Execution



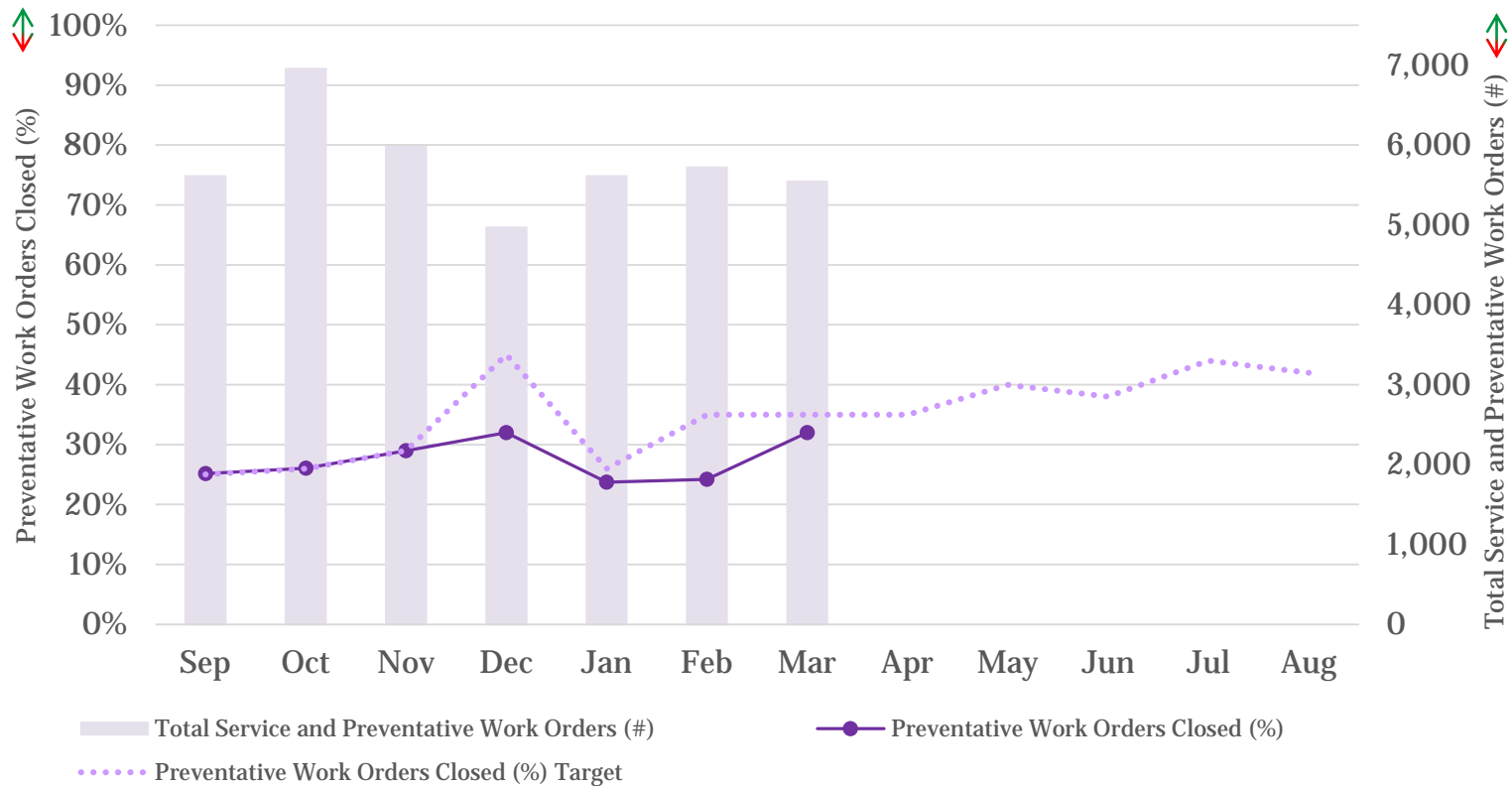
- **KPI goal is to manage utility expenses with overhead at a rate of +/- 5% of budget**
- **f(accurate budgeting, utility commodity costs, campus growth, usage)**
- **Initiatives: adhere to sourcing strategy; improve reporting**
- **Facilities Leader: Liz Schaps**

# 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**

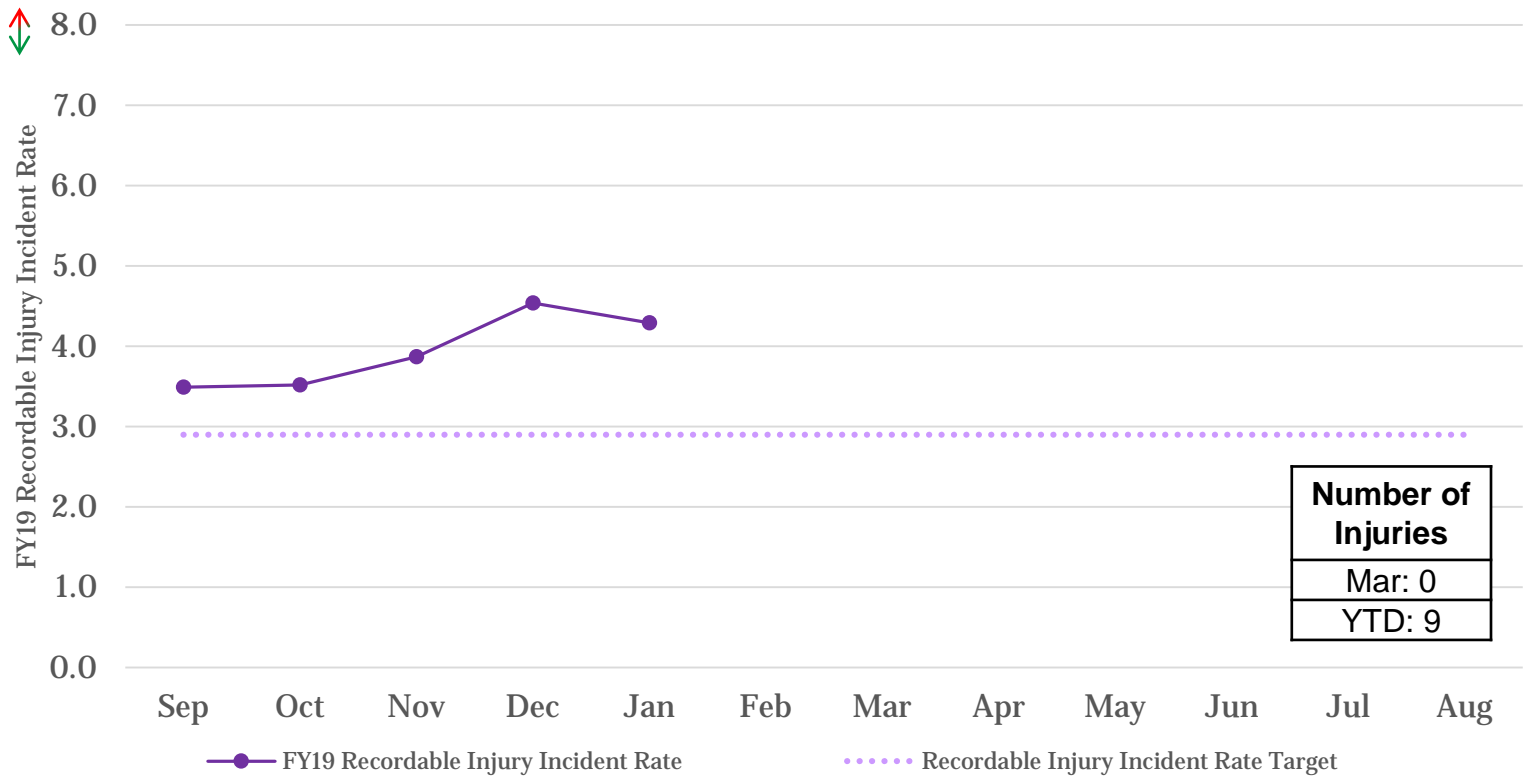
# OE1. Preventive Maintenance work as Percent of Total Closed Work Orders



- **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**

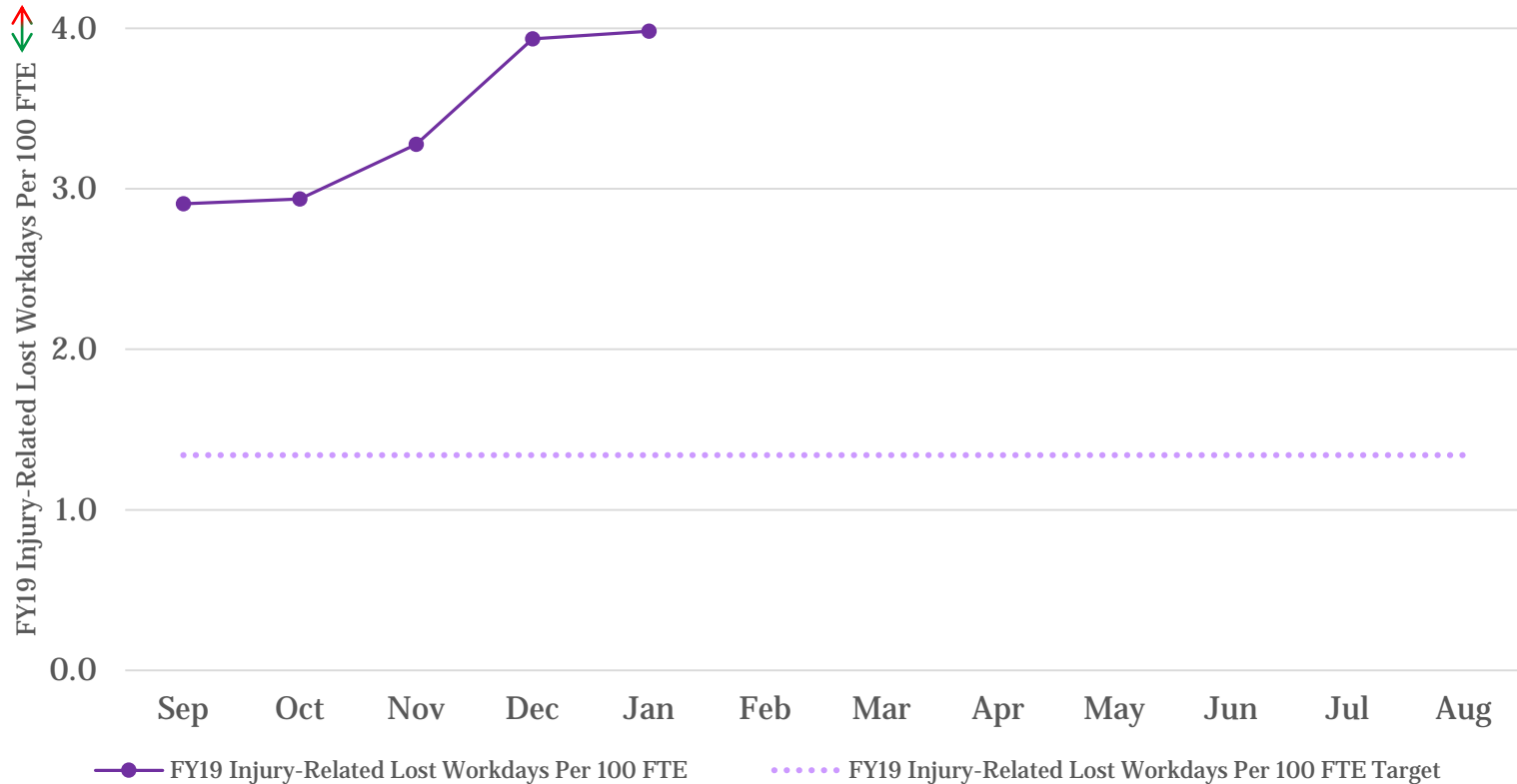


# OE2. Recordable Injury Incident Rate (TRIR)



- **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**