# Facilities
## Key Performance Indicators

**Northwestern**

**June 15, 2018**

# Facilities Key Volume Indicators

| Key Volume | Facilities | Change | Evanston | Chicago |
|---|---|---|---|---|
| Full Time Equivalent (FTE) | 395 | -1 | 327 | 68 |
| Acres | 296 | 0 | 281 | 15 |
| Buildings | 222 | 0 | 204 | 18 |
| Square Feet | 15.6M | 0.0M | 10.6M | 5.0M |
| Number of Open Projects | 98 | 0 | 77 | 21 |
| Design | 39 | 0 | 30 | 9 |
| Construction | 33 | 0 | 25 | 8 |
| Punchlist | 5 | 0 | 3 | 2 |
| Closeout | 21 | 0 | 19 | 2 |
| Value of Open Projects | $2.4B | $0.0B | $1.8B | $0.6B |
| Design | 0.5B | $0.0B | $0.4B | 0.1B |
| Construction | $1.2B | $0.0B | $0.7B | $0.5B |
| Punchlist | $0.1B | $0.0B | $110.1M | $0.7M |
| Closeout | $0.6B | $0.0B | $580.2M | $0.8M |
| Work Orders Per Reporting Month | 7,033 | +5.8% | 5,567 | 1,466 |
| Work Orders Per Rolling 12 Months | 76,474 | +1.0% | 58,859 | 17,615 |
| Operations and Maintenance | $59.6M | $0.0M | $40.9M | $18.7M |

# Key Performance Indicators

| Slide # | KPI Description | Annual Goal | May-18 Goal | Actual | Trend |
|---|---|---|---|---|---|
| 3 | SD1. Service Request Closure | 90% | 92% | ❌ 88% | ✅ 4% |
| 4 | SD2. Preventative Maintenance Closure | 75% | 79% | ✅ 92% | ❌ -2% |
| 5 | SD3. Proactivity: Facilities Identified Work Orders | 30% | 30% | ✅ 33% | ❌ -3% |
| 6 | LO1. Common Space Program | 10% | 5% | ❌ 6% | 🟡 0% |
| 7 | LO2. Facilities Connect Implementation | 90% | 87% | ❌ 77% | ✅ 3% |
| 8 | LO3. Engagement: Sustainability Outreach | 15% | 11% | ✅ 16% | ✅ 6% |
| 9 | CE1. Energy Use Intensity (kBtu/SF) | -5% | -5% | 🟡 -4% | ❌ 1% |
| 10 | CE2. Recordable Injury Incident Rate | 2.90 | 2.90 | ❌ 3.63 | 🟡 -0.28 |
| 11 | CE3. Injury-Related Lost Workday Rate | 1.34 | 1.34 | ✅ 0.83 | 🟡 -0.28 |
| 12 | CE4. Waste Diversion Rate | 42% | 42% | ✅ 44% | ✅ 1% |
| 13 | CE5. Overtime | <5% | <5% | ❌ 7% | ✅ -1% |
| 14 | CE6. Minority and Female Enterprise Use | TBD | TBD | Discontinue | TBD |
| 15 | CE7. Local Business Enterprise Use | TBD | TBD | Discontinue | TBD |
| 16 | CE8. Evanston Resident Employment | 5% | 5% | ❌ 2% | ✅ 1% |
| 17 | F1. Capital Project Cash Flow Execution | +/-2% | +/-2% | ✅ -2% | 🟡 -1% |
| 18 | F2. Facilities Operating Budget Execution | +/-1% | +/-1% | 🟡 -2% | 🟡 0% |
| 19 | F3. Utility Commodity Budget Execution | +/-5% | +/-5% | ❌ -11% | ❌ -1% |
| 20 | F4. Invoices: Number of Days to Pay | 90% | 90% | ❌ 81% | ✅ 3% |

# SD1. Service Request Closure
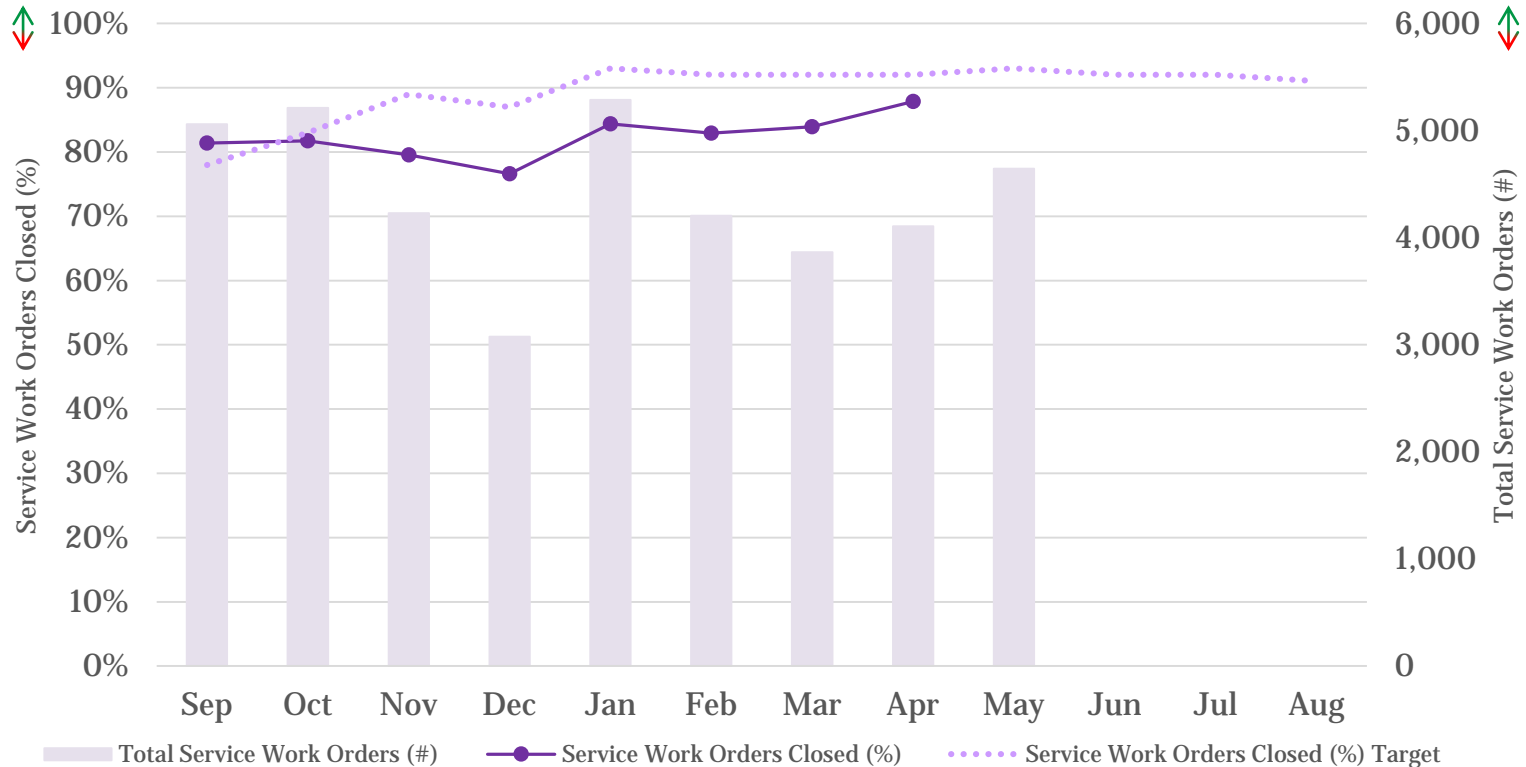


- KPI goal is to have a yearly average of 90% of service work orders within 30 days (excluding project-related work orders)
- f(staffing, contracted services, seasonal work order volume variations, closeout procedures, service provider productivity, parts/material availability, accessibility of work areas/equipment)
- Initiatives: increase functionality of mobile technology; plan and schedule work order assignments including estimator and kitter functions; adjust staffing levels to reflect workload; increase service provider productivity rates
- Facilities Leader: James McKinney and Nadia Jackson

# SD2. Preventative Maintenance Closure
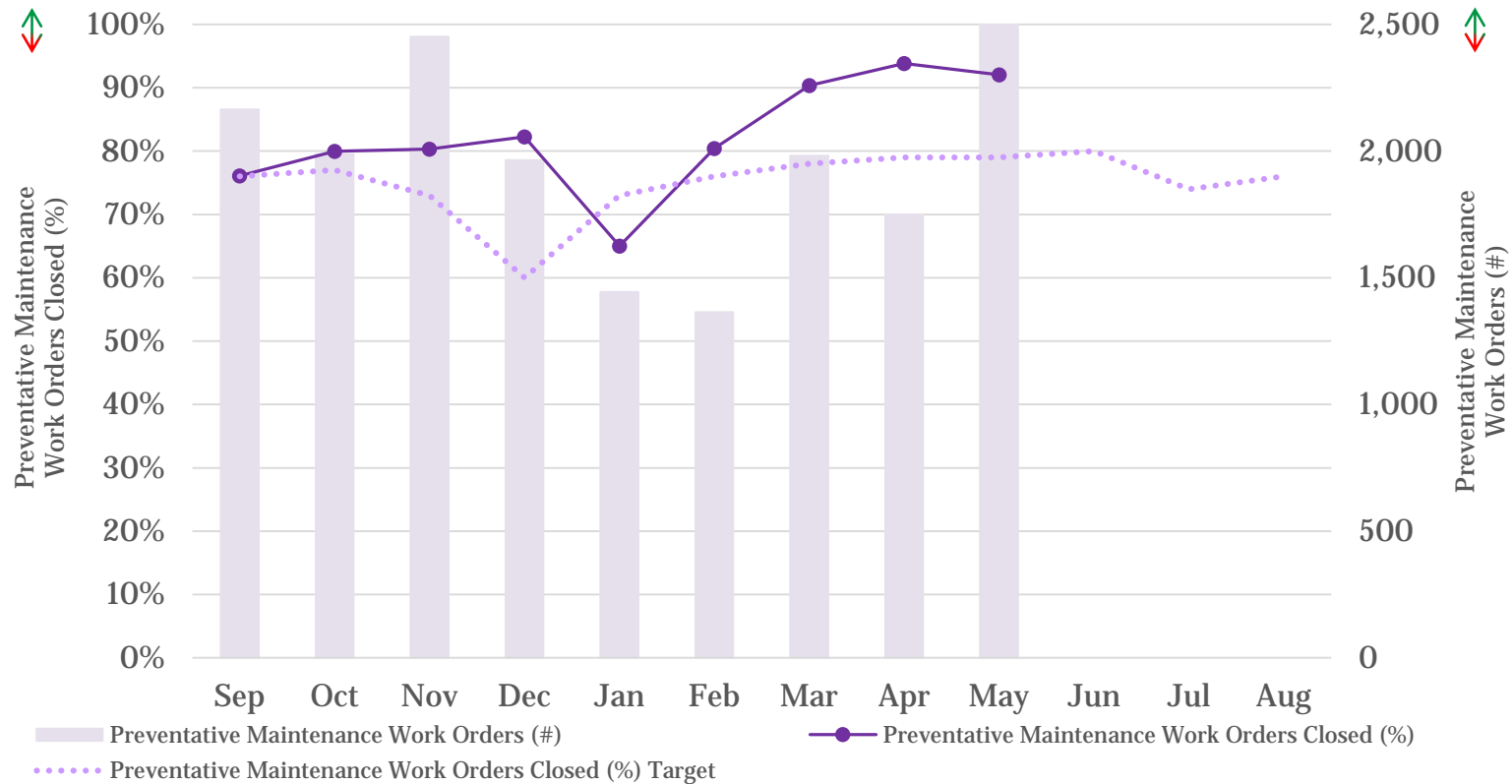


- **KPI goal is to have yearly average of 75% of preventative maintenance tickets closed within 30 days**
- **f(staffing, service provider productivity, planning and scheduling of work, accessibility of work areas/equipment, emergency work, project and special event support)**
- **Initiatives: plan and schedule preventative maintenance work assignments; revise task instructions; optimize recurring task frequencies; adjust staffing levels to reflect workload**
- **Facilities Leader: James McKinney and Nadia Jackson**

# SD3. Proactivity: Facilities Identified Work Orders
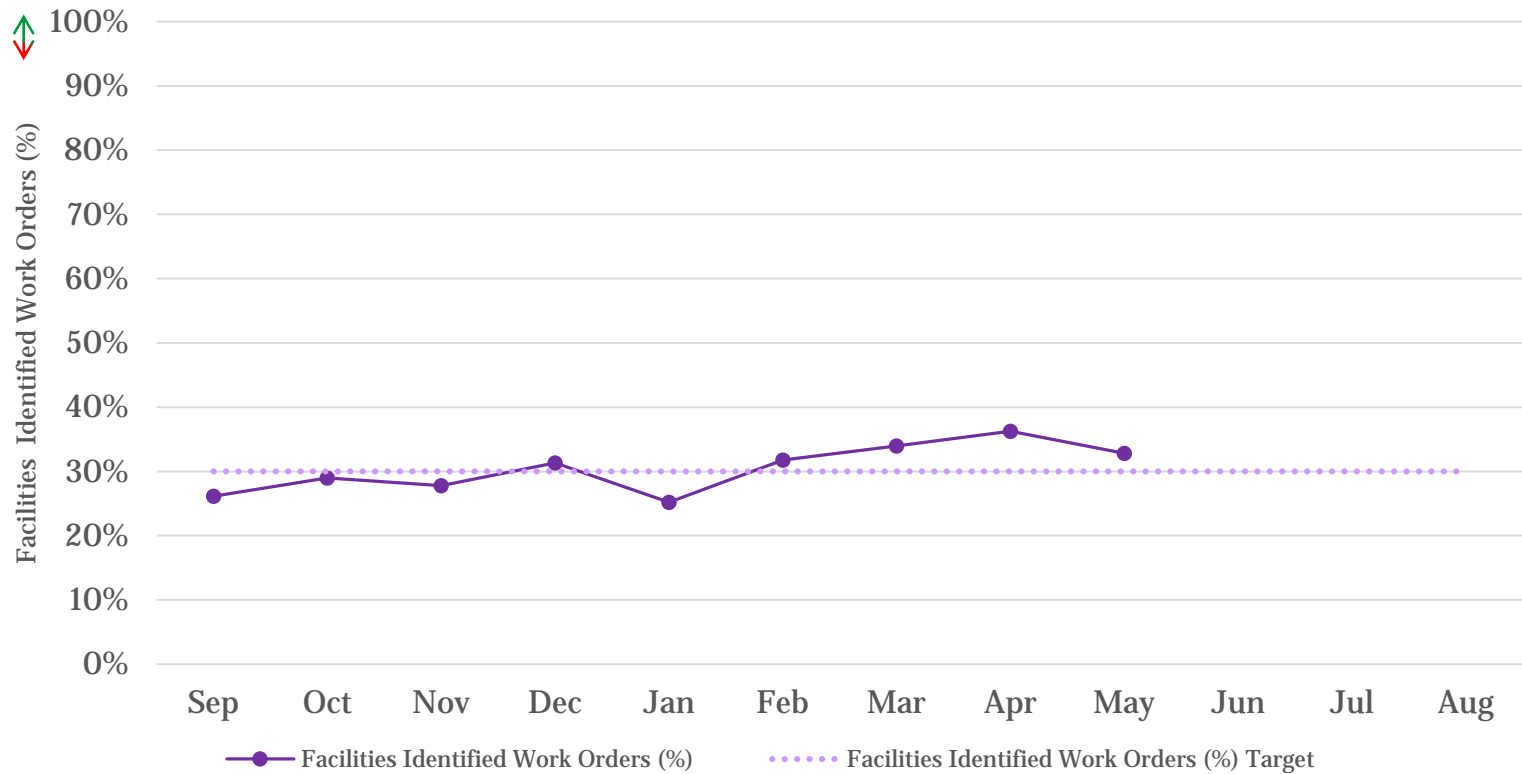


- **KPI goal is that at least 30% of corrective work orders are identified by Facilities Staff, as a measure of proactivity**
- **f(staffing, functionality of mobile technology, training)**
- **Initiatives: expand commissioning and preventative maintenance programs; institute quality assurance and quality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

# LO1. Common Space Program
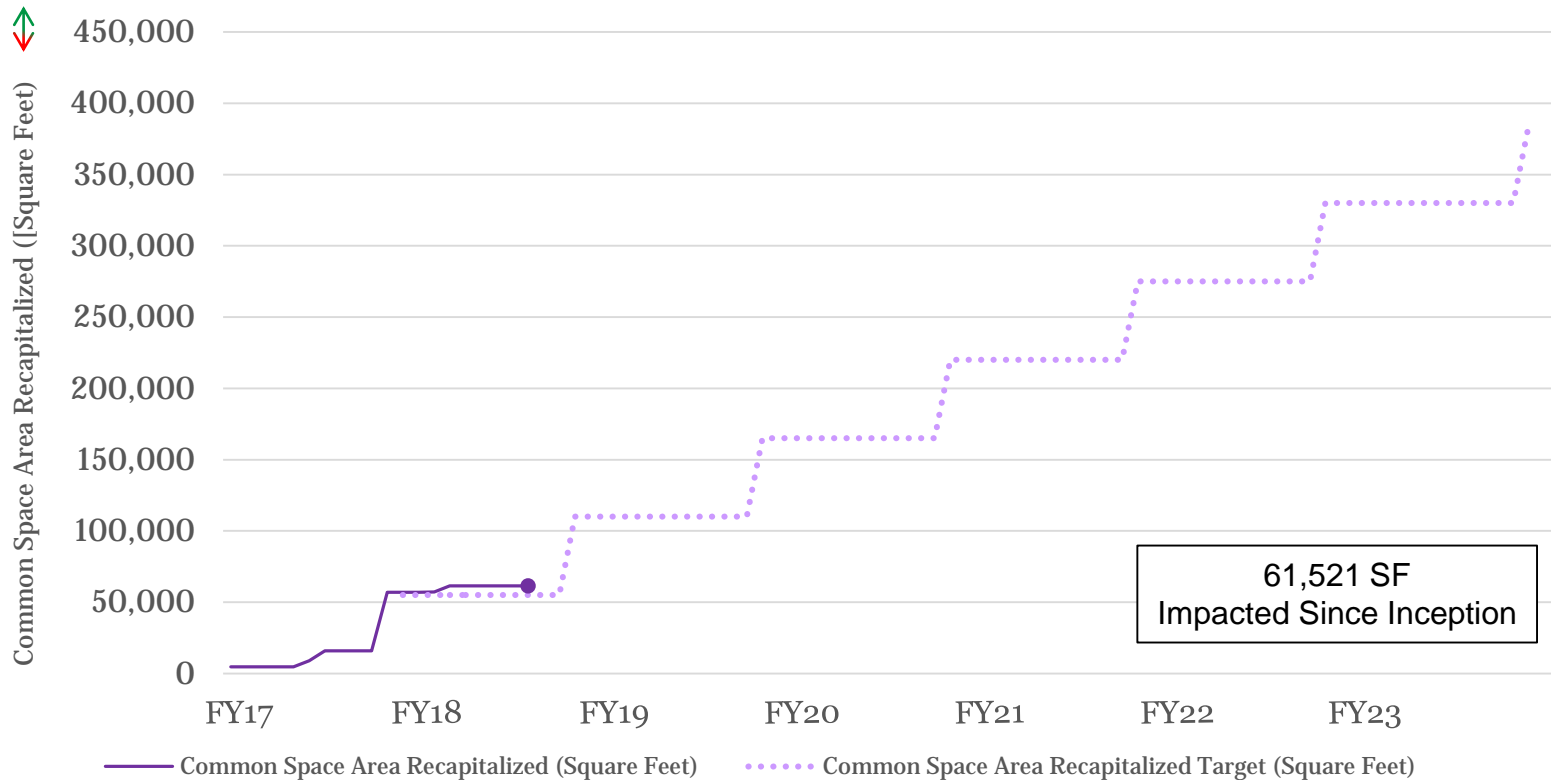


- KPI goal is to recapitalize 55,000 square feet of common spaces per year.
- f(funding availability, project staffing, efficient decision making, accessibility to work areas)
- Initiatives: recapitalization of campus spaces
- Facilities Leader: Carrie West

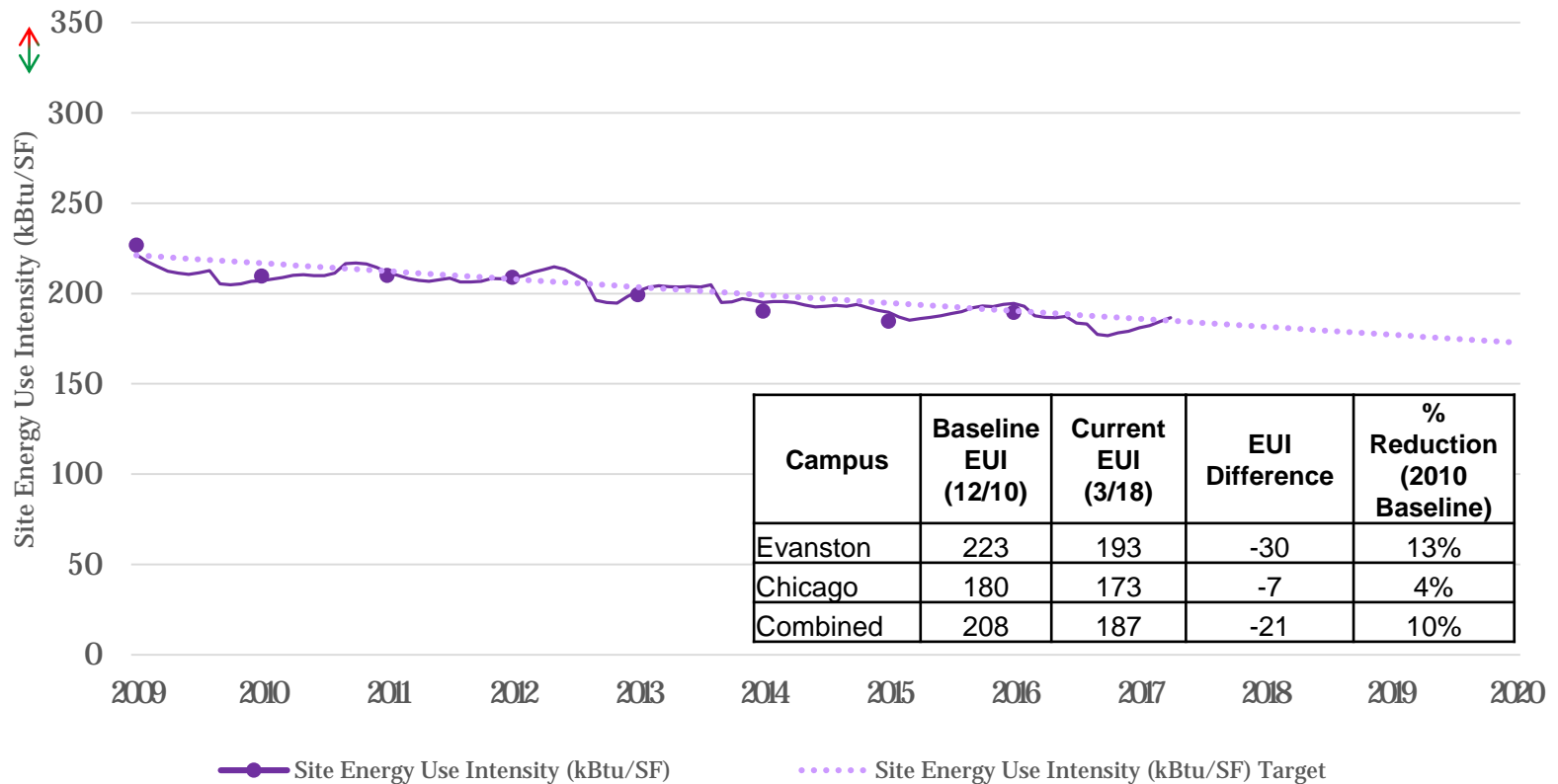# LO2. Facilities Connect Implementation
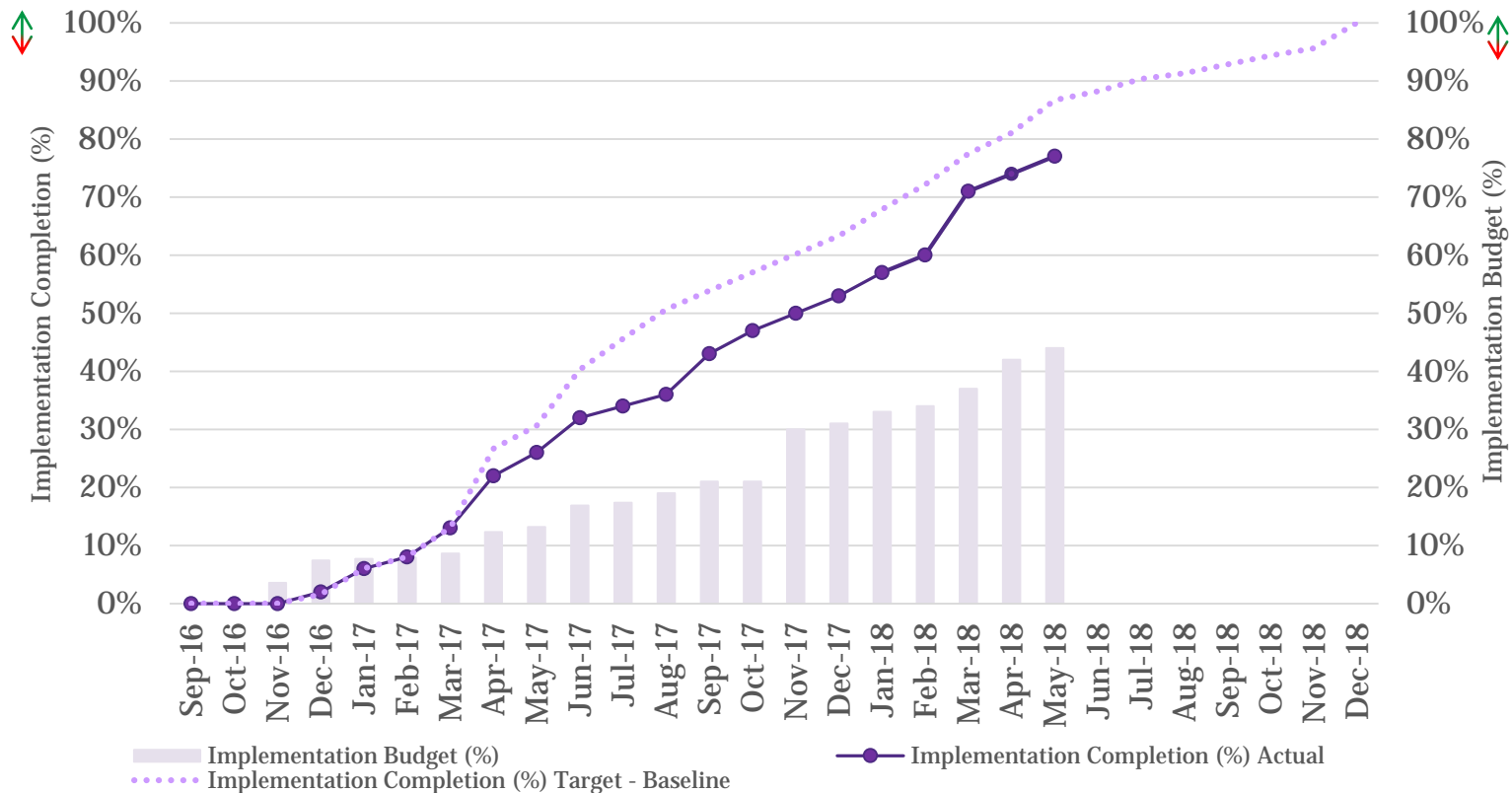


- **KPI goal is to complete 90% of project milestones by fiscal year 2018**
- **f(stakeholder engagement, staffing, business process, IT capabilities, communication, effective decision making)**
- **Initiatives: implement new integrated workplace management software; develop and implement process improvement; utilize effective project management methodology**
- **Facilities Leader: Liz Schaps**

# LO3. Engagement: Sustainability Outreach
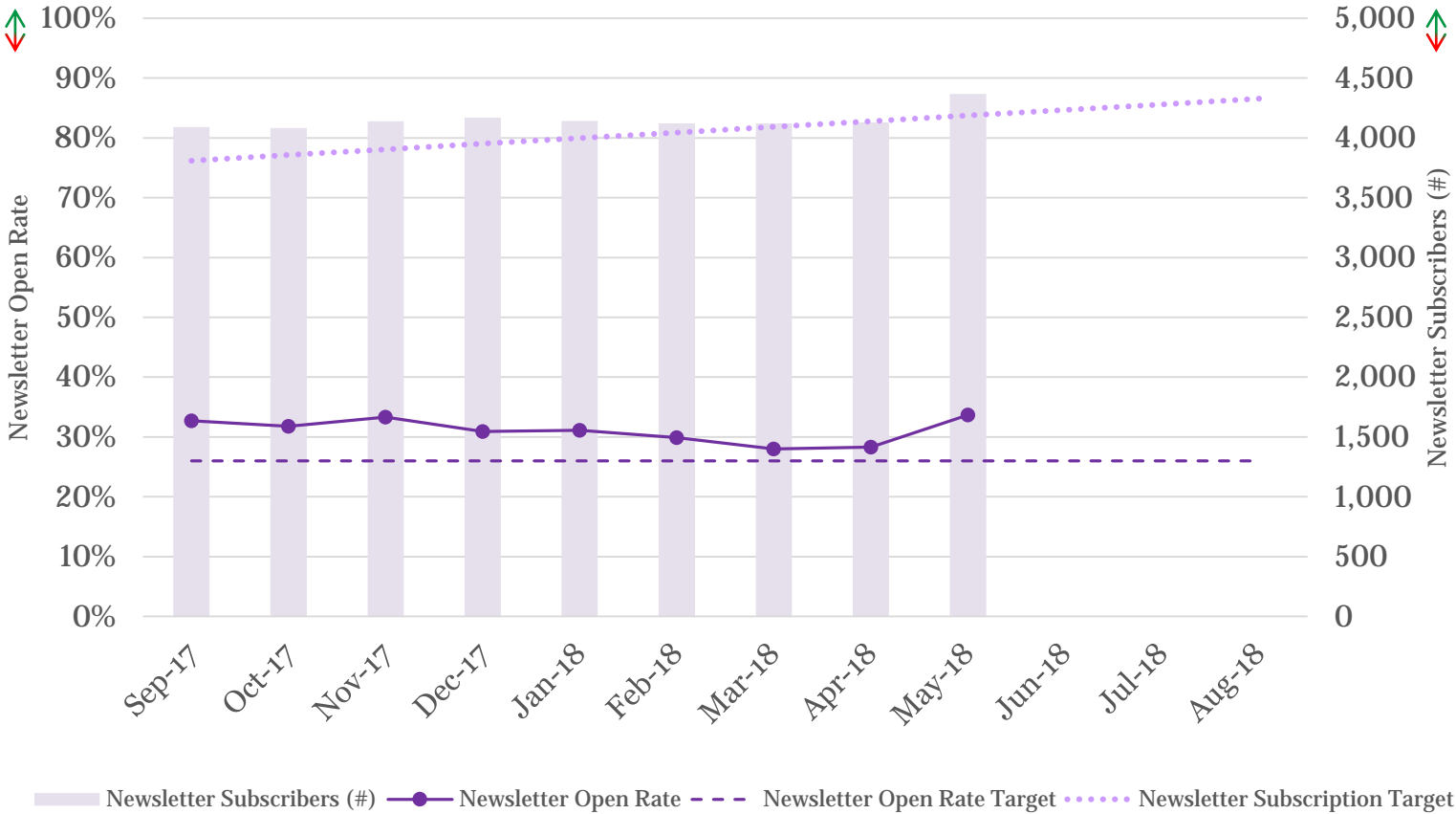


- **KPI goal is to increase newsletter subscription by 15% annually (1.25% per month); maintain open rate 10% above industry average**
- **Initiatives: actively promote newsletter across University communication;**
- **FM Leader: Kathia Benitez**

# CE1. Energy Use Intensity



| Campus | Baseline EUI (12/10) | Current EUI (3/18) | EUI Difference | % Reduction (2010 Baseline) |
|---|---|---|---|---|
| Evanston | 223 | 193 | -30 | 13% |
| Chicago | 180 | 173 | -7 | 4% |
| Combined | 208 | 187 | -21 | 10% |

- 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: Kathia Benitez

# CE2. Recordable Injury Incident Rate
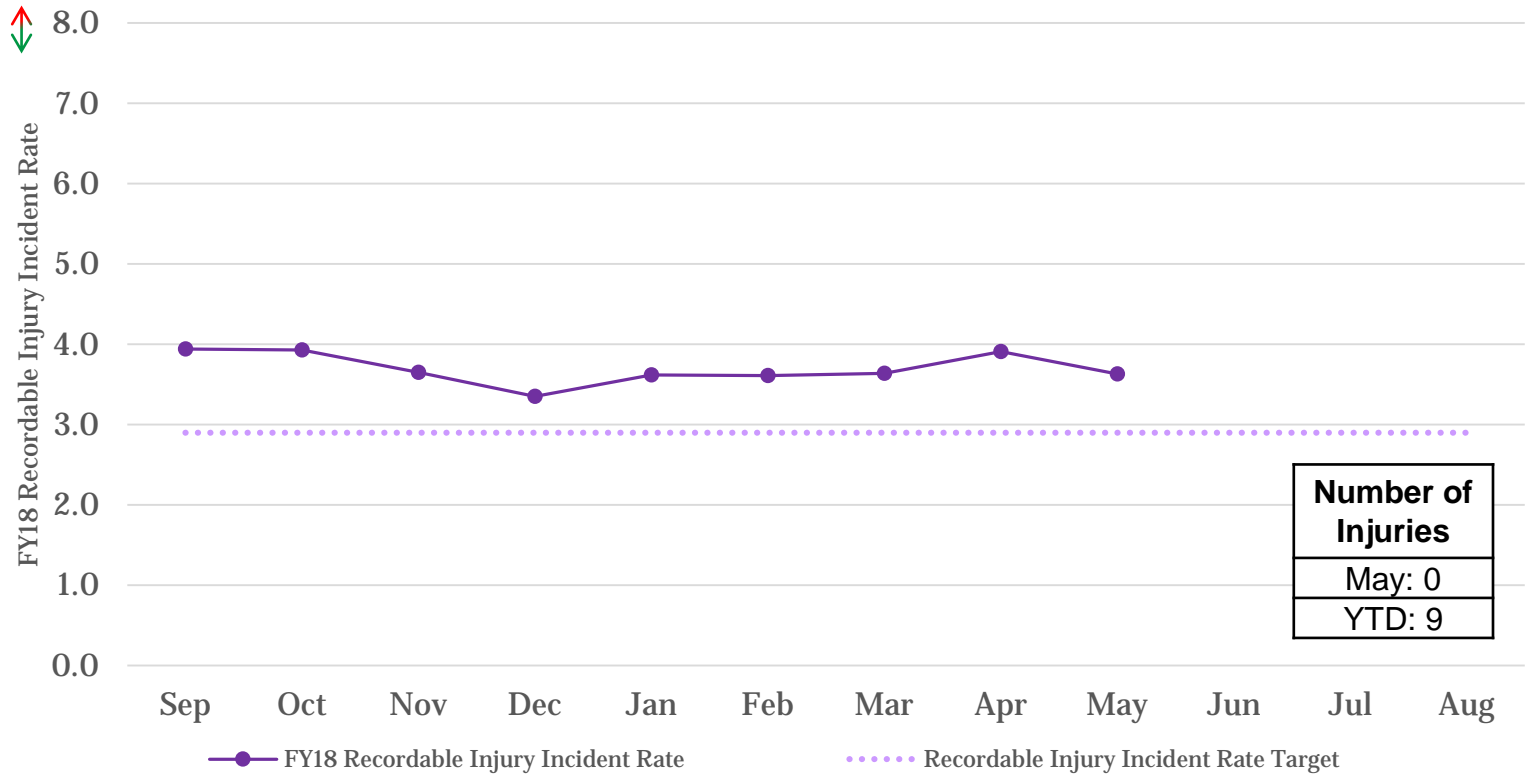


- **KPI goal is to reduce OSHA Recordable Injury Incident Rate by 20% from prior year rate of 3.65 to 2.90**
- **f(equipment, training, behavior, personal protective equipment use)**
- **Initiatives: inspect equipment and environment; manage personal protective equipment inventory; track personal protective equipment use; train staff; enact monthly safety talks, near miss incident program, hearing conservation program**
- **Facilities Leader: Rachel Gunn**

# CE3. Injury-Related Lost Workday Rate
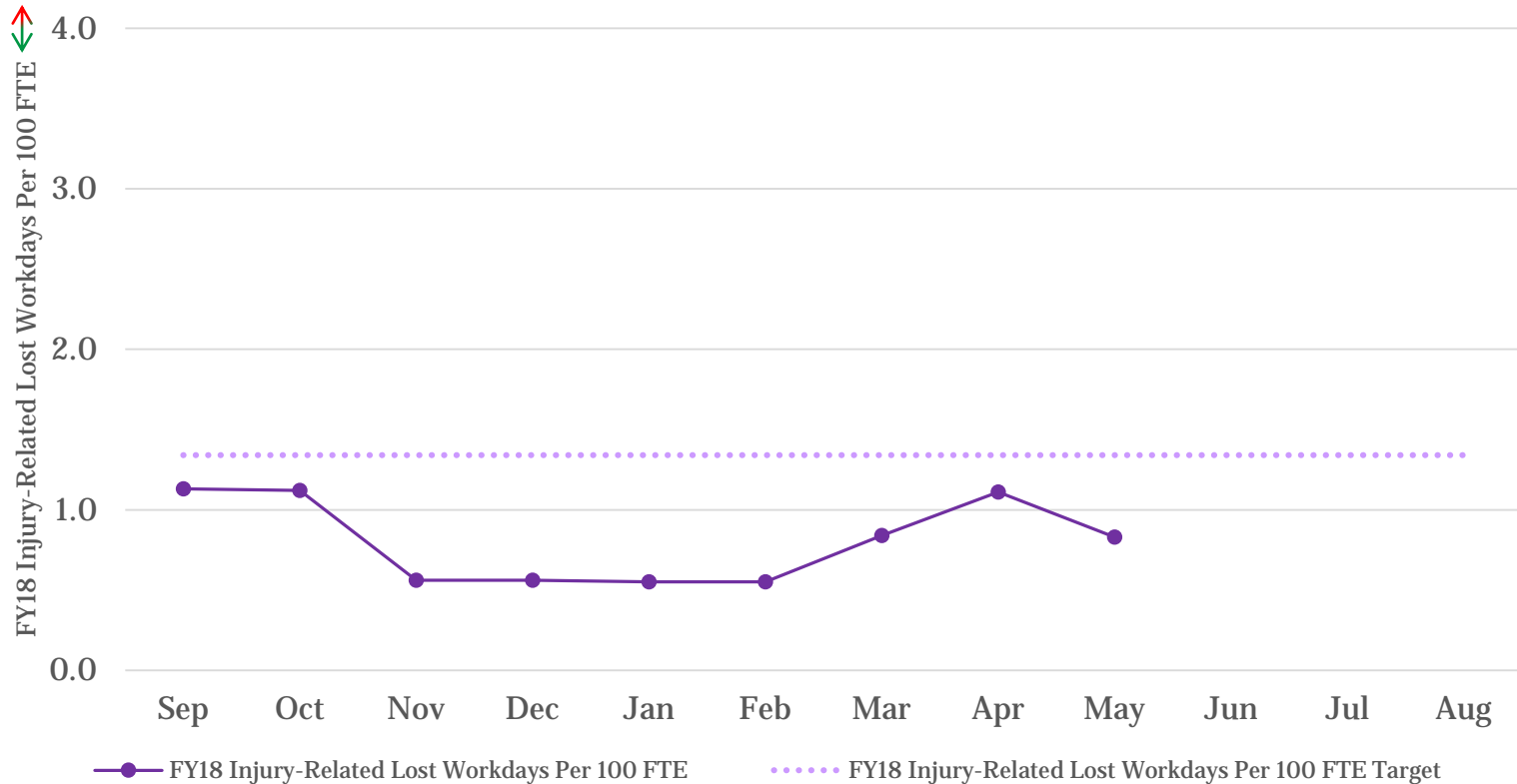


- **KPI goal is to achieve an injury-related lost workday rate of less than 1.34 lost workdays (days away, restricted, or transferred) per 100 full time employees**
- **f(equipment, training, behavior, personal protective equipment use)**
- **Initiatives: inspect equipment and environment; manage personal protective equipment inventory; track personal protective equipment use; train staff; enact monthly safety talks**
- **Facilities Leader: Rachel Gunn**
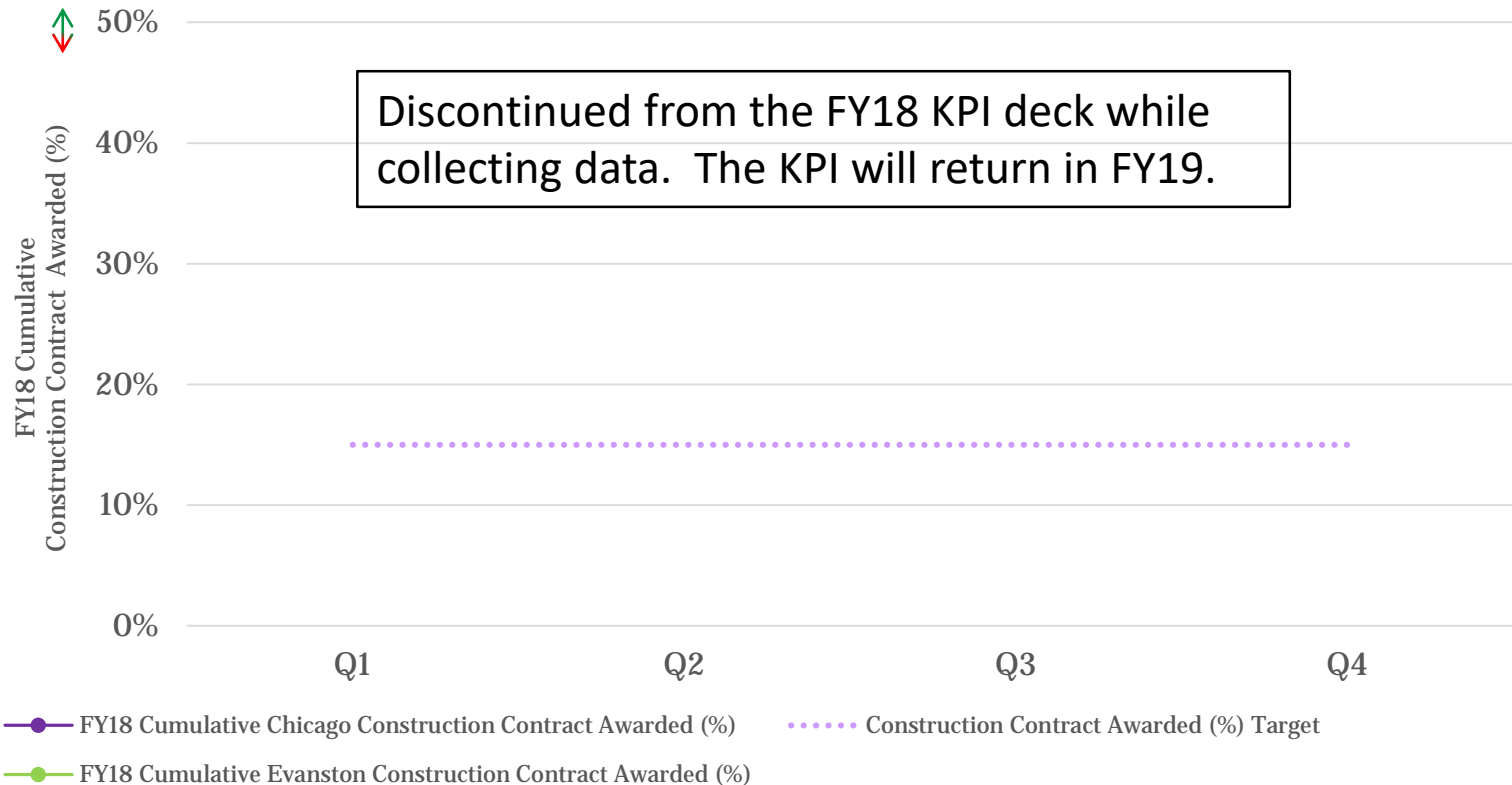
# CE4. Waste Diversion Rate
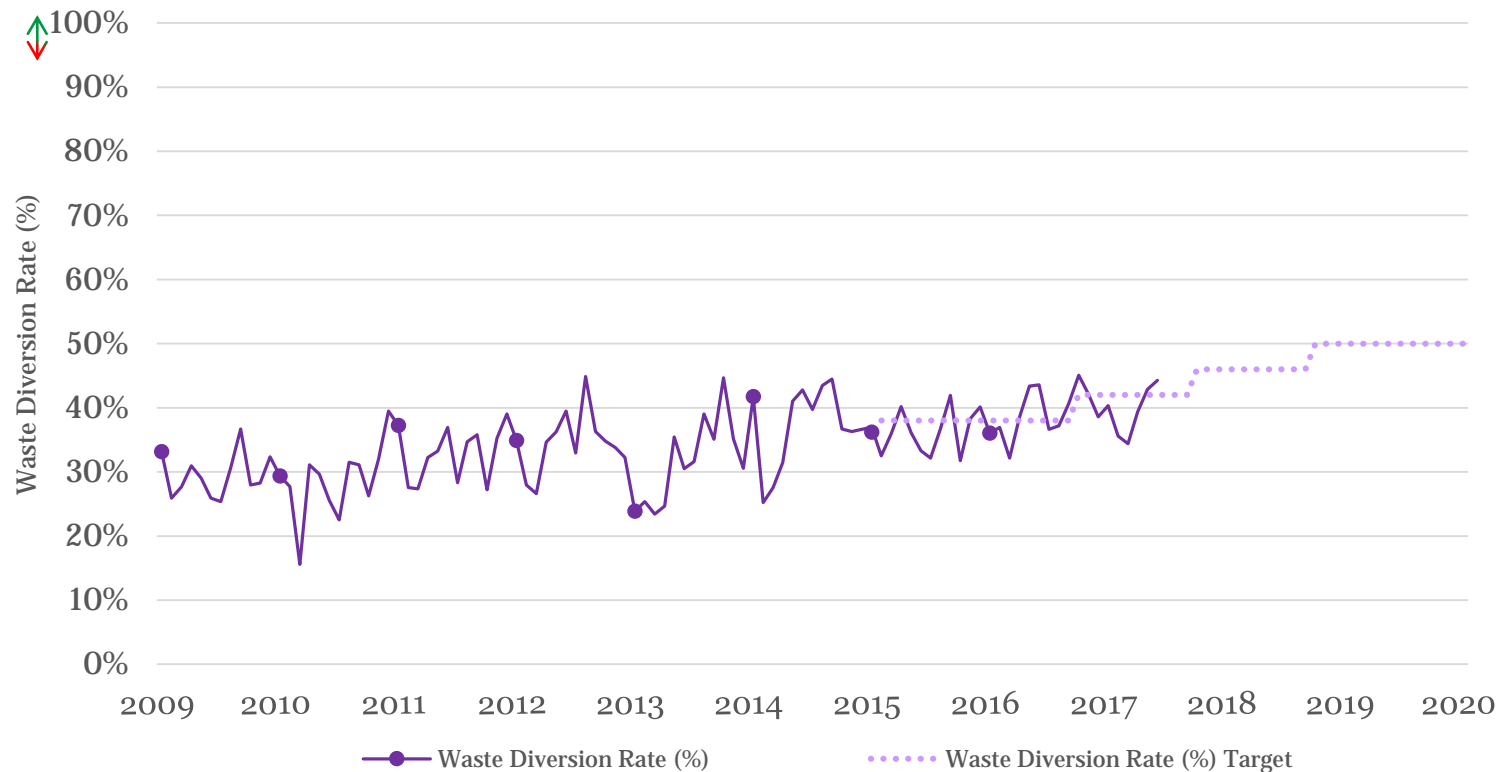


- KPI goal is a 50% diversion rate by 2020 over 2009 baseline (4% increase in FY 2018 over FY 2017)
- f(occupant behavior purchasing, reuse, recycling, diversion, market availability of diversion services)
- Initiatives: audit waste; promote landfill diversion via new resource conversation working group, identify new landfill diversion opportunities; train occupants on recycling
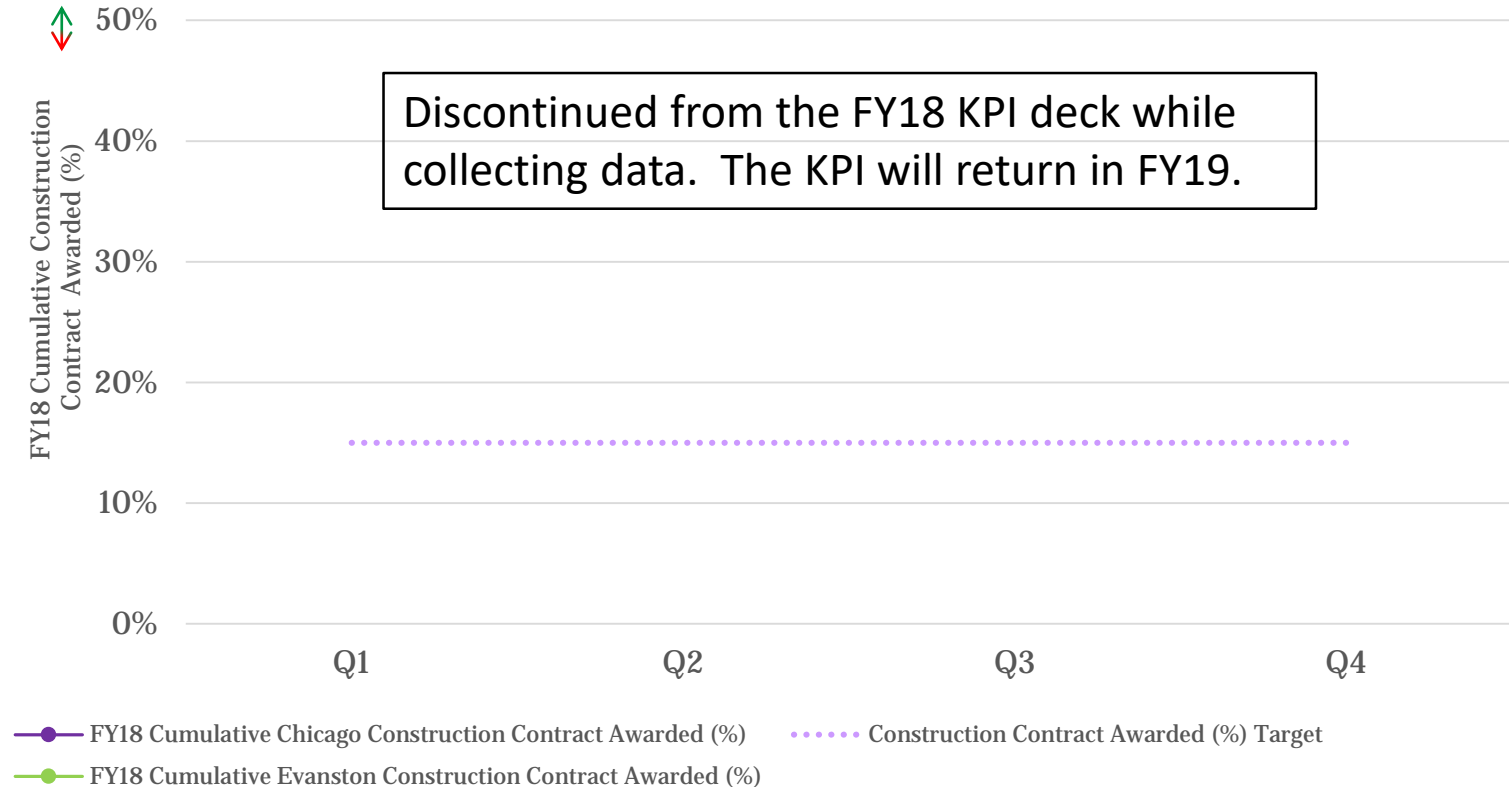- Facilities Leader: Kathia Benitez

# CE5. Overtime
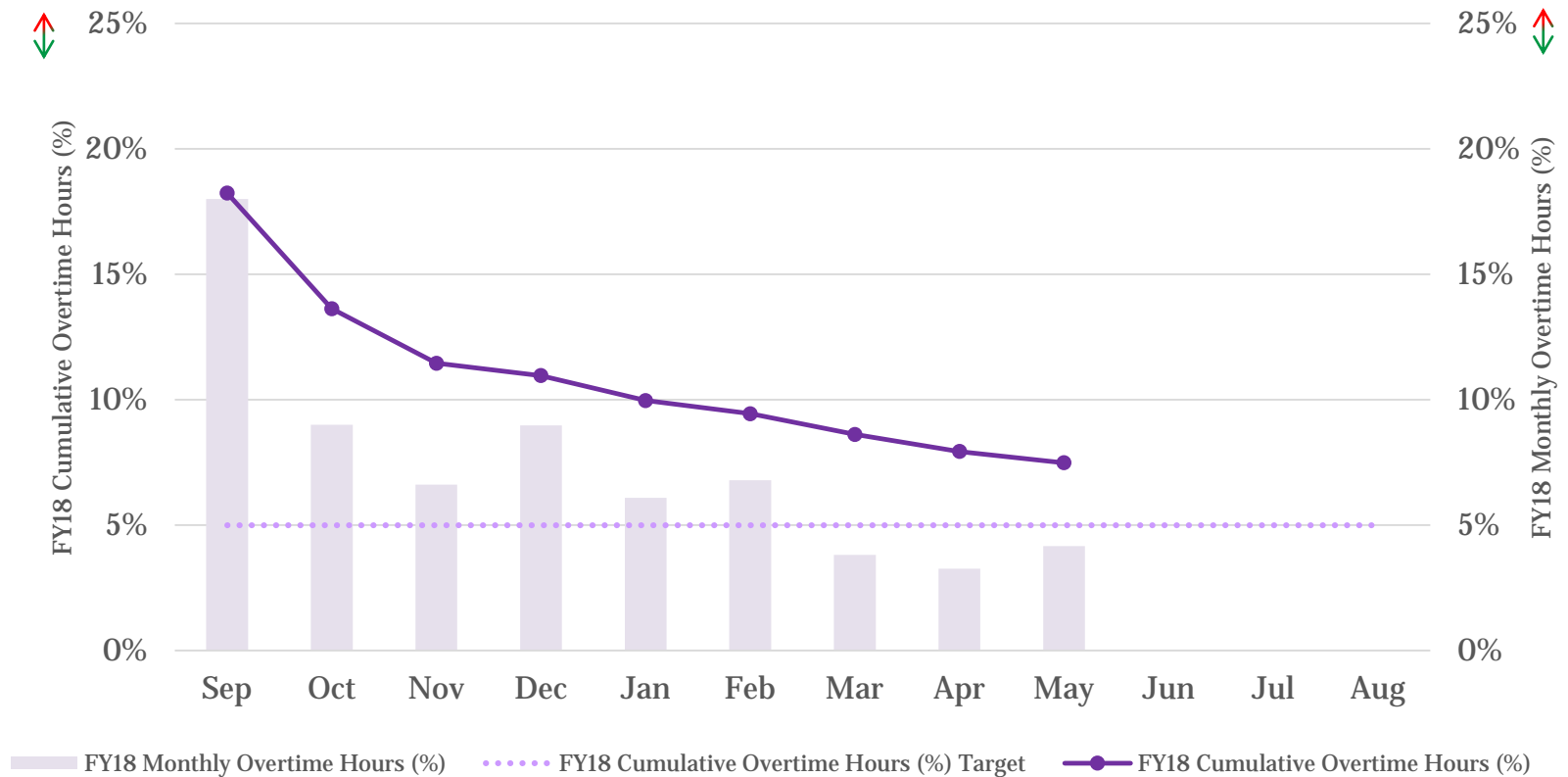


- **KPI goal is to decrease overtime from 15% of total labor hours in FY17 to 5% of total hours.**
- **f(staffing, contracted services, service provider productivity, planning and scheduling of work, accessibility of work areas/equipment, emergency work, off hours project and special event support)**
- **Initiatives: adjust staffing levels to reflect workload levels; supplement staff levels through temporary staff hires and contracted services; increase service provider productivity; plan and schedule work order assignments; adjust shift schedules to improve campus coverage**
- **Facilities Leader: Rachel Gunn**

# CE6. Minority and Female Enterprise Use

Discontinued from the FY18 KPI deck while collecting data. The KPI will return in FY19.

*Chart: FY18 Cumulative Construction Contract Awarded (%), Y-axis 0% to 50%, X-axis Q1 to Q4. Target line (dotted purple) shown at 15%.*

Legend:
- FY18 Cumulative Chicago Construction Contract Awarded (%)
- Construction Contract Awarded (%) Target
- FY18 Cumulative Evanston Construction Contract Awarded (%)

- **KPI goal is to increase Minority and Female Enterprise work on campus to 15% of contracts awarded on projects over $25,000**
- **f(contract, bid, qualifying vendor availability in marketplace)**
- **Initiatives: implement new software system; train and educate Project Managers & Contractors; collaborate with Director of Diversity; explore marketplace for new vendors to engage**
- **Facilities Leader: Liz Schaps**

# CE7. Local Business Enterprise Use



Discontinued from the FY18 KPI deck while collecting data. The KPI will return in FY19.

Legend:
- ●— FY18 Cumulative Chicago Construction Contract Awarded (%)
- ···· Construction Contract Awarded (%) Target
- ●— FY18 Cumulative Evanston Construction Contract Awarded (%)

- **KPI goal is to increase Local Business Enterprise work on campus to 15% of contracts awarded on projects over $25,000**
- **f(contract, bid, qualifying vendor availability in marketplace)**
- **Initiatives: implement new software system; train and educate Project Managers & Contractors; collaborate with Director of Diversity; explore marketplace for new vendors to engage**
- **Facilities Leader: Liz Schaps**

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# CE8. Evanston Resident Employment
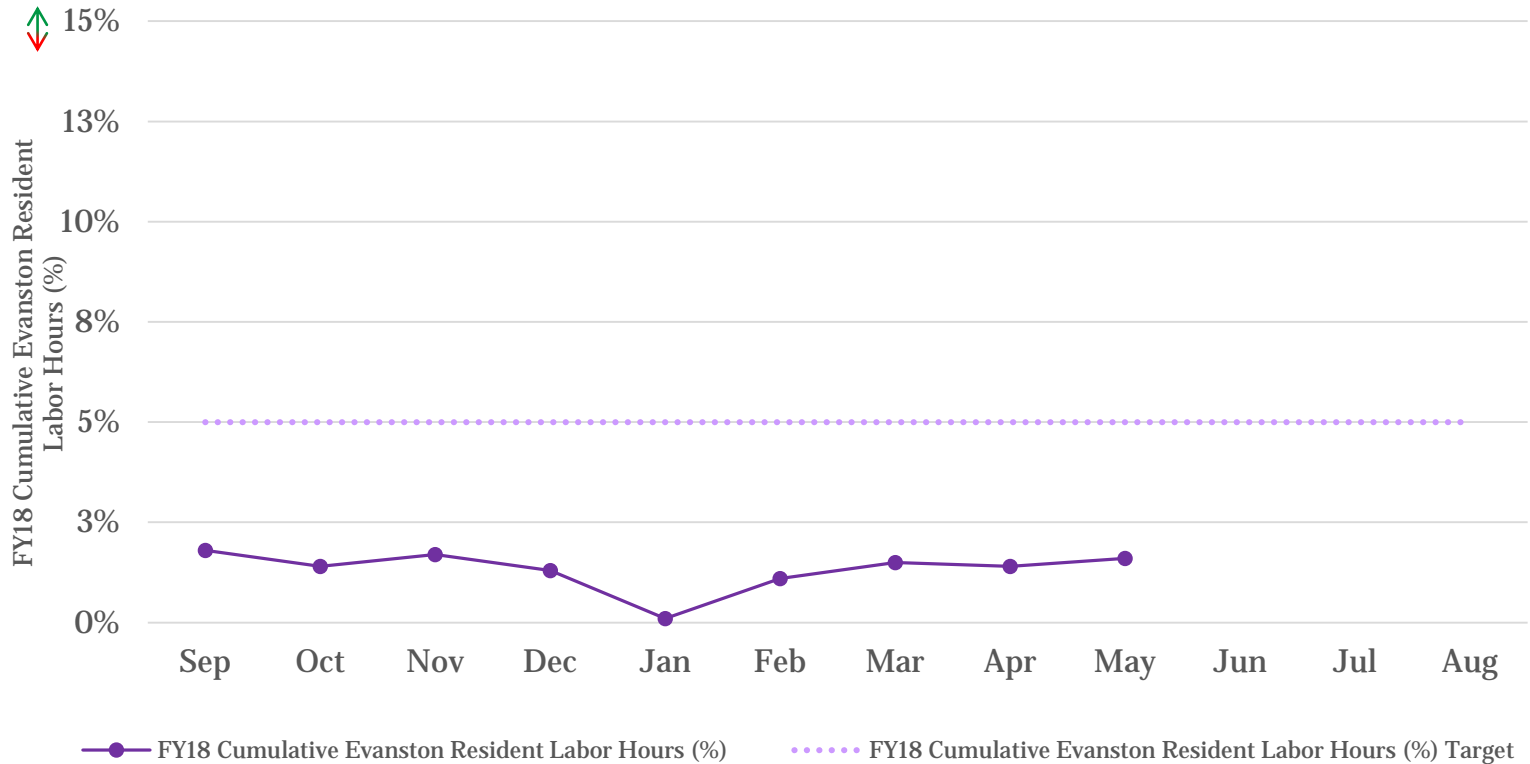


- **KPI goal is 5% of total construction labor hours on qualifying campus projects greater than $1,000,000**
- **f(project qualification, labor market, demand for labor hours, City of Evanston partnership, qualifying Contractor participation)**
- **Initiatives: implement new software system; train and educate Project Managers & Contractors; collaborate with Director of Diversity**
- **Facilities Leader: Liz Schaps**

# F1. Capital Project Cash Flow Execution
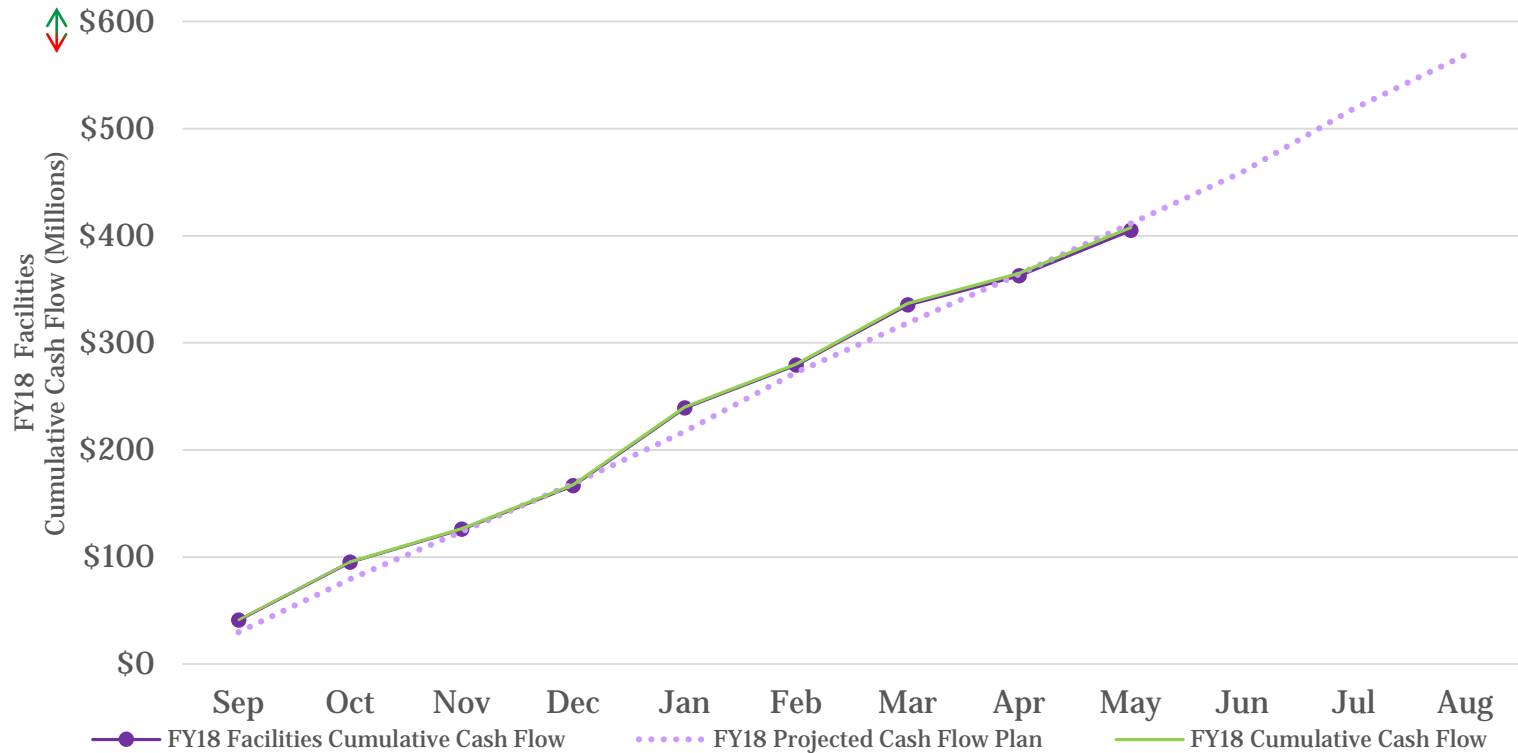


- KPI goal is to spend capital at a rate of +/-2% of committed capital cash flow plan
- f(timely contractor invoicing, unforeseen project conditions, accurate budgeting, scope changes, weather, institutional prioritization, accessibility to work areas/equipment)
- Initiatives: develop and implement process 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
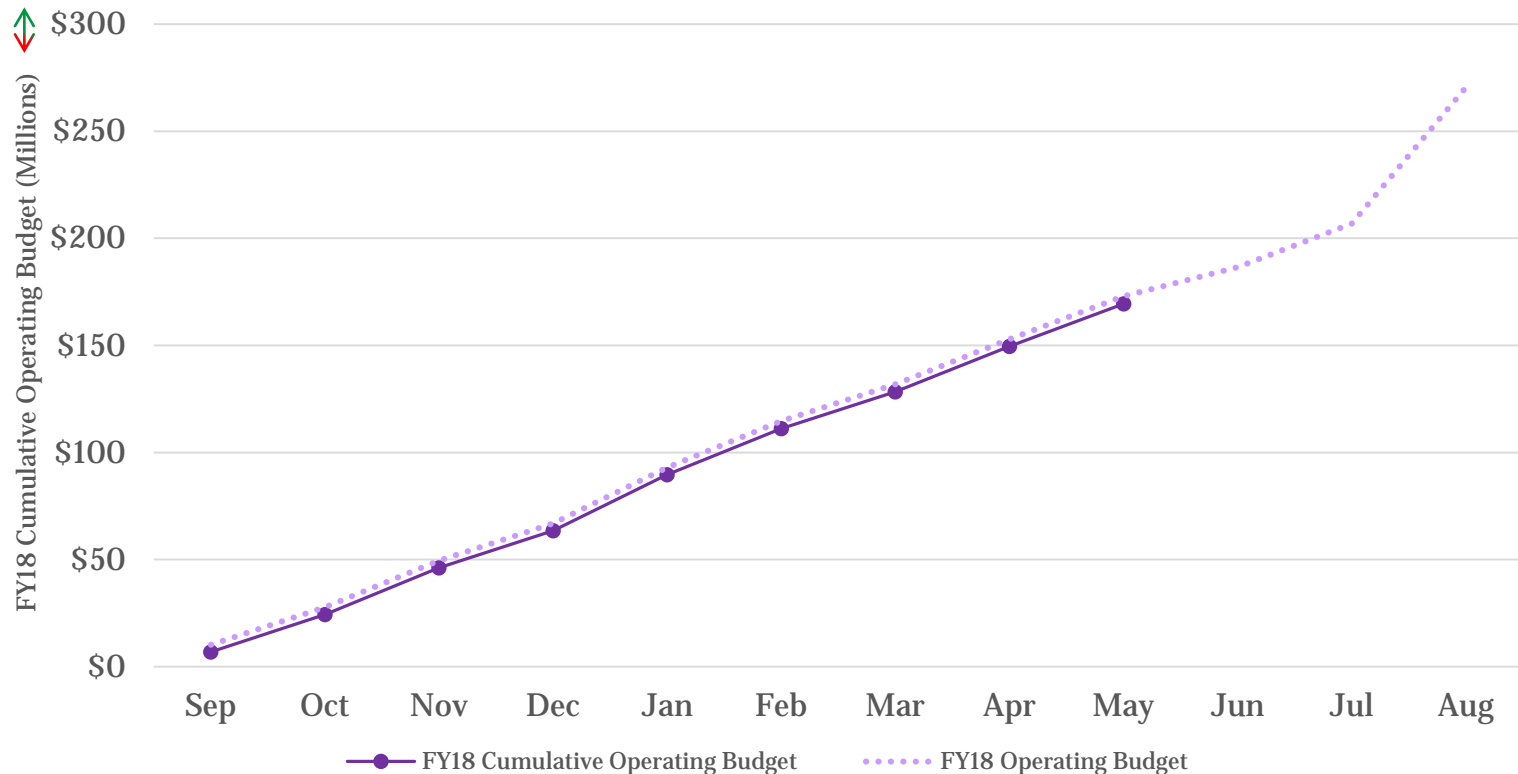


- KPI goal is to spend Facilities division operating expenses at a rate of +/- 1% of budget
- f(accurate budgeting of Operations and Maintenance, Administration, Planning, Design and Construction, Sustainability, HR, campus growth, unanticipated factors)
- Initiatives: develop and implement process improvement; improve reporting; adhere to preventative maintenance plan; manage overtime expenses
- Facilities Leader: Liz Schaps

# F3. Utility Commodity Budget Execution
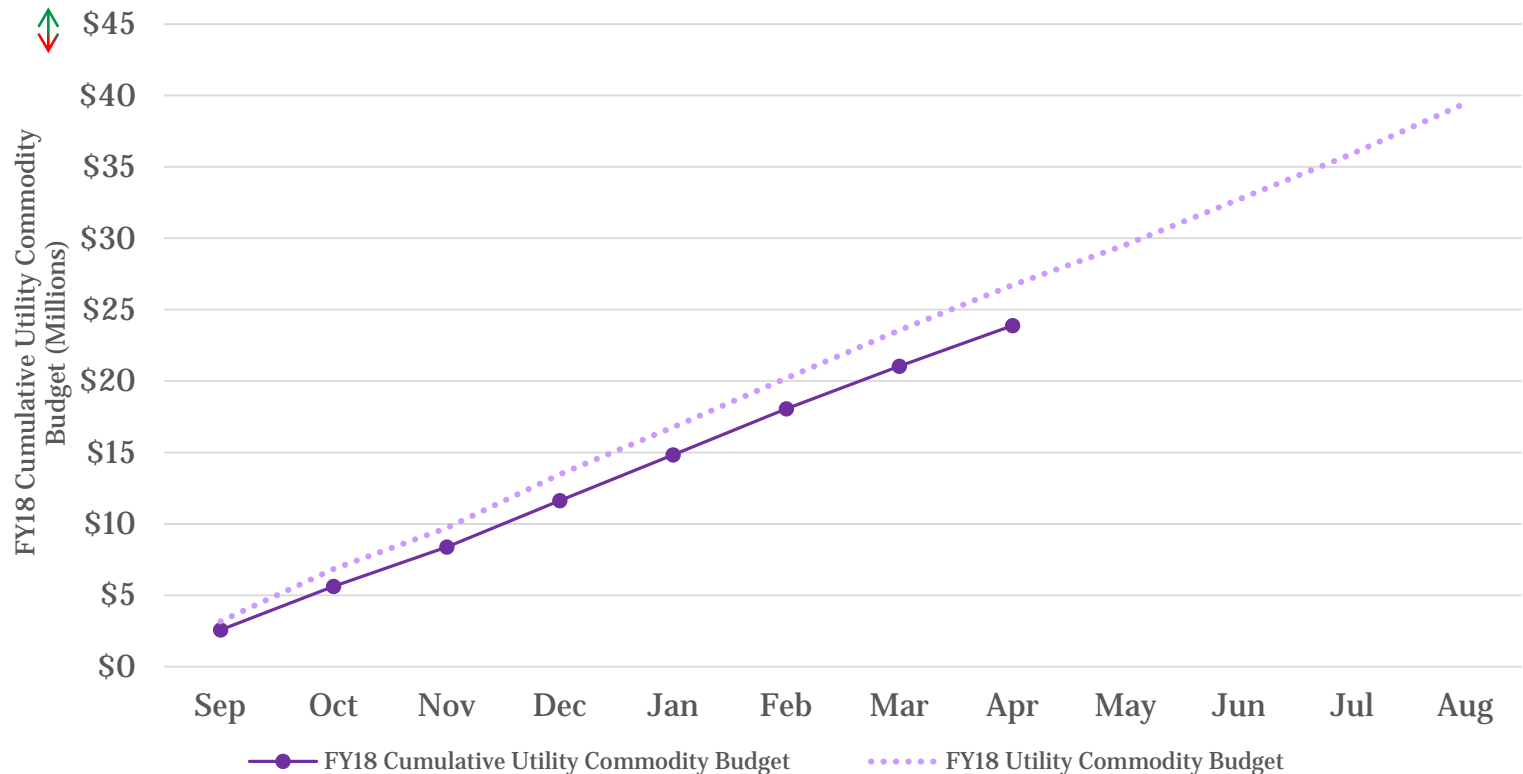


- **KPI goal is to manage utility commodity expenses at a rate of +/- 5% of budget**
- **f(accurate budgeting, utility commodity costs, campus growth, usage)**
- **Initiatives: adhere to sourcing strategy; improve reporting**
- **Facilities Leader: Liz Schaps**

# F4. Invoices: Number of Days to Pay
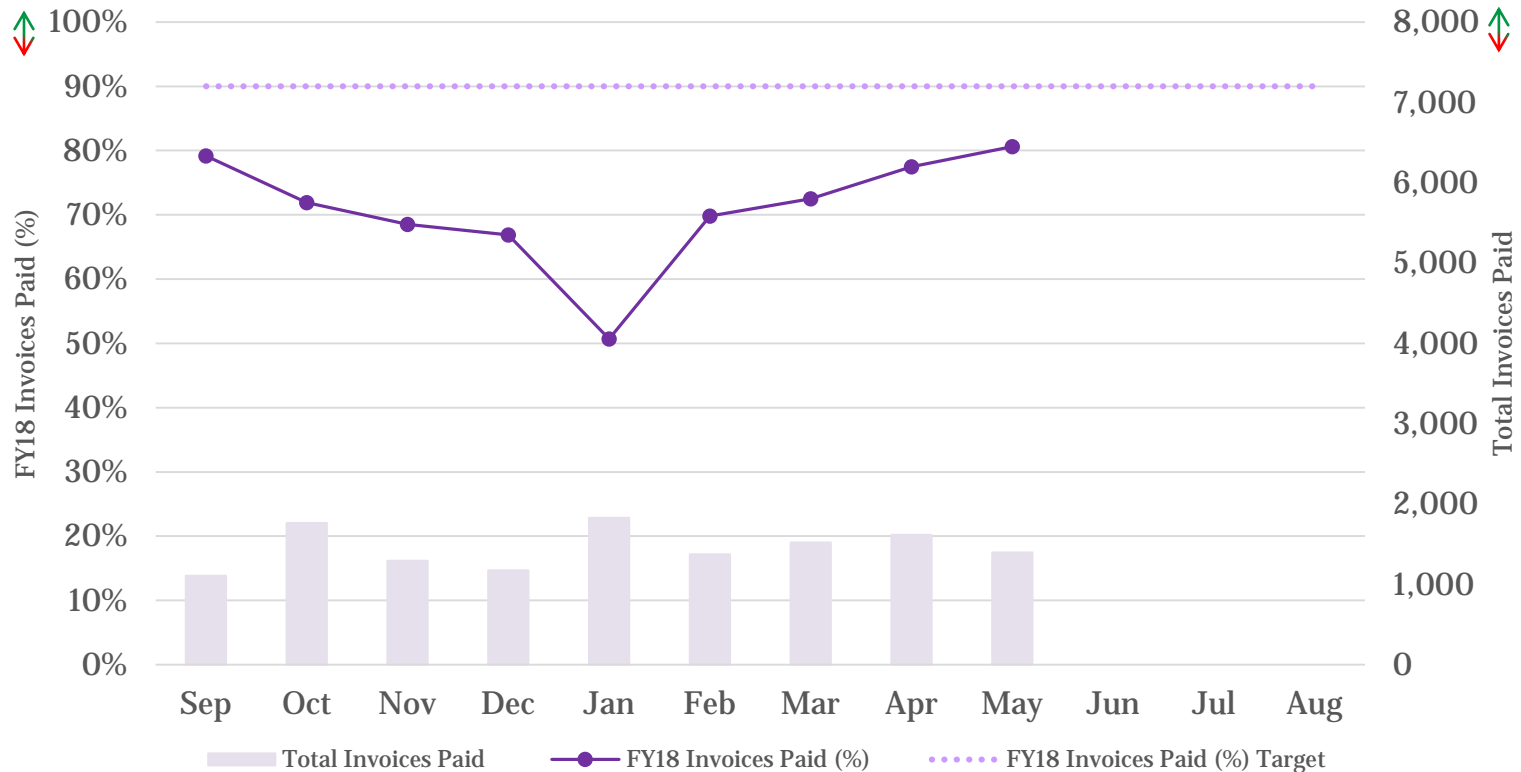


- **KPI goal is to process 90% of invoices from receipt to voucher/ACH within 30 days**
- **f(accurate invoicing, Facilities timely invoice processing, accounts payable, staffing )**
- **Initiatives: develop and implement process improvement; improve reporting**
- **Facilities Leader: Liz Schaps**