

Northwestern | Facilities
Key Performance Indicators
24 January 2019

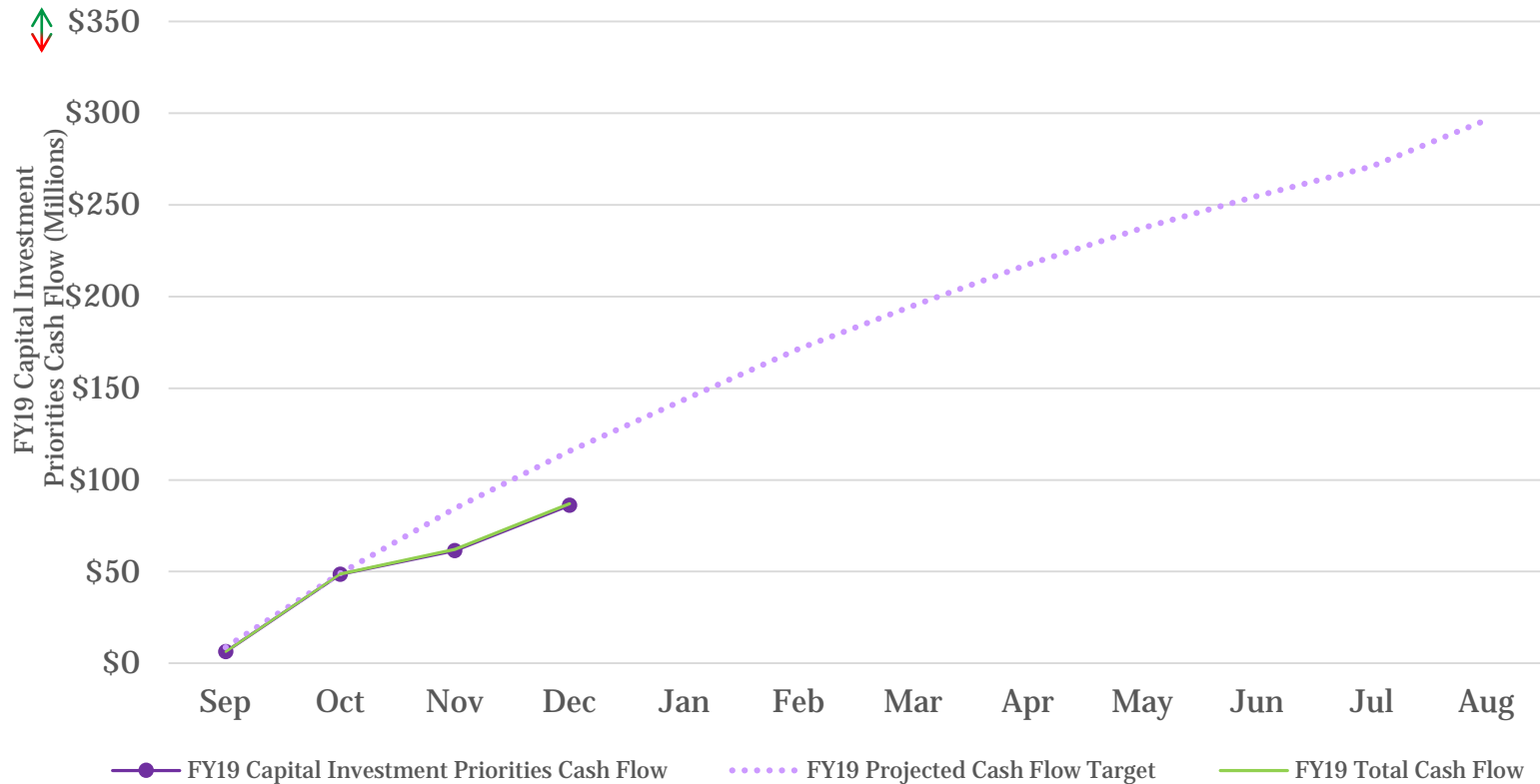
Facilities Key Volume Indicators

Key Volume	Facilities	Change	Evanston	Chicago
Employees	329	0	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	81	+10	60	21
Planning	6	+6	6	0
Design	20	+2	14	6
Construction	35	+7	23	12
Closeout	20	-1	17	3
Value of Open Projects	\$1.18B	-0.32M	\$796.70M	\$386.42M
Planning	\$3.76M	+3.76M	\$3.76M	\$0.00M
Design	\$44.34M	-109.36M	\$29.41M	\$14.93M
Construction	\$448.60M	-565.50M	\$82.51M	\$366.09M
Closeout	\$686.42M	+341.92M	\$681.02M	\$5.40M
Work Orders Per Reporting Month	4,476	-35.4%	3,513	963
Work Orders Per Rolling 12 Months	73,967	-0.9%	57,309	16,658
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

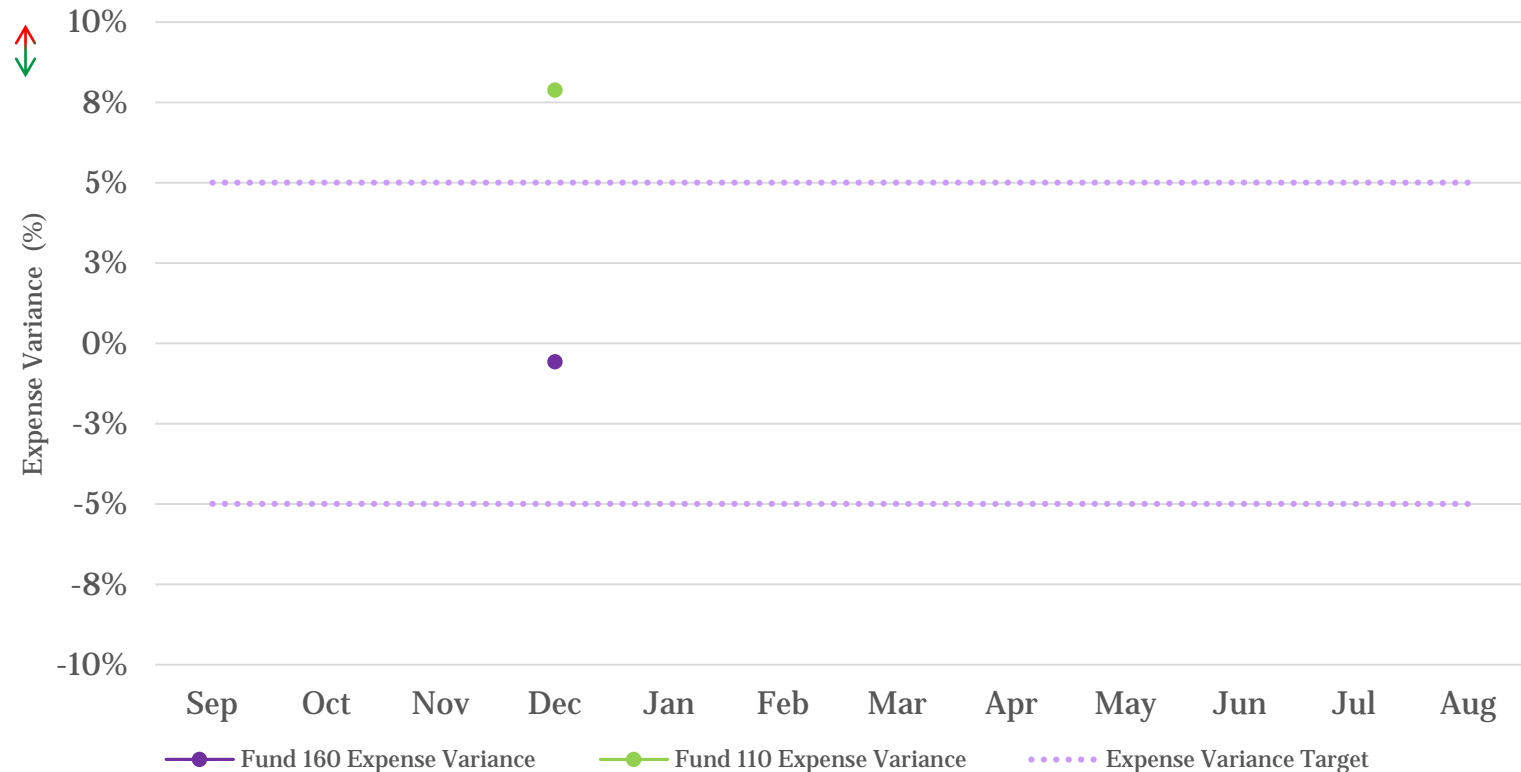
Dimension	Slide #	KPI Description	Annual Goal	Dec-18 Goal	Actual	Trend
Finance	3	F1. Capital Project Cash Flow Execution	+/- 5%	+/- 5%	-25%	2%
	4	F2. Facilities Operating Budget Execution (Fund 160)	+/- 5%	+/- 5%	-1%	TBD
	4	F2. Facilities Operating Budget Execution (Fund 110)	+/- 5%	+/- 5%	8%	TBD
	5	F3. Utility Budget Execution	+/- 5%	+/- 5%	TBD	TBD
	6	F4. Invoices: Number of Days to Pay	90%	90%	72%	-6%
Operational Excellence	7	OE1. Preventive Maintenance W/O as Percent of Total Completed Work Orders	35%	45%	32%	3%
	8	OE2. Injury Incident Rate (TRIR)	2.90	2.90	4.54	0.67
	9	OE3. Injury Related Lost Work Rate	1.34	1.34	3.94	0.66

F1. Capital Project Cash Flow Execution



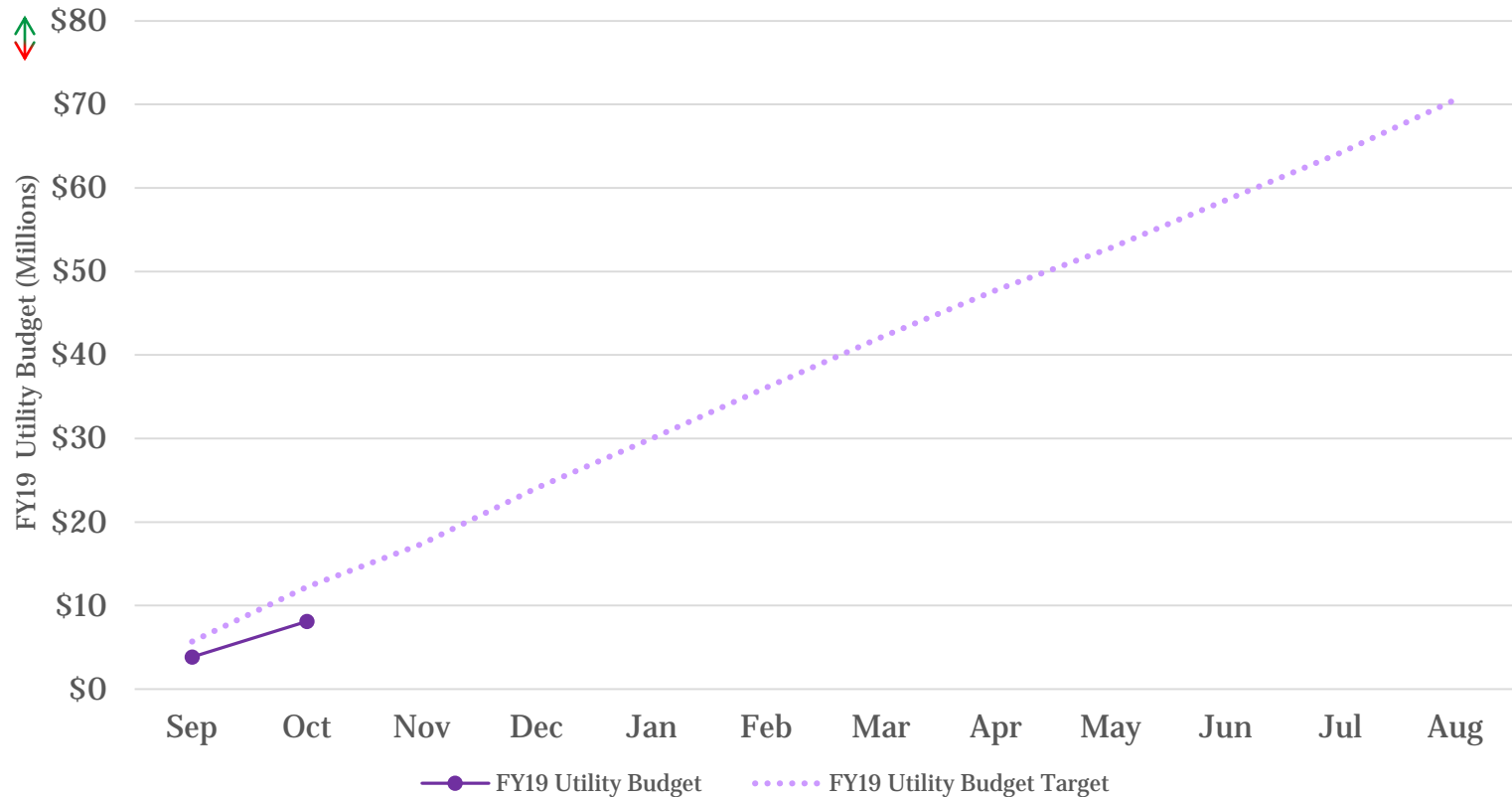
- **KPI goal is to spend capital at a rate of +/-5% of committed capital cash flow plan**
- **f(timely contractor invoicing, unforeseen project conditions, accurate budgeting, scope changes, weather, institutional prioritization, accessibility to work areas/equipment)**
- **Initiatives: develop and implement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



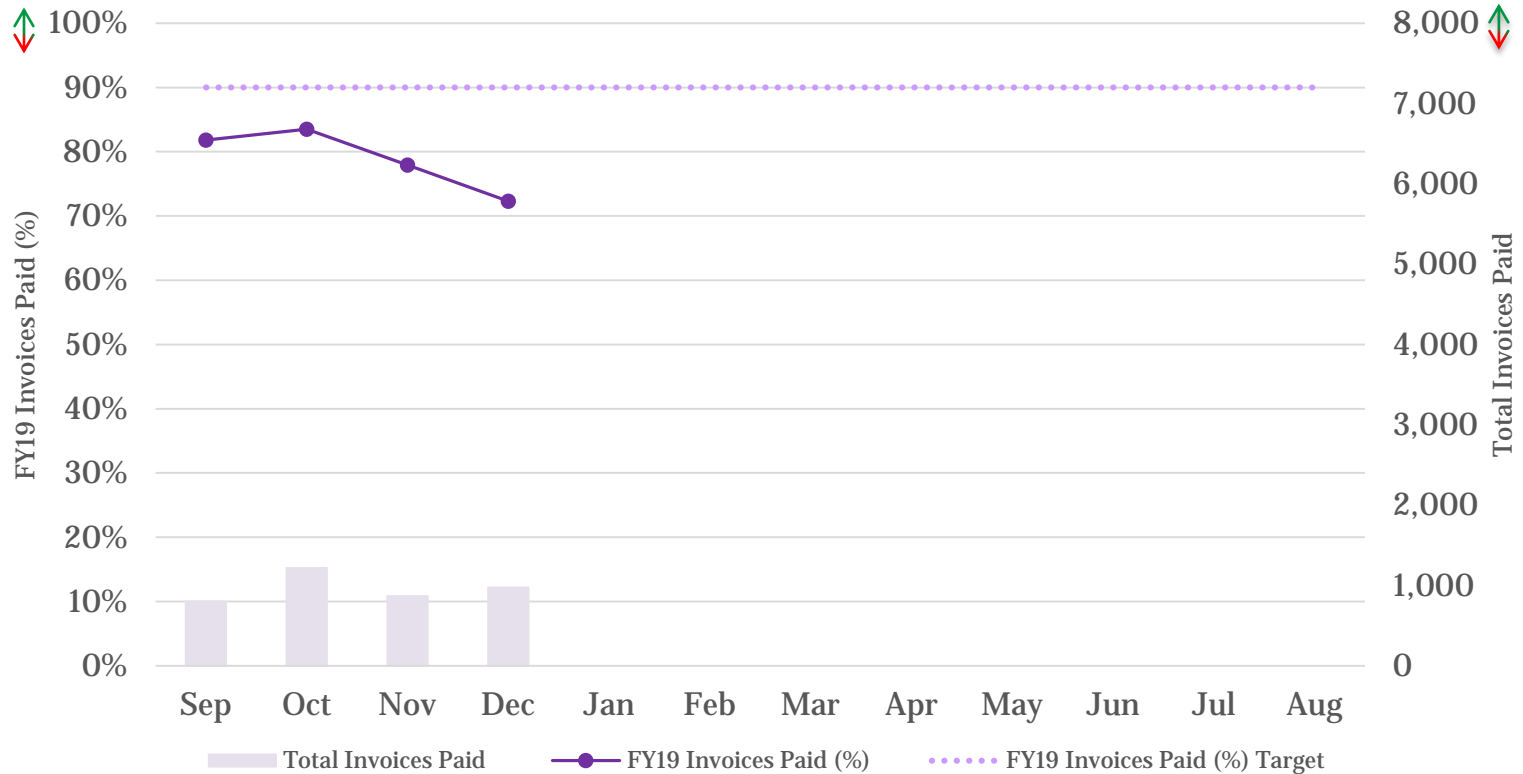
- **KPI goal is to spend Facilities division operating expenses at a rate of +/- 5% of budget**
- **f(accurate budgeting of Operations and Maintenance, Administration, Planning, Design and Construction, Sustainability, HR, campus growth, unanticipated factors)**
- **Initiatives: develop and implement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

F3. Utility Budget Execution



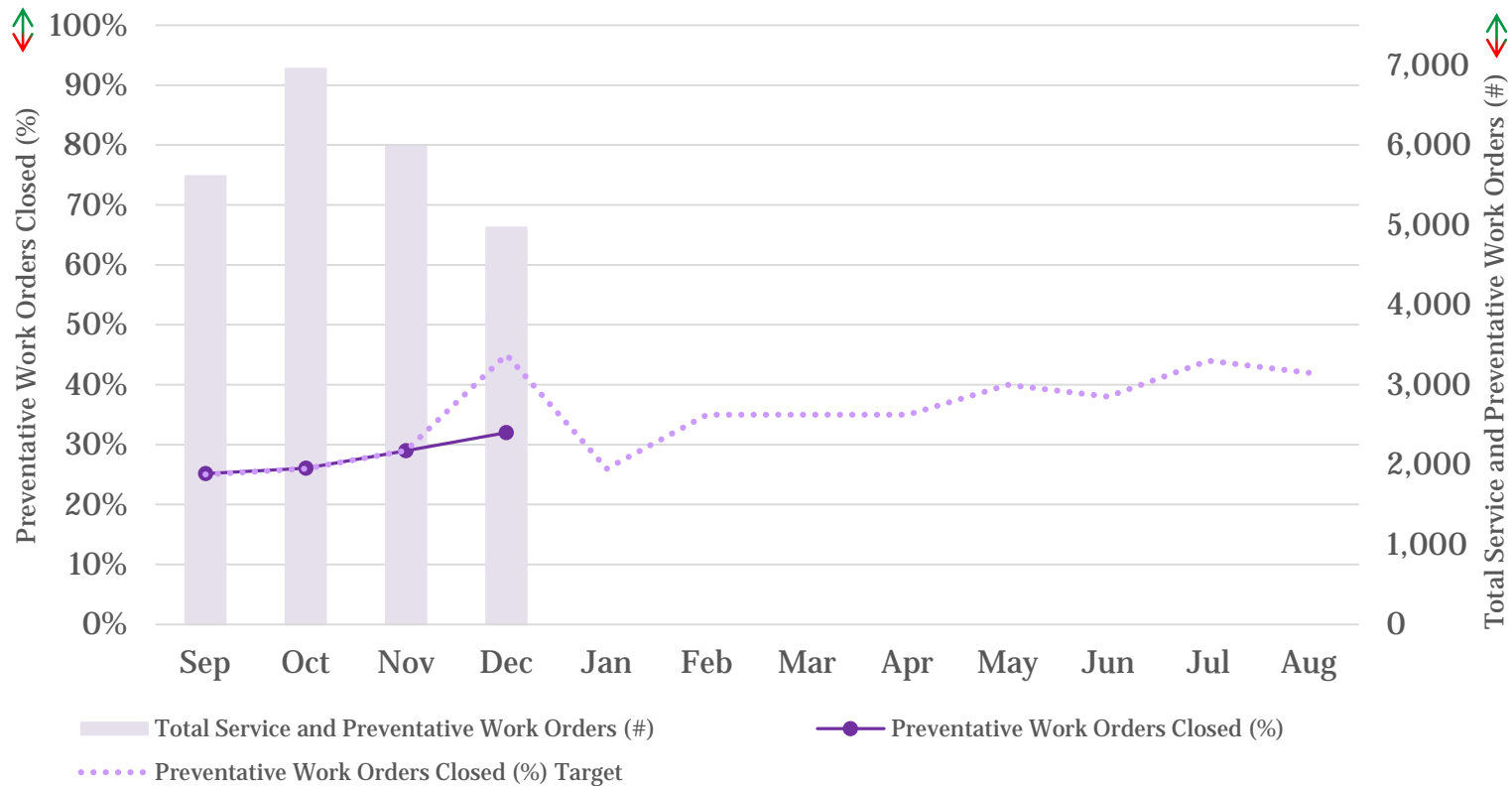
- **KPI goal is to manage utility expenses with overhead at a rate of +/- 5% of budget**
- **f(accurate budgeting, utility commodity costs, campus growth, usage)**
- **Initiatives: adhere to sourcing strategy; improve reporting**
- **Facilities Leader: Liz Schaps**

F4. Invoices: Number of Days to Pay



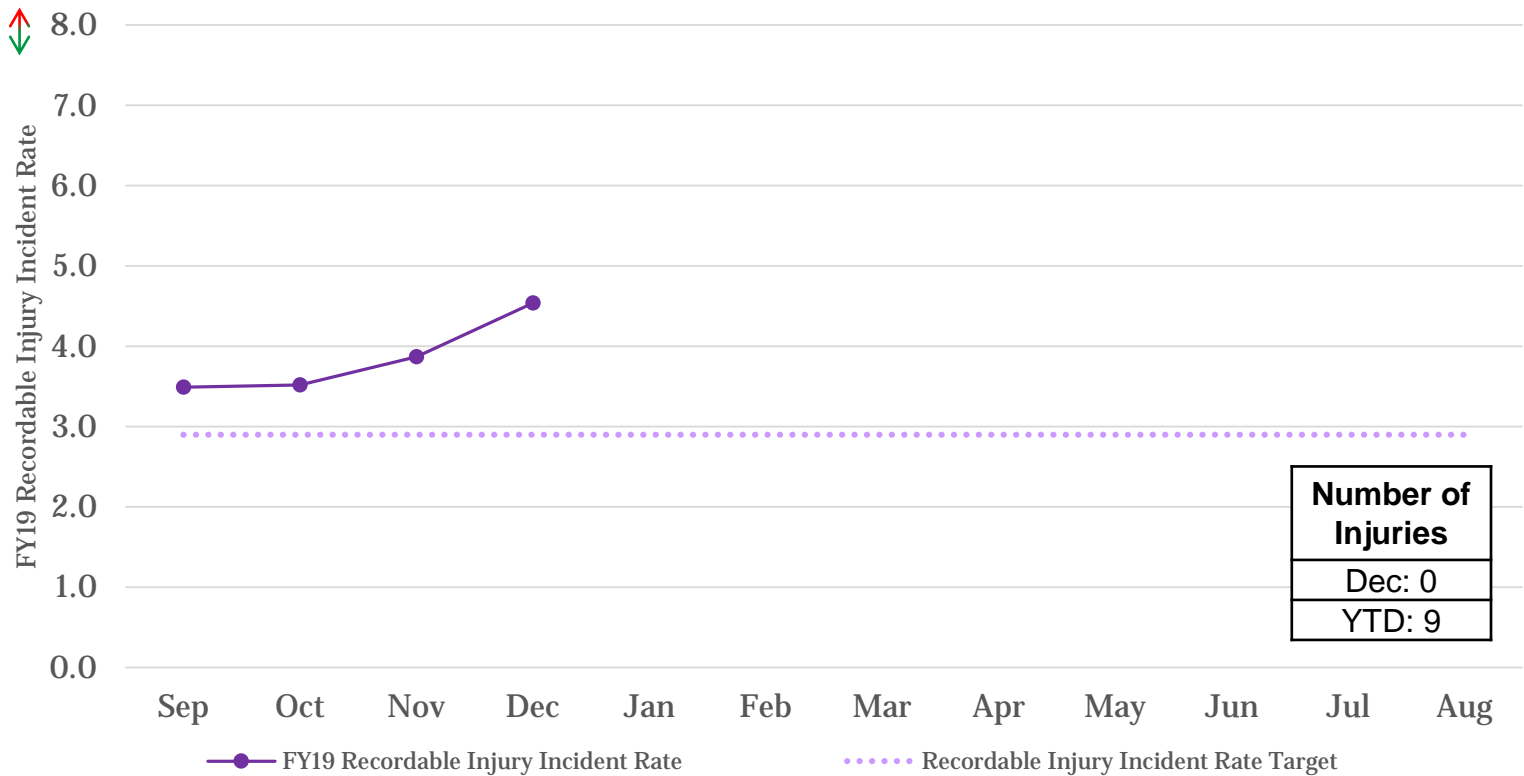
- **KPI goal is to process 90% of invoices from receipt to voucher/ACH within 30 days**
- **f(accurate invoicing, Facilities timely invoice processing, accounts payable, staffing)**
- **Initiatives: develop and implement process improvement; improve reporting**
- **Facilities Leader: Liz Schaps**

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



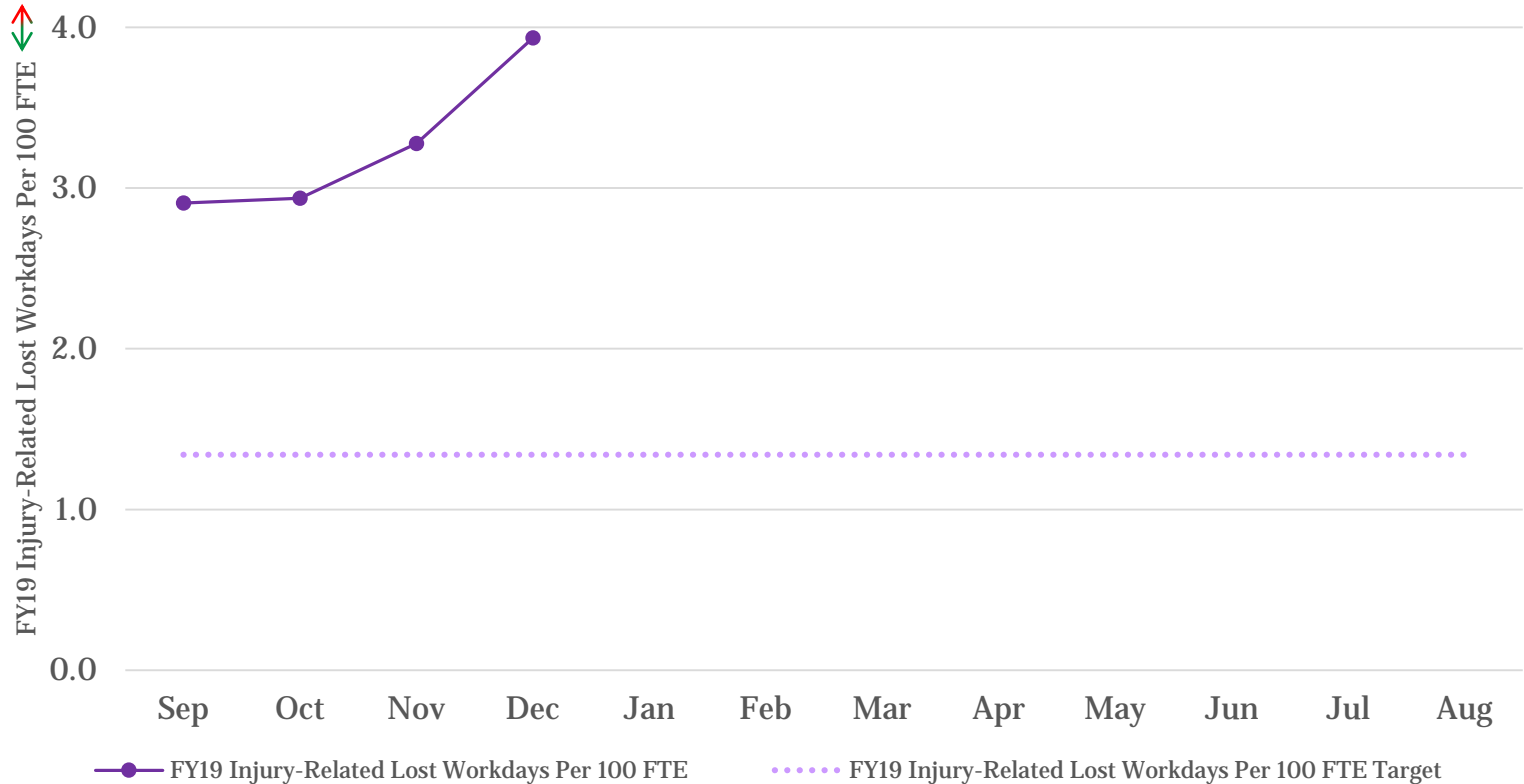
- **KPI goal is to have a yearly average of 35% of our work orders closed by preventative maintenance tickets**
- **f(service work orders, preventative maintenance work orders)**
- **Initiatives: expand the preventative maintenance program to more shops, eliminate the use of standing work orders, revise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