## Key Performance Indicators

<table>
<thead>
<tr>
<th>Process/Function</th>
<th>KPI</th>
<th>Goal</th>
<th>Actual</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Conservation</td>
<td>Energy Usage Index (BTU/SF)</td>
<td>-5%</td>
<td>-2% YTD</td>
<td>Improving</td>
</tr>
<tr>
<td>Waste Reduction</td>
<td>Waste to Landfill</td>
<td>-3%</td>
<td>-1% YTD</td>
<td>Improving</td>
</tr>
<tr>
<td>Emission Management</td>
<td>GHG Emissions</td>
<td>-10%</td>
<td>-12% YTD</td>
<td>At Goal</td>
</tr>
<tr>
<td>Recapitalization</td>
<td>R&amp;R* Capital Encumber Rate</td>
<td>3 Yrs</td>
<td>4 Yrs</td>
<td>Improving</td>
</tr>
<tr>
<td>Utilities Management</td>
<td>Recapitalization Rate</td>
<td>33 Yrs</td>
<td>112 Yrs</td>
<td>Improving</td>
</tr>
<tr>
<td>Preventive Maintenance</td>
<td>Percent on time completion</td>
<td>100%</td>
<td>61%</td>
<td>Flat</td>
</tr>
<tr>
<td>Operating Budget Execution</td>
<td>Variance to Budget</td>
<td>+/- 1%</td>
<td>+1% YTD</td>
<td>At Goal</td>
</tr>
<tr>
<td>Utility Budget Execution</td>
<td>Variance to Budget</td>
<td>+/- 5%</td>
<td>+16% YTD</td>
<td>Declining</td>
</tr>
<tr>
<td>Service Request Completion</td>
<td>Open More Than 30 Days</td>
<td>&lt;25%</td>
<td>83%</td>
<td>Flat</td>
</tr>
<tr>
<td>Local Resident Employment</td>
<td>Compliant Contracts</td>
<td>95%</td>
<td>78%</td>
<td>Improving</td>
</tr>
</tbody>
</table>

*R&R is Renewal and Replacement, an annual capital allocation applied to buildings, grounds and installed equipment to extend the service life of Northwestern facilities.*
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<th>Goal</th>
<th>Actual</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBE/FBE** Use</td>
<td>Compliant Contracts</td>
<td>95%</td>
<td>86%</td>
<td>Improving</td>
</tr>
<tr>
<td>Inlease/Outlease Management</td>
<td>Review Time</td>
<td>&lt;10 Days</td>
<td>3 Days</td>
<td>At Goal</td>
</tr>
<tr>
<td>Move Inspection Execution</td>
<td>Service Rating</td>
<td>&gt;90%</td>
<td>100%</td>
<td>At Goal</td>
</tr>
<tr>
<td>Digitization</td>
<td>Scanned Documents per Month</td>
<td>&gt;800</td>
<td>1,458</td>
<td>At Goal</td>
</tr>
<tr>
<td>Planning Data Access</td>
<td>Request Fulfillment Time</td>
<td>&lt;1 Day</td>
<td>0.5 Days</td>
<td>At Goal</td>
</tr>
<tr>
<td>Planning Data Accuracy</td>
<td>Data Deficiencies</td>
<td>78,000 sf</td>
<td>145,655 sf</td>
<td>Improving</td>
</tr>
<tr>
<td>Injury Management</td>
<td>Annual OSHA Injuries</td>
<td>&lt;8/year</td>
<td>0 YTD</td>
<td>At Goal</td>
</tr>
<tr>
<td>Capital Plan Execution</td>
<td>Actual at or below Budget</td>
<td>&gt;95%</td>
<td>95%</td>
<td>At Goal</td>
</tr>
<tr>
<td>Project Cash Flow</td>
<td>Actual to Plan</td>
<td>+/- 5%</td>
<td>- 11%</td>
<td>Improving</td>
</tr>
<tr>
<td>Design Quality</td>
<td>Receive Major Design Award</td>
<td>1/year</td>
<td>0 YTD</td>
<td>Flat</td>
</tr>
</tbody>
</table>

**MBE/FBE are Minority and Female Business Enterprises.**
Energy Conservation

- f (design, construction, technology, operations, occupant behavior)
- KPI goal is 20% reduction by 2020 (5% reduction in FY16)
- Initiatives: Design specifications; retro-commissioning; audits; occupant engagement
- FM Leader: Julie Cahillane

*Note: Energy Use Intensity is an internationally recognized standard where all energy inputs are converted to thousand British Thermal Units and divided by the portfolio square footage.
• *f*(purchasing, reuse, recycling, diversion, occupant behavior)

• KPI goal is 30% reduction in waste to landfill by 2020 (3% reduction in 2016)

• Initiatives: Improve reuse programs; single-stream recycling; bin location; engagement and education

• FM Leader: Julie Cahillane
• f(design, construction, operation, fleet, commuting, sources, offsets)
• KPI goal is 30% reduction vs 2010 by 2020, carbon neutral by 2025 (10% reduction in 2016)
• Initiatives: PPA, renewable certificates; carbon offsets; cogeneration; efficiency; commuter incentives
• FM Leader: Julie Cahillane
Recapitalization

- KPI goal is 100% of R&R funding spent within 4 Years of issue date
- Initiatives: Early Design; Early Permitting; Indefinite Delivery, Indefinite Quantity (IDIQ) Contract Vehicles
- FM Leader: Gary Wojtowicz

% Funding Spent by Year

<table>
<thead>
<tr>
<th>Funded Year</th>
<th>Second Year</th>
<th>Third Year</th>
<th>Fourth Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY'14 31%</td>
<td>FY'15 40%</td>
<td>FY'16 71%</td>
<td>FY'16 (Goal) 99%</td>
</tr>
<tr>
<td></td>
<td>FY'15 61%</td>
<td>FY'16 70%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>FY'16 94%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>FY'16 81%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>FY'16 90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>FY'16 99%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>FY'16 100%</td>
<td></td>
</tr>
</tbody>
</table>
• KPI goal is replacement recapitalization rate of 33 years (3% renewal per year on $850M plant value)
• f(staffing, funding, shut-down feasibility, site access)
• Initiatives: site services inventory, GIS
• FM Leader: Gary Wojtowicz
Preventive Maintenance Completion

- KPI goal is 95% completion of PM work orders within 30 days of scheduling
- Initiatives: Nov’15 EVENG PM restart, improve workflow with FAMIS mobile app, planning, scheduling, and real-time monitoring of work by RE, schedule adjustment
- FM Leader: Gary Wojtowicz
• KPI goal is +/- 1% (historical annual trend is -4.3% to +10.9%)
• f(work orders, forecasting, labor, materials, sf, scheduling, planning, contractor, contracts)
• Initiatives: improve payment process; improve reporting; monthly variance justification
• FM Leader: Liz Schaps
• KPI goal is +/- 5% (historical annual trend is -6.3% to +7.7%)
• f(unit cost, forecasting, usage)
• Initiatives: sourcing strategy; improve reporting; monthly variance justification
• FM Leader: Liz Schaps
Service Request Tracking

- KPI goal is < 25% open more than 30 days
- KPI goal is < 25%
- Initiatives: FAMIS mobile app, revise close out procedures, real-time monitoring of closing rates
- FM Leader: Gary Wojtowicz

Work Orders by Number of Days Open

- 0-30
- 31-60
- 61-90
- 91-120
- >120
• **KPI goal is > 95% of Contracts Compliant with Policy**
• \( f(\text{contracts } $, \text{labor market, labor hours, Evanston effort, NU/Contractor effort}) \)
• **Initiatives:** Data collection in order to ensure improved compliance
• **FM Leader:** Liz Schaps
KPI goal is 95% of Contracts Compliant with Policy
f(contracts, bids, labor market)
Initiatives: TBD – new program
FM Leader: Liz Schaps

Monthly Minority and Female Business Enterprise Use

- % Compliant
- Goal

- Sep
- Oct
- Nov
- Dec
- Jan
- Feb
- Mar
- Apr
- May
- Jun
- Jul
- Aug

50% 60% 70% 80% 90% 100%
Inlease/Outlease Management - Contract Review Time

- KPI goal is to complete contract reviews in 10 days or less
- f(schools requirements, landlords response, attorney response)
- Initiatives: Adding staff capacity, development of staff, lease management software
- FM Leader: Ranee Berliant
Move Inspection Execution - Property Readiness

- KPI goal is service rating of “Good” or “Excellent” of 90% or higher as a percentage of total responses
- Initiatives: Commitment of staff to execute and management to track
- FM Leader: Ranee Berliant
KPI goal is 800 documents per month.
F(Number of documents scanned)
Initiatives: Accessibility/Distribution of Space, Building & Campus Information
FM Leader: Paul Weller
**Document Requests- Average Fulfillment Time (Days)**

- **KPI goal is to have document requests fulfilled within one business day.**
- **f(timely provision of information)**
- **Initiatives: Responsiveness to Customer Requests for Documents**
- **FM Leader: Paul Weller**
• KPI goal is to walk 78,000 SF per month.
• f(Square Footage walked)
• Initiatives: Accuracy & Reliability of Space Information
• FM Leader: Paul Weller
Injury Reporting by Calendar Year

Reported Injuries by Type and Month

- KPI goal is <4 Reportable Cases per 100 FTE (<8 injuries per year)
- f(Equipment, Behavior, PPE)
- Initiatives: Equipment - Environment Inspections, PPE Inventory - Usage Tracking, Training
- FM Leader: Steve Kindrick

2014 CY: 23
2015 CY: 18
2016 CYTD: 0
Capital Plan Execution

- KPI goal is Completing 95% of all projects on or under original approved capital plan budget
- f(accurate scope, infrastructure requirements, initial estimating, manage scope creep)
- Initiatives: Improved budget approval tracking and fully loaded budgets into Peoplesoft
- FM Leader: Bonnie Humphrey

Note: Data collection in development. Current approved capital plan not currently loaded into Peoplesoft.
- KPI goal is Cash Flow within 5% of Plan
- f(manage scope creep, reduce unforeseen, real time financial monitoring)
- Initiatives: Improve Financial Reporting Tools
- FM Leader: Bonnie Humphrey
Design to Enhance Campus Image and Functionality

- KPI goal is to Receive at least one Major Design Award and 2 LEED Project Certifications per Year
- f(High Quality Design Professionals, Client Collaboration, adequate budgeting)
- Initiatives: Architect Selection Process
- FM Leader: Bonnie Humphrey