Facilities
Key Performance Indicators

Northwestern
September 28, 2018
# Facilities Key Volume Indicators

<table>
<thead>
<tr>
<th>Key Volume</th>
<th>Facilities</th>
<th>Change</th>
<th>Evanston</th>
<th>Chicago</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Equivalent (FTE)</td>
<td>349</td>
<td>-2</td>
<td>283</td>
<td>66</td>
</tr>
<tr>
<td>Acres</td>
<td>296</td>
<td>0</td>
<td>281</td>
<td>15</td>
</tr>
<tr>
<td>Buildings</td>
<td>227</td>
<td>+5</td>
<td>209</td>
<td>18</td>
</tr>
<tr>
<td>Square Feet</td>
<td>16.6M</td>
<td>+1.0M</td>
<td>11.6M</td>
<td>5.0M</td>
</tr>
<tr>
<td>Number of Open Projects</td>
<td>71</td>
<td>-13</td>
<td>52</td>
<td>19</td>
</tr>
<tr>
<td>Design</td>
<td>18</td>
<td>-9</td>
<td>13</td>
<td>5</td>
</tr>
<tr>
<td>Construction</td>
<td>28</td>
<td>-4</td>
<td>19</td>
<td>9</td>
</tr>
<tr>
<td>Punchlist</td>
<td>4</td>
<td>-3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Closeout</td>
<td>21</td>
<td>+3</td>
<td>16</td>
<td>5</td>
</tr>
<tr>
<td>Value of Open Projects</td>
<td>$1.5B</td>
<td>-$206.3M</td>
<td>$899.3M</td>
<td>$631.5M</td>
</tr>
<tr>
<td>Design</td>
<td>$153.7M</td>
<td>-$218.3M</td>
<td>$61.1M</td>
<td>$92.6M</td>
</tr>
<tr>
<td>Construction</td>
<td>$1,014.1M</td>
<td>-$1.9M</td>
<td>$483.4M</td>
<td>$530.7M</td>
</tr>
<tr>
<td>Punchlist</td>
<td>$18.5M</td>
<td>+$6.7M</td>
<td>$18.5M</td>
<td>$0M</td>
</tr>
<tr>
<td>Closeout</td>
<td>$344.5M</td>
<td>+$7.2M</td>
<td>$336.3M</td>
<td>$8.2M</td>
</tr>
<tr>
<td>Work Orders Per Reporting Month</td>
<td>5,887</td>
<td>+5.2%</td>
<td>4,320</td>
<td>1,567</td>
</tr>
<tr>
<td>Work Orders Per Rolling 12 Months</td>
<td>75,966</td>
<td>-0.1%</td>
<td>58,259</td>
<td>17,707</td>
</tr>
<tr>
<td>Operations and Maintenance</td>
<td>$59.6M</td>
<td>$0.0M</td>
<td>$40.9M</td>
<td>$18.7M</td>
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</tbody>
</table>
## Key Performance Indicators

<table>
<thead>
<tr>
<th>Slide #</th>
<th>KPI Description</th>
<th>Annual Goal</th>
<th>Aug-18 Goal</th>
<th>Actual</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>SD1. Service Request Closure</td>
<td>90%</td>
<td>92%</td>
<td>81%</td>
<td>-2%</td>
</tr>
<tr>
<td>4</td>
<td>SD2. Preventative Maintenance Closure</td>
<td>75%</td>
<td>76%</td>
<td>94%</td>
<td>-2%</td>
</tr>
<tr>
<td>5</td>
<td>SD3. Proactivity: Facilities Identified Work Orders</td>
<td>30%</td>
<td>30%</td>
<td>32%</td>
<td>1%</td>
</tr>
<tr>
<td>6</td>
<td>LO1. Common Space Program</td>
<td>10%</td>
<td>10%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>7</td>
<td>LO2. Facilities Connect Implementation</td>
<td>90%</td>
<td>91%</td>
<td>78%</td>
<td>1%</td>
</tr>
<tr>
<td>8</td>
<td>LO3. Engagement: Sustainability Outreach</td>
<td>15%</td>
<td>15%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>9</td>
<td>CE1. Energy Use Intensity (kBtu/SF)</td>
<td>-5%</td>
<td>-5%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>10</td>
<td>CE2. Recordable Injury Incident Rate</td>
<td>2.90</td>
<td>2.90</td>
<td>3.18</td>
<td>-0.50</td>
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<tr>
<td>11</td>
<td>CE3. Injury-Related Lost Workday Rate</td>
<td>1.34</td>
<td>1.34</td>
<td>1.73</td>
<td>0.32</td>
</tr>
<tr>
<td>12</td>
<td>CE4. Waste Diversion Rate</td>
<td>42%</td>
<td>42%</td>
<td>41%</td>
<td>1%</td>
</tr>
<tr>
<td>13</td>
<td>CE5. Overtime</td>
<td>&lt;5%</td>
<td>&lt;5%</td>
<td>7%</td>
<td>0%</td>
</tr>
<tr>
<td>14</td>
<td>CE6. Minority and Female Enterprise Use</td>
<td>TBD</td>
<td>TBD</td>
<td>Discontinue</td>
<td>TBD</td>
</tr>
<tr>
<td>15</td>
<td>CE7. Local Business Enterprise Use</td>
<td>TBD</td>
<td>TBD</td>
<td>Discontinue</td>
<td>TBD</td>
</tr>
<tr>
<td>16</td>
<td>CE8. Evanston Resident Employment</td>
<td>5%</td>
<td>5%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>17</td>
<td>F1. Capital Project Cash Flow Execution</td>
<td>+/-2%</td>
<td>+/-2%</td>
<td>-8%</td>
<td>-4%</td>
</tr>
<tr>
<td>18</td>
<td>F2. Facilities Operating Budget Execution</td>
<td>+/-1%</td>
<td>+/-1%</td>
<td>-2%</td>
<td>0%</td>
</tr>
<tr>
<td>19</td>
<td>F3. Utility Commodity Budget Execution</td>
<td>+/-5%</td>
<td>+/-5%</td>
<td>-11%</td>
<td>0%</td>
</tr>
<tr>
<td>20</td>
<td>F4. Invoices: Number of Days to Pay</td>
<td>90%</td>
<td>90%</td>
<td>73%</td>
<td>-5%</td>
</tr>
</tbody>
</table>
**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).
- **Factors** for this include 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

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**Graph Details**:
- **X-axis**: Total Service Work Orders (#)
- **Y-axis**: Service Work Orders Closed (%)
- **Legend**:
  - Total Service Work Orders (#)
  - Service Work Orders Closed (%)
  - Service Work Orders Closed (%) Target
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
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**
- **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

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**Facilities Identified Work Orders (%)**

- **Target:** 30%
KPI goal is to recapitalize 55,000 square feet of common spaces per year.

- 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
- 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

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

<table>
<thead>
<tr>
<th>Campus</th>
<th>Baseline EUI (12/10)</th>
<th>Current EUI (6/18)</th>
<th>EUI Difference</th>
<th>% Reduction (2010 Baseline)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evanston</td>
<td>223</td>
<td>198</td>
<td>-25</td>
<td>11%</td>
</tr>
<tr>
<td>Chicago</td>
<td>180</td>
<td>176</td>
<td>-4</td>
<td>2%</td>
</tr>
<tr>
<td>Combined</td>
<td>208</td>
<td>191</td>
<td>-17</td>
<td>8%</td>
</tr>
</tbody>
</table>
CE2. Recordable Injury Incident Rate (TRIR)

- KPI goal is to reduce OSHA Recordable Injury Incident Rate by 20% from prior year rate of 3.65 to 2.90
- 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
- **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

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**FY18 Injury-Related Lost Workdays Per 100 FTE**

- **Target**

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Northwestern
• 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
• 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**

- KPI goal is to increase Minority and Female Enterprise work on campus to 15% of contracts awarded on projects over $25,000.
- 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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*Discontinued from the FY18 KPI deck while collecting data. The KPI will return in FY19.*
CE7. Local Business Enterprise Use

- 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

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