

## STRATEGIC THEMES AND DRIVERS (w/Customer Satisfaction Element)

### Facilities Management Mission Statement

To provide a quality learning, research, and living environment for the benefit of students, faculty, staff, and the community by planning, building, operating, and maintaining the campus of the University of North Carolina at Charlotte.

### Facilities Management Vision

To be a leader in Facilities Management distinguished by safety and excellence.  
To be a proficient, responsive and adaptable "team of teams"  
To provide high quality services and facilities in an environmentally sustainable manner  
To create a "campus of distinction"!

## Facilities Management FY 2017 Balanced Scorecard

Perspective	Objective	Tactic	Lag Measures/Lead Measures	Target	Actual	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	YTD	
<b>Customer</b> <i>To achieve our vision, how must we view &amp; treat our customers?</i>	Improve Work Request Process	1.3.1	Decrease Number of Work Orders Over 14 Days Old	15% (2080)	1611					2134.5	
		1.3.2	Decrease Work Request Cycle Time	10% (512.32 days)	515.9					514.21	
	Improve BES Process	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	88%						
		1.5.3	Fewer Than 5 Unscheduled Outages per Quarter	<5	1					2.7	
	Facility Systems Reliability	Improve Ratio of Preventive/Predictive Work Requests to Reactive Request		50%	52.6%					54.0%	
		2.2.1	95% of Construction Projects Meet Scheduled BOD	95%	96.3%					95.6%	
	Improve Design & Construc Process	2.2.2	Review Project Capacity- Goal 250 per year	250	205				Annual		
		2.6.1	90% of Capital Construction Projects Completed On Time	90%	50			N/A			
	Capital Construction Process Supporting Facilities	2.9	Develop plan for supporting research facilities	Action Plan Only	☑						
	Improve Customer Service	3.1.1	Achieve Overall FM Customer Satisfaction of 93%	93%	N/A	90% Annual					
		3.1.2	Decrease number of Hot and Cold Calls by 20%	<145	103					122	
		3.1.3	90% of Informal Project Customers Satisfied or Very Satisfied	90%	N/A				N/A	92%	
		3.1.4	90% of Reactive Work Request Customers Satisfied or Very Satisfied	90%	N/A	Under review					
		3.1.5	Build Brand Awareness	Action Plan Only	☑						
	Quality Work Environment	4.3.1	90% Employees Satisfied or Very Satisfied Working in FM	90%	89%					Bi-Annual	
		4.3.2	87% Employees Satisfied or Very Satisfied in Each Unit	87%	?						
	<b>Financial</b> <i>To financially sustain our mission, what must we focus on?</i>	Promote Fiscal Responsibility	5.1.1	100% of Financial Accounts within Budget	100%	100%				Annual	
			5.1.2	Increase Supplemental Funding to Dept by 10% Annually	10%	?				Grants Awards	
5.1.3			Admin Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5% (404)	0.65				Annual		
5.1.4			Custodial Costs/Student ± 5% APPA Avg for Peer Institutions	+/-5%					Annual		
5.1.5			Maint Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5% (1.48)					Annual		
5.1.6			Landscape Cost/Acre ± 5% APPA Avg for Peer Institutions	+/-5% (4.30)					Annual		
Conserve Natural Resources		5.1.7	All Receipt Supported Funds Accounts Have Positive Balance	+ (\$2.96M)	\$2.6M				Annual		
		5.3.1	Decrease Energy Usage by 40% by FY2025	40%	35%						
Improve HUB Participation		5.3.2	Decrease Water Usage by 20% (goal 43 gal/GSF met for FY10)	20%	Goal Exceeded	Removed					
		5.4.1	12% HUB participation on 80% of Capital Projects	12% on 80%	N/A				N/A	50%	
		5.4.2	5% African American Participation on Capital Projects	5%	0%				N/A	4%	
		5.4.3	15% HUB Participation on Informal Contracts >= \$30K	15%	96%					79%	
		5.4.4	13% HUB Participation on Informal Projects <\$30K	13%	50.1%					49.7%	
		5.4.5	3% African American Participation on Informal Projects <\$30K	3%	1.4%					0.7%	
<b>Internal Processes</b> <i>To satisfy and delight our customers, which operational processes must we excel in?</i>	Improve Labor Availability	1.1.1	Maintain "Wrench" Time to 70%	70%	63%					62.0%	
	Improve Logistics Efficiency	1.2.1	Improve Non-stock on-time delivery	95%	90%					92.25%	
		1.2.2	Reduce Average Non-Stock Requisition to Receipt Time	3.5 days	3.80					3.94	
	Facility Systems Reliability	1.5.1	Improve Completion of FM Work Requests	90%	7830.0%					82.0%	
		1.5.2	Decrease Unscheduled Equipment Replacement Projects	<2	1.00					1.00	
	Maximize FM Effectiveness	2.1.1 Complete 40% of FM Five Year Technology Plan		100% of FY17	83.89%					83.89%	
		2.3.1	Refine FCI Tracking Method; use method to recommend projects to improve campus FCI by 5% NLT July 2017	100%	75%						
	Develop CRDM Program	2.4.1 Assignable square footage of space allocation for specific room uses for new and renovation projects will be within +/- 10% of recommended range. (Action Plan)		= / 10%	☑						
		2.5.1	Develop Lifecycle cost analysis & funding process for capital projects	Action Plan Only	☑						
	Capital Planning & Design	2.5.2	90% of Designers Under Contract w/n 120 days of posting	90%	100%			N/A			
		2.5.3	90% of Designs Complete by Scheduled Completion Date	90%	75%						
		2.5.4	90% of Designs Complete w/n Design Budgeted Fee	90%	25%						
	Capital Construction Process	2.6.2	95% Completed w/n Original Construction Amt or CMP plus 3% new or 5% renovation	95%	100%			N/A			
2.7.1		80% of Capital Projects detailed in Phase I of MP complete	80%								
Execute Master Plan Phase I	2.8	Develop Comprehensive Plan for Strategic Real Estate	Action Plan Only								
Strategic Real Estate Acquisition	2.8	Acquisition - Lease and Purchase	Purchase/Lease	Updating							
<b>Innovation &amp; Learning</b> <i>How will we sustain our ability to change and improve?</i>	Recruit Qualified Workforce	4.1.1	Vacancy Time <=80 days (nonexempt); <=120 (exempt)	80 days/120 days	128 / 271						
		4.1.2	Reduce Number of Employees Terminated During Probation Period	<5%	0.23%					0.08%	
	Improve Workforce Development	4.2.1	Increase Supervisor/Mgr Training to 40 Hours per Year	1960 hours	283				Annual	1178	
		4.2.2	Increase Employees Training to 20 Hours per Year	7760 hours	2440				Annual	2440	
	Improve Employee Safety	4.4.1	Reduce Number of Reportable Accidents by 20% Annually	17	18			Annual			
		4.4.2	98% Mandatory Compliance Training Completed Annually	98%	?				Annual		
	Improve Workforce Performance	4.5	Improve Workforce Performance	Action Plan Only	☑						
	Develop a Sustainable Campus	5.2.1	Increase Recycling of Construction & Demo Materials 80%	80%	?						
5.2.2		Increase Percent of Solid Waste Diversion to 45%	45%	47%							
5.2.3		Achieve Silver Rating on S.T.A.R.S. NLT end of FY17	100%	100%							
5.2.4		Implement 60% of Campus Sustainability Plan Best Practices	60%	63%							

**LEGEND:**

Met Target	<span style="display: inline-block; width: 15px; height: 15px; background-color: #008000; border: 1px solid black;"></span>	100% performance to target ratio
Near Target	<span style="display: inline-block; width: 15px; height: 15px; background-color: #ffff00; border: 1px solid black;"></span>	90-99% performance to target ratio
Needs Attention	<span style="display: inline-block; width: 15px; height: 15px; background-color: #ff0000; border: 1px solid black;"></span>	Below 90% performance to target ratio
No Data Available	<span style="display: inline-block; width: 15px; height: 15px; background-color: #ffffff; border: 1px solid black;"></span>	Unable to Measure or In Progress

- Goal 1 - Continuously Improve Operation of Campus Facilities
- Goal 2 - Create a Reliable and Sustainable Physical Infrastructure
- Goal 3 - Foster a Customer Focused Organization
- Goal 4 - Recruit, Develop, and Retain Quality Employees
- Goal 5 - Promote Good Stewardship