

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 2018 Balanced Scorecard

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Perspective	Objective	Tactic	Lag Measures/Lead Measures	Target	Actual	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	YTD	
Customer <i>To achieve our vision, how must we view & treat our customers?</i>	Improve Work Request Process	1.3.1	Decrease Number of Work Orders Over 14 Days Old	15% (2080)	2207					2464.5	
		1.3.2	Decrease Work Request Cycle Time	10% (512.32 days)	610.38					580.79	
	Improve BES Process	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	84%					?	
		1.5.3	Fewer Than 5 Unscheduled Outages per Quarter	<5	3					4.3	
	Facility Systems Reliability	1.5.4	Improve Ratio of Preventive/Predictive Work Requests to Reactive Request	50%	42.3%					42.5%	
			95% of Construction Projects Meet Scheduled BOD	95%	95.3%					95.2%	
	Improve Design & Construc Process	2.2.1	Review Project Capacity- Goal 220 per year	220	210				Annual	95.5%	
		2.2.2									
	Capital Construction Process	2.6.1	90% of Capital Construction Projects Completed On Time	90%	100%						
	Supporting Facilities	2.9	Develop plan for supporting research facilities	Action Plan Only	<input checked="" type="checkbox"/>						
	Improve Customer Service	3.1.1	Achieve Overall FM Customer Satisfaction of 93%	93%	Bi-Annual - Reported in July 2016						
			Decrease number of Hot and Cold Calls by 20%	<145	86					133	
			95% of Informal Project Customers Satisfied or Very Satisfied	95%	87.5%					90.5%	
			90% of Reactive Work Request Customers Satisfied or Very Satisfied	90%	No slide						
			Build Brand Awareness	Action Plan Only	<input checked="" type="checkbox"/>						
Quality Work Environment	4.3.1	90% Employees Satisfied or Very Satisfied Working in FM	90%	Bi-Annual - Reported in July 2017 at 89%							
		87% Employees Satisfied or Very Satisfied in Each Unit	87%	Bi-Annual - Reported in July 2017							
Financial <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)	0.85					Annual	
		5.1.4	Custodial Costs/Student ± 5% APPA Avg for Peer Institutions	+/-5%	4.08%					Annual	
		5.1.5	Maint Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5% (1.48)	2.30					Annual	
		5.1.6	Landscape Cost/Acre ± 5% APPA Avg for Peer Institutions	+/-5% (\$5,267.60)	3605.31					Annual	
		5.1.7	All Receipt Supported Funds Accounts Have Positive Balance	+ (\$2.92M)	Please confirm					Annual	
	Conserve Natural Resources	5.3.1	Decrease Energy Usage by 40% by FY2025	40%	29%					Annual	29%
			12% HUB participation on 80% of Capital Projects	12% on 80%	N/A						86%
	Improve HUB Participation	5.4.2	5% African American Participation on Capital Projects	5%	N/A						11%
			15% HUB Participation on Informal Contracts >= \$30K	15%	91%						89%
			13% HUB Participation on Informal Projects <\$30K	13%	30.0%						39.4%
			3% African American Participation on Informal Projects <\$30K	3%	5.03%						5.13%
	Internal Processes <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%	53.4%					69.4%
1.2.1			Improve Non-stock on-time delivery	95%	86.4%						89.47%
Improve Logistics Efficiency		1.2.2	Reduce Average Non-Stock Requisition to Receipt Time	3.5 days	4.52						4.50
		1.5.1	Improve Completion of PM Work Requests	90%	90.9%						86.1%
Facility Systems Reliability		1.5.2	Decrease Unscheduled Equipment Replacement Projects	<2	4.00						1.50
		2.1.1	Complete 40% of FM Five Year Technology Plan	100% of FY18	90.99%						
Develop CRDM Program		2.3.1	Refine FCI Tracking Method; use method to recommend projects to improve campus FCI by 5% NLT July 2017	100%	No slide						
			Assign square footage of space allocation for specific room uses for new and renovation projects will be within +/- 10% of recommended range. (Action Plan)	= / 10%	<input checked="" type="checkbox"/>						
Space Planning & Utilization		2.5.1	Develop Lifecycle cost analysis & funding process for capital projects	Action Plan Only	<input checked="" type="checkbox"/>						
			90% of Designers Under Contract w/n 120 days of posting	90%	N/A						
			90% of Designs Complete by Scheduled Completion Date	90%	N/A						
			90% of Designs Complete w/n Design Budgeted Fee	90%	100%						
Capital Planning & Design		2.5.4	95% Completed w/n Original Construction Amt or CMP plus								
			3% new or 5% renovation	95%	100%						
Capital Construction Process		2.6.2	80% of Capital Projects detailed in Phase I of MP complete	80%	No slide						
Execute Master Plan Phase I	2.7.1	Develop Comprehensive Plan for Strategic Real Estate	Action Plan Only	<input checked="" type="checkbox"/>							
Strategic Real Estate Acquisition	2.8	Acquisition - Lease and Purchase	Purchase/Lease	No slide							
Innovation & Learning <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	164 / 150						
		4.1.2	Reduce Number of Employees Terminated During Probation Period	<5%	10.00%						3%
	Improve Workforce Development	4.2.1	Increase Supervisor/Mgr Training to 40 Hours per Year	1960 hours	1227					Annual	
		4.2.2	Increase Employees Training to 20 Hours per Year	7760 hours	6174					Annual	
	Improve Employee Safety	4.4.1	Reduce Number of Reportable Accidents by 20% Annually	17	19			Annual (27)			
		4.4.2	98% Mandatory Compliance Training Completed Annually	98%	No slide					Annual	
	Improve Workforce Performance	4.5	Improve Workforce Performance	Action Plan Only	<input checked="" type="checkbox"/>						
			Increase Recycling of Construction & Demo Materials 80%	80%	35.1%						
	Develop a Sustainable Campus	5.2.2	Increase Percent of Solid Waste Diversion to 45%	45%	30%						
			Achieve Gold Rating on S.T.A.R.S. NLT Dec 2018	100%	60%						
Implement 60% of Campus Sustainability Plan Best Practices			60%	63%							

LEGEND:

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