

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 2014 Balanced Scorecard

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%	Report error					
		1.3.2	Decrease Work Request Cycle Time	10%	Report error					
	Improve BES Process	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	74%					
		Facility Systems Reliability	1.5.3	Fewer Than 5 Unscheduled Outages per Quarter	<5	7				
	1.5.4		Improve Ratio of Preventive/Predictive Work Requests to Reactive Request	50%	Report error					
	Improve Design & Construc Process	2.2.1	95% of Construction Projects Meet Scheduled BOD	95%	96.8%					
		2.2.2	Increase Project Capacity by 10 Projects per Year	10	12.4%					
	Capital Construction Process	2.6.1	90% of Capital Construction Projects Completed On Time	90%	57%					
	Supporting Facilities	2.9	Develop plan for supporting research facilities	Action Plan Only	no slide					
	Improve Customer Service	3.1.1	Achieve Overall FM Customer Satisfaction of 90%	90%	on hold					
		3.1.2	Decrease number of Hot and Cold Calls by 20%	20%	?					
		3.1.3	90% of Informal Project Customers Satisfied or Very Satisfied	90%	Survey unavailable					
		3.1.4	90% of Reactive Work Request Customers Satisfied or Very Satisfied	90%	Report error					
	Quality Work Environment	4.3.1	90% Employees Satisfied or Very Satisfied Working in FM	90%	on hold					
		4.3.2	87% Employees Satisfied or Very Satisfied in Each Unit	87%	on hold					
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%	?					
		5.1.2	Increase Supplemental Funding to Dept by 10% Annually	10%	0%					
	Admin Cost/GSF ± 5% APPA Avg for Peer Institutions	5.1.3	Admin Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5%	?	Annual				
		5.1.4	Custodial Costs/Student ± 5% APPA Avg for Peer Institutions	+/-5%	6.1%	Annual				
	Maint Cost/GSF ± 5% APPA Avg for Peer Institutions	5.1.5	Maint Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5%	?	Annual				
		5.1.6	Landscape Cost/Acre ± 5% APPA Avg for Peer Institutions	+/-5%	?	Annual				
	All Receipt Supported Funds Accounts Have Positive Balance	5.1.7	All Receipt Supported Funds Accounts Have Positive Balance	+	\$588,972.00	Annual				
		Conserve Natural Resources	5.3.1	Decrease Energy Usage by 30% by FY15	30%	29%				
	5.3.2		Decrease Water Usage by 10% (goal 43 gal/GSF met for FY10)	10%	48%					
	Improve HUB Participation	5.4.1	12% HUB participation on 80% of Capital Projects	12% on 80%	100%					
		5.4.2	3% African American Participation on Capital Projects	3%	3.5%					
		5.4.3	15% HUB Participation on Informal Contracts >= \$30K	15%	0%					
		5.4.4	13% HUB Participation on Informal Projects <\$30K	13%	28.1%					
		5.4.5	3% African American Participation on Informal Projects <\$30K	3%	5.9%					
	Internal Processes <i>To satisfy and delight our customers, which operational processes must we excel in?</i>	Improve Labor Availability	1.1.1	Increase "Wrench" Time	70%	75%				
1.2.1			Improve Non-stock on-time delivery	95%	97%					
Improve Logistics Efficiency		1.2.2	Reduce Average Non-Stock Requisition to Receipt Time	3.5 days	3.88					
		Facility Systems Reliability	1.5.1	Improve Completion of PM Work Requests	90%	Report Error				
1.5.2			Decrease Unscheduled Equipment Replacement Projects	<2	4					
Maximize FM Effectiveness		2.1.1	Complete 40% of FM Five Year Technology Plan	40%	12%					
		Develop CRDM Program	2.3.1	Improve Facilities Condition Index by 5%	5%	TBD				
Space Planning & Utilization			2.4.1	80% of Dept/Colleges within +/- 5% of System-wide Standards	80%	TBD				
		Capital Planning & Design	2.5.1	Develop Lifecycle cost analysis & funding process for capital projects	Action Plan Only	<input checked="" type="checkbox"/>				
2.5.2			90% of Designers Under Contract w/n 120 days of posting	90%	50%					
2.5.3			90% of Designs Complete by Scheduled Completion Date	90%	100%					
2.5.4			90% of Designs Complete w/n Design Budgeted Fee	90%	77%					
Capital Construction Process		2.6.2	95% Completed w/n Original Construction Amt or CMP plus 3% new or 5% renovation	95%	83%					
		Execute Master Plan Phase I	2.7.1	80% of Capital Projects detailed in Phase I of MP complete	80%	In progress				
Strategic Real Estate Acquisition		2.8	Develop Comprehensive Plan for Strategic RE Acquisition	Action Plan Only	<input checked="" type="checkbox"/>					
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	95/86					
		4.1.2	Reduce Number of Employees Terminated During Probation Period	<5%						
	Improve Workforce Development	4.2.1	Increase Supervisor/Mgr Training to 40 Hour per Year	1960 hours	127.75	Annual				
		4.2.2	Increase Employees Training to 20 Hours per Year	7760 hours	1263.25	Annual				
	Improve Employee Safety	4.4.1	Reduce Number of Reportable Accidents by 20% Annually	15	9					
		4.4.2	98% Mandatory Compliance Training Completed Annually	98%	Under review					
	Improve Workforce Performance	4.5	Improve Workforce Performance	Action Plan Only	<input checked="" type="checkbox"/>					
		Develop a Sustainable Campus	5.2.1	Increase Recycling of Construction & Demo Materials 80%	80%	90%				
	5.2.2		Increase Percent of Solid Waste Diversion to 45%	45%	24%					
	5.2.3		Achieve Bronze Rating on S.T.A.R.S.	?	TBD					
5.2.4	Implement 60% of Campus Sustainability Plan Best Practices		60%	40%						

LEGEND:

Met Target	<div style="width: 100%; height: 10px; background-color: #008000; border: 1px solid black;"></div>	100% performance to target ratio
Near Target	<div style="width: 100%; height: 10px; background-color: #ffff00; border: 1px solid black;"></div>	90-99% performance to target ratio
Needs Attention	<div style="width: 100%; height: 10px; background-color: #ff0000; border: 1px solid black;"></div>	Below 90% performance to target ratio
No Data Available	<div style="width: 100%; height: 10px; background-color: #e0e0e0; 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