

## 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 2013 Balanced Scorecard

Perspective	Strategic Objective	Goal	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 &amp; treat our customers?</i>	Work Request Process	1.3.1	Reactive Maintenance work requests	<58%	77.98%					
		1.3.2	Decrease Work Request Cycle Time by 5%	<300 hrs	275					
	Housekeeping Processes	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	94%					
		1.5.3	Reduce Unscheduled HV outages by 10%	<=0.0069	0.0%					
	Improve Process Reliability	1.5.4	Reduce Unscheduled FA Network Outages by 10%	<10%	0.00%					
		2.2.1	95% of Projects Designed on Time	95%	98.2%					
	Increase on-time delivery	2.2.2	85% of Estimates for All Construction within +/- 10%	85% w/in 10% actuals	95.5%					
		2.2.3	Combined with 2.2.2							
	Informal Project Administration	2.2.4	All IP construction meets BOD	90%	100.0%					
		2.2.5	Combined with 2.2.4							
		2.2.6	Increase Project Volume by 10 proj/year	200 = bchmk; goal 250						Annual
		3.4.1	90% Cap Construction Projects on Schedule	90%	n/a					
	Enhance customer satisfaction	4.1.1	Improve: Overall satisfaction rating	85%			no survey in FY 2013			
		4.1.2	All FM Units Achieve Customer Satisfaction of 85%	85%			no survey in FY 2013			
		4.1.3	Reduce: Maintenance & Ops # hot/cold calls	-10% or <133	170					
		4.1.4	Improve: Informal Projects rating (sat./very sat.)	90%	under review					
		4.1.5	Improve: Capital Projects rating (sat./very sat.) - design	85%			No slide			
4.1.6		Improve: Capital Projects rating (sat./very sat.) - constr	85%			No slide				
4.1.7		All measures positive on customer sat survey	<2% S Dis; <5% Dis or Neu			Discontinued metric				
Financial <i>To financially sustain our mission, what must we focus on?</i>	Manage Budget	6.1.1	Balanced Budget @ End of Year	100%						Annual
	Maximize Revenue Streams	6.1.2	Increase Grants/Supplemental Funding	25%						Annual
	Promote fiscal responsibility	6.1.3	Admin Cost/GSF +/-5% of APPA Avg for Peer Inst.	" +/-5%"	Hold					Annual
		6.1.4	Custodial Cost/GSF +/-5% of APPA Avg for Peer Inst	" +/-5%"						Annual
		6.1.5	Maint Cost/GSF +/- 5% of APPA Avg for Peer Inst	" +/-5%"						Annual
		6.1.6	Landscape Cost/GSF +/-5% of APPA Avg for Peer Inst	" +/-5%"						Annual
	Sustainable Practices	6.1.7	Exceed Labor Services Payroll requirements by 10%	\$400,000/qr	\$433,599.91					
		6.2.1	C&D Recycling - Informal Projects	50%	no slide					
		6.2.2	C&D Recycling Capital Projects	50%	no slide					
		6.2.3	Increase % Solid Waste Recycled (Baseline 2008)	5% (29.4%)	no slide					
	Conserve Natural Resources	6.2.4	Achieve 60% of STARS credits	50%	30%					
		6.3.1	Energy Usage by 2015	-30%						
	Improve HUB Participation	6.3.2	Water Usage by 2010	-20%						
		6.5.1	12% HUB participation on 80% of Capital Projects	80%	no data					
	6.5.2	3% African American Participation on Capital Projects	3%	no data						
	6.5.3	13% HUB participation on Informal Proj \$30K and above	13%	no data						
	6.5.4	13% HUB for Informal Proj below \$30,000 inc. 3% AA	13%/3%	28.2%/9.0%						
Internal Processes <i>To satisfy and delight our customers, which operational processes must we excel in?</i>	Labor Availability	1.1.1	Increase Wrench Time	>80%	75.1%					
	Logistics Efficiency	1.2.1	Stock Fill Rate	>97%	91.53%					
	Optimize Supply Chain	1.2.2	Non-stock cycle time (request to receipt time)	<4 days	4.19					
	Improve Process Reliability	1.5.1	On-time Prev. Maintenance completion	>90%	98.07%					
		1.5.2	Reduce Unscheduled equipment repl projects by 15%	<2	5					
	Manage Technical Resources	2.1.1	Completion of FM 5-YR Tech. Plan by 2015	100%	70%					Annual
		2.3.1	80% of Existing Projects Documented and Input into the CRDM by July 2011	80%	no slide					
	Master/Project Planning Process	3.1.1	100% of Space Audits by Division; Documented and Updated into Archibus NLT December 2012.	100%						
		3.2.1	100% of Capital Projects on the Appropriated and Non-Appropriated Six Year Capital Improvements Plan approved and ready for submission to GA by end of FY12	100%	no slide					
	Capital Project Administration	3.3.1	Designers Under Contract w/in 120 days of Posting in CAPSTAT	90% w/in 120	0%					
		3.3.2	90% of Designs Complete by Scheduled Comp. Date	90%	100%					
		3.3.3	90% of Designs w/in Design Budgeted Fee	90%	90.0%					
		3.4.2	95% of Cap Prof completed w/in orig contract or GMP	90%	80%					
3.5.1		80% of Infrastructure Projects Integrated into Capital Construction Project Scopes	80%	no slide						
	3.6.1	80% of Revisions Integrated into the Design and Construction Manual.	80%	no slide						
Learning & Growth <i>How will we sustain our ability to change and improve?</i>	Develop high-quality staff	5.1.1	Reduce Vacancy Time Calendar Days	80 days/120 days	116/108					
	Develop high-quality staff	5.1.2	Targeted Selection/Recruitment Training	100%	100%					
		5.2.1	Supervisor (all levels of supervision) Training Hours	1720 hrs	384.05					Annual
	Retain high quality staff	5.2.2	Staff (non supervisory) Training Hours	6460 hrs	2202.75					Annual
		5.3.1	Reduce Annual Turnover Rate	<14%	9%					Annual
	Develop positive culture	5.3.2	Overall Annual Employee satisfaction (Last survey in 2011)	85%						Annual
	Improve Employee Safety	6.4.1	Reduce Accidents to 0 (CY)	0	?		Calendar Year			

<b>LEGEND:</b>		Met Target		100% performance to target ratio
		Near Target		90-99% performance to target ratio
		Needs Attention		Below 90% performance to target ratio
		No Data Available		Unable to Measure or In Progress

- Goal 1 - Improve Maintenance and Operation on the Campus
- Goal 2 - Successfully Adapt Existing Facilities to Meet New Requirements
- Goal 3 - Deliver New Facilities that Support the University's Mission
- Goal 4 - Perfect a Customer Focused Organization
- Goal 5 - Develop a Valued, Well-trained, Motivated and Diverse Workforce
- Goal 6 - Promote Good Stewardship