

## 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

Facilities Management FY 2014 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% (701)	2836					
		1.3.2	Decrease Work Request Cycle Time	10% (52.61 days)	834.80					
	Improve BES Process	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	79%					
		1.5.3	Fewer Than 5 Unscheduled Outages per Quarter	<5	5					
	Facility Systems Reliability	1.5.4	Improve Ratio of Preventive/Predictive Work Requests to Reactive Request	50%	56.33%					
		2.2.1	95% of Construction Projects Meet Scheduled BOD	95%	94.3%					
	Improve Design & Construc Process	2.2.2	Increase Project Capacity by 10 Projects per Year	250	N/A					Annual
		2.6.1	90% of Capital Construction Projects Completed On Time	90%	N/A					
	Capital Construction Process 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%	N/A					Bi-Annual
		3.1.2	Decrease number of Hot and Cold Calls by 20%	<130	205					
		3.1.3	90% of Informal Project Customers Satisfied or Very Satisfied	90%	In progress					
		3.1.4	90% of Reactive Work Request Customers Satisfied or Very Satisfied	90%	In progress					
	Quality Work Environment	4.3.1	90% Employees Satisfied or Very Satisfied Working in FM	90%	89%				Annual	
		4.3.2	87% Employees Satisfied or Very Satisfied in Each Unit	87%	on hold					
<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%					
		5.1.2	Increase Supplemental Funding to Dept by 10% Annually	10%	?					Annual
	5.1.3	Admin Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5%	4%				Annual		
		5.1.4	Custodial Costs/Student ± 5% APPA Avg for Peer Institutions	+/-5%	6.1%			Annual		
	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		
	5.1.7	All Receipt Supported Funds Accounts Have Positive Balance	+	-\$19,200.00					Annual	
		5.3.1	Decrease Energy Usage by 30% by FY15	30%	27%					
	Conserve Natural Resources	5.3.2	Decrease Water Usage by 10% (goal 43 gal/GSF met for FY10)	10%	?					
		5.4.1	12% HUB participation on 80% of Capital Projects	12% on 80%	100%					
	5.4.2		5% African American Participation on Capital Projects	5%	6.02%					
	5.4.3	15% HUB Participation on Informal Contracts >= \$30K	15%	95.0%						
		5.4.4	13% HUB Participation on Informal Projects <\$30K	13%	39.9%					
	5.4.5	3% African American Participation on Informal Projects <\$30K	3%	4.2%						
		<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	Increase "Wrench" Time	70%	69.3%			
1.2.1	Improve Non-stock on-time delivery			95%	95.37%					
1.2.2	Reduce Average Non-Stock Requisition to Receipt Time		3.5 days	5.72						
	Facility Systems Reliability		1.5.1	Improve Completion of PM Work Requests	90%	86.20%				
1.5.2			Decrease Unscheduled Equipment Replacement Projects	<2	4					
Maximize FM Effectiveness	2.1.1		Complete 40% of FM Five Year Technology Plan	100% of FY14	50.9%					
Develop CRDM Program	2.3.1		Improve Facilities Condition Index by 5%	5%	25% of 5%					
Space Planning & Utilization	2.4.1		80% of Dept/Colleges within +/- 5% of System-wide Standards	80%	45%					
	Capital Planning & Design		2.5.1	Develop Lifecycle cost analysis & funding process for capital projects	Action Plan Only	On track				
2.5.2			90% of Designers Under Contract w/n 120 days of posting	90%	100%					
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%	36%					
95% Completed w/n Original Construction Amt or CMP plus	2.6.2		3% new or 5% renovation	95%	N/A					
	2.7.1		80% of Capital Projects detailed in Phase I of MP complete	80%	No slide					
Develop Comprehensive Plan for Strategic Real Estate Acquisition - Lease and Purchase	2.8		Action Plan Only							
<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	72/120					
		4.1.2	Reduce Number of Employees Terminated During Probation Period	<5%	0%					
	Improve Workforce Development	4.2.1	Increase Supervisor/Mgr Training to 40 Hour per Year	1960 hours	561					Annual
		4.2.2	Increase Employees Training to 20 Hours per Year	7760 hours	4040.15					Annual
	Improve Employee Safety	4.4.1	Reduce Number of Reportable Accidents by 20% Annually	15	4			Annual		
		4.4.2	98% Mandatory Compliance Training Completed Annually	98%	In progress					Annual
	Improve Workforce Performance	4.5	Improve Workforce Performance	Action Plan Only	On track					
	Develop a Sustainable Campus	5.2.1	Increase Recycling of Construction & Demo Materials 80%	80%	45.6%					
		5.2.2	Increase Percent of Solid Waste Diversion to 45%	45%	37%					
		5.2.3	Achieve Bronze Rating on S.T.A.R.S.	Action Plan Only						
5.2.4		Implement 60% of Campus Sustainability Plan Best Practices	60%	In progress						

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