

## 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 2016 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% (1232)	1177						
		1.3.2	Decrease Work Request Cycle Time	10% (512.32 days)	756						
	Improve BES Process	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	77%						
		1.4.3	Fewer Than 5 Unscheduled Outages per Quarter	<5	3						
	Facility Systems Reliability	Improve Ratio of Preventive/Predictive Work Requests to Reactive Request		50%	57.8%						
		2.2.1	95% of Construction Projects Meet Scheduled BOD	95%	90.9%						
	Improve Design & Construc Process	2.2.2	Review Project Capacity- Goal 250 per year	250	N/A					Annual	
		2.6.1	90% of Capital Construction Projects Completed On Time	90%	100%						
	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					Annual	
		3.1.2	Decrease number of Hot and Cold Calls by 20%	<138.4	168						
		3.1.3	90% of Informal Project Customers Satisfied or Very Satisfied	90%	100%						
		3.1.4	90% of Reactive Work Request Customers Satisfied or Very Satisfied	90%							
		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%	N/A	No Survey Administered in FY2016					
		4.3.2	87% Employees Satisfied or Very Satisfied in Each Unit	87%	N/A	No Survey Administered in FY2016					
	<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%	N/A					Annual
			5.1.2	Increase Supplemental Funding to Dept by 10% Annually	10%	N/A					Annual
		5.1.3	Admin Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5% (404)	N/A					Annual	
		5.1.4	Custodial Costs/Student ± 5% APPA Avg for Peer Institutions	+/-5%	N/A					Annual	
		5.1.5	Maint Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5% (1.48)	N/A					Annual	
		5.1.6	Landscape Cost/Acre ± 5% APPA Avg for Peer Institutions	+/-5% (4.30)	N/A					Annual	
		5.1.7	All Receipt Supported Funds Accounts Have Positive Balance	+	(\$2.8M)	\$626,000.00					Annual
Conserve Natural Resources		5.3.1	Decrease Energy Usage by 40% by FY2025	40%	35%						
		5.3.2	Decrease Water Usage by 20% (goal 43 gal/GSF met for FY10)	20%	Exceeded Goal						
Improve HUB Participation		5.4.1	12% HUB participation on 80% of Capital Projects	12% on 80%	0%						
		5.4.2	5% African American Participation on Capital Projects	5%	0%						
		5.4.3	15% HUB Participation on Informal Contracts >= \$30K	15%	100%						
		5.4.4	13% HUB Participation on Informal Projects <\$30K	13%	60.4%						
		5.4.5	3% African American Participation on Informal Projects <\$30K	3%	0.0%						
<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%	50.5%					
	Improve Logistics Efficiency	1.2.1	Improve Non-stock on-time delivery	95%							
		1.2.2	Reduce Average Non-Stock Requisition to Receipt Time	3.5 days	5.70%						
	Facility Systems Reliability	1.5.1	Improve Completion of PM Work Requests	90%	80.6%						
		1.5.2	Decrease Unscheduled Equipment Replacement Projects	<2	0.00%						
	Maximize FM Effectiveness	2.1.1	Complete 40% of FM Five Year Technology Plan	100% of FY16	67.20%						
	Develop CRDM Program	2.3.1	Improve Facilities Condition Index by 5%	5%	80%						
		2.4.1	Assignable square footage of space allocation for specific room uses for new and renovation projects will be within +/- 5% of recommended range.	= / 5%	In progress						
	Capital Planning & Design	2.5.1	Develop Lifecycle cost analysis & funding process for capital projects	Action Plan Only							
		2.5.2	90% of Designers Under Contract w/n 120 days of posting	90%	N/A						
		2.5.3	90% of Designs Complete by Scheduled Completion Date	90%	50%						
		2.5.4	90% of Designs Complete w/n Design Budgeted Fee	90%	83%						
		2.5.4	95% Completed w/n Original Construction Amt or CMP plus	95%	100.0%						
	Capital Construction Process Execute Master Plan Phase I	2.7.1	80% of Capital Projects detailed in Phase I of MP complete	80%							
	Strategic Real Estate Acquisition	2.8	Develop Comprehensive Plan for Strategic Real Estate Acquisition - Lease and Purchase	Action Plan Only 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	133/223						
		4.1.2	Reduce Number of Employees Terminated During Probation Period	<5%	0.34						
	Improve Workforce Development	4.2.1	Increase Supervisor/Mgr Training to 40 Hour per Year	1960 hours	857					Annual	
		4.2.2	Increase Employees Training to 20 Hours per Year	7760 hours	1343.5					Annual	
	Improve Employee Safety	4.4.1	Reduce Number of Reportable Accidents by 20% Annually	17	6					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	64.0%						
	Develop a Sustainable Campus	5.2.1	Increase Recycling of Construction & Demo Materials 80%	80%	30.9%						
		5.2.2	Increase Percent of Solid Waste Diversion to 45%	45%	39%						
		5.2.3	Achieve Silver Rating on S.T.A.R.S.	100%	95%						
5.2.4		Implement 60% of Campus Sustainability Plan Best Practices	60%	63%							

<b>LEGEND:</b>	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