

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	
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% (1232)	2753						
		1.3.2	Decrease Work Request Cycle Time	10% (512.32 days)	847.0						
	Improve BES Process	1.4.1	Achieve APPA Level 2 in 98% of Buildings		98%	68%					
		1.5.3	Fewer Than 5 Unscheduled Outages per Quarter		<5	1					
	Facility Systems Reliability	1.5.4	Improve Ratio of Preventive/Predictive Work Requests to Reactive Request		50%	55.3%					
			95% of Construction Projects Meet Scheduled BOD		95%	100%					
	Improve Design & Construc Process	2.2.1	Increase Project Capacity by 10 Projects per Year		250	N/A				Annual	
		2.2.2									
	Capital Construction Process	2.6.1	90% of Capital Construction Projects Completed On Time		90%	0%					
	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 90%		90%	N/A	Annual				
		3.1.2	Decrease number of Hot and Cold Calls by 20%		<138.4	89					
		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%	93%					
	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					
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%	N/A				Annual		
		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% (.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)	\$1,124,200.55				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%	21%					
	Improve HUB Participation	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%	4%					
		5.4.3	15% HUB Participation on Informal Contracts >= \$30K		15%	96%					
		5.4.4	13% HUB Participation on Informal Projects <\$30K		13%	41.7%					
		5.4.5	3% African American Participation on Informal Projects <\$30K		3%	6.3%					
	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%	60.0%					
Improve Logistics Efficiency		1.2.1	Improve Non-stock on-time delivery	95%	No slide						
		1.2.2	Reduce Average Non-Stock Requisition to Receipt Time	3.5 days	5.186						
Facility Systems Reliability		1.5.1	Improve Completion of PM Work Requests		90%	83.9%					
		1.5.2	Decrease Unscheduled Equipment Replacement Projects		<2	1					
Maximize FM Effectiveness		2.1.1	Complete 40% of FM Five Year Technology Plan		100% of FY16	34%					
Develop CRDM Program		2.3.1	Improve Facilities Condition Index by 5%		5%	70%					
			Assignable square footage of space allocation for specific room uses for new and renovation projects will be within +/- 10% of recommended range.		= / - 10%	In progress					
Space Planning & Utilization		2.4.1									
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%	N/A					
			90% of Designs Complete w/n Design Budgeted Fee		90%	N/A					
Capital Construction Process		2.6.2	3% new or 5% renovation		95%	0.0%					
	2.7.1	80% of Capital Projects detailed in Phase I of MP complete		80%	No slide						
Execute Master Plan Phase I	2.8	Develop Comprehensive Plan for Strategic Real Estate		Action Plan Only							
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	149/187						
		4.1.2	Reduce Number of Employees Terminated During Probation Period	<5%	0.54%						
	Improve Workforce Development	4.2.1	Increase Supervisor/Mgr Training to 40 Hour per Year		1960 hours	228				Annual	
		4.2.2	Increase Employees Training to 20 Hours per Year		7760 hours	829				Annual	
	Improve Employee Safety	4.4.1	Reduce Number of Reportable Accidents by 20% Annually		9	21		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						
	Develop a Sustainable Campus	5.2.1	Increase Recycling of Construction & Demo Materials 80%		80%	35.1%					
		5.2.2	Increase Percent of Solid Waste Diversion to 45%		45%	34%					
		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%						

LEGEND:

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 - 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