

## 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 2015 Balanced Scorecard

Perspective	Objective	Tactic	Lag Measures/Lead Measures	Target	Actual	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	YTD
<b>Customer</b> To achieve our vision, how must we view & treat our customers?	Improve Work Request Process	1.3.1	Decrease Number of Work Orders Over 14 Days Old	15% (701)	862					
		1.3.2	Decrease Work Request Cycle Time	10% (52.61 days)	520.40					
	Improve BES Process	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	93%					
		1.5.3	Fewer Than 5 Unscheduled Outages per Quarter	<5	0					
	Facility Systems Reliability	1.5.4	Improve Ratio of Preventive/Predictive Work Requests to Reactive Request	50%	51.1%					
			95% of Construction Projects Meet Scheduled BOD	95%	94.4%					
	Improve Design & Construc Process	2.2.1	Increase Project Capacity by 10 Projects per Year	250	N/A					
		2.2.2								
	Capital Construction Process	2.6.1	90% of Capital Construction Projects Completed On Time	90%	100%					
	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%	93%		Annual			
		3.1.2	Decrease number of Hot and Cold Calls by 20%	<138.4	226					
		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%	in progress					
	Quality Work Environment	4.3.1	90% Employees Satisfied or Very Satisfied Working in FM	90%	89%					
4.3.2		87% Employees Satisfied or Very Satisfied in Each Unit	87%	multiple						
<b>Financial</b> To financially sustain our mission, what must we focus on?	Promote Fiscal Responsibility	5.1.1	100% of Financial Accounts within Budget	100%	on hold					
		5.1.2	Increase Supplemental Funding to Dept by 10% Annually	10%	N/A					
		5.1.3	Admin Cost/GSF ± 5% APPA Avg for Peer Institutions	+/-5%	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%	N/A			Annual		
		5.1.6	Landscape Cost/Acre ± 5% APPA Avg for Peer Institutions	+/-5%	N/A			Annual		
	Conserve Natural Resources	5.1.7	All Receipt Supported Funds Accounts Have Positive Balance	+	\$679,859.00					
		5.3.1	Decrease Energy Usage by 30% by FY15	30%	28%					
		5.3.2	Decrease Water Usage by 10% (goal 43 gal/GSF met for FY10)	10%						
	Improve HUB Participation	5.4.1	12% HUB participation on 80% of Capital Projects	12% on 80%	67%					
		5.4.2	5% African American Participation on Capital Projects	5%	8.0%					
		5.4.3	15% HUB Participation on Informal Contracts >=\$30K	15%	38%					
		5.4.4	13% HUB Participation on Informal Projects <\$30K	13%	30.4%					
		5.4.5	3% African American Participation on Informal Projects <\$30K	3%	0.0%					
<b>Internal Processes</b> To satisfy and delight our customers, which operational processes must we excel in?	Improve Labor Availability	1.1.1	Increase "Wrench" Time	70%	81.5%					
	Improve Logistics Efficiency	1.2.1	Improve Non-stock on-time delivery	95%	no data					
		1.2.2	Reduce Average Non-Stock Requisition to Receipt Time	3.5 days	4.47					
	Facility Systems Reliability	1.5.1	Improve Completion of PM Work Requests	90%	84%					
		1.5.2	Decrease Unscheduled Equipment Replacement Projects	<2	0					
	Maximize FM Effectiveness	2.1.1	Complete 40% of FM Five Year Technology Plan	100% of FY15	13.06%					
	Develop CRDM Program	2.3.1	Improve Facilities Condition Index by 5%	5%	40%					
	Space Planning & Utilization	2.4.1	80% of Dept/Colleges within +/- 5% of System-wide Standards	80%	80%					
	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%	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%	100%					
	Capital Construction Process	2.6.2	95% Completed w/n Original Construction Amt or CMP plus	95%	100.0%					
2.7.1		3% new or 5% renovation	95%							
Execute Master Plan Phase I	2.7.1	80% of Capital Projects detailed in Phase I of MP complete	80%	no slide						
Strategic Real Estate Acquisition	2.8	Develop Comprehensive Plan for Strategic Real Estate Acquisition - Lease and Purchase	Action Plan Only	☑						
<b>Innovation &amp; Learning</b> How will we sustain our ability to change and improve?	Recruit Qualified Workforce	4.1.1	Vacancy Time <=80 days (nonexempt); <=120 (exempt)	80 days/120 days	121/0					
		4.1.2	Reduce Number of Employees Terminated During Probation Period	<5%	1.3%					
	Improve Workforce Development	4.2.1	Increase Supervisor/Mgr Training to 40 Hour per Year	1960 hours	193.25					Annual
		4.2.2	Increase Employees Training to 20 Hours per Year	7760 hours	478.5					Annual
	Improve Employee Safety	4.4.1	Reduce Number of Reportable Accidents by 20% Annually	15 (2014 is 9)	9			Annual		
		4.4.2	98% Mandatory Compliance Training Completed Annually	98%	?					
	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%	36.9%					
		5.2.2	Increase Percent of Solid Waste Diversion to 45%	45%	38%					
		5.2.3	Achieve Bronze Rating on S.T.A.R.S.	Action Plan Only	68%					
5.2.4		Implement 60% of Campus Sustainability Plan Best Practices	60%	47%						

<b>LEGEND:</b>	Met Target	<div style="width: 15px; height: 15px; background-color: #008000; border: 1px solid black;"></div>	100% performance to target ratio
	Near Target	<div style="width: 15px; height: 15px; background-color: #ffff00; border: 1px solid black;"></div>	90-99% performance to target ratio
	Needs Attention	<div style="width: 15px; height: 15px; background-color: #ff0000; border: 1px solid black;"></div>	Below 90% performance to target ratio
	No Data Available	<div style="width: 15px; height: 15px; background-color: #ffffff; 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