### Facilities Management FY 2017 Balanced Scorecard

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Objective</th>
<th>Tactic</th>
<th>Key Measurables/Measures</th>
<th>Actual</th>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer</td>
<td>Improve Work Request Process</td>
<td>1.1.1</td>
<td>Decrease Number of Work Orders Over 14 Days Old</td>
<td>1%</td>
<td>5%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>N/A</td>
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<tr>
<td></td>
<td>Improve BPR Cycle Time</td>
<td>1.1.2</td>
<td>Decrease Work Request Cycle Time</td>
<td>45% (12 days)</td>
<td>16%</td>
<td>45%</td>
<td>45%</td>
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<tr>
<td></td>
<td>Improve System Reliability</td>
<td>1.1.3</td>
<td>Increase Number of Unscheduled Design Changes per Quarter</td>
<td>&lt;5</td>
<td>&lt;5</td>
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<tr>
<td></td>
<td>Improve Rate of Preventive/Predictive Work Requests to Reactive Requests</td>
<td>1.1.5</td>
<td>Reactive Request</td>
<td>83%</td>
<td>83%</td>
<td>83%</td>
<td>83%</td>
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<tr>
<td></td>
<td>Review Design &amp; Construction Process</td>
<td>2.1.1</td>
<td>95% of Construction Projects Meet Scheduled RDO</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
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<td></td>
<td>Review Project Capacity - Goal 296 per year</td>
<td>2.1.2</td>
<td>256</td>
<td>256</td>
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<tr>
<td>Capital/Construction Process</td>
<td>2.1.3</td>
<td>95% of Capital Construction Projects Completed On Time</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
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<tr>
<td></td>
<td>Improve Customer Service</td>
<td>3.1.1</td>
<td>Achieve Overall FM Customer Satisfaction of 95%</td>
<td>93%</td>
<td>93%</td>
<td>93%</td>
<td>93%</td>
<td>93%</td>
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<tr>
<td></td>
<td>Increase number of Hot and Cold Calls by &lt;10%</td>
<td>3.1.2</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
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<tr>
<td></td>
<td>15% of Internal/Project Customers Satisfied or Very Satisfied</td>
<td>3.1.3</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
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<tr>
<td></td>
<td>90% of Non-stock Work Requests Satisfied or Very Satisfied</td>
<td>3.1.4</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
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<tr>
<td>Quality/Work Environment</td>
<td>4.1.1</td>
<td>95% Employees Satisfied or Very Satisfied on Parking in FM</td>
<td>95%</td>
<td>95%</td>
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<td>95% Employees Satisfied or Very Satisfied on Each Cost Center</td>
<td>95%</td>
<td>95%</td>
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<tr>
<td>Internal Processes</td>
<td>5.1.1</td>
<td>3% African American Participation on Informal Projects &lt;$30K</td>
<td>142 / 207</td>
<td>142 / 207</td>
<td>142 / 207</td>
<td>142 / 207</td>
<td>142 / 207</td>
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<td></td>
<td>12% HUB participation on 80% of Capital Projects</td>
<td>5.1.2</td>
<td>5%</td>
<td>5%</td>
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<td></td>
<td>5% African American Participation on Capital Projects</td>
<td>5.1.3</td>
<td>98%</td>
<td>98%</td>
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<td></td>
<td>95% of Internal Project Customers Satisfied or Very Satisfied</td>
<td>5.1.4</td>
<td>95%</td>
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<td></td>
<td>90% of Reactive Work Request Customers Satisfied or Very Satisfied</td>
<td>5.1.5</td>
<td>90%</td>
<td>90%</td>
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<td></td>
<td>Operator Fiscal Responsibility</td>
<td>5.3.1</td>
<td>100% of Financial Accounts within Budget</td>
<td>95%</td>
<td>95%</td>
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<td></td>
<td>Increase Use/Plug-In/ed In-House or Yearly, Annually</td>
<td>5.3.2</td>
<td>95%</td>
<td>95%</td>
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<td></td>
<td>Achieve CostQuote (%) - APA Avg for Peer Institutions</td>
<td>5.3.3</td>
<td>&lt;95% (105)</td>
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<td>Minimize CostQuote (%) - APA Avg for Peer Institutions</td>
<td>5.3.4</td>
<td>&lt;95% (105)</td>
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<td>minimize design and construction (cost) by at least 10%</td>
<td>5.3.5</td>
<td>Action Plan Only</td>
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<tr>
<td>Service/Network Resources</td>
<td>5.4.1</td>
<td>30%</td>
<td>30%</td>
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<td>3% African American Participation on Internal Projects &lt;$30K</td>
<td>5.4.2</td>
<td>90%</td>
<td>90%</td>
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<td></td>
<td>Improve HR Participation</td>
<td>5.4.3</td>
<td>95%</td>
<td>95%</td>
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<td>Improve Employee Training to 20 Hours per Year</td>
<td>5.4.4</td>
<td>90%</td>
<td>90%</td>
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<td>5.4.5</td>
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<td>Improve HR Participation</td>
<td>5.5.6</td>
<td>95%</td>
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<td>Improve Employee Training to 20 Hours per Year</td>
<td>5.5.7</td>
<td>90%</td>
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<td>5% African American Participation on Internal Projects &lt;$30K</td>
<td>5.5.8</td>
<td>95%</td>
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</tbody>
</table>

**LEGENDS**
- Met Target: 100% performance to target score
- Missed Target: <90% performance to target score
- No Data Available: Unable to measure or in-progress

**Goal 1: Continuously improve Operations of Campus Facilities**
- Create a Reliable and Sustainable Physical Infrastructure
- Ensure a Campus of Distinction

**Goal 2: Foster a Customer-Focused Organization**
- Improve completion of PM work requests
- Support work order process
- Increase recycling of construction & demo materials

**Goal 3: Promote Good Stewardship**
- Satisfy and delight customers
- Implement 60% of Campus Sustainability Plan Best Practices
- Increase number of Hot and Cold Calls by <10%

**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 provide high quality services and facilities in an environmentally sustainable manner.