

# 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 2011 Balanced Scorecard

Perspective	Strategic Objective	Goal	Lag Measures/Lead Measures	Target	Actual	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<b>Customer</b> <i>To achieve our vision, how must we view &amp; treat our customers?</i>	Work Request Process	1.3.1	Reactive Maintenance work requests	<58%	56.21%				
		1.3.2	Decrease Work Request Cycle Time by 5%	<300 hrs	209				
	Housekeeping Processes	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	98%				
		1.5.3	Reduce Unscheduled HV outages by 10%	<=0.3%	0.126%				
	Improve Process Reliability	1.5.4	Reduce Unscheduled FA Network Outages by 10%	<=3%	2.5%				
		2.2.1	95% of Projects Designed on Time	95%	99.5%				
	Increase on-time delivery	2.2.2	85% of Estimates for All Construction within +/- 10%	85% w/in 10% actuals	94.3%				
		2.2.3	Combined with 2.2.2						
	Informal Project Administration	2.2.4	All IP construction meets BOD	90%	96.7%				
		2.2.5	Combined with 2.2.4						
		2.2.6	Increase Project Volume by 10 proj/year	200 = bchmk; goal 210	46.7%	Annual	Annual	Annual	
		3.4.1	90% Cap Construction Projects on Schedule	90%	83%				
	Enhance customer satisfaction	4.1.1	Improve: Overall satisfaction rating	85%		Annual			
		4.1.2	All FM Units Achieve Customer Satisfaction of 85%	85%		Annual			
		4.1.3	Reduce: Maintenance & Ops # hot/cold calls	-15% or <133	no data				
		4.1.4	Improve: Informal Projects rating (sat./very sat.)	90%	93.3%				
4.1.5		Improve: Capital Projects rating (sat./very sat.) - design	85%	100%					
4.1.6		Improve: Capital Projects rating (sat./very sat.) - constr	85%	100%					
	<b>NEW</b>	All measures positive on customer sat survey	<2% S Dis; <5% Dis or Neu	no data					
<b>Financial</b> <i>To financially sustain our mission, what must we focus on?</i>	Manage Budget	6.1.1	Balanced Budget @ End of Year	100%		Annual FY 10			
	Maximize Revenue Streams	6.1.2	Increase Grants/Supplemental Funding	25%		Annual FY 11			
	Promote fiscal responsibility	6.1.3	Admin Cost/GSF +/-5% of APPA Avg for Peer Inst.	" +/-5% "		Awaiting APPA 2010 Survey Results			
		6.1.4	Custodial Cost/GSF +/-5% of APPA Avg for Peer Inst	" +/-5% "		Awaiting APPA 2010 Survey Results			
		6.1.5	Maint Cost/GSF +/- 5% of APPA Avg for Peer Inst	" +/-5% "		Awaiting APPA 2010 Survey Results			
		6.1.6	Landscape Cost/GSF +/-5% of APPA Avg for Peer Inst	" +/-5% "		Awaiting APPA 2010 Survey Results			
		6.1.7	Exceed Labor Services Payroll requirements by 10%	\$400,000/qtr	\$302,964				
	Sustainable Practices	6.2.1	C&D Recycling - Informal Projects	50%	33%				
		6.2.2	C&D Recycling Capital Projects	50%	85%				
		6.2.3	Increase % Solid Waste Recycled (Baseline 2007)	5% (25.27%)	33%				
		6.2.4	Implement 50% of each 2008 Sustainability goals	50%	41%				
	Conserve Natural Resources	6.3.1	Energy Usage by 2015	-30%					
		6.3.2	Water Usage by 2010	-20% or 43 Gal/GSF					
	Improve HUB Participation	6.5.1	12% HUB participation on 80% of Capital Projects	80%	63%				
6.5.2		3% African American Participation on Capital Projects	3%	2%					
6.5.3		13% HUB participation on Informal Proj \$30K and above	13%	no data					
6.5.4		13% HUB for Informal Proj below \$30,000 inc. 3% AA	13%/3%	21.8%/2%					
6.5.5		Combined with 6.5.4							
<b>Internal Processes</b> <i>To satisfy and delight our customers, which operational processes must we excel in?</i>	Labor Availability	1.1.1	Increase Wrench Time	>80%	82.95%				
	Logistics Efficiency	1.2.1	Stock Fill Rate	>97%	96.81%				
	Optimize Supply Chain	1.2.2	Non-stock cycle time (request to receipt time)	<4 days	6.79				
	Improve Process Reliability	1.5.1	On-time Prev. Maintenance completion	> 90%	89.7%				
		1.5.2	Reduce Unscheduled equipment repl projects by 15%	<2	0.33				
	Manage Technical Resources	2.1.1	Completion of FM 5-YR Tech. Plan by 2015	100%	75%				
		2.3.1	80% of Existing Projects Documented and Input into the CRDM by July 2011. (updated Third Qtr FY11)	80%	0%				
	Master/Project Planning Process	3.2.1	100% of Capital Projects on the Appropriated and Non-appropriated Six Year Capital Improvements Plan approved and ready for submission to GA by Fall 2011	100%	80%				
		3.2.2	Projects on the Non-appropriated Six Year Plan have completed pre-programs	80%	removed				
		3.2.3	% Projects with completed OC-25s - Appropriated	75%					
		3.2.4	% Projects with completed OC-25s - Non-Approp.	75%					
	Capital Project Administration	3.5.1	80% of Infrastructure Projects Integrated into Capital Construction Project Scopes	80%	100%				
		3.6.1	80% of Revisions Integrated into the Design and Construction Manual.	80%	100%				
		3.7.1	100% of Space Audits by Division; Documented and Updated into Archibus NLT December 2012.	100%	51%				
		3.3.1	Designers Under Contract w/in 120 days of Posting in CAPSTAT	90% w/in 120	25%				
		3.3.2	90% of Designs Complete by Scheduled Comp. Date	90%	100%				
	3.3.3	90% of Designs w/in Design Budgeted Fee	90%	100%					
	3.4.2	95% of Cap Prof completed w/in orig contract or GMP	95%	0%					
<b>Learning &amp; Growth</b> <i>How will we sustain our ability to change and improve?</i>	Develop high-quality staff	5.1.1	Reduce Vacancy Time Calendar Days	80 days/120 days	123/none				
	Develop high-quality staff	5.1.2	Targeted Selection/Recruitment Training	100%	81%				
	Retain high quality staff	5.2.1	Supervisor (all levels of supervision) Training Hours	1720 hrs	746	Annual			
		5.2.2	Staff (non supervisory) Training Hours	6460 hrs	2430.75	Annual			
	Develop positive culture	5.3.1	Reduce Annual Turnover Rate	<14%	2.0%				
	Improve Employee Safety	5.3.2	Overall Annual Employee satisfaction (No survey in 2010)	85%		Annual			
		6.4.1	Reduce Accidents by 10% annually (CY) - goal 15 or less	<15	7		Calendar Year		

**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 - Improve Maintenance and Operation on the Campus
- Goal 2 - Successfully Adapt Existing Facilities to Meet New Requirements
- Goal 3 - Deliver New Facilities that Support the University's Mission
- Goal 4 - Perfect a Customer Focused Organization
- Goal 5 - Develop a Valued, Well-trained, Motivated and Diverse Workforce
- Goal 6 - Promote Good Stewardship