

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 2012 Balanced Scorecard

Perspective	Strategic Objective	Goal	Lag Measures/Lead Measures	Target	Actual	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
Customer <i>To achieve our vision, how must we view & treat our customers?</i>	Work Request Process	1.3.1	Reactive Maintenance work requests	<58%	51.40%						
		1.3.2	Decrease Work Request Cycle Time by 5%	<300 hrs	n/a						
	Housekeeping Processes	1.4.1	Achieve APPA Level 2 in 98% of Buildings		98%	91%					
		1.5.3	Reduce Unscheduled HV outages by 10%		<=0.0069	0.0004%					
	Improve Process Reliability	1.5.4	Reduce Unscheduled FA Network Outages by 10%		<=3%	0.03%					
		2.2.1	95% of Projects Designed on Time		95%	98.3%					
	Informal Project Administration	2.2.2	85% of Estimates for All Construction within +/- 10%		85% w/in 10% actuals	94.1%					
		2.2.3	Combined with 2.2.2								
		2.2.4	All IP construction meets BOD		90%	92.2%					
		2.2.5	Combined with 2.2.4								
		2.2.6	Increase Project Volume by 10 proj/year		200 = bchmk; goal 250	107	Annual	Annual	Annual	Annual	
	Enhance customer satisfaction	3.4.1	90% Cap Construction Projects on Schedule		90%	0%					
		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		-10% or <133	160					
		4.1.4	Improve: Informal Projects rating (sat./very sat.)		90%	100.0%					
		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%						
4.1.7		All measures positive on customer sat survey		<2% S Dis; <5% Dis or Neu	n/a						
Financial <i>To financially sustain our mission, what must we focus on?</i>	Manage Budget	6.1.1	Balanced Budget @ End of Year	100%	64.38%	Annual FY 11			Annual FY 12		
	Maximize Revenue Streams	6.1.2	Increase Grants/Supplemental Funding	25%	?	Annual FY 11			Annual FY 12		
	Promote fiscal responsibility	6.1.3	Admin Cost/GSF +/-5% of APPA Avg for Peer Inst.		" +/-5%"	hold					
		6.1.4	Custodial Cost/GSF +/-5% of APPA Avg for Peer Inst		" +/-5%"	37%					
		6.1.5	Maint Cost/GSF +/- 5% of APPA Avg for Peer Inst		" +/-5%"						
		6.1.6	Landscape Cost/GSF +/-5% of APPA Avg for Peer Inst		" +/-5%"						
		6.1.7	Exceed Labor Services Payroll requirements by 10%		\$400,000/qtr	\$585,668					
	Sustainable Practices	6.2.1	C&D Recycling - Informal Projects		50%	42%					
		6.2.2	C&D Recycling Capital Projects		50%	?					
		6.2.3	Increase % Solid Waste Recycled (Baseline 2008)		5% (29.4%)	33%					
		6.2.4	Achieve 60% of STARS credits		50%	n/a					
	Conserve Natural Resources	6.3.1	Energy Usage by 2015		-30%						
		6.3.2	Water Usage by 2010?		-20% or 43 Gal/GSF	n/a					
Improve HUB Participation	6.5.1	12% HUB participation on 80% of Capital Projects		80%	n/a						
	6.5.2	3% African American Participation on Capital Projects		3%	n/a						
	6.5.3	13% HUB participation on Informal Proj \$30K and above		13%	n/a						
	6.5.4	13% HUB for Informal Proj below \$30,000 inc. 3% AA		13%/3%	31.3%/0.5%						
Internal Processes <i>To satisfy and delight our customers, which operational processes must we excel in?</i>	Labor Availability	1.1.1	Increase Wrench Time	>80%	81.00%						
	Logistics Efficiency	1.2.1	Stock Fill Rate	>97%	92.75%						
	Optimize Supply Chain	1.2.2	Non-stock cycle time (request to receipt time)	<4 days	3.46						
	Improve Process Reliability	1.5.1	On-time Prev. Maintenance completion		> 90%	80.54%					
		1.5.2	Reduce Unscheduled equipment repl projects by 15%		<2	0.08					
	Manage Technical Resources	2.1.1	Completion of FM 5-YR Tech. Plan by 2015		100%	70.42%					
		2.3.1	80% of Existing Projects Documented and Input into the CRDM by _____		80%	95%					
	Master/Project Planning Process	3.1.1	100% of Space Audits by Division; Documented and Updated into Archibus NLT December 2012.		100%	89%					
		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 end of FY12		100%	100%					
		Capital Project Administration	3.3.1	Designers Under Contract w/in 120 days of Posting in CAPSTAT		90% w/in 120	100%				
			3.3.2	90% of Designs Complete by Scheduled Comp. Date		90%	63%				
			3.3.3	90% of Designs w/in Design Budgeted Fee		90%	100%				
	3.4.1	90% of Capital construction Projects Completed on Time		90%	50%						
3.4.2	95% of Cap Prof completed w/in orig contract or GMP		95%	90%							
3.5.1	80% of Infrastructure Projects Integrated into Capital Construction Project Scopes		80%	?							
3.6.1	80% of Revisions Integrated into the Design and Construction Manual.		80%	?							
Learning & Growth <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	233 / 0						
	Develop high-quality staff	5.1.2	Targeted Selection/Recruitment Training	100%	100%						
		5.2.1	Supervisor (all levels of supervision) Training Hours		1720 hrs	1397	Annual				
	5.2.2	Staff (non supervisory) Training Hours		6460 hrs	2149.75	Annual					
	Retain high quality staff	5.3.1	Reduce Annual Turnover Rate		<14%	4.0%					
	Develop positive culture	5.3.2	Overall Annual Employee satisfaction (No survey in 2010)		85%	89%	Annual				
	Improve Employee Safety	6.4.1	Reduce Accidents to 0 (CY)		0	6		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