

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 2010 Balanced Scorecard

Perspective	Strategic Objective	Goal	Lag Measures/Lead Measures	Target	Actual	Goal Status
Customer <i>To achieve our vision, how must we view & treat our customers?</i>	Customer satisfaction	4.1.1	Improve: Overall satisfaction rating	85%	-	Annual
		4.1.2	Unit satisfaction rating	85%	-	Annual
	Enhance customer satisfaction	4.1.3	Reduce: Maintenance & Ops # hot/cold calls	-15% or <133	144	
		4.1.4	Improve: Informal Projects rating (sat./very sat.)	90%	90%	
		4.1.5	Improve: Capital Projects rating (sat./very sat.) - design	85%		
		4.1.6	Improve: Capital Projects rating (sat./very sat.) - constr	85%		
Financial <i>To financially sustain our mission, what must we focus on?</i>	Manage Budget	6.1.1	Balanced Budget @ End of Year	100%	100%	
	Maximize Revenue Streams	6.1.2	Increase Grants/Supplemental Funding	25%	0%	
	Promote fiscal responsibility	6.1.3	Admin Cost/GSF +/-5% of APPA Avg for Peer Inst.	" +/-5%"	-8%	Annual
		6.1.4	Custodial Cost/GSF +/-5% of APPA Avg for Peer Inst	" +/-5%"	20%	Annual
		6.1.5	Maint Cost/GSF +/- 5% of APPA Avg for Peer Inst	" +/-5%"	39%	Annual
		6.1.6	Landscape Cost/GSF +/-5% of APPA Avg for Peer Inst	" +/-5%"	-49%	Annual
	Sustainable Practices	6.1.7	Exceed Labor Services Payroll requirements by 10%	\$400,000/qtr	\$356,829	
		6.2.1	C&D Recycling - Informal Projects	35%	65%	
		6.2.2	C&D Recycling Capital Projects	35%	82%	
		6.2.3	Increase % Solid Waste Recycled (Baseline 2007)	5% (25.27%)	28%	
		6.2.4	Implement 35% of each 2008 Sustainability goals	35%	30%	
	Conserve Natural Resources	6.3.1	Energy Usage by 2015	-20% or 99 kBTUs/GSF	120 kBTUs	
		6.3.2	Water Usage by 2010	-20% or 43 Gal/GSF	28 Gal	
	Improve Employee Safety	6.4.1	Reduce Accidents by 10% annually - goal 23 or less	23	24	
	Improve HUB Participation	6.5.1	80% Cap Projects achieve 12% HUB	80%	50%	
	6.5.2	50% of Cap Projects achieve 3% AA participation	50%	29%		
	6.5.3	10% Overall HUB for Informal Proj above \$30,000	10%	28.00%		
	6.5.4	13% Overall HUB for Informal Proj below \$30,000	13%	0.00%		
	6.5.5	3% AA HUB participation on Inf. Proj below \$30,000	3%	0.0%		
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	>66%	75%	
	Logistics Efficiency	1.2.1	Stock Fill Rate	>97%	93%	
	Optimize Supply Chain	1.2.2	Non-stock cycle time (request to receipt time)	<4 days	6.4	
	Work Request Process	1.3.1	Reactive Maintenance work requests	<67.5%	57%	
		1.3.2	Decrease Work Request Cycle Time	<719	236	
	Housekeeping Processes	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	99%	
	Improve Process Reliability	1.5.1	On-time Prev. Maintenance completion	> 67%	97.6%	
		1.5.2	Reduce Unscheduled equipment repl projects	<8	2	
		1.5.3	Reduce Unscheduled HV outages by 10%	<0.0069	0.000%	
		1.5.4	Reduce Unscheduled FA Network Outages by 10%	1.9%		NEW
	Manage Technical Resources	2.1.1	Completion of FM 5-YR Tech. Plan by 2015	100%	-	In Progress
	Increase on-time delivery	2.2.1	95% of Projects Designed on Time	95%	98.5%	
	Informal Project Administration	2.2.2	In-house IP construction estimates	85% w/in 10% actuals	81%	
		2.2.3	Estimates for Contractor Construction	85% w/in 10% actuals	79.4%	
		2.2.4	In-house IP construction meets BOD	90%	100.0%	
		2.2.5	Contractor IP construction meets BOD	90%	92.6%	
		2.2.6	Increase Project Volume by 10 proj/year	200 = bchmk; goal 210	36	
	Master/Project Planning Process	3.2.1	% Appr. Projects with completed pre-programs	80%	40%	
	3.2.2	% Non-Approp. Proj. with completed pre-programs	80%	33%		
	3.2.3	% Projects with completed OC-25s - Appropriated	75%	25%		
	3.2.4	% Projects with completed OC-25s - Non-Approp.	75%	34%		
Capital Project Administration	3.3.1	Designers under contract w/in 120 days of posting in CAPSTAT	90% w/in 120	83%		
	3.3.2	90% of designs complete by scheduled comp. date	90%	50%		
	3.3.3	90% of designs w/in design budgeted fee	90%	75%		
	3.4.1	90% Cap Construction Projects on Schedule	90%	100%		
	3.4.2	95% of Cap Prof completed w/in orig contract or GMP	95%	100%		
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	135 days	
		5.1.2	Targeted Selection/Recruitment Training	100%	22%	
		5.2.1	Supervisor (all levels of supervision) training hours	1720 hrs	609.5 hrs	Annual
		5.2.2	Staff (non supervisory) training hours	6460 hrs	716 hrs	Annual
	Retain high quality staff	5.3.1	Reduce annual turnover rate	-14%	1%	
	Develop positive culture	5.3.2	Overall Annual Employee satisfaction	85%	90%	

LEGEND:

- Met Target
- Near Target
- Needs Attention
- No Data Available



- 100% performance to target ratio
- 90-99% performance to target ratio
- Below 90% performance to target ratio
- Unable to Measure or In Progress