## 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 |
|---|---|---|---|---|---|---|---|---|---|
| **Customer** — *To achieve our vision, how must we view & treat our customers?* | Work Request Process | 1.3.1 | Reactive Maintenance work requests | <58% | 57.6% | | | | |
| | | 1.3.2 | Decrease Work Request Cycle Time by 25% | <300 hrs | 202 | | | | |
| | Housekeeping Processes | 1.4.1 | Achieve APPA Level 2 in 98% of Buildings | 98% | 90% | | | | |
| | Improve Process Reliability | 1.5.3 | Reduce Unscheduled HV outages by 10% | <=0.3% | 0.19% | | | | |
| | | 1.5.4 | Reduce Unscheduled FA Network Outages by 10% | <=3% | 2.9% | | | | |
| | Increase on-time delivery | 2.2.1 | 95% of Projects Designed on Time | 95% | 100% | | | | |
| | Informal Project Administration | 2.2.2 | All IP construction estimates | 85% w/in 10% actuals | 92.5% | | | | |
| | | 2.2.3 | *Combined with 2.2.2* | | | | | | |
| | | 2.2.4 | All IP construction meets BOD | 90% | 97% | | | | |
| | | 2.2.5 | *Combined with 2.2.4* | | | | | | |
| | | 2.2.6 | Increase Project Volume by 10 proj/year | 200 = bchmk; goal 210 | 22.6% | Annual | Annual | | |
| | | 3.4.1 | 90% Cap Construction Projects on Schedule | 90% | 0% | | | | |
| | Enhance customer satisfaction | 4.1.1 | Improve: Overall satisfaction rating | 85% | 89.0% | Annual | | | |
| | | 4.1.2 | All FM Units Achieve Customer Satisfaction of 85% | 85% | 85.0% | Annual | | | |
| | | 4.1.3 | Reduce: Maintenance & Ops # hot/cold calls | -15% or <133 | 202 | | | | |
| | | 4.1.4 | Improve: Informal Projects rating (sat./very sat.) | 90% | 90.9% | | | | |
| | | 4.1.5 | Improve: Capital Projects rating (sat./very sat.) - design | 85% | 100.0% | | | | |
| | | 4.1.6 | Improve: Capital Projects rating (sat./very sat.) - constr | 85% | no data | | | | |
| | | NEW | All measures positive on customer sat survey | <2% S Dis; < 5% Dis or Neu | multiple | | | | |
| **Financial** — *To financially sustain our mission, what must we focus on?* | 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 | $333,952 | | | | |
| | Sustainable Practices | 6.2.1 | C&D Recycling - Informal Projects | 50% | 27% | | | | |
| | | 6.2.2 | C&D Recycling Capital Projects | 50% | 85% | | | | |
| | | 6.2.3 | Increase % Solid Waste Recycled (Baseline 2007) | 5% (25.27%) | 35% | | | | |
| | | 6.2.4 | Implement 50% of each 2008 Sustainability goals | 50% | 40% | | | | |
| | Conserve Natural Resources | 6.3.1 | Energy Usage by 2015 | -30% | 0% | | | | |
| | Improve HUB Participation | 6.5.1 | 12% HUB participation on 80% of Capital Projects | 80% | 75% | | | | |
| | | 6.5.2 | 3% African American Participation on Capital Projects | 3% | 6% | | | | |
| | | 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% | 13.9%/ .8% | | | | |
| | | 6.5.5 | *Combined with 6.5.4* | | | | | | |
| **Internal Processes** — *To satisfy and delight our customers, which operational processes must we excel in?* | Labor Availability | 1.1.1 | Increase Wrench Time | >80% | 84.40% | | | | |
| | Logistics Efficiency | 1.2.1 | Stock Fill Rate | >97% | 95.70% | | | | |
| | Optimize Supply Chain | 1.2.2 | Non-stock cycle time (request to receipt time) | <4 days | 6.76 | | | | |
| | Improve Process Reliability | 1.5.1 | On-time Prev. Maintenance completion | > 90% | 90.6% | | | | |
| | | 1.5.2 | Reduce Unscheduled equipment repl projects | <2 | 1 | | | | |
| | Manage Technical Resources | 2.1.1 | Completion of FM 5-YR Tech. Plan by 2015 | 100% | 34% | | | | |
| | Master/Project Planning Process | 2.3.1 | Identify priority R & R projects and coordinate estimates | 80% | 100% | | | | |
| | | 3.2.1 | Projects on the Appropriated Six Year Plan have completed pre-programs | ON HOLD | On Hold | | | | |
| | | 3.2.2 | Projects on the Non-appropriated Six Year Plan have completed pre-programs | 80% | 80% | | | | |
| | | 3.5.1 | Integrate Infrastructure projects into Capital Construction Project scopes | 80% | 80% | | | | |
| | | 3.6.1 | Integrate Design Guidelines into a useable on-line document and conduct periodic review and updates | 80% | 80% | | | | |
| | Capital Project Administration | 3.3.1 | Designers under contract w/in 120 days of posting in CAPSTAT | 90% w/in 120 | 60% | | | | |
| | | 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% | 100% | | | | |
| | Develop high-quality staff | 5.1.1 | Reduce Vacancy Time Calendar Days | 80 days/120 days | 84 / 86 | | | | |
| **Learning & Growth** — *How will we sustain our ability to change and improve?* | Develop high-quality staff | 5.1.2 | Targeted Selection/Recruitment Training | 100% | 80% | | | | |
| | | 5.2.1 | Supervisor (all levels of supervision) training hours | 1720 hrs | 477 | Annual | | | |
| | | 5.2.2 | Staff (non supervisory) training hours | 6460 hrs | 1612.75 | Annual | | | |
| | Retain high quality staff | 5.3.1 | Reduce annual turnover rate | <14% | 1.5% | | | | |
| | Develop positive culture | 5.3.2 | Overall Annual Employee satisfaction (No survey in 2010) | 85% | No data | Annual | | | |
| | Improve Employee Safety | 6.4.1 | Reduce Accidents by 10% annually (CY) - goal 22 or less | <22 | 17 | Calendar Year | | | |

**LEGEND:**

| | | |
|---|---|---|
| Met Target | (green) | 100% performance to target ratio |
| Near Target | (yellow) | 90-99% performance to target ratio |
| Needs Attention | (red) | Below 90% performance to target ratio |
| No Data Available | (white) | Unable to Measure or In Progress |