

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 <i>To achieve our vision, how must we view & treat our customers?</i> | Work Request Process | 1.3.1 | Reactive Maintenance work requests | <58% | | | | | |
| | | 1.3.2 | Decrease Work Request Cycle Time by 5% | <300 hrs | | | | | |
| | 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% | | | | | |
| | Improve Process Reliability | 1.5.4 | Reduce Unscheduled FA Network Outages by 10% | <=3% | | | | | |
| | | 2.2.1 | 95% of Projects Designed on Time | 95% | 99.3% | | | | |
| | Informal Project Administration | 2.2.2 | 85% of Estimates for All Construction within +/- 10% | 85% w/in 10% actuals | 95.6% | | | | |
| | | 2.2.3 | Combined with 2.2.2 | | | | | | |
| | | 2.2.4 | All IP construction meets BOD | 90% | 97.3% | | | | |
| | | 2.2.5 | Combined with 2.2.4 | | | | | | |
| | | 2.2.6 | Increase Project Volume by 10 proj/year | 200 = bchmk; goal 210 | 107.0% | Annual | Annual | Annual | Annual |
| | | 3.4.1 | 90% Cap Construction Projects on Schedule | 90% | 87.5% | | | | |
| | Enhance customer satisfaction | 4.1.1 | Improve: Overall satisfaction rating | 85% | No data | Annual | | | |
| | | 4.1.2 | All FM Units Achieve Customer Satisfaction of 85% | 85% | No data | Annual | | | |
| | | 4.1.3 | Reduce: Maintenance & Ops # hot/cold calls | -15% or <133 | | | | | |
| | | 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% | | | | |
| | | 4.1.6 | Improve: Capital Projects rating (sat./very sat.) - constr | 85% | 100% | | | | |
| NEW | | All measures positive on customer sat survey | | <2% S Dis; <5% Dis or Neu | | | | | |
| 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% | Annual FY 10 | | | Annual FY 11 |
| | Maximize Revenue Streams | 6.1.2 | Increase Grants/Supplemental Funding | 25% | \$78K | Annual FY 11 | | | 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 | | | |
| | Sustainable Practices | 6.1.7 | Exceed Labor Services Payroll requirements by 10% | \$400,000/qr | No data | | | | |
| | | 6.2.1 | C&D Recycling - Informal Projects | 50% | 32% | | | | |
| | | 6.2.2 | C&D Recycling Capital Projects | 50% | 85% | | | | |
| | | 6.2.3 | Increase % Solid Waste Recycled (Baseline 2007) | 5% (25.27%) | 41% | | | | |
| | Conserve Natural Resources | 6.2.4 | Implement 50% of each 2008 Sustainability goals | 50% | 66% | | | | |
| | | 6.3.1 | Energy Usage by 2015 | -30% | | | | | |
| | Improve HUB Participation | 6.3.2 | Water Usage by 2010 | -20% or 43 Gal/GSF | | | | | |
| | | 6.5.1 | 12% HUB participation on 80% of Capital Projects | 80% | 67% | | | | |
| | | 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% | 24% | | | | | |
| | 6.5.4 | 13% HUB for Informal Proj below \$30,000 inc. 3% AA | 13%/3% | 21.2%/1.7% | | | | | |
| | 6.5.5 | Combined with 6.5.4 | | | | | | | |
| 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% | No data | | | | |
| | Logistics Efficiency | 1.2.1 | Stock Fill Rate | >97% | No data | | | | |
| | Optimize Supply Chain | 1.2.2 | Non-stock cycle time (request to receipt time) | <4 days | No data | | | | |
| | Improve Process Reliability | 1.5.1 | On-time Prev. Maintenance completion | > 90% | No data | | | | |
| | | 1.5.2 | Reduce Unscheduled equipment repl projects by 15% | <2 | No data | | | | |
| | Manage Technical Resources | 2.1.1 | Completion of FM 5-YR Tech. Plan by 2015 | 100% | 85.9% | | | | |
| | | 2.3.1 | 80% of Existing Projects Documented and Input into the CRDM by July 2011. (updated Third Qtr FY11) | 80% | 80% | | | | |
| | 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% | 80% | | | | |
| | | 3.7.1 | 100% of Space Audits by Division; Documented and Updated into Archibus NLT December 2012. | 100% | 75% | | | | |
| | | 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% | ? | | | | | |
| | 3.4.2 | 95% of Cap Prof completed w/in orig contract or GMP | 95% | ? | | | | | |
| 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 | 0 / 428 | | | | |
| | Develop high-quality staff | 5.1.2 | Targeted Selection/Recruitment Training | 100% | 90% | | | | |
| | Retain high quality staff | 5.2.1 | Supervisor (all levels of supervision) Training Hours | 1720 hrs | 53 | Annual | | | |
| | | 5.2.2 | Staff (non supervisory) Training Hours | 6460 hrs | 47 | Annual | | | |
| | Develop positive culture | 5.3.1 | Reduce Annual Turnover Rate | <14% | 4.0% | | | | |
| | Improve Employee Safety | 5.3.2 | Overall Annual Employee satisfaction (No survey in 2010) | 85% | N/A | Annual | | | |
| | | 6.4.1 | Reduce Accidents by 10% annually (CY) - goal 15 or less | <15 | 14 | | 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