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	4th Quarter	3rd Quarter	2nd Quarter
Customer *To achieve our vision, how must we view & treat our customers?*	Customer satisfaction	4.1.1	Improve: Overall satisfaction rating	85%	89%	Annual	Annual	Annual
		4.1.2	Unit satisfaction rating	85%	90%	Annual	Annual	Annual
	Enhance customer satisfaction	4.1.3	Reduce: Maintenance & Ops # hot/cold calls	-15% or <133	197	(red)	(red)	(red)
		4.1.4	Improve: Informal Projects rating (sat./very sat.)	90%	76.2%	(yellow)	(yellow)	(green)
		4.1.5	Improve: Capital Projects rating (sat./very sat.) - design	85%	no data			
		4.1.6	Improve: Capital Projects rating (sat./very sat.) - constr	85%	33%	(red)		
		NEW	All measures positive on customer sat survey	<2% S Dis; < 5% Dis or Neu	multi charts	Annual		
Financial *To financially sustain our mission, what must we focus on?*	Manage Budget	6.1.1	Balanced Budget @ End of Year	100%	100%	(green)	(green)	(green)
	Maximize Revenue Streams	6.1.2	Increase Grants/Supplemental Funding	25%	100%	(green)	(green)	(red)
	Promote fiscal responsibility	6.1.3	Admin Cost/GSF +/-5% of APPA Avg for Peer Inst.	"+/-5%"	-8%	Annual (red)	Annual (red)	Annual
		6.1.4	Custodial Cost/GSF +/-5% of APPA Avg for Peer Inst	"+/-5%"	?	Annual (red)	Annual	Annual
		6.1.5	Maint Cost/GSF +/- 5% of APPA Avg for Peer Inst	"+/-5%"	?	Annual (red)	Annual	Annual
		6.1.6	Landscape Cost/GSF +/-5% of APPA Avg for Peer Inst	"+/-5%"	?	Annual (red)	Annual	Annual
		6.1.7	Exceed Labor Services Payroll requirements by 10%	$400,000/qtr	$464,586	(green)	(green)	(red)
	Sustainable Practices	6.2.1	C&D Recycling - Informal Projects	35%	63%	(green)	(green)	(green)
		6.2.2	C&D Recycling Capital Projects	35%	98%	(green)	(green)	(green)
		6.2.3	Increase % Solid Waste Recycled (Baseline 2007)	5% (25.27%)	26%	(green)	(green)	(yellow)
		6.2.4	Implement 35% of each 2008 Sustainability goals	35%	multiple	no slide	(yellow)	(red)
	Conserve Natural Resources	6.3.1	Energy Usage by 2015	-20% or 99 kBTUs/GSF	124 kBTUs	(red)	(red)	(red)
		6.3.2	Water Usage by 2010	-20% or 43 Gal/GSF	33 Gal	(green)	(green)	(green)
	Improve Employee Safety	6.4.1	Reduce Accidents by 10% annually - goal 22 or less	<22	7	Calendar Year (green)	Calendar Year (green)	Calendar Year (yellow)
	Improve HUB Participation	6.5.1	80% Cap Projects achieve 12% HUB	80%	50%	(red)	(red)	(red)
		6.5.2	50% of Cap Projects achieve 3% AA participation	50%	13%	(red)	(red)	(red)
		6.5.3	10% Overall HUB for Informal Proj above $30,000	10%	21%	(green)	(green)	(green)
		6.5.4	13% Overall HUB for Informal Proj below $30,000	13%	8.20%	(yellow)	(red)	(red)
		6.5.5	3% AA HUB participation on Inf. Proj below $30,000	3%	4.3%	(green)	(green)	(green)
Internal Processes *To satisfy and delight our customers, which operational processes must we excel in?*	Labor Availability	1.1.1	Increase Wrench Time	>66%	78.28%	(green)	(green)	(green)
	Logistics Efficiency	1.2.1	Stock Fill Rate	>97%	94.73%	(yellow)	(yellow)	(green)
	Optimize Supply Chain	1.2.2	Non-stock cycle time (request to receipt time)	<4 days	6.48	(red)	(red)	(green)
	Work Request Process	1.3.1	Reactive Maintenance work requests	<67.5%	58.8%	(green)	(green)	(green)
		1.3.2	Decrease Work Request Cycle Time	<719	412 hrs	(green)	(green)	(green)
	Housekeeping Processes	1.4.1	Achieve APPA Level 2 in 98% of Buildings	98%	98%	(green)	(green)	(green)
	Improve Process Reliability	1.5.1	On-time Prev. Maintenance completion	> 67%	86.9%	(green)	(green)	(green)
		1.5.2	Reduce Unscheduled equipment repl projects	<2	3.5	(red)	(red)	(green)
		1.5.3	**Reduce Unscheduled HV outages by 10%**	<0.0069	0.002	(green)	(green)	(green)
		1.5.4	Reduce Unscheduled FA Network Outages by 10%	<10%	7.81%	(green)	(green)	(green)
	Manage Technical Resources	2.1.1	Completion of FM 5-YR Tech. Plan by 2015	100%	68.8%	On Track	On Track	On Track
	Increase on-time delivery	2.2.1	95% of Projects Designed on Time	95%	98.3%	(green)	(green)	(green)
	Informal Project Administration	2.2.2	In-house IP construction estimates	85% w/in 10% actuals	85.9%	(green)	(green)	(yellow)
		2.2.3	Estimates for Contractor Construction	85% w/in 10% actuals	88.5%	(green)	(green)	(green)
		2.2.4	In-house IP construction meets BOD	90%	89.1%	(yellow)	(green)	(green)
		2.2.5	Contractor IP construction meets BOD	90%	91.1%	(green)	(green)	(green)
		2.2.6	Increase Project Volume by 10 proj/year	200 = bchmk; goal 210	82.7	(yellow)	(red)	(red)
	Master/Project Planning Process	2.3.1	% Appr. Annual R&R Projects Identified and Estimated	?	?	(green)	Under development	
		3.2.1	% Appr. Projects with completed pre-programs	80%	?	(green)	Under development	
		3.2.2	% Non-Approp. Proj. with completed pre-programs	80%	?	(green)	Under development	
		3.2.3	% Projects with completed OC-25s - Appropriated	75%		Deleted	Deleted	(red)
		3.2.4	% Projects with completed OC-25s - Non-Approp.	75%		Deleted	Deleted	(green)
		3.5.1	% of projects on the 6 year plan (appropriated and non-appropriated) with integrated			New		
		3.6.1	New Design guidelines posted and annual review with updates conducted; % of sections updated and posted.			New		
	Capital Project Administration	3.3.1	Designers under contract w/in 120 days of posting in CAPSTAT	90% w/in 120	45%	(red)	(yellow)	(green)
		3.3.2	90% of designs complete by scheduled comp. date	90%	56%	(red)	(red)	(yellow)
		3.3.3	90% of designs w/in design budgeted fee	90%	71%	(yellow)	(green)	(green)
		3.4.1	90% Cap Construction Projects on Schedule	90%	100%	(green)	(yellow)	(green)
		3.4.2	95% of Cap Prof completed w/in orig contract or GMP	95%	?	?	(green)	(green)
Learning & Growth *How will we sustain our ability to change and improve?*	Develop high-quality staff	5.1.1	Reduce Vacancy Time Calendar Days	80 days/120 days	115/389 days	(red)	(red)	(green)
		5.1.2	**Targeted Selection/Recruitment Training**	100%	32%	(red)	(green)	(green)
		5.2.1	Supervisor (all levels of supervision) training hours	1720 hrs	1376hrs	Annual (red)	Annual (yellow)	Annual
		5.2.2	Staff (non supervisory) training hours	6460 hrs	2823 hrs	Annual (red)	Annual (red)	Annual
	Retain high quality staff	5.3.1	Reduce annual turnover rate	-14%	2%	(green)	(green)	(green)
	Develop positive culture	5.3.2	Overall Annual Employee satisfaction	85%	90%	Annual (green)	Annual (green)	Annual (green)

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