



CASE STUDY: UNIVERSITY OF NORTH CAROLINA, FACILITIES DIVISION

The Facilities Services Division for the University of North Carolina-Chapel Hill (UNCFSD) provides the facilities management operations for North Carolina's largest university campus with staffing of over 1000 personnel from housekeeping, architectural design, construction/renovation, landscaping, facilities maintenance and MRO inventory management.

UNCFSD purchased a Facilities Maintenance Management System (FMMS) in 1998 and uses CMMS for plant maintenance within its Co-Generation plant maintenance operation. CMMS has served well over the past years since Co-Generation plant construction in the early 1990s. From the facilities side, there were opportunities to improve the MRO supply chain processes, particularly with regard to warehousing operations, inventory management and purchasing modules for maintenance and construction materials.

UNCFSD determined it was time to evaluate how well their over facilities management operations was working and what new technologies with regard to a FMMS systems and MRO supply chain could take it into the 21st century. More demands for services were imminent with recent passage of a \$3.1 Education Bond Issue for construction for the overall UNC system of 16 campuses plus community colleges.

The following engineering activities were provided:

- Completed a comprehensive supply chain and maintenance needs analysis.
 - ✓ This included interviews with approximately 100 personnel at all levels of the organization to determine how MRO materials management and the FMMS were performing for the entire organization.
 - ✓ This included both hourly and salaried positions.
- Documented work flows and all systems that interfaced with the current FMMS and determined with an economic analysis to see if the present system could be modified or upgraded to answer future needs.
- Developed recommended MRO supply chain and maintenance best practices to provide the foundation for achieving over \$3,000,000 in direct savings and gained value.
- Determined with an economic analysis to see if the present FMMS system could be modified or upgraded to answer future needs for a rapidly changing maintenance environment.



- Provided a clear course for UNCFSD to pursue strategic, tactical and immediate operational improvements. Key areas included:
 - ✓ Plan for new organizational function to provide a central function for MRO materials management, shop level and construction planning function and improved procurement processes.
 - ✓ Plan of action for developing complete control and visibility of MRO inventories, modernization of off campus storage areas, creation of an on campus storage area and establishment of shop level storage sites.
 - ✓ Plan for upgrading existing FMMS with functionalities for more effective MRO materials management and planning.
 - ✓ Complete position description, job rating guide and procedures for establishing shop level planning positions.
 - ✓ Standard operating procedures for a UNCFSD Facilities Management Excellence Index to measure direct savings and gained value of all operational improvement initiatives.
 - ✓ Provided guidelines for continuous measurement of strategic best practice improvement via The Scoreboard for Facilities Management Excellence and The FMMS Benchmarking System.