TRANSPORTATION SERVICES STRATEGY MAP 2011-2014

Where we’re headed: We will be the provider of choice for our customers and a model of excellence for our industry.

CUSTOMERS
- Deliver Outstanding Customer Service
- Offer Superior Products

LEARNING & GROWTH
- Recognize & Celebrate Achievement
- Invest in Training & Development

INTERNAL PROCESSES
- Use Lean to Improve and Streamline Processes
- Maintain and Share Business Information
- Leverage Technology to Improve Products and Processes
- Champion Environmental Stewardship

FINANCIAL MANAGEMENT
- Effectively Manage Costs
- Expand and Diversify Financial Resources

Who we are: We are an organization that values integrity, excellence, diversity, cooperation, creativity, respect, and service.

What we do: We provide innovative and sustainable transportation solutions that facilitate the educational, research, cultural, and service missions of the University.

Adopted 12/07
Rev 10/11
<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
<th>Change Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Measures</td>
<td>Strategy period extends to 12/31/14</td>
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<tr>
<td>F1.3</td>
<td>Payroll Accuracy</td>
<td>First data point established for Qtr 3 and Qtr 4</td>
</tr>
<tr>
<td>F1.4</td>
<td>Uncollectable Accounts Receivable</td>
<td>New formula</td>
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<tr>
<td>F2.2</td>
<td>Actual vs. Budgeted Revenue</td>
<td>New formula and chart</td>
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<tr>
<td>I3.1</td>
<td>Timely Receipt of Information</td>
<td>New data point from biennial 2011 FS Employee Survey</td>
</tr>
<tr>
<td>I3.2</td>
<td>Ease of Access to Information</td>
<td>New data point from biennial 2011 FS Employee Survey</td>
</tr>
<tr>
<td>L1.1</td>
<td>Employee Perception of Training</td>
<td>First data point established</td>
</tr>
<tr>
<td>L2.1</td>
<td>Employee Satisfaction with Recognition Activities</td>
<td>First data point established</td>
</tr>
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</table>
## Transportation Services Department Balanced Scorecard Summary

**CY 2011 Measure Report - 12/31/11**

<table>
<thead>
<tr>
<th>KPI/Measure Name</th>
<th>Baseline</th>
<th>Target</th>
<th>3/31/11</th>
<th>Actual</th>
<th>Target</th>
<th>6/30/11</th>
<th>Actual</th>
<th>Target</th>
<th>9/30/11</th>
<th>Actual</th>
<th>Target</th>
<th>12/31/11</th>
<th>Actual</th>
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<tbody>
<tr>
<td>C1.1 Response Time Standards</td>
<td>87%</td>
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<td>96%</td>
<td>91%</td>
<td>90%</td>
<td>91%</td>
<td>99%</td>
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<tr>
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<td>42%</td>
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<td>C1.3 Deadlines Met</td>
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<td>82%</td>
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<td>73%</td>
<td>95%</td>
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<td>C1.4 Customer Perception of Professionalism and Courtesy</td>
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<td>C1.6 Customer Perception of Product and Service Value</td>
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<td>C1.8 Customer Perception of Quality</td>
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<td>50%</td>
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<td>17%</td>
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<td>F1.8 Financial Performance-TAG</td>
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<td>F1.9 Financial Performance-UPASS</td>
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<td>F1.10 Payroll Accuracy</td>
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<td>F2.2 Actual vs. Budgeted Revenue-CS</td>
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<td>7%</td>
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<td>2%</td>
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<td>F2.3 Value of Non-Sales Revenue</td>
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<td>I1.1 Complete Business Process</td>
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<td>14</td>
<td>14</td>
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<tr>
<td>I2.1 Leverage Technology (Customer POV)</td>
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<td>100%</td>
<td>100%</td>
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<td>100%</td>
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<td>I2.2 Leverage Technology (Internal POV)</td>
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<td>59%</td>
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<td>I1.2 Completed Lean Projects</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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<td>I1.3 Vehicle CO2 Emissions</td>
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<td>609</td>
<td>576</td>
<td>626</td>
<td>591</td>
<td>625</td>
<td>588</td>
<td>617</td>
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<td>I1.4 Commuter Trip CO2 Emissions</td>
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<td>10,725</td>
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<td>10,923</td>
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<td>L2.1 Professional Development Planning</td>
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<tr>
<td>L1.1 Employee Perception of Training</td>
<td>70%</td>
<td>Changed Measure Description-Measure under renovation</td>
<td>66%</td>
<td>70%</td>
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<td>L2.2 Comprehensiveness of Training</td>
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<td>L2.1 Employee Satisfaction with Recognition Activities</td>
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<td>41%</td>
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</table>

*Changed Measure Formula Effective 7/1/11*
C1.1 Response Time Standards

**Strategic Objective: Deliver Outstanding Customer Service**
We will proactively engage our customers in planning the services they rely on. Our interactions will be courteous, professional and responsive to customer needs.

**Measure Description:**
Percentage of TS customer responses that are made within the established time standard. (Shuttles written complaint; S&A calls; UCAR acct setup; Sp.Evnt call back).

**Measure Intent:**
Measure responsiveness to our customers.

**Formula:**
(# of responses completed within the time standard) divided by (total number of inquiries/requests received for which there is a response time standard).

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Quarterly

**Lead/Lag:**
Lag

**Baseline:**
87%

**Date of Baseline:**
3/31/2010

**Operational Responsiveness to Select Customer Requests within Established Time Standards**

**Quarterly BSC Team/Department Activities:**
Quarterly data measure reporting:
- Shuttles written complaints/concerns responded to within 3 days of receipt = 100%
- Sales & Admin. customer calls averaging a hold time of less than 1 minute = 47%
- UCAR account set-up completed within 24 hours of receipt = 94%
- Special Events request call-backs responded to within 24 hour of receipt = 100%
Overall average of 85%

**Discussion and Analysis:**
Team is reviewing acceptable standards vs. industry standards. A proposal regarding effective response time ranges will go to the Leadership Team.

**Recommendations:**
The Leadership Team accepts standards proposal as prescribed by the Customer Service Team.

**Forecast:**
Upward trend is expected as work groups begin to implement customer service standards.

**Champion / Coordinator:** Mariann Woodland/Robert Whidbey

I:\groups\fac\trans\BSC\Quarterly Reports\TS Department\2011\TS BSC Department Master Quarterly Report
C1.2 Customer Perception of Relationship Quality

**Strategic Objective: Deliver Outstanding Customer Service**
We will proactively engage our customers in planning the services they rely on. Our interactions will be courteous, professional and responsive to customer needs.

**Measure Description:**
Percentage of TS customer responses from question-TS PROGRAMS communicates with my department as a stakeholder.

**Measure Intent:**
To ensure we have quality relationships based on the customer’s perception of engagement.

**Formula:**
Number of top box responses/total number of responses x 100.

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Biennially

**Lead/Lag:**
Lag

**Baseline:**
29%

**Date of Baseline:**
9/30/2009

**Quarterly BSC Team/Department Activities:**
Ongoing collaboration occurs between the TS Project Management Group, the Professional and Continuing Education Department, the Registrar’s Office, Student Fiscal Services and Commuter Services to determine how to address students Universal U-PASS questions and requests effectively. A meeting between the departments happened in November 2011 to plan for winter quarter.

**Discussion and Analysis:**
The Customer Service Team is researching approaches to customer satisfaction, service quality and relationship quality in order to provide tips to work groups on improving relationship quality with customers.

**Recommendations:**
Work groups incorporate tips provided by the Customer Service Team.

**Forecast:**
Predicted to hold steady for the next quarter as research and discussion on this topic move forward.

**Champion / Coordinator:** Mariann Woodland/Robert Whidbey
C1.3 Deadlines Met

**Strategic Objective: Deliver Outstanding Customer Service**
We will proactively engage our customers in planning the services they rely on. Our interactions will be courteous, professional and responsive to customer needs.

**Measure Description:**
Percentage of TS customer service requests that are completed by (or earlier than) the promised deadline. (Citation appeals resolved; DAR on time pickups; Fleet vehicle repairs).

**Measure Intent:**
Measure timely delivery of TS services.

**Formula:**
(# of customer requests completed on time or earlier) divided by (total number of requests where there is a deadline date given to customer).

**Polarity:** Higher is better
**Measure type:** Percentage

**Frequency of updates:** Biennially
**Lead/Lag:** Lag
**Baseline:** 94%
**Date of Baseline:** 9/30/2009

**Quarterly BSC Team/Department Activities:**
Quarterly Measure Reporting:
- Sales & Admin.--Citation appeals resolved within 20 days = 99%
- Shuttles-- Dial-A-Ride on time pick ups=100%
- Fleet Services-- Vehicle repairs completed within 5 days of receipt= 95%

**Discussion and Analysis:**
Deadlines met continue to successfully meet/ exceed target.

**Recommendations:**
Customer Service Team will investigate other deadlines that TS work groups meet that can be added for tracking.

**Forecast:**
Upward trend as enhancements to customer services continue to be implemented.

Champion / Coordinator: Mariann Woodland/Robert Whidbey
C1.4 Customer Perception of Professionalism and Courtesy

**Measure Report - 12/31/11**

**Strategic Objective: Deliver Outstanding Customer Service**
We will proactively engage our customers in planning the services they rely on. Our interactions will be courteous, professional and responsive to customer needs.

**Measure Description:**
Percentage of TS customer responses from question-in my recent experiences, I've found TS staff to be courteous, competent and professional.

**Measure Intent:**
Determine customer's perception of staff's professionalism.

**Formula:**
Number of top box responses/total number of responses x 100.

<table>
<thead>
<tr>
<th>Polarity:</th>
<th>Measure type:</th>
<th>Frequency of updates:</th>
<th>Lead/Lag:</th>
<th>Baseline:</th>
<th>Date of Baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher is better</td>
<td>Percentage</td>
<td>Biennially</td>
<td>Lag</td>
<td>83%</td>
<td>9/30/2009</td>
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**Quarterly BSC Team/Department Activities:**
Fleet Services relocated the vehicle repair facility to an off campus location. Through e-mail and notices posted on the former repair facility Fleet made the move as seamless as possible. Customers are to use the same drop off location and prior contact information for reliable service delivery.

**Discussion and Analysis:**
Team is looking at developing standards to be used by all TS work groups when performing any type of activity that will affect customers in any way.

**Recommendations:**
Determine standards for all TS work groups to insure that customers are informed of impacts that affect them well in advance.

**Forecast:**
A continued trend upward as we continue to develop department-wide standards.

Champion / Coordinator: Mariann Woodland/Robert Whidbey
C1.5 Customer Perception of Effective Communication

Strategic Objective: Deliver Outstanding Customer Service
We will proactively engage our customers in planning the services they rely on. Our interactions will be courteous, professional and responsive to customer needs.

Measure Description:
Percentage of TS customer responses from question-TS Program communicates effectively with me as a customer.

Measure Intent:
Determine customer's perception of staff's communication.

Formula:
Number of top box responses/total number of responses x 100.

Polarity: Higher is better
Measure type: Percentage
Frequency of updates: Biennially
Lead/Lag: Lag
Baseline: 79%
Date of Baseline: 9/30/2009

Quarterly BSC Team/Department Activities:
The Parking Operations group attended a 2-day workshop entitled "Tactical Communications" designed for all university parking employees responsible for the deliver of customer service. Attendees received useful tools intended to help them gain cooperation and compliance from difficult customers. It is also intended to help staff understand how they're perceived and the importance of stepping beyond personal core reactions to ill-mannered customers.

Discussion and Analysis:
The consensus within CS now that several LEAN Teams have convened is that effective communication is lacking in critical areas. An example is the Citation Appeals LEAN Team kaizen 'Communication'. We expect to see numerous kaizens directly related to effective communication in the near future.

Recommendations:
The Customer Service team is working with work groups to develop helpful tips to encourage effective communication for all TS work groups.

Forecast:
Trend upward as we continue to develop department-wide standards.

Champion / Coordinator: Mariann Woodland/Robert Whidbey
C2.1 Customer Perception of Product and Service Value

**Strategic Objective: Offer Superior Products**
We will provide products which customers value, which we can offer in a consistent manner, and which customers find easy to understand, obtain, and use.

**Measure Description:**
Percentage of TS customer responses from question-
The products and services I receive from TS PROGRAM NAME are cost effective.

**Measure Intent:**
Customers perception of the value of our products and services compared to external/inside vendors and service providers will allow us to remain competitive and provide maximum value.

**Formula:**
Number of top box responses/total number of responses x 100.

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Biennially

**Lead/Lag:**
Lag

**Baseline:**
62%

**Date of Baseline:**
9/30/2009

**Quarterly BSC Team/Department Activities:**
- LEAN project implementation reduced appeal cycle time from 56 to 20 days. Completed launch of Universal U-PASS to Seattle Students  
- Began process of acquiring new parking sales and lot management software; working with consultant Kimley Horn  
- F1.4 Reduce A/R Write-Offs - $10,000’s of past due citations were collected

**Discussion and Analysis:**
Statistically, there was no movement on this in the survey. Political challenges and elimination of niche groups and other constituencies for product streamlining conflicts with flexible customer service. E18 value permit will tell us more about supply/demand pricing influencing parking behavior.

**Recommendations:**
Eliminate products with low participation, ROI (financial and social), embark on communication outreach to explain product complexities and the need to streamline. Show the customer benefit, establish support of campus community and UTC to consolidate products.

**Forecast:**
Streamlining product offerings, though may concern small affected constituencies, will result in a system efficiency and easier evaluation by customers for the “right” product. This will increase value to the customer as they are confident they are choosing the best product for their situation.

**Champion / Coordinator:** Chris McDivit/Eshak Zakhary
C2.2 Customer Perception of Usability and Ease of Use

**Strategic Objective: Offer Superior Products**
We will provide products which customers value, which we can offer in a consistent manner, and which customers find easy to understand, obtain, and use.

**Measure Description:**
Percentage of TS customer responses from question-TS PROGRAM NAME products and services are easy to understand and use.

**Measure Intent:**
Ensure products and services are usable and easy to understand.

**Formula:**
Number of top box responses/total number of responses x 100.

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Biennially

**Lead/Lag:**
Lag

**Baseline:**
78%

**Date of Baseline:**
9/30/2009

**Quarterly BSC Team/Department Activities:**
- Accounting provided ICA with the Football Season Summary and the related journal vouchers prior to the holidays.
- Fac - Completed re-inventory photo library of current lot signage
  - The Parking Operations work group reviewed and updated their point of sales screen by which lots are chosen when issuing daily permits to ensure efficiency. This information was given to the CS IT group to make the screen adjustments in a timely manner.
- LEAN project implementation reduced appeal cycle time from 56 to 20 days.
- Online payroll sales for ORCA powered U-PASS completed
- Fac - Completed ADA Parking Mobility Data compilation

**Discussion and Analysis:**
Statistically, no change in customer perception. Evaluate web forms and other customer service inputs for opportunities of improvement.

**Recommendations:**
- Complete implementation of Salesforce Cloud Ticketing system.
- Complete online sales, automate ICTs by Mail process.

**Forecast:**
E18 Value permit will provide data on supply/demand model. Review of S1 challenges will produce more ease of use for OOA and SLU visitors.

**Champion / Coordinator: Chris McDivit/Eshak Zakhary**
C2.3 Customer Perception of Quality

**Strategic Objective: Offer Superior Products**
We will provide products which customers value, which we can offer in a consistent manner, and which customers find easy to understand, obtain, and use.

**Measure Description:**
Percentage of TS customer responses from question-I am satisfied with the quality of products and services I receive from TS PROGRAM NAME.

**Measure Intent:**
To ensure customers believe our products are consistent and high in quality.

**Formula:**
Number of top box responses/total number of responses x 100.

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Biennially

**Lead/Lag:**
Lag

**Baseline:**
82%

**Date of Baseline:**
9/30/2009

**Quarterly BSC Team/Department Activities:**
- Conducted interviews for new Dial-A-Ride driver to fill long standing vacancy. Also hired new on-call driver for HSE shuttles to help maintain uninterrupted service.

**Discussion and Analysis:**
Statistically no change. Enhanced web performance and more online functions will increase perception of quality. Enhance facility lighting, fill pot holes.

**Recommendations:**
LPR systems will result in higher quality service experience.

**Forecast:**
Customer perception of quality will improve as we eliminate peripheral and niche products that create confusion for majority of customers. Use of automation will reduce mistakes and reduce "judgment" calls by PS.

**Champion / Coordinator:** Chris McDivit/Eshak Zakhary
Strategic Objective: Effectively Manage Costs
We will understand our costs, carefully manage those within our control, and seek to influence those that are controlled by others.

Measure Description:
Actual percentage variance of four TS programs (CS, UWS, FS, & TAG) from budget for net operating income

Measure Intent:
To provide management with feedback on accuracy of budgets on which decisions were based, & promote use of proven methods in creation of future budgets.

Formula:
Individual variance of four TS programs from set budget:
CS=NOI Variance/NOI Budget, TAG, Fleet, Shuttles=NOI Variance/Revenue Budget since breakeven budgets

Polarity: Higher is better
Measure type: Percentage

Frequency of updates: Quarterly
Lead/Lag: Lag
Baseline: New Baseline TBD
Date of Baseline: TBD

Quarterly BSC Team/Department Activities:
None noted for this quarter.

Discussion and Analysis:
Changed formula to actual variance of four TS Programs (actual vs budget). Historical data is not shown in the graph due to formatting conflict. Results for each program for this quarter are Commuter Services: 33%, Shuttles: -50%, Shared Services: 0%, Fleet: 24%

Recommendations:
No recommendations at this time.

Forecast:
We are developing new business plans for all the units which should be helpful in accomplishing our goal.

Measure formula revision, 10/11

Champion / Coordinator: Reed Keeney/Eric Linscott
**F1.2 Financial Performance**

**Strategic Objective: Effectively Manage Costs**
We will understand our costs, carefully manage those within our control, and seek to influence those that are controlled by others.

**Measure Description:**
Actual expense for each program compared to budgeted expense. Target range is +/- 5%. Positive value indicates actual expenses are less than budgeted expenses.

**Measure Intent:**
Financial performance is an important measure to show how well TS and its individual programs are doing and how well we are delivering value to our customers.

**Formula:**
Cumulative annual expenditure variance of 5 TS programs from budgeted operating expenses: (CS, Shuttles, Fleet, TAG, UPass). Note: all except UPass are variance actual from budget, UPass is variance from 75% cost recovery.

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Quarterly

**Lead/Lag:**
Lag

**Baseline:**
New Baseline TBD

**Date of Baseline:**
TBD

**Quarterly BSC Team/Department Activities:**
None noted for this quarter.

**Discussion and Analysis:**
Changed formula to actual percentage variance (Actual Operating Expense to Budgeted Operating Expense). Note that for U-PASS target is 75% cost recovery, variance for this program is variance from 75%. Historical data not shown in graph due to formatting conflict. Results for each program are: Fleet 19%, Shuttles 29%, TAG 8%, Commuter Services -1%, UPASS -8% (actual cost recovery 67% which is -8% below target of 75%).

**Recommendations:**
No recommendations at this time.

**Forecast:**
We are hopeful that the Fleet and Shuttles trend will reverse direction as the fiscal year progresses.

Measure formula revision, 10/11

**Champion / Coordinator:** Reed Keeney/Eric Linscott
F1.3 Payroll Accuracy

**Strategic Objective: Effectively Manage Costs**
We will understand our costs, carefully manage those within our control, and seek to influence those that are controlled by others.

**Measure Description:**
# of operating units who successfully completed work order structure.

**Measure Intent:**
To provide management w/feedback on how much time is spent on a type of work order so resources can be allocated to the most important need.

**Formula:**
# of op units who successfully completed work order structure/# of op units who requested work order structure.

**Polarity: Higher is better**
**Measure type: Percentage**
**Frequency of updates: Quarterly**
**Lead/Lag: Lag**
**Baseline: 100%**
**Date of Baseline: 9/30/2011**

**Quarterly BSC Team/Department Activities:**
1) The labor portion of the annual football report to ICA was provided by AiM reports (Reed Keeney)

**Discussion and Analysis:**
All AiM data has been collected for the period 10/1-12/31/11 for the five operating units, excluding Fleet.

**Recommendations:**
It is up to management to determine what the labor allocation objectives will be going forward.

**Forecast:**
Actuals should start with the January through March period. This will be discussed at our bi-weekly manager’s meeting on March 8, 2012.

**Champion / Coordinator: Reed Keeney/Eric Linscott**
**Strategic Objective:** Effectively Manage Costs

We will understand our costs, carefully manage those within our control, and seek to influence those that are controlled by others.

**Measure Description:**

% of sales that need to be inactivated as uncollectible.

**Measure Intent:**

To provide management w/feedback on how many dollars of sales must be inactivated as uncollectible.

**Formula:**

Dollar of sales inactivated divided by the comparable past due sales within a time period, quarterly.

**Polarity:** Lower is better

**Measure type:** Percentage

**Frequency of updates:** Quarterly

**Lead/Lag:** Lag

**Baseline:** TBD

**Date of Baseline:** TBD

**Quarterly BSC Team/Department Activities:**

1) $10,000’s of past due citations were collected (Reed Keeney)  
2) LEAN workshop completed, Sales and Admin working in conjunction with Accounting to streamline and improve collections process for uncollected CS revenue. (Chris McDivit)

**Discussion and Analysis:**

The LEAN program has centered around parking citations. The percentage of citation sales that will be written off is still being analyzed by the group to determine a baseline and targets. The amounts deemed uncollectible will be different for the backlog (1/2007-6/2011) compared to the current citations since 7/2011.

**Recommendations:**

Continue as planned with analysis of uncollectable amounts.

**Forecast:**

We are hopeful that we will establish targets this quarter.

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Champion / Coordinator: Reed Keeney/Eric Linscott
F2.1 Sales Volume

**Strategic Objective: Expand and Diversify Financial Resources**

We will meet our financial commitments by focusing on sales volume rather than increasing prices; augmenting sales revenue with alternative funds whenever possible.

**Measure Description:**

Change in sales volume of strategic growth products.

**Measure Intent:**

Changes in sales volume is a indicator of revenue.

**Formula:**

Measure = sum of daily equivalents for the following:
Commuter Services - PPUP, SOV permits in peripheral lots, SOV night, Pay by Space, E1, ICT’s, Carpool(permit), Carpool (impromptu), Gatehouse Daily, Gatehouse Night, Faculty/Staff U-PASS, Bike lockers and enclosures. Fleet - UCAR, Leased vehicles, Short-term assignments.

**Polarity:** Higher is better

**Measure type:** Count

**Frequency of updates:** Quarterly

**Lead/Lag:** Lag

**Baseline:** 2,040,317

**Date of Baseline:** 6/30/2011

**Quarterly BSC Team/Department Activities:**

Champion / Coordinator: Celeste Gilman/Louis Ekler

*Insufficient data to forecast for this quarter - recommending setting target and forecasts starting with 3Q 2012 report-out.*

**Discussion and Analysis:**

Working with product owners to set targets based on estimated product growth potential. Again the data for this current quarter does not include sov permits in peripheral lots. Follow up may occur prior to next quarterly reporting to determine data collection or decide to eliminate factor from the formula. Revisions to the base line will be considered if the sov in peripheral lots is excluded in a future quarter.

**Recommendations:**

Recruited team members to help advance objective.

**Forecast:**

Insufficient data to forecast for this quarter - recommending setting target and forecasts starting with 3Q 2012 report-out.
Transportation Services Balanced Scorecard

Revision in Qtr 3: F2.2 Actual vs. Budgeted Revenue

Strategic Objective: Expand and Diversify Financial Resources
We will meet our financial commitments by focusing on sales volume rather than increasing prices; augmenting sales revenue with alternative funds whenever possible.

Measure Description:
Assess whether actual revenue falls within predetermined thresholds relative to budgeted revenue.

Measure Intent:
Assess accuracy of revenue projections.

Formula:
Measure = Number of TS programs that meet requirement: Actual Revenue is +/- 10% for CS and Fleet or +/- 5% for Shuttles from budgeted. Eliminated aggregate and weighted formula.

Target Low CS and Fleet
Target High CS and Fleet
Target Low Shuttles
Target High Shuttles
Commuter Services
Fleet
Shuttles

Quarterly BSC Team/Department Activities:
Brian: preparing 5 year maintenance plan. Nate: Reviewed SDOT Residential Parking Zone (RPZ) permit bills and set-up (or maintenance) charges. Chris: Begun process of streamlining accounts receivables collection process. LEAN workshop completed; S&A working in conjunction with Accounting Office to streamline and improve collections process for uncollected CS revenue. Offsets operating costs. Established new Value permit for E18. Discounted permit intended to increase sales volume in East lots. These may be customers who are not currently paying to park but may elect to opt for the less expensive value permit.

Discussion and Analysis:
The graph for 4Q 2012 has been revised to make the data easier to understand and more-accurately convey the message the data is telling us. We are waiting to establish baseline and targets until start of use of seasonally adjusted budget projection in FY12. First two quarters of reporting under the new objective (3/31/11 and 6/30/11) use non-seasonally adjusted budget numbers. 3rd Quarter 2011: agreed to use YTD versus quarterly accounting reporting. Note: CS and Fleet are +/- 10% for this measure and Shuttles are +/- 5% for this measure.

Recommendations:
None at this time.

Forecast:
Insufficient data to forecast at this time.

Champion / Coordinator: Celeste Gilman/Louis Ekler
Strategic Objective: Expand and Diversify Financial Resources
We will meet our financial commitments by focusing on sales volume rather than increasing prices; augmenting sales revenue with alternative funds whenever possible.

Measure Description:
Assess whether actual revenue falls within predetermined thresholds relative to budgeted revenue

Measure Intent:
Assess accuracy of revenue projections.

Formula:
Measure = Number of TS programs that meet requirement: Actual Revenue is +/- 10% for CS and Fleet or +/- 5% for Shuttles from budgeted. Programs will be weighted by share of total TS revenue. Budgets will be seasonally adjusted to match seasonality of actuals.

Polarity:
Higher is better

Measure type:
Percentage

Frequency of updates:
Quarterly

Lead/Lag:
Lag

Baseline:
TBD

Date of Baseline:
TBD

Quarterly BSC Team/Department Activities:
Joles: Collaborated with Intercollegiate Activity (ICA) department to discuss potential cost savings they could gain through using Fleet services products and services. ICA is in the process of considering Fleet’s cost proposal, however, the short term outcome resulted in the long term lease of one twelve passenger van. Reed: The first grant monies were received for students working on special projects for the U-PASS and Active Transportation programs. The Transportation Demand Management (TDM) fee which breaks out the portion of U-PASS funded by Parking started July 1st. This lowers both our sales and parking tax.

Discussion and Analysis:
The report for 3rd Quarter 2011 shows 99% but this is not really reflective of what is going on in TS. CS and Fleet are 7% and 8% respectively, but Shuttles is off by 76%. The weighting of this measure makes the result 99%. The BSC may consider discussing how to make this measure formula easier to understand and more accurately convey the message the data is telling us. Waiting to establish baseline until start of use of seasonally adjusted budget projection in FY12. First two quarters of reporting under the new objective (3/31/11 and 6/30/11) use non-seasonally adjusted budget numbers. 3rd Quarter 2011: agreed to use YTD versus quarterly accounting reporting. Need to set targets.

Recommendations:
Continue to work with accounting on seasonal adjustment of budgets. Recruit team members to help advance objective.

Forecast:
Insufficient data to forecast at this time.

Champion / Coordinator: Celeste Gilman/Louis Ekler
**F2.3 Value of Non-Sales Revenue**

**Strategic Objective: Expand and Diversify Financial Resources**
We will meet our financial commitments by focusing on sales volume rather than increasing prices; augmenting sales revenue with alternative funds whenever possible.

**Measure Description:**
Count of non-sales revenue.

**Measure Intent:**
Assess non-sales funding.

**Formula:**
Measure = sum of external rentals of parking lots, grants, state and central administration funding, U-PASS sponsorships, advertising, program funding from other departments (that is new money that isn't a charge to our regular customers)

**Polarity:**
Higher is better

**Measure type:**
Count

**Frequency of updates:**
Quarterly

**Lead/Lag:**
Lag

**Baseline:**
$409,645

**Date of Baseline:**
6/30/2011

**Quarterly BSC Team/Department Activities:**
Chris: Begun process of streamlining accounts receivables collection process. LEAN workshop completed; S&A working in conjunction with Accounting Office to streamline and improve collections process for uncollected CS revenue. Offsets operating costs. Established new Value permit for E18. Discounted permit intended to increase sales volume in East lots. These may be customers who are not currently paying to park but may elect to opt for the less expensive value permit. Lee: Submitted application to student reinvestment project for purposes of hiring a student to evaluate and make recommendations for improving productivity on the Dial-A-Ride shuttles.

**Discussion and Analysis:**
This 4th Quarter non-sales revenue comprised of: net revenue $125,027.86 external rental of parking lots (all construction related); $840 advertising on shuttles; $400,280.25 central administration transfer to support U-PASS.

**Recommendations:**
None at this time.

**Forecast:**
Insufficient data to forecast at this time.
I1.1 Complete Business Process

**Strategic Objective:** Use LEAN to Improve and Streamline Processes
We will use LEAN tools to ensure efficient business processes that are identifiable, repeatable, and include a feedback loop.

**Measure Description:**
Track progress of business process improvement.

**Measure Intent:**
Measure number of business processes that have improved.

**Formula:**
Cumulative count of completed business processes.

<table>
<thead>
<tr>
<th>Polarity: Higher is Better</th>
<th>Measure type: Count</th>
<th>Frequency of updates: Quarterly</th>
<th>Lead/Lag: Lead</th>
<th>Baseline: 4</th>
<th>Date of Baseline: 12/31/2010</th>
</tr>
</thead>
</table>

**Quarterly BSC Team/Department Activities:**
None to report.

**Discussion and Analysis:**
All were complete business practices but all said that improvements could be made. Documentation for any of the processes was lacking though all said that there was adequate training supplied for the process. Most said the majority of their feedback came via phone or in person as opposed to email or online forms.

**Recommendations:**
Our documentation effort should coincide with our Information Management effort I3.3 (5 key processes).

**Forecast:**
We expect each manager to continue to fill out the Catalyst survey each month.

**Champion / Coordinator:** Robert Johnson/Brent Curtis
Strategic Objective: Use LEAN to Improve and Streamline Processes

We will use LEAN tools to ensure efficient business processes that are identifiable, repeatable, and include a feedback loop.

Measure Description:
Number of LEAN workshops completed.

Measure Intent:
To track progress of LEAN implementation across TS.

Formula:
Cumulative count of the actual number of business processes that have begun LEAN workshop projects.

Polarity: Higher the better
Measure type: Count
Frequency of updates: Quarterly
Lead/Lag: Lag
Baseline: 1
Date of Baseline: 3/31/2011

Quarterly BSC Team/Department Activities:
Teams are continuing to meet for LEAN and teams are continuing to add to LEAN board. LEAN Accounts Receivable workshop was completed and 30-day report out completed. Accounting has eliminated second invoice and data entry of Special Event billing.

Discussion and Analysis:
One LEAN process is nearing completion and another workshop is in early process.

Recommendations:
Considering that a number of LEAN workshops are in the planning stage, perhaps we should revisit the targets.

Forecast:
Two LEAN workshops yearly

Champion / Coordinator: Robert Johnson/Brent Curtis
12.1 Leverage Technology (Customer POV)

**Strategic Objective: Leverage Technology to Improve Products and Processes**

We will use technology to make conducting business easier and more efficient for our customers and ourselves.

**Measure Description:**
Percentage of top box responses from TS Customer Survey question asking "PROGRAM website is easy to use and provides the information I need." for PROGRAM websites = TS Operation Programs: Fleet, Commuter Services and Shuttles.

**Measure Intent:**
Measure from external customer’s POV technology’s effect on their ease and efficiency of doing business with Transportation Services.

**Formula:**
TS Weighted Avg. of 2 top box data/total number of responses x 100

**Polarity:** Higher is better

**Frequency of updates:** Biannually

**Lead/Lag:** Lag

**Baseline:** 67%

**Date of Baseline:** 6/30/2011

**Quarterly BSC Team/Department Activities:**
- Transportation Systems - Participated in K-H consultants’ meetings; responded to K-H questions and information requests as necessary. Continued effort to upgrade software.
- Sales and Admin - Sales force templates in continuous development and Salesforce presentation to TS Units prepared, to be delivered Q1 2012. Continued effort to upgrade software
- Parking Operations and Admin Technology - The Parking Operations work group reviewed and updated their point of sales screen by which lots are chosen when issuing daily permits to ensure efficiency. This information was given to the CS IT group to make the screen adjustments in a timely manner. Improving interface for better customer service

**Discussion and Analysis:**
Nothing New to Report - This measure will use a TS CS survey question that queries customer satisfaction with Operational Program website satisfaction. The TS weighting will be applied to the top box percentages. Weighting is CS = 65%, Fleet = 20%, and Shuttles = 15%. This report does not include Shared Services who does not have website presence; and are primarily internal service providers. Available data for industry norms are not a clear match and do not clearly suggest a target. We are currently using 2013 target of 20% annual increase over the FS baseline of 71% which will yield 90% target by 2013.

**Recommendations:**
None at this time.

**Forecast:**
It is expected that the distribution of responses will approximate a normal curve.

**Champion / Coordinator:** Brian Ho/Patrick Johnson
I2.2 Leverage Technology (Internal POV)

**Strategic Objective: Leverage Technology to Improve Products and Processes**

We will use technology to make conducting business easier and more efficient for our customers and ourselves.

**Measure Description:**
Percentage of top box responses from FS Employee Survey question "I (employee) have the materials, technology and equipment I need to do my job well."

**Measure Intent:**
To measure from the employees' point of view how "well" the available technology is making it easier and more efficient to conduct business.

**Formula:**
Total top box responses from FS Employee Satisfaction Survey = strongly agree + somewhat agree x 100

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Annually

**Lead/Lag:**
Lag

**Baseline:**
59%

**Date of Baseline:**
4/30/2009

**Quarterly BSC Team/Department Activities:**
Transportation Systems - Participated in K-H consultants' meetings; responded to K-H questions and information requests as necessary. Continued effort to upgrade software.

Sales and Admin - Sales force templates in continuous development and Salesforce presentation to TS Units prepared, to be delivered Q1 2012. Continued effort to upgrade software

Parking Operations and Admin Technology - The Parking Operations work group reviewed and updated their point of sales screen by which lots are chosen when issuing daily permits to ensure efficiency. This information was given to the CS IT group to make the screen adjustments in a timely manner. improving interface for better customer service

**Discussion and Analysis:**
New data point used to measure internal POV. Top box responses from the Transportation Services response pool of the overall FS employee survey. Q1 discussions will look at data point and fit for this measure.

**Recommendations:**
Evaluate 20% increase as annual target over baseline. Determine if FS baseline is illustrative of TS lines of business.

**Forecast:**
New measure to early to forecast.

**Champion / Coordinator:** Brian Ho/Patrick Johnson
I3.1 Timely Receipt of Information

We will establish processes that allow us to efficiently gather, share, maintain and use information.

**Measure Description:**
Percentage of TS employee responses from FS Employee Survey question: This division’s communications are frequent enough about important information.

**Measure Intent:**
Gauge employee perception of timely information flow in order for them to perform their job effectively.

**Formula:**
Total top box responses from FS Employee Survey = strongly agree + somewhat agree x 100

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Annually

**Lead/Lag:**
Lag

**Baseline:**
49%

**Date of Baseline:**
3/31/2011

**Quarterly BSC Team/Department Activities:**
> Sales and Administrative work unit holding regular all staff huddle to proactively communicate operational updates.
> Sales and Administrative work unit generating daily kaizens based on Lean board ideas.

**Discussion and Analysis:**
The 2011 FS employee survey showed a 7% drop in how employees perceive effective communication of information. In the past two years our measure team reported numerous departmental activities as potential indicators. Connecting these activities to the I3.1 measure however, were subjective and tangential. In going forward, accurately forecasting success of initiatives and activities requires data-based lead and outcome measures that incorporate expectations for results.

**Recommendations:**
Managers and supervisors will use one on one meetings to drill deeper into employee response. Information will be reported in Qtr 1, 2012.

**Forecast:**
Forecast pending outcome of in depth presentation.

**Champion / Coordinator:** Joles Tahara/Sara Bridges
I3.2 Ease of Access to Information

Strategic Objective: Maintain and Share Business Information
We will establish processes that allow us to efficiently gather, share, maintain and use information.

Measure Description:
Percentage of TS employee responses from question- The information I need to successfully perform my job is easily accessible.

Measure Intent:
Gauge employee perception of how easy it is for employees to store and access information pertinent to job performance.

Formula:
Total top box responses- TS Employee Satisfaction Survey = strongly agree + somewhat agree x 100

Polarity:
Higher is better

Measure type:
Percentage

Frequency of updates:
Annually

Lead/Lag:
Lag

Baseline:
67%

Date of Baseline:
3/31/2011

Quarterly BSC Team/Department Activities:
> Facilities and special events completed re-inventory photo library of current lot signage. Photo file is accessible to S&A for use as reference material when reviewing citation appeals.
> Facilities and special events completed ADA Parking Mobility Data compilation to be electronically available at the UW’s GIS site. This information will be used by campus and Transportation staff to view disabled parking availability.

Discussion and Analysis:
The 2011 TS employee survey showed a 4% drop in how employees perceive their ease of access is to information that is pertinent to their job performance. In the past two years our measure team reported numerous departmental activities as potential indicators. Connecting these activities to the I3.2 measure however, were subjective and tangential. In going forward, accurately forecasting success of initiatives and activities requires data-based lead and outcome measures that incorporate expectations for results.

Recommendations:
In-depth presentation to discuss measure challenges scheduled for bi-weekly leadership meeting.

Forecast:
Forecast pending outcome of in-depth presentation.

Champion / Coordinator: Joles Tahara/Sara Bridges
**I3.3 Effective Information Management Processes**

**Strategic Objective: Maintain and Share Business Information**
We will establish processes that allow us to efficiently gather, share, maintain and use information.

**Measure Description:**
Using effective information management processes.

**Measure Intent:**
Guide improvements in TS’ information management system by using 5 key information management practices. Each work group’s level of completing these practices will be measured quarterly.

**Formula:**
Measure = Average % of each workgroup’s quarterly average % total based on self-assessment of 5 key information management processes.

**Polarity:** Higher is better
**Measure Type:** Percentage
**Frequency of updates:** Quarterly
**Lead/Lag:** Lead
**Baseline:** 37%
**Date of Baseline:** 6/30/2011

**Quarterly BSC Team/Department Activities:**
- TAG Administrative and Marketing and Communication work unit metrics added to measurement.
- Accounting group increased their percentage of completion from 11% to 39% from qtr 3 to 4. In qtr four Accounting identified core business function and started writing standard operating procedures and storing these where staff have easy access. Additionally, Accounting started working on all areas under key process 2 (understanding information) and 3 (organization of information).
- Separate Fleet Rental and Shop activities were aggregated into one Fleet category.

**Discussion and Analysis:**
Aggressive target established to meet 90% completion by 2014. Very little movement on this measure occurred in Qtr 4. There were several work units whom did not complete the qtr 4 effort supplemental spreadsheet. Where this was the case, quarter 3 measurements were used.

**Recommendations:**
Providing training and setting deadlines was recommended. List of core key business processes due March 9th, 2012.

**Forecast:**
Meeting target goals is unlikely unless work unit teams commit to acting on key process steps.

**Champion / Coordinator: Joles Tahara/Sara Bridges**
**I4.1 Vehicle CO2 Emissions**

**Strategic Objective: Champion Environmental Stewardship**
Environmental stewardship is at the core of our products and operations.

**Measure Description:**
Reduction in CO2 vehicle emissions.

**Measure Intent:**
Reduction in Fleet vehicle CO2 emissions results in sustainable practices.

**Formula:**
(Gallons of unleaded fuel used in all Fleet vehicles internal & external purchases x Dept. of Ecology emissions conversion factor = Mtons of CO2 emissions equivalents) + (Gallons of diesel fuel used in Fleet vehicles x Dept. of Ecology emissions conversion factor = Mtons of CO2 emissions equivalents) = total Mtons CO2 emissions equivalents.

**Polarity:**
Lower is better

**Measure type:**
Unit

**Frequency of updates:**
Quarterly

**Lead/Lag:**
Lag

**Baseline:**
600

**Date of Baseline:**
2009

**Quarterly BSC Team/Department Activities:**
Fleet Services Launched communication with selected departments with assigned vehicles to develop vehicle replacement specifications based on their current operational needs. Fleet draws on this process to influence the customer to “right-size” so that fuel and emissions is reduced. The passage of Universal U-PASS will help us champion environmental stewardship among students. Increased Bike parking inventory in N-28 and W-51.

**Discussion and Analysis:**
Fiscal period baseline set at 2008 quarterly average of 612 CO2 Mtons. A 2% annual reduction sets a quarterly target @ 600 CO2 Mtons. A 2% reduction will lower the target to 588 CO2 Mtons.

**Recommendations:**
Educate drivers on fuel saving techniques.

**Forecast:**
Reduction in emissions due to greening the fleet and driver education.

**Champion / Coordinator: Ron Kahler/Alif Asefa**
**Strategic Objective: Champion Environmental Stewardship**
Environmental stewardship is at the core of our products and operations.

**Measure Description:**
Reduction in commuter trip CO2 emissions.

**Measure Intent:**
Reduction in commuter trip CO2 emissions results in sustainable practices.

**Formula:**
Annual rolling average of quarterly MTons of CO2e emissions for all staff, faculty and students commuting to the UW.

**Polarity:**
Lower is better

**Measure type:**
Unit

**Frequency of updates:**
Quarterly

**Lead/Lag:**
Lag quarter behind

**Baseline:**
11,000

**Date of Baseline:**
2009

**Quarterly BSC Team/Department Activities:**
Increased Bike parking inventory in N-28 and W-51; encourage customers to ride their bike rather than driving. The passage of Universal U-PASS will help us champion environmental stewardship among students.

**Discussion and Analysis:**
Measurement in first quarter increased based on increased enrollment. Adjust formula to smooth seasonality per recommendation from TS Leadership group. Rolling average of last four quarters.

**Recommendations:**
Adjusted formula as recommended in qtr 2.

**Forecast:**
Trend to follow student enrollment.

**Champion / Coordinator:** Ron Kahler/Alif Asefa
**L1.1 Employee Perception of Training**

**Strategic Objective: Invest in Training and Development**
We will provide training that helps staff to excel in their current positions. We will engage staff in planning for professional development.

**Measure Description:**
Percentage of TS employee responses from question-I am provided with sufficient training to enable me to perform my job well.

**Measure Intent:**
Perception of training adequacy is a key indicator in telling us if we are training our employees for excellence.

**Formula:**
Total top box responses from TS Employee Satisfaction Survey = strongly agree + somewhat agree x 100

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Annually

**Lead/Lag:**
Lag

**Baseline:**
70%

**Date of Baseline:**
12/31/2011

**Quarterly BSC Team/Department Activities:**
The Parking Operations group and Shuttles staff attended a 2-day workshop on Tactical Communications designed for all university parking employees responsible for the delivery of customer service. Attendees received useful tools intended to help them gain cooperation and compliance from difficult customers and understanding how they’re perceived -and the importance of stepping beyond personal core reactions to ill-mannered customers. 1st Observer training was completed by Parking Specialists and Shuttles staff. The training is intended to enable field staff to be proactive in observing, assessing and reporting suspicious and unsafe activities on and around campus. Extensive training was provided for two new temporary staff in Accounting. Pod training for Supervisors in Special Events. AIM timecard entry training for all Sales & Admin staff.

**Discussion and Analysis:**
This measure title changed from 'Employee Perception of Empowerment' to 'Employee Perception of Training' to better align with the revised strategic objective identified by the leadership team. The measure description was changed from "I am provided with enough information to enable me to do my job well" to "I am provided with sufficient training to enable me to perform my job well". The proposed survey question appeared on the TS employee opinion survey conducted in December, 2011.

**Recommendations:**
Since the initial target of 66% was exceeded in the initial TS Employee satisfaction survey the BSC leadership team should consider revising the objective target.

**Forecast:**
New objective target to be established.

Rev: Measure description and formula, 10/11

**Champion / Coordinator: Lee Schooley/Kay Doherty**
ELIMINATED AFTER QTR 2: L1.1 Employee Perception of Empowerment

**Strategic Objective: Invest in Training and Development**
We will provide training that helps staff to excel in their current positions. We will engage staff in planning for professional development.

**Measure Description:**
Percentage of TS employee responses from question-I am provided with enough information to enable me to do my job well.

**Measure Intent:**
Perception of empowerment they enjoy is very much a key indicator in telling us if we are training our employees for excellence.

**Formula:**
Total top box responses from FS Employee Satisfaction Survey = strongly agree + somewhat agree x 100

**Polarity:**
Higher is better

**Measure type:**
Percentage

**Frequency of updates:**
Annually

**Lead/Lag:**
Lag

**Baseline:**
61%

**Date of Baseline:**
7/15/2009

**Quarterly BSC Team/Department Activities:**
Confined space and hearing conservation training for staff; Parking Operations staff held various trainings related to the UPASS powered by ORCA with the Transportation Planning unit; Parking Operations staff met with Citation Hearing Officers to review and discuss effective methods for gathering and reporting citation evidence; Parking Operations staff completed 6 required annual safety training courses; Numerous safety-related trainings completed by Shuttles staff; Began cross training of Fleet service attendants on HSE buses; Continued required safety and applicable POD training for Fleet staff; Formalized ORCA and WAC training programs implemented for affected staff; Staff trainings included “Winning Campaigns Training” How to Communicate with Tact and Skill,” and the “Strategic Leadership Program”; PODS for Supervisors.

**Discussion and Analysis:**
Measure data is base on a FS employee survey conducted every two years. Next survey is scheduled to occur in Fall, 2011.

**Recommendations:**
Consider revising employee survey question to better align with the recently revised strategic objective. Suggest: I am provided with sufficient training to enable me to perform my job well. Consider using TS survey data for this question instead of FS survey data.

**Forecast:**
Will likely have updated data to report next quarter.

**Champion / Coordinator:** Lee Schooley/Kay Doherty
L1.2 Comprehensiveness of Training

**Strategic Objective: Invest in Training and Development**
We will provide training that helps staff to excel in their current positions. We will engage staff in planning for professional development.

**Measure Description:**
% of TS employees who have completed their required training programs/plans.

**Measure Intent:**
Each job class should have a comprehensive and well-defined training plan to help guide performance excellence and all employees should be expected to complete the training plan.

**Formula:**
Percentage based on formula: # of TS employees who have completed their required training plan/program divided by total number employees within TS times 100)

**Polarity:** Higher is better
**Measure type:** Percentage
**Frequency of updates:** Quarterly
**Lead/Lag:** Lead
**Baseline:** 93%
**Date of Baseline:** 9/30/2011

**Quarterly BSC Team/Department Activities:**
The Parking Operations group and Shuttles staff attended a 2-day workshop on Tactical Communications designed for all university parking employees responsible for the delivery of customer service. Attendees received useful tools intended to help them gain cooperation and compliance from difficult customers and understanding how they’re perceived -and the importance of stepping beyond personal core reactions to ill-mannered customers. 1st Observer training was completed by Parking Specialists and Shuttles staff. The training is intended to enable field staff to be proactive in observing, assessing and reporting suspicious and unsafe activities on and around campus. Extensive training was provided for two new temporary staff in Accounting. Pod training for Supervisors in Special Events. AIM timecard entry training for all Sales & Admin staff.

**Discussion and Analysis:**
17 of 18 staff completed their required training programs (there were 2 N/A ratings). Data is taken from the Supervisor’s checklist that accompanies the annual employee evaluation.

**Recommendations:**
All supervisors & managers should have an identified list of required FS & Unit level trainings for each of the job classifications in their respective work groups.

**Forecast:**
None at this time.

**Champion / Coordinator:** Lee Schooley/Kay Doherty
L1.3 Professional Development Planning

Strategic Objective: Invest in Training and Development
We will provide training that helps staff to excel in their current positions. We will engage staff in planning for professional development.

Measure Description:
% of completed TS employee evaluations indicating that professional development planning was addressed with employee.

Measure Intent:
To ensure all TS employees receiving annual evaluations have an opportunity to engage in professional development planning.

Formula:
Percentage based on formula: # of TS employee evaluations indicating professional development planning occurred divided by # of TS employees receiving annual employee evaluations times 100.

Polarity:  Measure type:
Quarterly BSC Team/Depart Percentage

Quarterly BSC Team/Department Activities:
POD training for Supervisors in Special Events.

Employee Professional Development Planning Occurrences

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Discussion and Analysis:
20 out of 20 staff were provided with an opportunity to participate in a Professional Development plan during their annual evaluation. Data is taken from the Supervisor’s checklist that accompanies each annual staff evaluation.

Recommendations:
Supervisors will need to make a determination if objective was met based on mandated TMS safety requirements and agreed upon training plan with each employee from previous evaluation.

Forecast:
Good results with this objective thus far.

Champion / Coordinator: Lee Schooley/Kay Doherty
New in Qtr 4: L2.1 Employee Satisfaction with Recognition Activities

**Strategic Objective: Recognize and Celebrate Achievement**
We will recognize and celebrate individual and team achievements in meaningful ways.

**Measure Description:**
Percentage of TS employees that are satisfied with recognition activities. Questions: 1) I feel my achievements are recognized in a meaningful way 2) I feel team achievements are recognized in a meaningful way 3) I feel recognition celebrations are meaningful

**Measure Intent:**
Determine how satisfied TS employees are with recognition activities.

**Formula:**
Percentage of responses with scores of 4 or 5 on the survey pertaining to employee satisfaction with the recognition activities Q1+Q2+Q3/3.

**Polarity:** Higher is better
**Measure type:** Percentage
**Frequency of updates:** Annually
**Lead/Lag:** Lag
**Baseline:** 41%
**Date of Baseline:** 12/1/2011

**Quarterly BSC Team/Department Activities:**
Mary continues to participate on the FS Non-Monetary Recognition Team. Finalized TS Employee Survey, sent to employees in Dec 2011

**Sales & Admin:**
- S&A featured in FS Newsletter for ORCA & Universal Launch

**Accounting:**
- Team Quarterly lunch w/ Manager provided coffee/tea/etc. afterwards

**Transportation Systems:**
- Participated in Winterfest luncheon event

**Shuttles:**
- Celebrated Dan Roberts 10 years of service during all staff meeting.

**Special Events & Facilities:**
- Supervisors was approved and participated in the UW DSA committee

**Operations:**
- Ops provided a staff liason to help plan & prepare for the winter potluck recognizing and celebrating the TS team and work relationships

**Discussion and Analysis:**
Employee Satisfaction Survey was done 12/2011. Old questions asked: Q1: Group celebrations are meaningful and enjoyable. Q2: The accomplishments of my program are recognized by TS. Q3: My accomplishments and those of my colleagues are recognized in a meaningful way. Q4: My program recognizes organizational achievement in a meaningful way. This is an index measure New Questions asked: 1) I feel my achievements are recognized in a meaningful way 2) I feel team achievements are recognized in a meaningful way 3) I feel recognition celebrations are meaningful. New questions were asked due to the crosswalk process. As anticipated, our score was lower in employees satisfaction with recognition activities.

**Recommendations:**
New targets need to be set.

**Forecast:**
We hope to see an upward trend in employee satisfaction of recognition activities

**Champion / Coordinator: Mariann Woodland/Mary Mahon**
Eliminated in Qtr 4: L2.1 Employee Satisfaction with Recognition Activities

Strategic Objective: Recognize and Celebrate Achievement
We will recognize and celebrate individual and team achievements in meaningful ways.

Measure Description:
Percentage of TS employees that are satisfied with recognition activities. Questions: 1) I feel my achievements are recognized in a meaningful way 2) I feel team achievements are recognized in a meaningful way 3) I feel recognition celebrations are meaningful

Measure Intent:
Determine how satisfied TS employees are with recognition activities.

Formula:
Percentage of responses with scores of 4 or 5 on the survey pertaining to employee satisfaction with the recognition activities Q1+Q2+Q3/3.

Polarity: Higher is better
Measure type: Percentage
Frequency of updates: Annually
Lead/Lag: Lag
Baseline: 69%
Date of Baseline: 2/1/2009

Quarterly BSC Team/Department Activities:
Mary continues to participate on the FS Non-Monetary Recognition Team. Mariann Woodland added as measure champion.
Transportation Systems- Celebrated/Acknowledged ACT communications award receipt.
Fleet Administration- Fleet Administrative Staff lunch hosted by manager to celebrate a multitude of Fleet customer kudos received during quarter.
Accounting - 1) Quarterly Group lunch on the "Ave" where group treated retiring employee to lunch and Manager paid for coffee house drinks afterwards. 2) Retiring Employee treated to cake at TS retirement gathering. 3) Manager paid coffee house drinks to celebrate a departing employees over 20 years supporting the U-Pass program. 4) Departing employee treated to cake at TS recognition gathering for over 20 years of service supporting the U-Pass programs. Operations: 1) Recognized and Presented years of service award to Parking Specialists. 2) End of Summer All TS Staff potluck.

Discussion and Analysis:
Previously, this objective had two measurements, 1) Employ satisfaction with Recognition Activities and 2) Recognition Activities. The 1st measurement used to be "Employee satisfaction with recognition program". We changed the word "program" to "activities". Measure #2 was dropped. The current data points of 69% (actual) and 71% (target) are going to be used until we receive new data BASED ON THE REVISED questions in the December 2011 survey. At that time, the previous data points will be replaced with December 2011 survey data.

Recommendations:
Finalize the TS Employee Survey questions and send the survey to TS employees in December 2011.

Forecast:
We predict the percentage measuring satisfaction will be lower because of the change in the way we recognize employees.

Champion / Coordinator: Mariann Woodland/Mary Mahon