

VMS Board of Directors
 Key Performance Indicators
 Reporting Period: 2020

Goal: Ensure financial stability and longevity

Key performance question(s): Are we doing more with less?
 Do we have operational excellence and sustainability?

Key performance indicator:	% assessment increase vs. inflation	Financial results vs. budget	Process improvement events conducted
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Source of data:	Annual budget; inflation index (CPI for Los Angeles-Riverside-Orange)	Monthly financial data	Number of events implemented
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Targets:	1. Assessment increase 0.5% less than CPI	1. 95% projects on time 100% under budget 2. Operating expenses under budget: 0.5% or better	1. One process improvement per month emphasizing process improvement
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Report frequency:	Annually by corporation	Monthly by corporation both operating (brown pages) and reserve (green pages) funds	Monthly
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Report Entities:	GRF, Third, United
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Departments:	All
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Goal: Improve customers Service to meet residents' needs and concerns

Key performance question(s): Are services on time and done right?
 Is communication effective and no surprises?

Key performance indicator:	Response time and resolution time to customer service tickets	Customer service ticket survey results by service area	Number of calls to Resident Services
Source of data:	IT sorted by service area	Customer service survey on closed tickets (sampling of closed tickets)	IT report
Targets:	10% improvement in service areas currently with less than 90% closure within 30 days	≥ 80% satisfied	Reduce calls to Resident Services by 10%
Report frequency:	Monthly	Monthly	Monthly
Report Entities:	GRF, Third, United		
Service area:	Plumbing, landscaping, carpentry, moisture intrusion, etc.		

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Goal: Attract, develop and retain high quality staff

Key performance question(s): Do we have an engaged workforce?
Are rewards and recognition competitive?

Key performance indicator:	Professional development needs planned vs. actual	Employee turnover rate for full-time employees	Time to hire
Source of data:	HR	HR	HR
Targets:	Training hours per training plan submitted to HR in fall 2019 by each department	10% reduction in full-time turnover rate	10% reduction in time to hire full-time employees
Report frequency:	Plan annually; report monthly	Quarterly	Quarterly
Report Entities:	VMS by department and total		
Departments:	All		

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Goal: Implement technology advances

Key performance question(s): Are we maximizing our resources to encourage innovation and embrace changes?
Are we adapting best practices for our industry?

Key performance indicator: Use communication and training Software support streamlined (i.e., leasing package process)

Source of data: IT/Marketing IT/Marketing

Targets: 10% improvement in resident portal, DwellingLive, and website users Digitize sales and lease packages

Report frequency: Monthly Annually

Report Entities: IT/Marketing

Departments: All

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Goal: Upgrade our infrastructure

Key performance question(s): Do we have in-depth 5-year and 30-year study of major repair and replacement requirements?
 Do we have adequate reserve funds?

Key performance indicator:	Reserve study and 5-year reserve plan	% of required reserve funding	
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Source of data:	M&C	Finance
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Targets:	Analysis completed	At 40% of reserve requirements
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Report frequency:	Annually by corporation	Annually
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Report Entities:	Finance
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Departments:	M&C, Finance
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