



## Asset Performance System(APS)

City of Sandy Springs  
Performance Metrics Report  
*(Period: August 01 ~ August 31, 2010)*

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## 1. *Department Mission Statements*

### **Administrative Services Mission:**

Deliver cost-effective administrative services in a personal, professional, responsive, and innovative manner.

### **Community Development Mission:**

To provide a vision and plan that reflect the values and goals of the Sandy Springs Community and reflect that vision in the administration of all zoning and development matters to ensure the health, safety and general welfare within the community as part of the permitting and enforcement processes.

### **Public Works Mission:**

To deliver cost-effective public works services in a personal, professional, responsive, and innovative manner

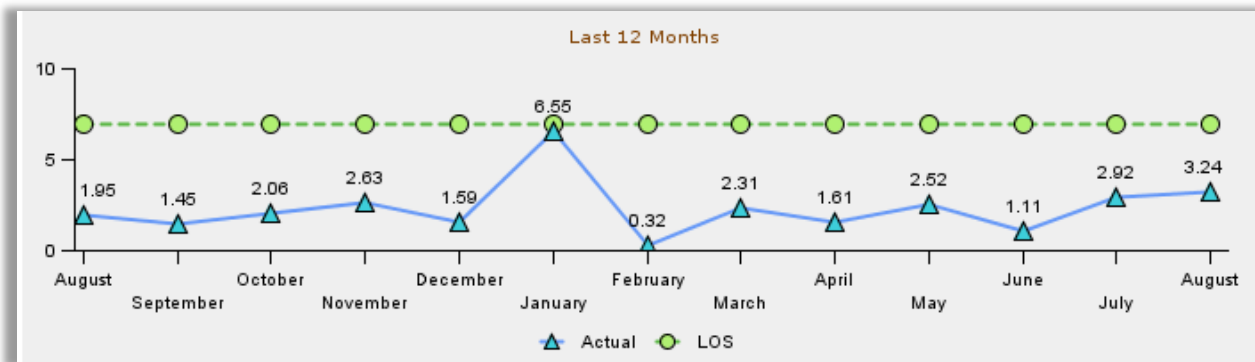
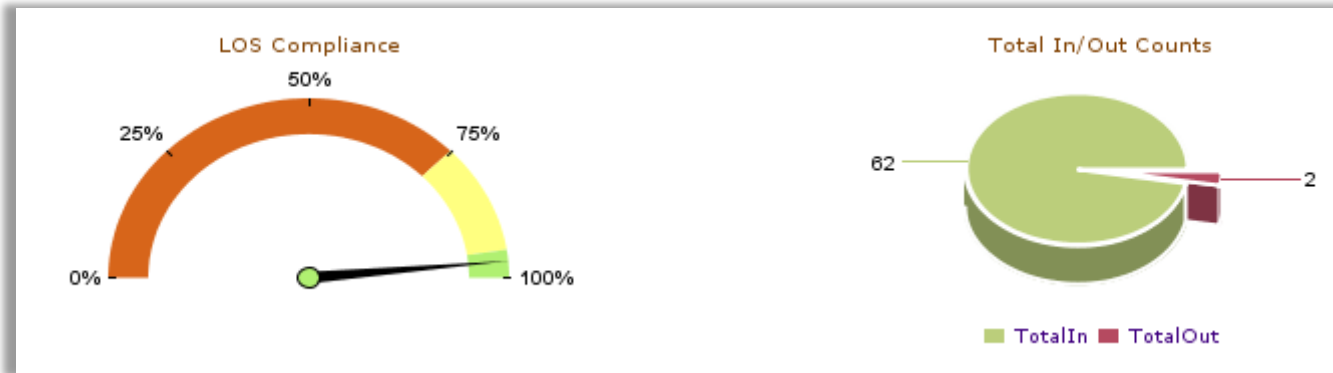
## 2. Performance Metrics Summary

### 2.1. Administrative Services (AS)

Status	KPLID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance
	<a href="#">AS_FN_01</a>	Account Payable	95% of vendors paid within 20 business days	20	7.14	BDs	527	98%
	<a href="#">AS_FN_02</a>	Account Payable	Accounts payable invoice check processing (Finance component only) within 10 business days	10	0	BDs	456	100%
	<a href="#">AS_FN_03</a>	Account Payable	Invoice approval processing per department - total; 10 business days	10	0	BDs	72	100%
	<a href="#">AS_FN_04</a>	Account Payable	Provide monthly report of financial activity to city within 15 days after each month end	15	14	DOM	1	100%
	<a href="#">AS_PC_01</a>	Purchase Processing	Length of time between time of purchase request to purchase order or procurement card authorization; 7 business days (under \$250,000.00)	7	0.25	BDs	12	100%
	<a href="#">AS_PC_02</a>	Purchase Processing	All procurement card transactions allocated with a report to accounting manager by the 10th of each month	10	10	DOM	1	100%
	<a href="#">AS_RV_01</a>	License	New alcohol beverage licenses issued within 30 business days	30	0	BDs	1	100%
	<a href="#">AS_RV_02</a>	Tax Certification	Occupational tax certificates issued within seven (7) business days of receipt of completed application	7	2.13	BDs	64	97%
	<a href="#">AS_RV_03</a>	Tax Certification	Number of delinquent occupational tax certificates renewed	20	63	Each	63	100%

## 2.2. AS: Key Activity (Tax Certification)

Status	KPLID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance	StartDate	EndDate
●	AS_RV_02	Tax Certification	Occupational tax certificates issued within seven (7) business days of receipt of completed application	7.00	2.13	BDs	64	97%	08/01/2010	08/31/2010



## 2.3. Community Development (CD)

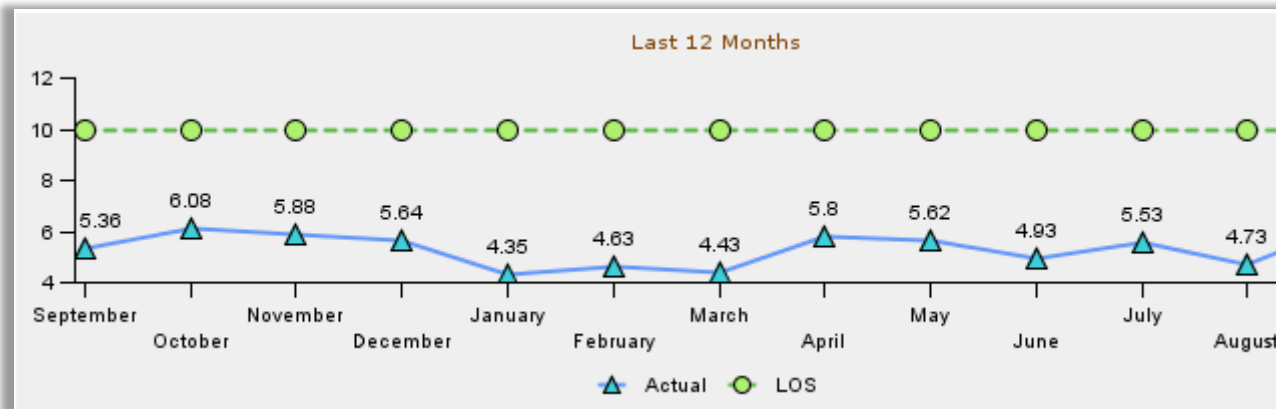
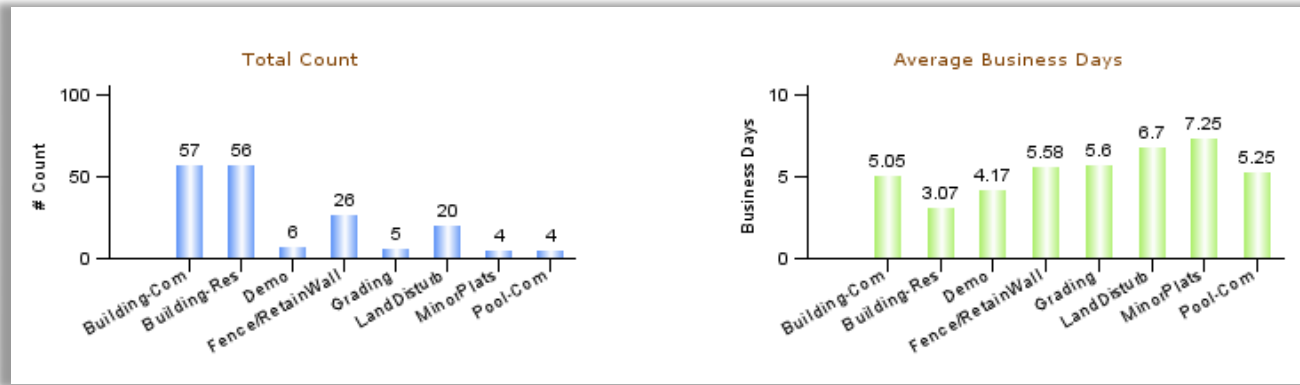
Status	KPLID	Category	KPI	Target	Actual	UOM	Total	LOS	Compliance
	<a href="#">CD_BP_01</a>	Building & Land Development	Complete all plan reviews (per submittal) within 10 business days	10	4.73	BDs	178		100%
	<a href="#">CD_BP_04</a>	Building & Land Development	Total permit application by type		179	Apps	179		
	<a href="#">CD_BP_05</a>	Building & Land Development	Total permits issued by type		165	Apps	165		
	<a href="#">CD_BP_06_01</a>	Building & Land Development	Average review time per reviewer - Building Reviews		1.91	BDs	102		
	<a href="#">CD_BP_06_02</a>	Building & Land Development	Average review time per reviewer - Site Reviews		5.55	BDs	94		
	<a href="#">CD_BP_06_03</a>	Building & Land Development	Average review time per reviewer - Planning and Zoning Reviews		2.83	BDs	36		
	<a href="#">CD_BP_07</a>	Building & Land Development	Complete site inspection within allotted time period		1.14	BDs	36		
	<a href="#">CD_BP_08</a>	Building & Land Development	Complete building inspection within allotted time period		0.05	BDs	628		
	<a href="#">CD_BP_09</a>	Building & Land Development	Total permit certificates by certificate type		53	Cert	53		
	<a href="#">CD_CE_01</a>	Code Enforcement	Respond to initial inspection of potential code violations within 2 business days	2	0.58	BDs	127		98%
	<a href="#">CD_CE_02</a>	Code Enforcement	Total number of code violation cases closed by voluntary compliance or referred to court		83	Cases	83		
	<a href="#">CD_CE_03</a>	Code Enforcement	Average response time from initial inspection to voluntary compliance		14.54	BDs	70		
	<a href="#">CD_CE_04</a>	Code Enforcement	Number of cases per code enforcement officer		18.75	BDs	83		
	<a href="#">CD_PZ_01</a>	Planning & Zoning	Complete all zoning plan reviews within 10 business days	10	2.83	BDs	36		100%
	<a href="#">CD_PZ_02</a>	Planning & Zoning	Complete reviews of Administrative Permits within 10 business days	10	5.57	BDs	7		100%
	<a href="#">CD_PZ_03</a>	Planning & Zoning	Complete all temporary sign permit reviews within 5 business days	5	1	BDs	23		100%
	<a href="#">CD_PZ_04</a>	Planning & Zoning	Complete all permanent sign permit reviews within 5 business days	5	1	BDs	11		100%

Inspection requests called in before 12:00pm are scheduled for the next business day; Level of Service allotted time is one (1) business day.

Inspection requests called in after 12:00pm are scheduled for the day after next business day; Level of Service allotted is two (2) business days.

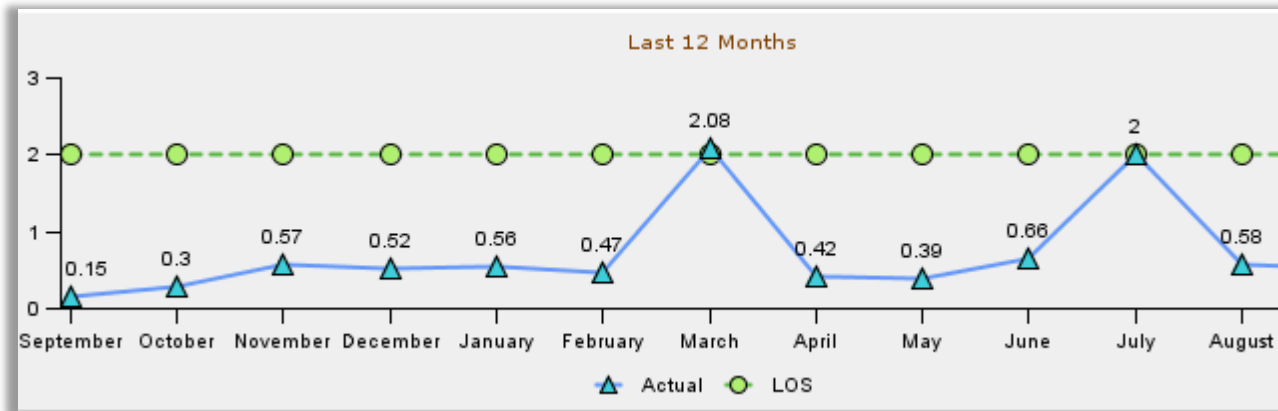
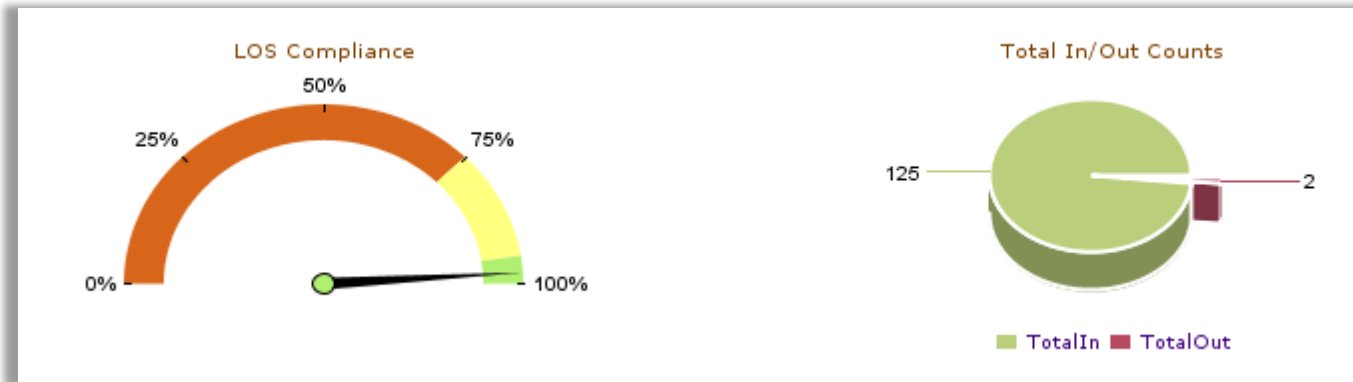
## 2.4. CD: Plan Review Activity (Building & Land Development)

Status	KPL_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance	StartDate	EndDate
<span style="color: green;">●</span>	CD_BP_01	Building & Land Development	Complete all plan reviews (per submittal) within 10 business days	10.00	4.73	BDs	178	100%	08/01/2010	08/31/2010



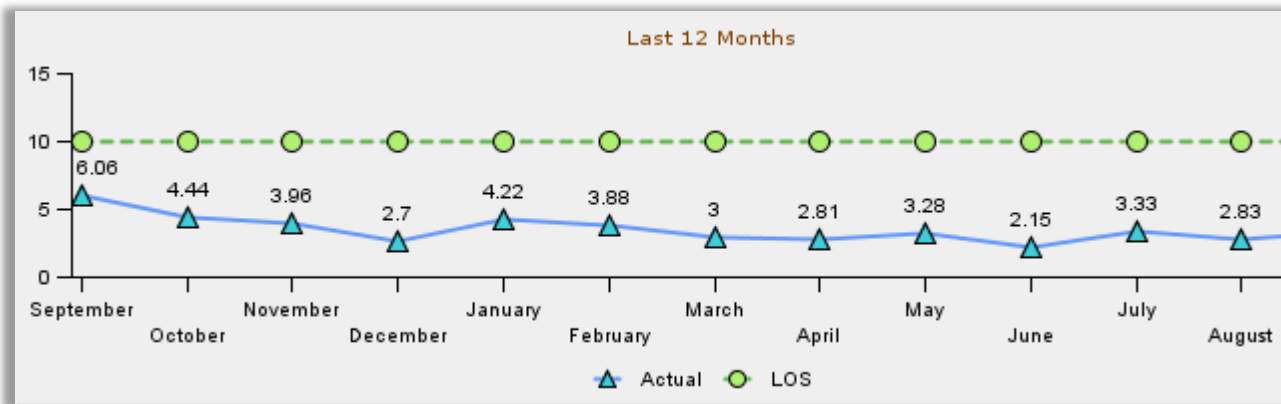
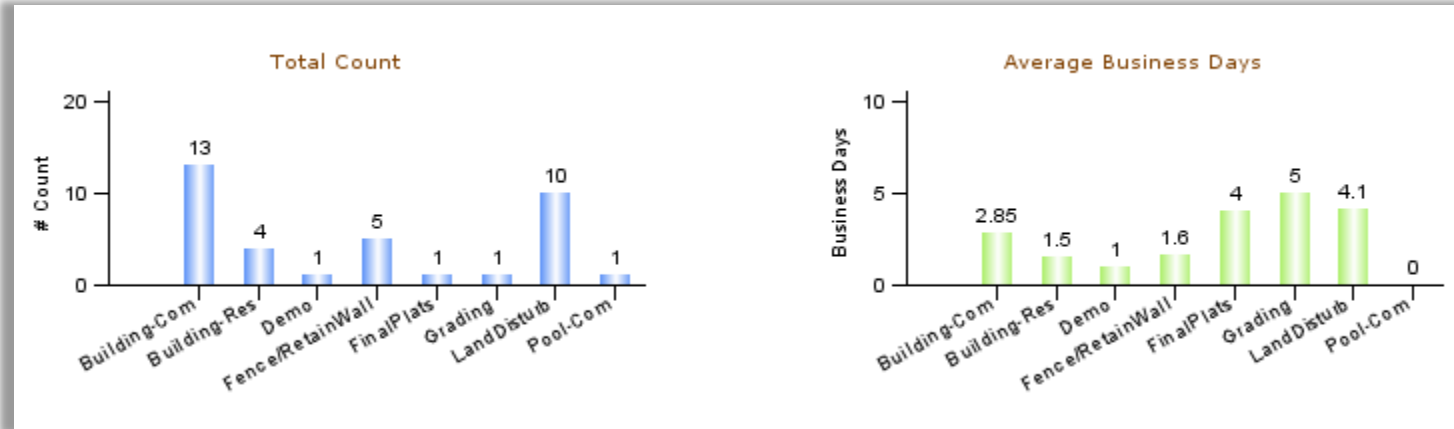
## 2.5. CD: Key Activity (Code Enforcement)

Status	KPLID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance	StartDate	EndDate
●	CD_CE_01	Code Enforcement	Respond to initial inspection of potential code violations within 2 business days	2.00	0.58	BDs	127	98%	08/01/2010	08/31/2010



## 2.6. CD: Key Activity (Planning & Zoning)

Status	KPL_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance	StartDate	EndDate
●	CD_PZ_01	Planning & Zoning	Complete all zoning plan reviews within 10 business days	10.00	2.83	BDs	36	100%	08/01/2010	08/31/2010

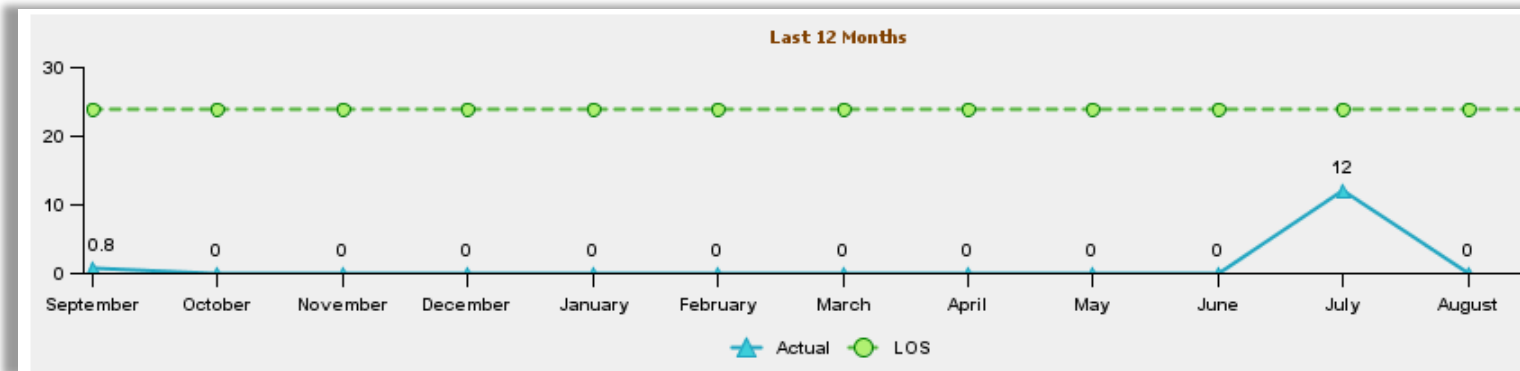
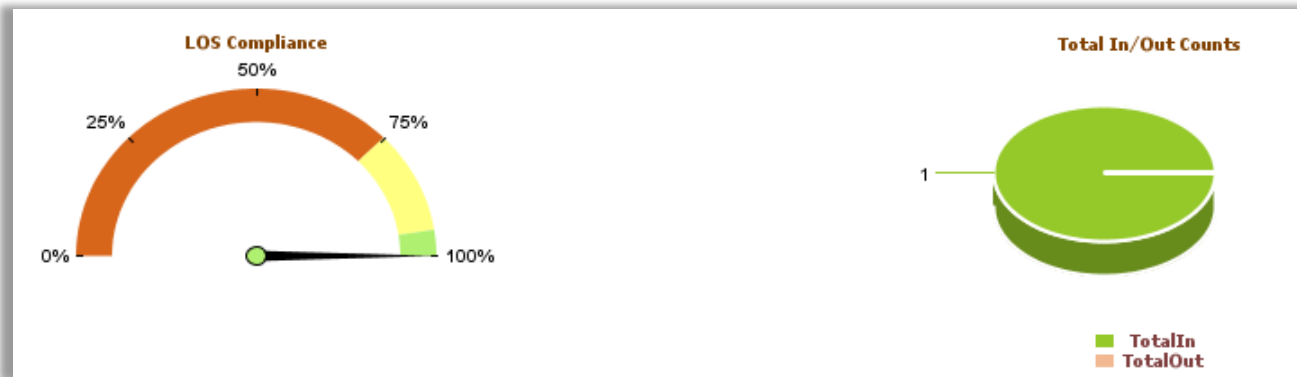


## 2.7. Public Works (PW)

Status	KPI_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance
	<a href="#">PW_FS_01</a>	Priority 1 WO	Complete within 24 hours	24	0	Hrs	1	100%
	<a href="#">PW_FS_02</a>	Priority 2 WO	Complete within 3 business days	3	0.43	BDs	7	100%
	<a href="#">PW_FS_03</a>	Priority 3 WO	Complete within 10 business days	10	1.48	BDs	209	98%
	<a href="#">PW_FS_04</a>	Priority 4 WO	Total number of scheduled maintenance (Preventative Maintenance)		0	Each	0	
	<a href="#">PW_FS_05</a>	Right-of-Way Permits	Approve or deny permit within 10 business days of receipt by Public Works for initial review	10	6.11	BDs	18	94%
	<a href="#">PW_TP_01</a>	Development Plan Review	Complete review within 10 business days	10	5.2	BDs	15	100%
	<a href="#">PW_TP_02</a>	Zoning Plan	Complete review according to Zoning schedule within 10 business days	10		BDs	0	NA
	<a href="#">PW_TS_01</a>	Priority 1 WO	Complete within 24 hours	24	4	Hrs	18	94%
	<a href="#">PW_TS_02</a>	Priority 2 WO	Complete within 3 business days	3	1	BDs	1	100%
	<a href="#">PW_TS_03</a>	Priority 3 WO	Complete within 10 business days	10	1.2	BDs	302	99%
	<a href="#">PW_TS_04</a>	Priority 4 WO	Total scheduled maintenance (Preventative Maintenance)		11	Each	11	

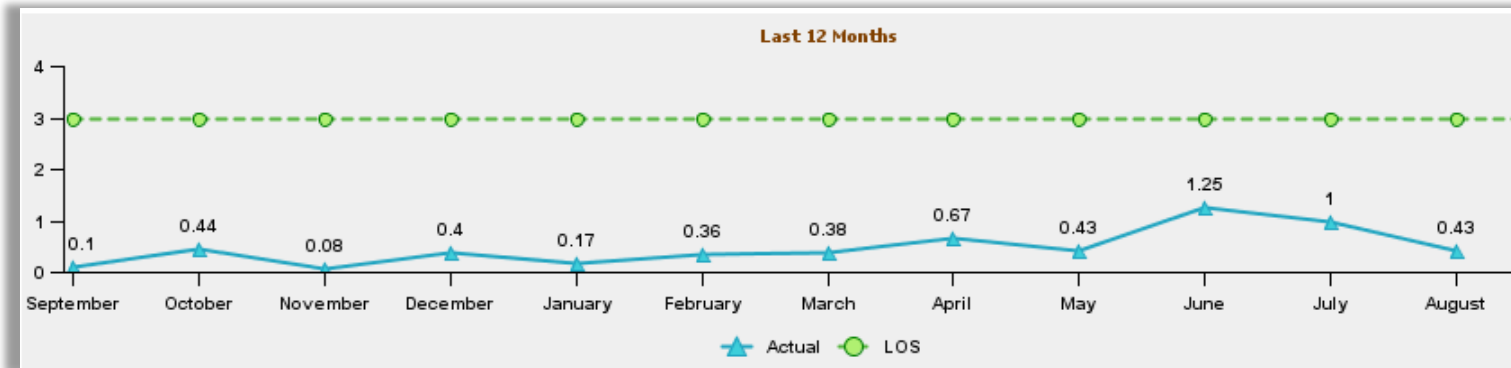
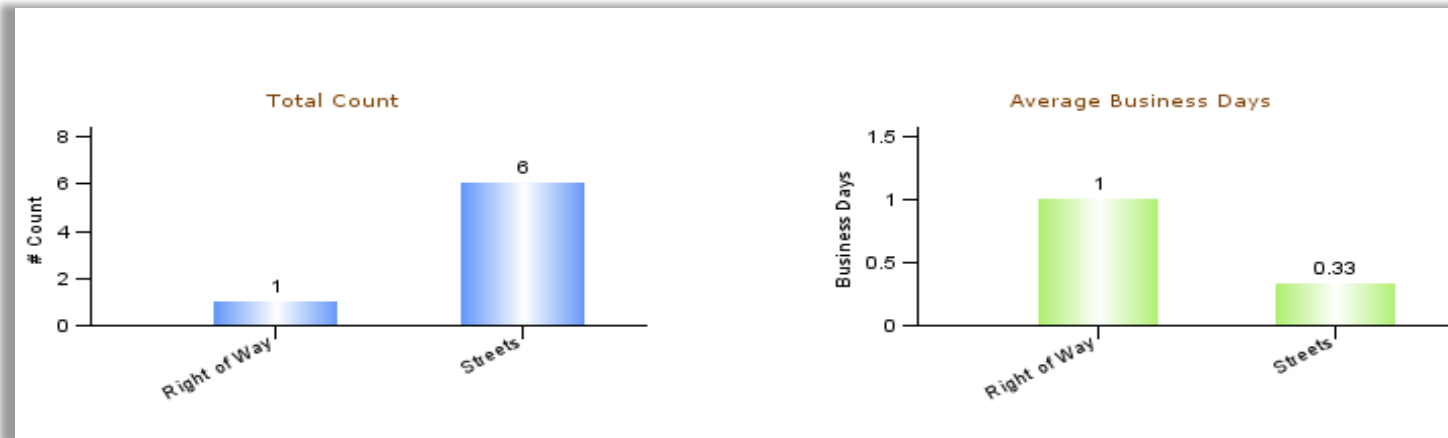
## 2.8. PW: Key Work Order Activity (Field Services, P1)

Status	KPL_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance	StartDate	EndDate
<span style="color: green;">●</span>	PW_FS_01	Priority 1 WO	Complete within 24 hours	24.00	0.00	Hrs	1	100%	08/01/2010	08/31/2010



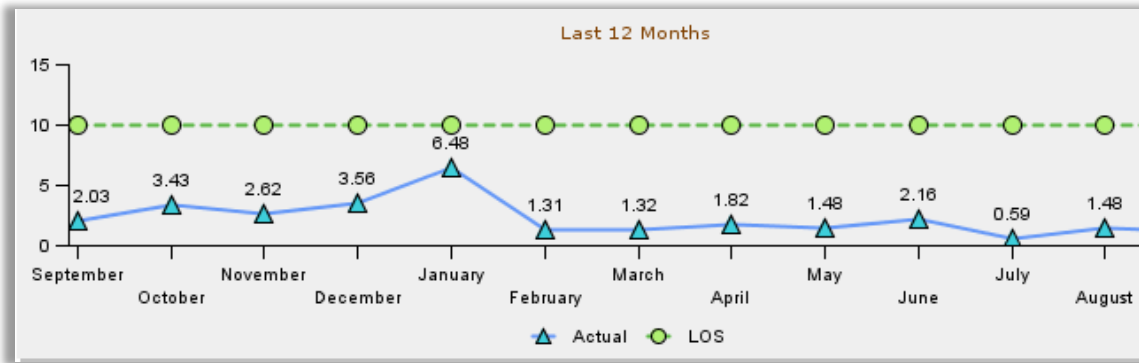
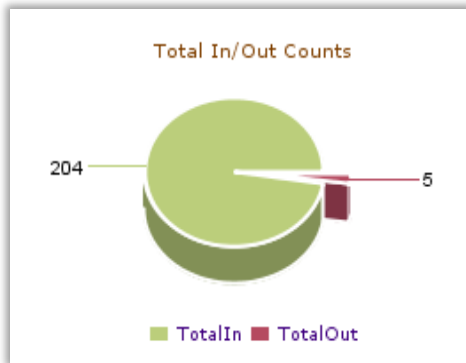
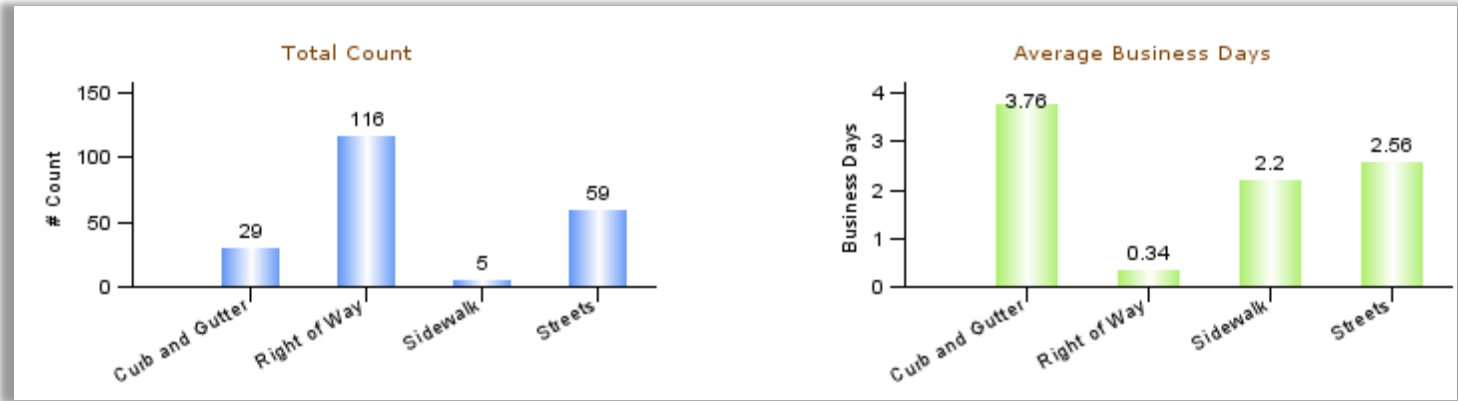
## 2.9. PW: Key Work Order Activity (Field Services, P2)

Status	KPI_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance	StartDate	EndDate
<span style="color: green;">●</span>	PW_FS_02	Priority 2 WO	Complete within 3 business days	3.00	0.43	BDs	7	100%	08/01/2010	08/31/2010



## 2.10. PW: Key Work Order Activity (Field Services, P3)

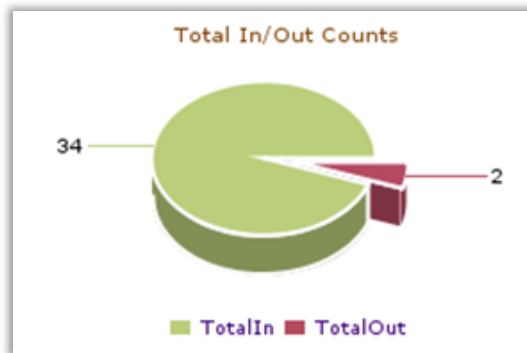
Status	KPI_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance	StartDate	EndDate
<span style="color: green;">●</span>	PW_FS_03	Priority 3 WO	Complete within 10 business days	10.00	1.48	BDs	209	98%	08/01/2010	08/31/2010



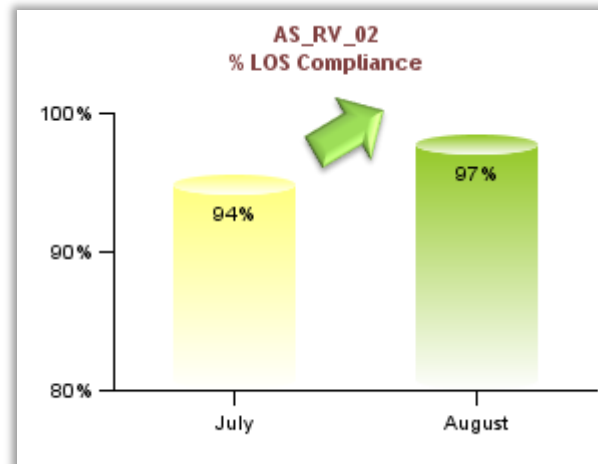
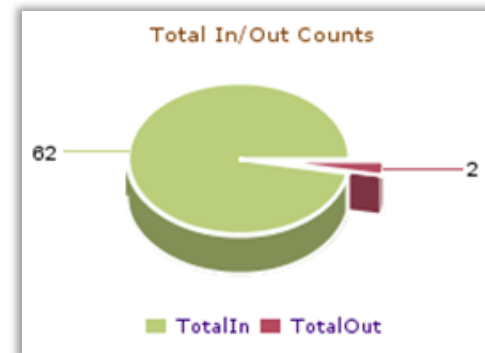
### 3. Key Improved Area: Administrative Services




Status	KPI_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance	StartDate	EndDate
	AS_RV_02	Tax Certification	Occupational tax certificates issued within seven (7) business days of receipt of completed application	7.00	2.13	BDs	64	97%	08/01/2010	08/31/2010

JULY 2010





AUGUST 2010

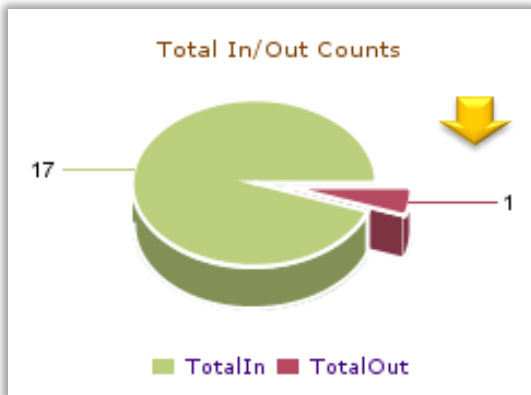


-  >= 95%
-  >= 75%
-  < 75%

## 4. Key Area to Improve: Public Works

Status	KPI_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance
	PW_FS_05	Right-of-Way Permits	Approve or deny permit within 10 business days of receipt by Public Works for initial review	10.00	6.11	BDs	18	94%

Status	KPI_ID	Category	KPI	Target	Actual	UOM	Total	LOSCompliance
	PW_TS_01	Priority 1 WO	Complete within 24 hours	24.00	4.00	Hrs	18	94%



### Reduce

"Total Out"/"Non-compliance" → Both Metrics missed the Target by 1 work order

# 5. GLOSSARY

Acronyms	Definition	Priority Categories
AS	Administrative Services	<b>Field Services:</b> <b>Curb and Gutter</b> <ul style="list-style-type: none"> <li>• Repair Curb</li> <li>• Replace Curb</li> <li>• Raise Curb</li> </ul> <b>Right of Way</b> <ul style="list-style-type: none"> <li>• Debris Removal (Large)</li> <li>• Trimming</li> <li>• Graffiti Removal</li> <li>• Litter Removal</li> <li>• Vegetation Removal for Sight Distance</li> <li>• High Limb Trimming</li> </ul> <b>Sidewalk</b> <ul style="list-style-type: none"> <li>• Repair Sidewalk</li> <li>• Replace Sidewalk</li> </ul> <b>Streets</b> <ul style="list-style-type: none"> <li>• Debris Removal</li> <li>• Winter Sand/Salt</li> <li>• Pothole Repair</li> <li>• Asphalt Patching</li> <li>• Sink-ins</li> <li>• Sinkholes</li> <li>• Tree Roots</li> <li>• Utility Cuts</li> <li>• Edge of Pavement Repairs</li> <li>• Dead Animal Removal</li> <li>• Winter Sand/Salt</li> </ul> <b>Catch Basin</b> <ul style="list-style-type: none"> <li>• Repair Top</li> <li>• Reset Lid</li> <li>• Cleaning</li> </ul> <b>Utility Liaison</b> <ul style="list-style-type: none"> <li>• Water</li> <li>• Sewer</li> <li>• Gas</li> <li>• Cable TV</li> </ul>
BD	Building and Development	
BDs	Business Days excludes weekends City holidays & first day (case initiation day)	<b>Traffic Services:</b> <b>Sign</b> <ul style="list-style-type: none"> <li>• Install/replace/repair/remove sign &amp; post</li> <li>• Wash Sign</li> <li>• Trim Vegetation</li> </ul> <b>Signal</b> <ul style="list-style-type: none"> <li>• Install/replace/repair/remove signal</li> <li>• Adjust / Align Signal Head</li> <li>• Check Signal Controller</li> <li>• Check Signal Timing</li> <li>• Inspect and Test Communications</li> <li>• Inspect/repair Detection System</li> <li>• Install ADA ramp</li> <li>• Repair or Replace ATMS PTZ Camera</li> <li>• Cabinet Maintenance</li> </ul> <b>Traffic Study</b> <ul style="list-style-type: none"> <li>• Striping</li> <li>• Restriping</li> </ul> <b>Street Lights</b> <ul style="list-style-type: none"> <li>• Light out</li> <li>• Request for new light</li> <li>• Damaged poles</li> </ul> <b>Utility Liaison</b> <ul style="list-style-type: none"> <li>• Electricity</li> </ul>
BHs	Business Hours (Considers 8am to 5PM EST.) excludes weekends City holidays & first day (case initiation day)	
BI	Building Inspection Permits	
BP	Building Permits	
BSC	Balanced Scorecard: Methodology to ensure balanced delivery of service	
CB	Call Back Services (Work Request)	
CD	Community Development	
CDs	Calendar Days - Count all day including weekends and City holidays	
CE	Code Enforcement	
DOM	Date of Month	
FS	Field Services	
HRs	Hours	
KPI	Key Performance Indicator	
LOS	Level-of-service (LOS) is a measure the quality of services performed compared against the contract deliverables. A standard used to evaluate and communicate performance against expected results	
Measure		
MTD	Month to date	
P1 (Priority 1)	Work orders must be completed within 0-24hrs. (FS & TS)	
P2 (Priority 2)	Work orders must be completed within 24-72 hours.(FS TS Rec & Parks divisions)	
P3 (Priority 3)	Work orders must be completed within 7 to 10 business days. (FS TS Rec & Parks divisions)	
P4 (Priority 4)	Work requests are preventive maintenance. (FS TS Rec & Parks divisions)	
RP	Recreation and Parks	
PW	Public Works	
PZ	Planning & Zoning	
ROW	Right of Way	
SSG ID	City of Sandy Springs Identifiers	
SW	Stormwater Services	
TP	Transportation Planning Services	
TS	Traffic Services	
UOM	Unit of Measure	
WO	Work Orders	
WR	Work Requests	
	Met LOS [ $\geq$ 95%]	
	LOS [ $\geq$ 75%]	
	LOS [ $<$ 75%]	
	No Data	
	Measure	

A priority is determined based on urgency and severity of the category

### APS Dashboard Support Information:



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[APS Dashboard Documents](#)

Obtain "Required Forms" from the SharePoint Website --> Shared Documents/APS Program Documentation/Dashboard/Forms

### Data Collection Compliance:

- ✓ Data availability: ensure that data continues to be available at a required level of performance or to be available with minor process changes/minimal efforts)
- ✓ Data integrity: data is consistent and correct
- ✓ Data quality: the data state provides completeness, validity, consistency, timeliness and accuracy