



Asset Performance System(APS)

City of Sandy Springs
Performance Metrics Report
(Period: March 01 ~ March 30, 2011)

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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

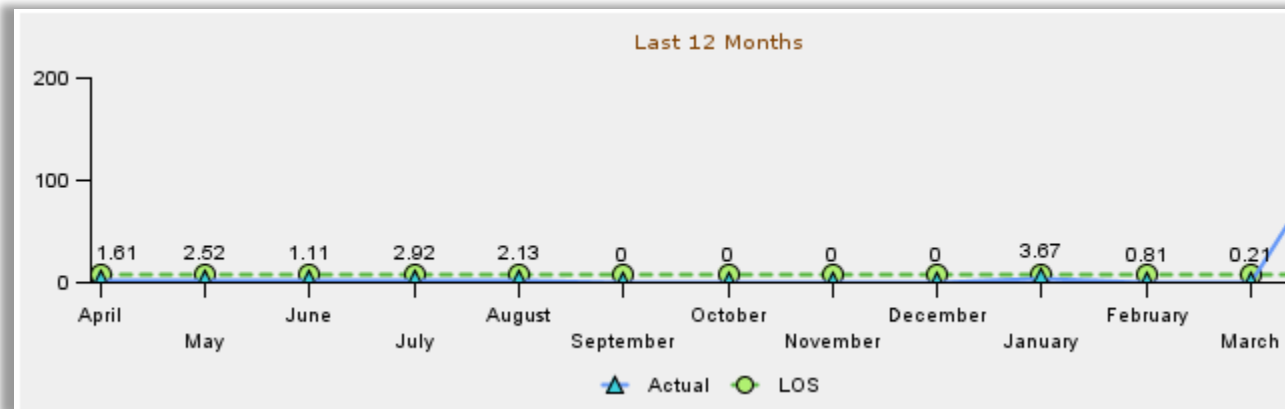
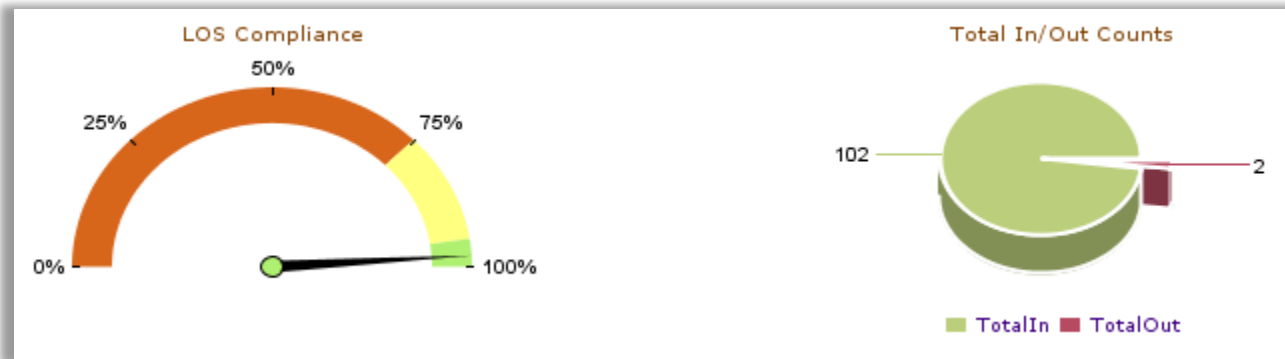
2. Performance Metrics Summary

2.1. Administrative Services (AS)

| Status | KPL_ID | Category | KPI | Target | Actual | UOM | Total | LOSCompliance |
|---|--------------------------|---------------------|---|--------|--------|------|-------|---------------|
|  | AS_FN_01 | Account Payable | 95% of vendors paid within 20 business days | 20 | 7.4 | BDs | 583 | 92% |
|  | AS_FN_02 | Account Payable | Accounts payable invoice check processing (Finance component only) within 10 business days | 10 | 0 | BDs | 393 | 100% |
|  | AS_FN_03 | Account Payable | Invoice approval processing per department - total; 10 business days | 10 | 0 | BDs | 190 | 100% |
|  | AS_FN_04 | Account Payable | Provide monthly report of financial activity to city within 15 days after each month end | 15 | 12 | DOM | 1 | 100% |
|  | AS_PC_01 | 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 | 0.4 | BDs | 15 | 100% |
|  | AS_PC_02 | Purchase Processing | All procurement card transactions allocated with a report to accounting manager by the 10th of each month | 10 | 5 | DOM | 1 | 100% |
|  | AS_RV_01 | License | New alcohol beverage licenses issued within 30 business days | 30 | | BDs | 0 | NA |
|  | AS_RV_02 | Tax Certification | Occupational tax certificates issued within seven (7) business days of receipt of completed application | 7 | 0.21 | BDs | 104 | 98% |
|  | AS_RV_03 | Tax Certification | Number of delinquent occupational tax certificates renewed | 20 | 2043 | Each | 2043 | 100% |

2.2. AS: Key Activity (Tax Certification)

| Status | KPL_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 | 0.21 | BDs | 104 | 98% | 03/01/2011 | 03/31/2011 |



2.3. Community Development (CD)

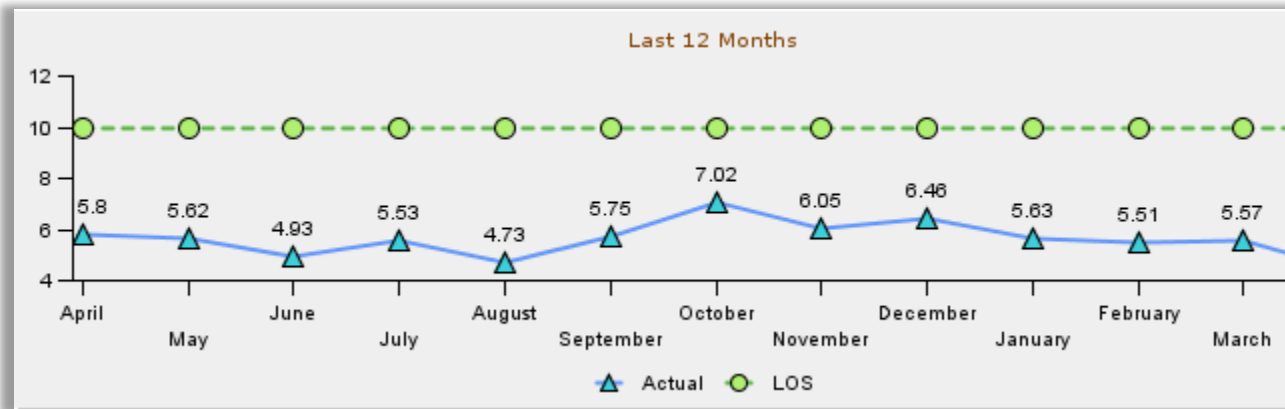
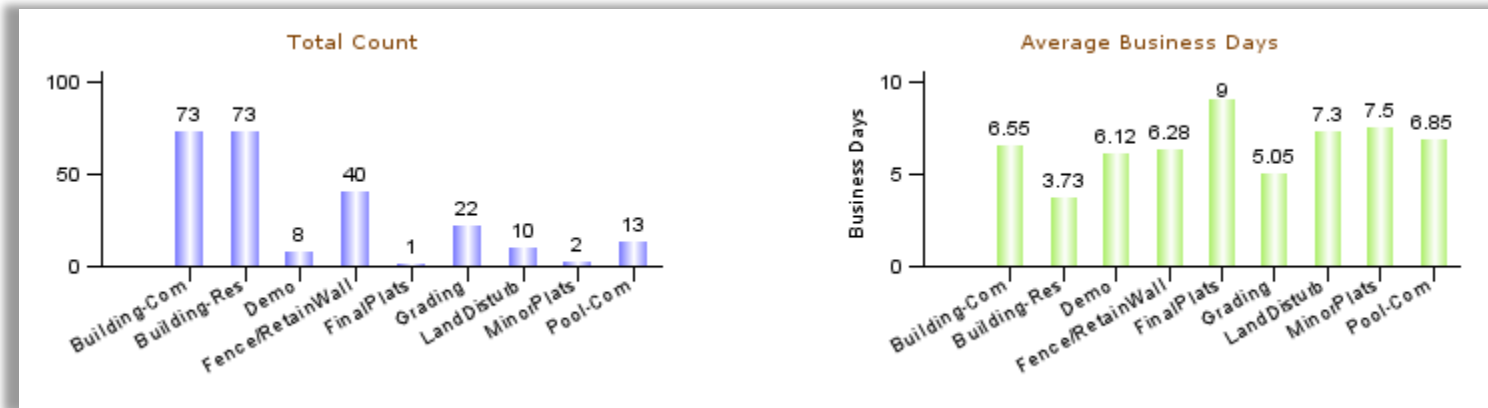
| Status | KPLID | Category | KPI | Target | Actual | UOM | Total | LOSCompliance |
|--------|-----------------------------|-----------------------------|--|--------|--------|-------|-------|---------------|
| | CD_BP_01 | Building & Land Development | Complete all plan reviews (per submittal) within 10 business days | 10 | 5.57 | BDs | 242 | 98% |
| | CD_BP_04 | Building & Land Development | Total permit application by type | | 244 | Apps | 244 | |
| | CD_BP_05 | Building & Land Development | Total permits issued by type | | 195 | Apps | 195 | |
| | CD_BP_06_01 | Building & Land Development | Average review time per reviewer - Building Reviews | | 1.81 | BDs | 134 | |
| | CD_BP_06_02 | Building & Land Development | Average review time per reviewer - Site Reviews | | 5.51 | BDs | 156 | |
| | CD_BP_06_03 | Building & Land Development | Average review time per reviewer - Planning and Zoning Reviews | | 2.77 | BDs | 26 | |
| | CD_BP_07 | Building & Land Development | Complete site inspection within allotted time period | | 0.94 | BDs | 33 | |
| | CD_BP_08 | Building & Land Development | Complete building inspection within allotted time period | | 1.16 | BDs | 718 | |
| | CD_BP_09 | Building & Land Development | Total permit certificates by certificate type | | 43 | Cert | 43 | |
| | CD_CE_01 | Code Enforcement | Respond to initial inspection of potential code violations within 2 business days | 2 | 0.45 | BDs | 145 | 99% |
| | CD_CE_02 | Code Enforcement | Total number of code violation cases closed by voluntary compliance or referred to court | | 64 | Cases | 64 | |
| | CD_CE_03 | Code Enforcement | Average response time from initial inspection to voluntary compliance | | 24.93 | BDs | 56 | |
| | CD_CE_04 | Code Enforcement | Number of cases per code enforcement officer | | 27.55 | BDs | 64 | |
| | CD_PZ_01 | Planning & Zoning | Complete all zoning plan reviews within 10 business days | 10 | 2.77 | BDs | 26 | 100% |
| | CD_PZ_02 | Planning & Zoning | Complete reviews of Administrative Permits within 10 business days | 10 | 5.83 | BDs | 18 | 100% |
| | CD_PZ_03 | Planning & Zoning | Complete all temporary sign permit reviews within 5 business days | 5 | 1.11 | BDs | 28 | 100% |
| | CD_PZ_04 | Planning & Zoning | Complete all permanent sign permit reviews within 5 business days | 5 | 1 | BDs | 20 | 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.

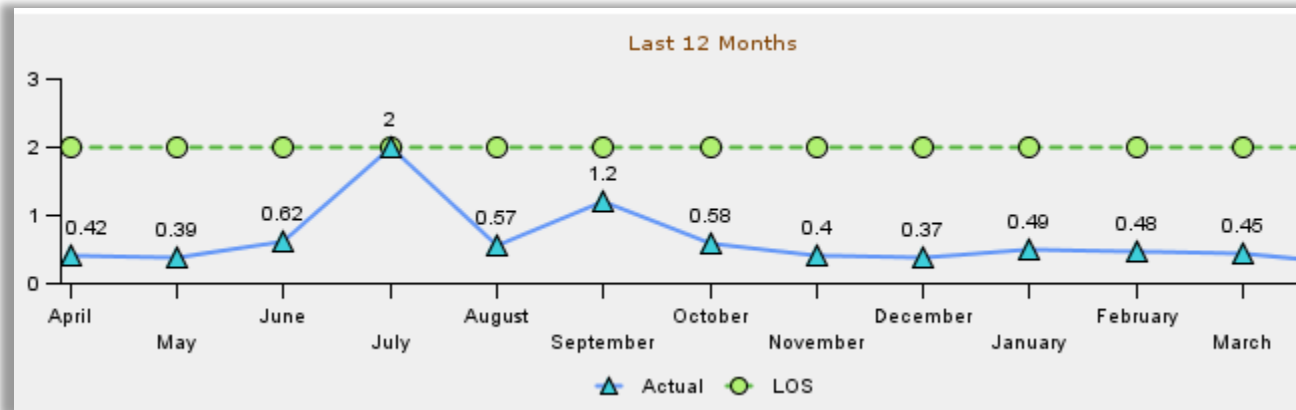
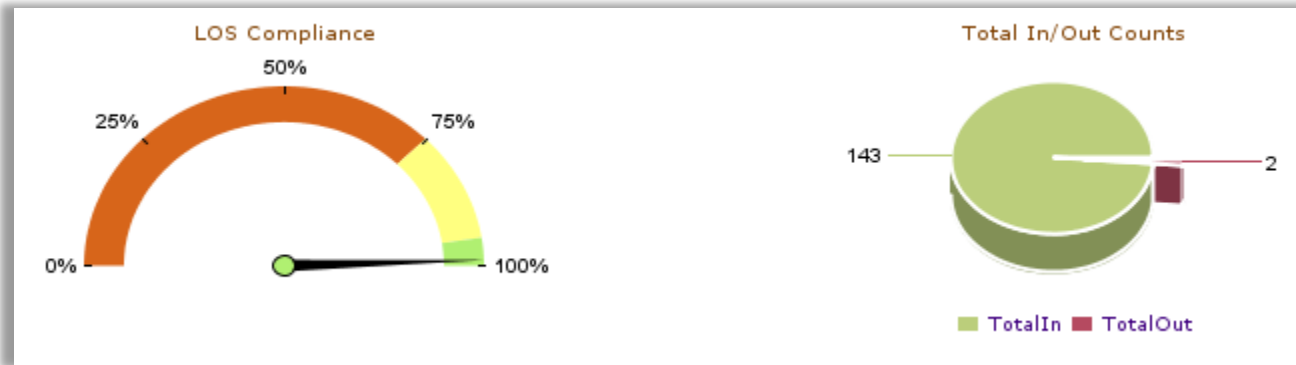
2.4. CD: Plan Review Activity (Building & Land Development)

| Status | KPI_ID | Category | KPI | Target | Actual | UOM | Total | LOSCompliance | StartDate | EndDate |
|--------------------------------------|----------|-----------------------------|---|--------|--------|-----|-------|---------------|------------|------------|
| ● | CD_BP_01 | Building & Land Development | Complete all plan reviews (per submittal) within 10 business days | 10.00 | 5.57 | BDs | 242 | 98% | 03/01/2011 | 03/31/2011 |



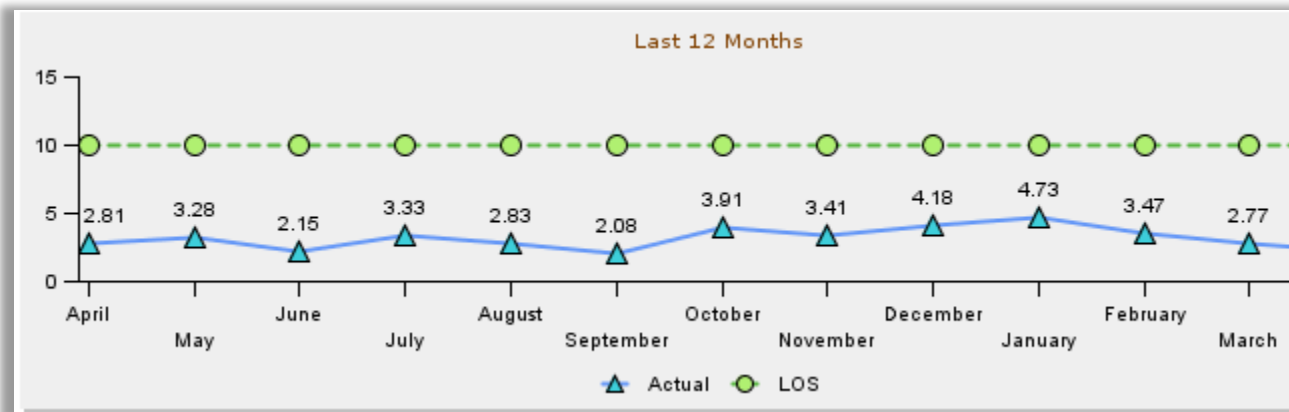
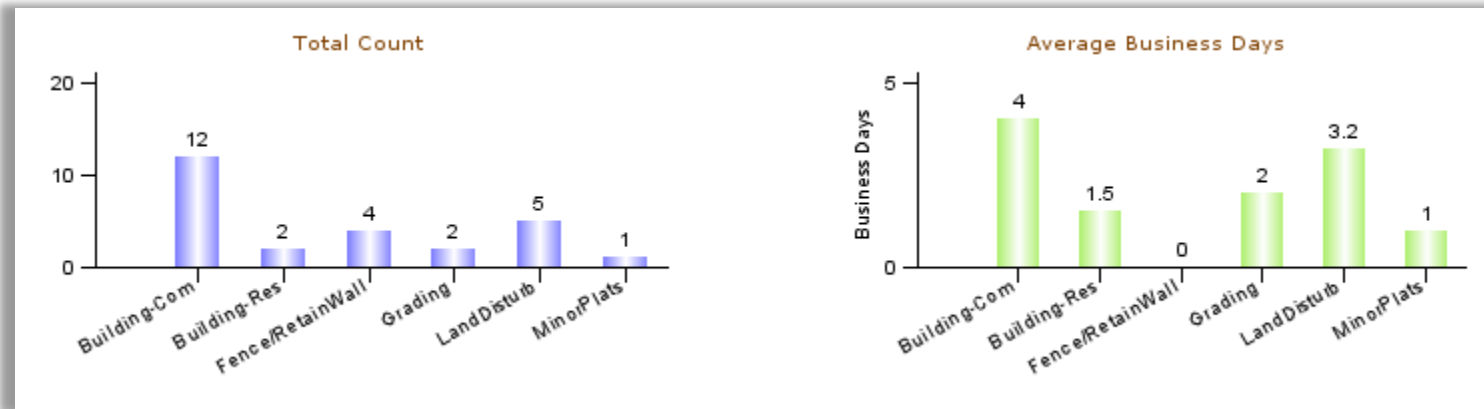
2.5. CD: Key Activity (Code Enforcement)

| Status | KPI_ID | 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 | 0.45 | BDs | 145 | 99% | 03/01/2011 | 03/31/2011 |



2.6. CD: Key Activity (Planning & Zoning)

| Status | KPI_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 | 2.77 | BDs | 26 | 100% | 03/01/2011 | 03/31/2011 |

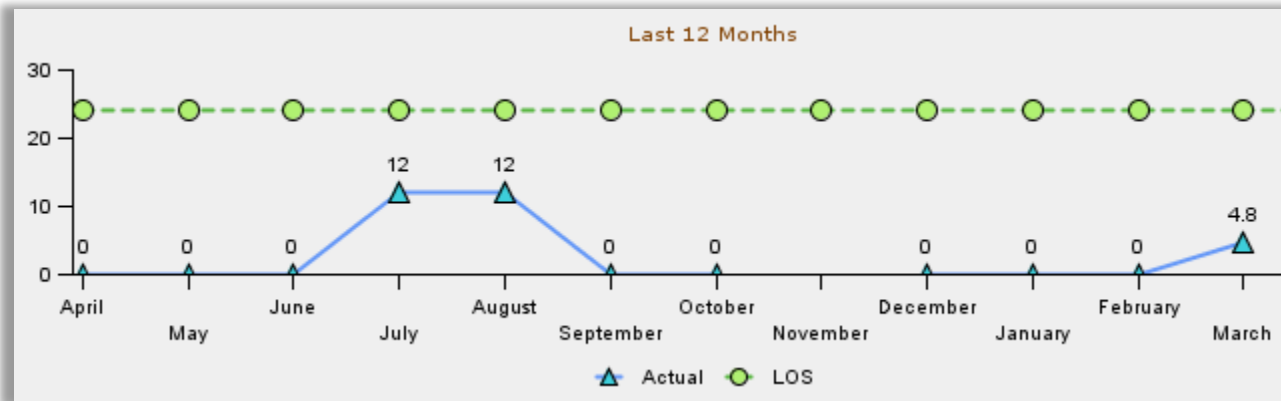
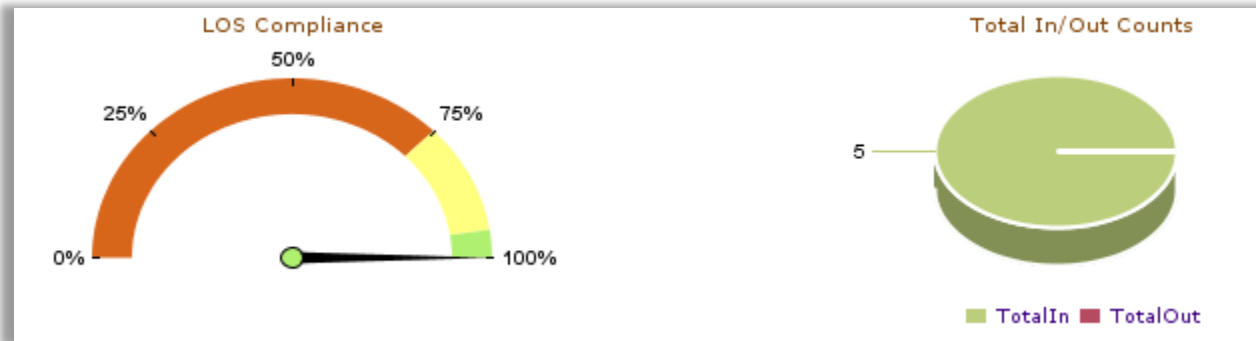


2.7. Public Works (PW)

| Status | KPI_ID | Category | KPI | Target | Actual | UOM | Total | LOSCompliance |
|--------|--------------------------|-------------------------|--|--------|--------|------|-------|---------------|
| | PW_FS_01 | Priority 1 WO | Complete within 24 hours | 24 | 4.8 | Hrs | 5 | 100% |
| | PW_FS_02 | Priority 2 WO | Complete within 3 business days | 3 | 0 | BDs | 2 | 100% |
| | PW_FS_03 | Priority 3 WO | Complete within 10 business days | 10 | 1.07 | BDs | 224 | 97% |
| | PW_FS_04 | Priority 4 WO | Total number of scheduled maintenance (Preventative Maintenance) | | 0 | Each | 0 | |
| | PW_FS_05 | Right-of-Way Permits | Approve or deny permit within 10 business days of receipt by Public Works for initial review | 10 | 6.15 | BDs | 13 | 100% |
| | PW_TP_01 | Development Plan Review | Complete review within 10 business days | 10 | 4.25 | BDs | 12 | 100% |
| | PW_TP_02 | Zoning Plan | Complete review according to Zoning schedule within 10 business days | 10 | | BDs | 0 | NA |
| | PW_TS_01 | Priority 1 WO | Complete within 24 hours | 24 | 0 | Hrs | 9 | 100% |
| | PW_TS_02 | Priority 2 WO | Complete within 3 business days | 3 | 0 | BDs | 10 | 100% |
| | PW_TS_03 | Priority 3 WO | Complete within 10 business days | 10 | 0.61 | BDs | 104 | 98% |
| | PW_TS_04 | Priority 4 WO | Total scheduled maintenance (Preventative Maintenance) | | 3 | Each | 3 | |

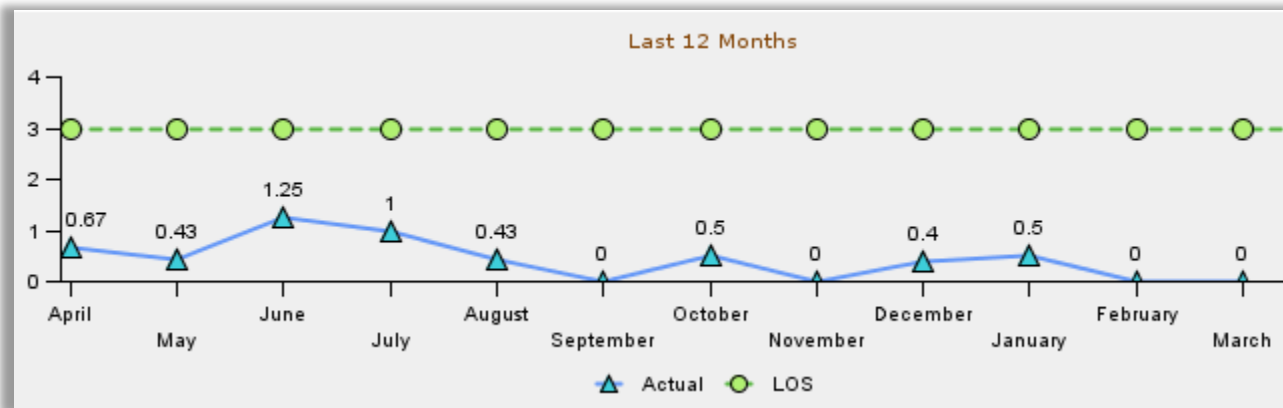
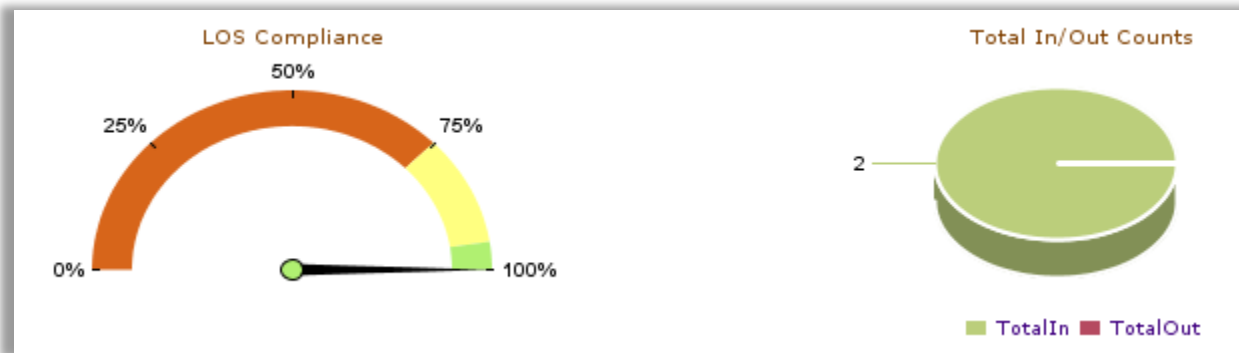
2.8. PW: Key Work Order Activity (Field Services, P1)

| Status | KPI_ID | Category | KPI | Target | Actual | UOM | Total | LOSCompliance | StartDate | EndDate |
|--------------------------------------|----------|---------------|--------------------------|--------|--------|-----|-------|---------------|------------|------------|
| ● | PW_FS_01 | Priority 1 WO | Complete within 24 hours | 24.00 | 4.80 | Hrs | 5 | 100% | 03/01/2011 | 03/31/2011 |



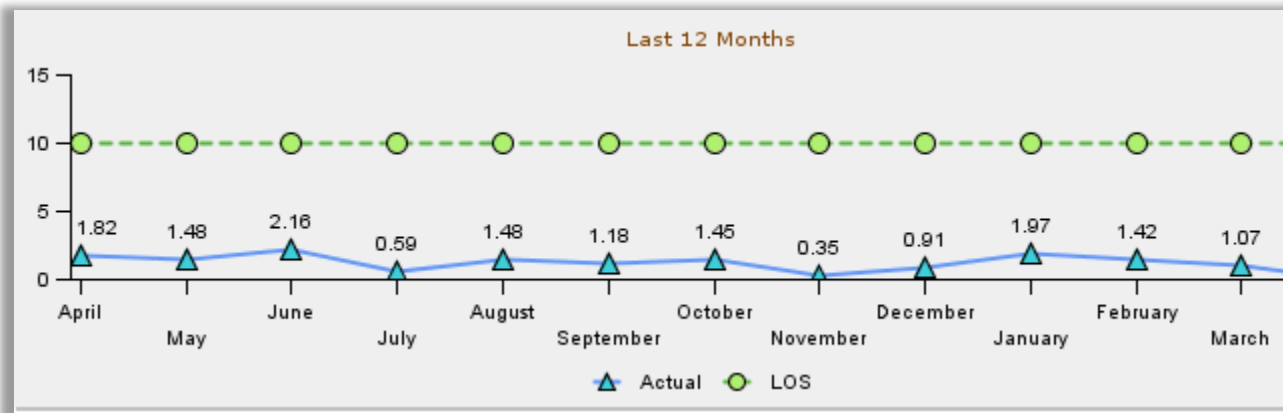
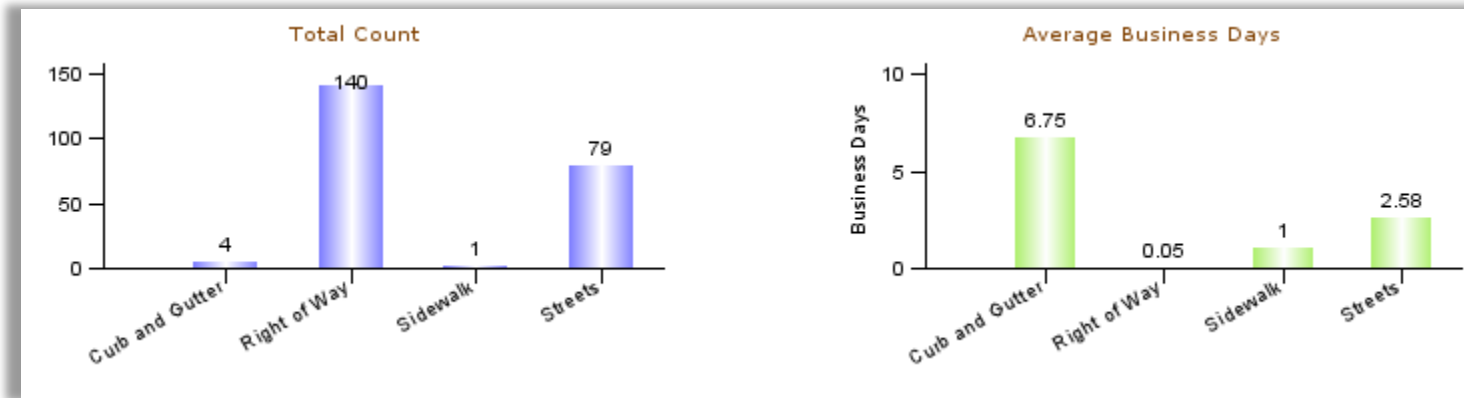
2.9. PW: Key Work Order Activity (Field Services, P2)

| Status | KPL_ID | Category | KPI | Target | Actual | UOM | Total | LOSCompliance | StartDate | EndDate |
|--------------------------------------|----------|---------------|---------------------------------|--------|--------|-----|-------|---------------|------------|------------|
| ● | PW_FS_02 | Priority 2 WO | Complete within 3 business days | 3.00 | 0.00 | BDs | 2 | 100% | 03/01/2011 | 03/31/2011 |



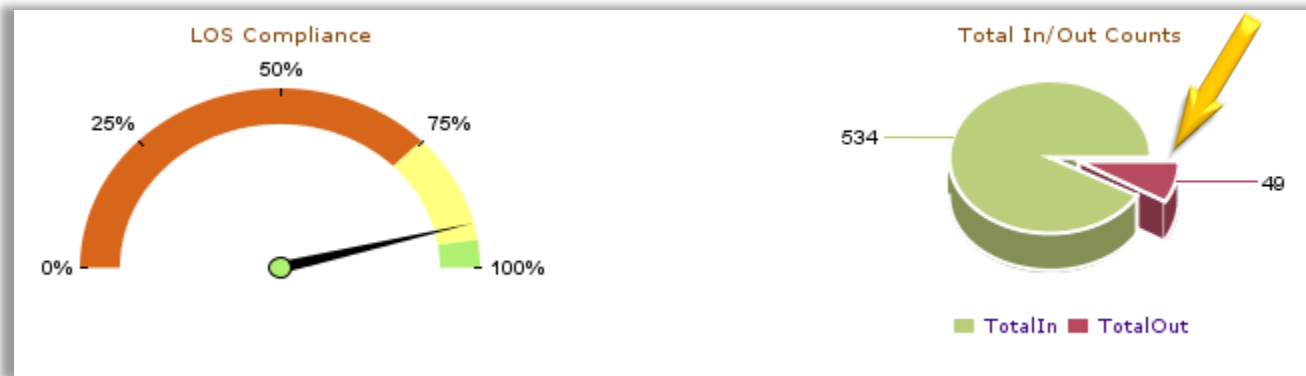
2.10. PW: Key Work Order Activity (Field Services, P3)

| Status | KPL_ID | Category | KPI | Target | Actual | UOM | Total | LOSCompliance | StartDate | EndDate |
|--------|----------|---------------|----------------------------------|--------|--------|-----|-------|---------------|------------|------------|
| ● | PW_FS_03 | Priority 3 WO | Complete within 10 business days | 10.00 | 1.07 | BDs | 224 | 97% | 03/01/2011 | 03/31/2011 |



3. Key Area to Improve: **Administrative Services**

| Status | KPI_ID | Category | KPI | Target | Actual | UOM | Total | LOSCompliance | StartDate | EndDate |
|---|----------|-----------------|---|--------|--------|-----|-------|---------------|------------|------------|
|  | AS_FN_01 | Account Payable | 95% of vendors paid within 20 business days | 20.00 | 7.40 | BDs | 583 | 92% | 03/01/2011 | 03/31/2011 |



**Reduce:
Total Out/Non-Compliance**

4. GLOSSARY

| Acronyms | Definition | Priority Categories |
|-----------------|---|---|
| AS | Administrative Services | Field Services: |
| BD | Building and Development | Curb and Gutter |
| BDs | Business Days excludes weekends City holidays & first day (case initiation day) | • Repair Curb |
| BHs | Business Hours (Considers 8am to 5PM EST.) excludes weekends City holidays & first day (case initiation day) | • Replace Curb |
| BI | Building Inspection Permits | • Raise Curb |
| BP | Building Permits | Right of Way |
| BSC | Balanced Scorecard: Methodology to ensure balanced delivery of service | • Debris Removal (Large) |
| CB | Call Back Services (Work Request) | • Trimming |
| CD | Community Development | • Graffiti Removal |
| CDs | Calendar Days - Count all day including weekends and City holidays | • Litter Removal |
| CE | Code Enforcement | • Vegetation Removal for Sight Distance |
| DOM | Date of Month | • High Limb Trimming |
| FS | Field Services | Sidewalk |
| HRs | Hours | • Repair Sidewalk |
| KPI | Key Performance Indicator | • Replace Sidewalk |
| LOS | Level-of-service (LOS) is a measure the quality of services performed compared against the contract deliverables. | Streets |
| Measure | A standard used to evaluate and communicate performance against expected results | • Debris Removal |
| MTD | Month to date | • Winter Sand/Salt |
| P1 (Priority 1) | Work orders must be completed within 0-24hrs. (FS & TS) | • Pothole Repair |
| P2 (Priority 2) | Work orders must be completed within 24-72 hours.(FS TS Rec & Parks divisions) | • Asphalt Patching |
| P3 (Priority 3) | Work orders must be completed within 7 to 10 business days. (FS TS Rec & Parks divisions) | • Sink-ins |
| P4 (Priority 4) | Work requests are preventive maintenance. (FS TS Rec & Parks divisions) | • Sinkholes |
| RP | Recreation and Parks | • Tree Roots |
| PW | Public Works | • Utility Cuts |
| PZ | Planning & Zoning | • Edge of Pavement Repairs |
| ROW | Right of Way | • Dead Animal Removal |
| SSG ID | City of Sandy Springs Identifiers | • Winter Sand/Salt |
| SW | Stormwater Services | Catch Basin |
| TP | Transportation Planning Services | • Repair Top |
| TS | Traffic Services | • Reset Lid |
| UOM | Unit of Measure | • Cleaning |
| WO | Work Orders | Utility Liaison |
| WR | Work Requests | • Water |
| | Met LOS [\geq 95%] | • Sewer |
| | LOS [\geq 75%] | • Gas |
| | LOS [$<$ 75%] | • Cable TV |
| | No Data | |
| | Measure | |
| | | Traffic Services: |
| | | Sign |
| | | • Install/replace/repair/remove sign & post |
| | | • Wash Sign |
| | | • Trim Vegetation |
| | | Signal |
| | | • Install/replace/repair/remove signal |
| | | • Adjust / Align Signal Head |
| | | • Check Signal Controller |
| | | • Check Signal Timing |
| | | • Inspect and Test Communications |
| | | • Inspect/repair Detection System |
| | | • Install ADA ramp |
| | | • Repair or Replace ATMS PTZ |
| | | Camera |
| | | • Cabinet Maintenance |
| | | Traffic Study |
| | | Striping |
| | | • Restriping |
| | | Street Lights |
| | | • Light out |
| | | • Request for new light |
| | | • Damaged poles |
| | | Utility Liaison |
| | | • Electricity |

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