



SANDY SPRINGS

GEORGIA

CITY COUNCIL

Rusty Paul, Mayor
John Paulson – District 1
Steve Soteres – District 2
Chris Burnett – District 3
Jody Reichel – District 4
Tibby DeJulio – District 5
Andy Bauman – District 6

Tuesday, January 26, 2021

City Council Retreat

8:00 A.M.

The January 26, 2021 City Council Retreat will be held virtually.

Live-stream: Sandy Springs Facebook: <https://www.facebook.com/SandySpringsGA/>
Zoom Webinar: <http://spr.gs/2021mccretreat>

Teleconference: Dial Options (for higher quality, dial a number based on your current location):

- 1 312 626 6799
- 1 646 558 8656
- 1 301 715 8592
- 1 346 248 7799
- 1 669 900 9128
- 1 253 215 8782

Webinar ID: 874 4384 9994

Breakfast

- I. **Opening Remarks and 2020 Year in Review** - Andrea Surratt, City Manager
 - A. **2021-031** Year in Review Video
- II. **2021 Priorities Proposal** - City of Sandy Springs Director Team
 - A. **2021-032** Set the standard for excellence in CUSTOMER SERVICE and CITIZEN ENGAGEMENT
 - B. **2021-032** Create and support targeted ECONOMIC DEVELOPMENT opportunities
 - C. **2021-032** Promote SUSTAINABLE GROWTH and ENVIRONMENTAL STEWARDSHIP
 - D. **2021-032** Provide inclusive and diverse RECREATIONAL and CULTURAL ENRICHMENT
 - E. **2021-032** Enhance multi-modal TRANSPORTATION ACCESSIBILITY and maintain high COMMUNITY APPEARANCE standards
 - F. **2021-032** Deliver the highest quality PUBLIC SAFETY services
 - G. **2021-032** Ensure long-term WATER RELIABILITY for all residents

Morning Break and North End Walk Around

Individuals with disabilities who require certain accommodations in order to allow them to observe and/or participate in a public meeting, or who have questions regarding the accessibility of the meeting or facilities should contact the City Clerk at 770-730-5600 promptly for assistance. The City will make reasonable accommodations for those persons.

1 Galambos Way, Sandy Springs, Georgia 30328 • 770-730-5600 • SandySpringsGA.gov



SANDY SPRINGS

GEORGIA

III. Financial Health of the City - Courtney Rogers & Doug Gebhardt, Davenport

A. **2021-033** Financial Health of the City Presentation

IV. Fiscal Year 2021 Midyear Review - Andrea Surratt, City Manager & Toni Jo Howard, Finance Director

A. **2021-034** Fiscal Year 2021 Midyear Review

V. North End Revitalization - Kristin Smith, Assistant City Manager

A. **2021-035** North End Revitalization

Lunch and TSPLOST Walk Around

VI. GDOT Major Projects Update - Marlo Clowers & Tim Matthews, Georgia Department of Transportation

A. **2021-036** GDOT Major Projects Update

VII. Transportation Master Plan - Caitlin Shankle, Transportation Planner

A. **2021-037** Transportation Master Plan

Afternoon Break and TMP Walk Around

VIII. Vaccination Update – Keith Sanders, Fire Chief

A. **2021-038** Vaccination Update

IX. Council Discussion

Individuals with disabilities who require certain accommodations in order to allow them to observe and/or participate in a public meeting, or who have questions regarding the accessibility of the meeting or facilities should contact the City Clerk at 770-730-5600 promptly for assistance. The City will make reasonable accommodations for those persons.

City Council Retreat

2021 Priorities Proposal

January 26, 2021



SANDY SPRINGS
GEORGIA

2020 Year in Review

PIVOTING in 2020



CIVICCLERK®

mySidewalk

Inside Sandy Springs



socialpinpoint



zoom

CIVICREC®



2021 PRIORITIES



Set the standard for excellence in **CUSTOMER SERVICE & CITIZEN ENGAGEMENT**



Create and support targeted **ECONOMIC DEVELOPMENT** opportunities



Promote **SUSTAINABLE GROWTH &** foster **ENVIRONMENTAL STEWARDSHIP**



Provide inclusive and diverse **RECREATIONAL & CULTURAL ENRICHMENT**



Enhance multi-modal **TRANSPORTATION ACCESSIBILITY &** maintain high **COMMUNITY APPEARANCE** standards



Deliver the highest quality **PUBLIC SAFETY** services



Ensure long-term **WATER RELIABILITY** for all residents

PRIORITY

**Set the standard
for excellence
in CUSTOMER
SERVICE & CITIZEN
ENGAGEMENT**



Ongoing Initiatives

- **Unified Platform Deployment**
- **Staff Lunch & Learn Program**
- **Civic Dinners**
- **Capital Improvement & TSPLOST Outreach**
- **Strategic Utilization of Technology**
- **Brand Management**
- **Permitting Process Review**
- **Build Sandy Springs Seminars**



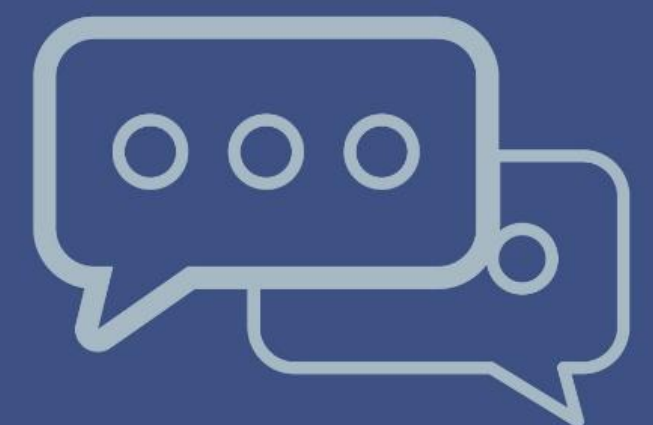
51,372

CALLS WERE RECEIVED
BY THE CALL CENTER



17.4

SECONDS AVERAGE WAIT TIME.
(25 SECONDS IS OUR GOAL)



1,570

CUSTOMERS CHOSE TO
INTERACT WITH US VIA
WEB CHAT

2021 Initiatives

- **High Performing Organization Strategy**
- **Diversity & Inclusion Committees**
- **Onboarding and Ambassador Program**
- **Citizen Academy**
- **Virtual Public Meeting Access - Standard**
- **Digital Marketing Strategy for Citizen Engagement**



PRIORITY

Create and support targeted **ECONOMIC DEVELOPMENT** opportunities



Ongoing Initiatives

- **North End Revitalization**
- **Collaborations with regional partners**
- **Business recruitment and retention efforts in key industries**
- **Proactive Communication with Business Community**
- **City Springs District**



2021 Initiatives

- **Development Code modifications**
- **Consideration of redevelopment incentives**
- **Host Developer Days**
- **Enhance focus on Sandy Springs Small Businesses**
- **Host industry roundtables in key market sectors**
- **Wayfinding Plan Implementation**



PRIORITY

**Promote
SUSTAINABLE
GROWTH & foster
ENVIRONMENTAL
STEWARDSHIP**



Ongoing Initiatives

- **ARC Green Communities Certification**
- **Stormwater Green Infrastructure**
- **Creative utilization of Tree Fund**
- **Engage the public and partners in Sustainability initiatives**



3,200
MILES OF GRASS MOWED
ALONGSIDE STREETS



32,632
BAGS OF TRASH
REMOVED



3,000+
MILES OF
STREETS SWEEPED



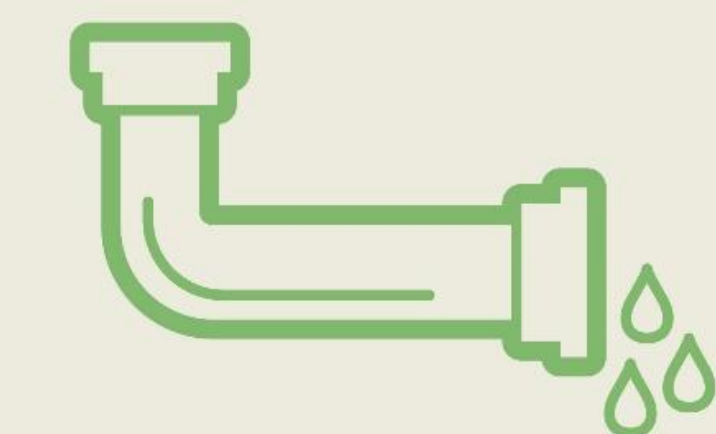
352
STORMWATER INQUIRIES



672
STORMWATER WORK ORDERS



2,087
INFRASTRUCTURE INSPECTIONS



4,000
FEET OF STORM PIPE INSPECTED

2021 Initiatives

- **Strategic Housing Plan**
- **Citywide Sustainability Plan**
- **Internal Sustainability Task Force**
- **Flood Hazard Planning, Mitigation, & Resilience Action Plan**
- **Nancy Creek at Windsor Meadows Park Restoration**
- **Comprehensive Update of Impact Fee Program**



2021 PRIORITIES



Set the standard for excellence in **CUSTOMER SERVICE & CITIZEN ENGAGEMENT**



Create and support targeted **ECONOMIC DEVELOPMENT** opportunities



Promote **SUSTAINABLE GROWTH &** foster **ENVIRONMENTAL STEWARDSHIP**



Provide inclusive and diverse **RECREATIONAL & CULTURAL ENRICHMENT**



Enhance multi-modal **TRANSPORTATION ACCESSIBILITY &** maintain high **COMMUNITY APPEARANCE** standards



Deliver the highest quality **PUBLIC SAFETY** services



Ensure long-term **WATER RELIABILITY** for all residents

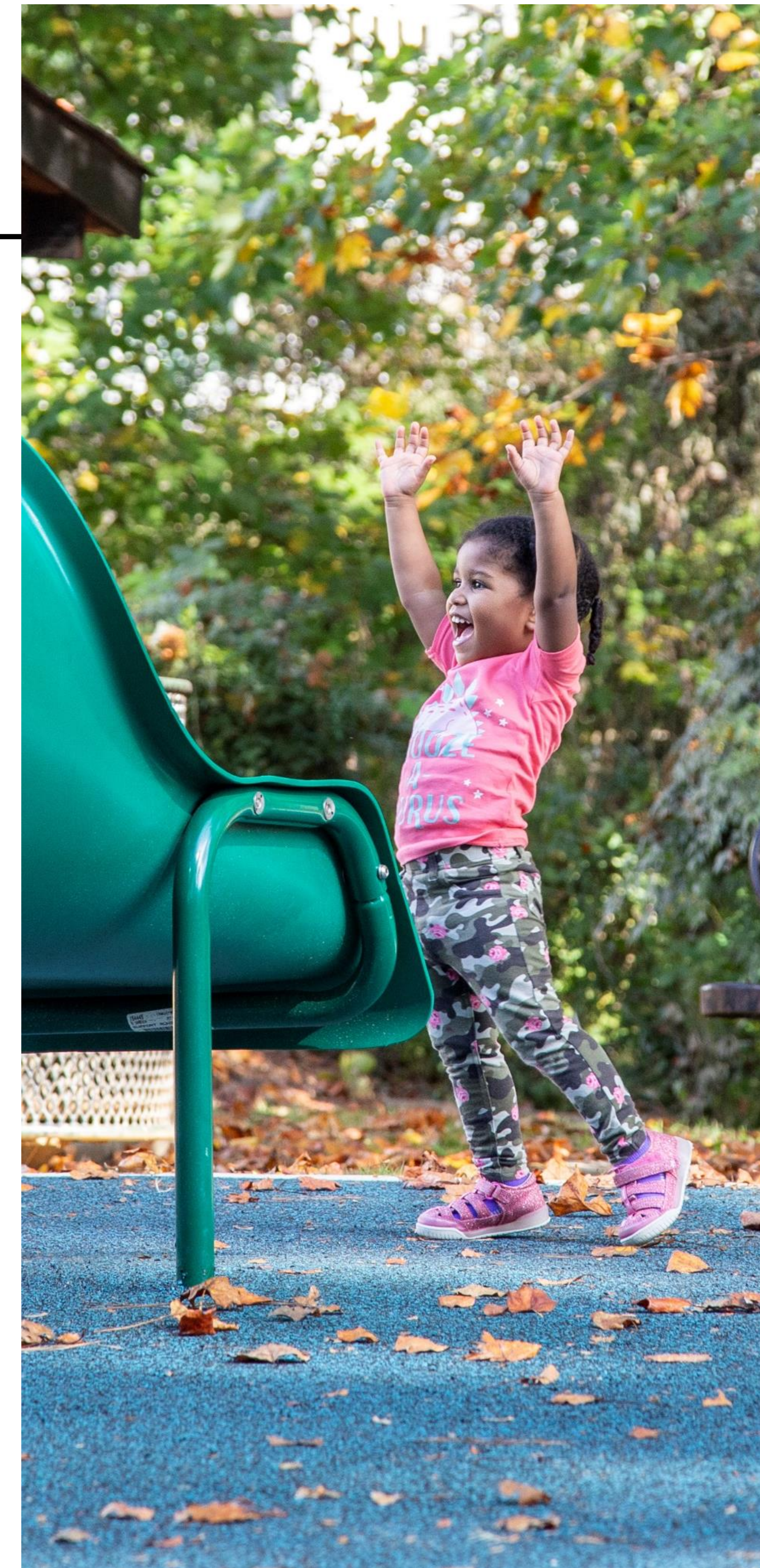
PRIORITY

Provide inclusive and diverse RECREATIONAL & CULTURAL ENRICHMENT



Ongoing Initiatives

- **Trail Master Plan Implementation**
- **Targeted park land acquisition**
- **Park improvements and enhancements**
- **Strategic community partnerships**
- **Old Riverside Park Master Plan**
- **Dynamic programming**
- **Arts educational programming**
- **CREATE as the presenting entity of the brand**



2021 Initiatives

- **Virtual Dinner and a Show**
- **Enhance annual arts programming**
- **Arts Sandy Springs Cultural Festival**
- **Grand Reopening Celebration at City Springs**
- **Provide a Fully Realized Season of Presented Performances**
- **City Springs District**



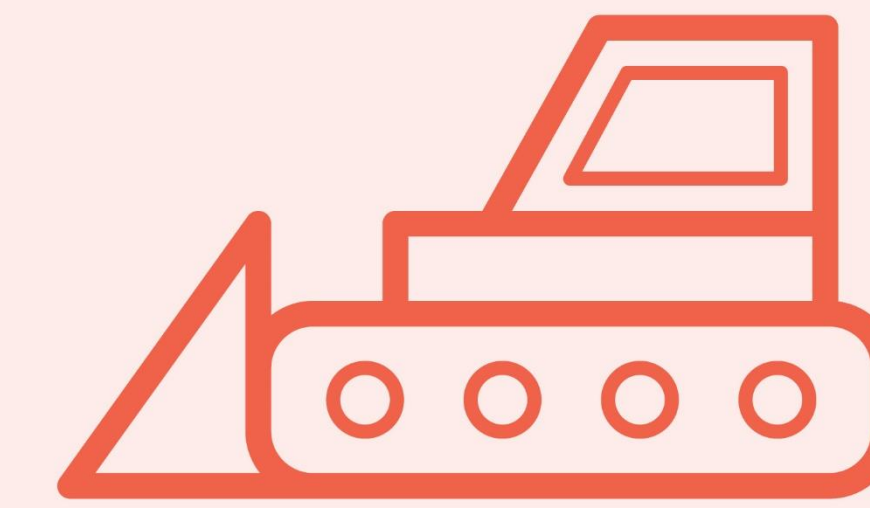
PRIORITY

**Enhance multi-modal
TRANSPORTATION
ACCESSIBILITY &
maintain high
COMMUNITY
APPEARANCE
standards**



Ongoing Initiatives

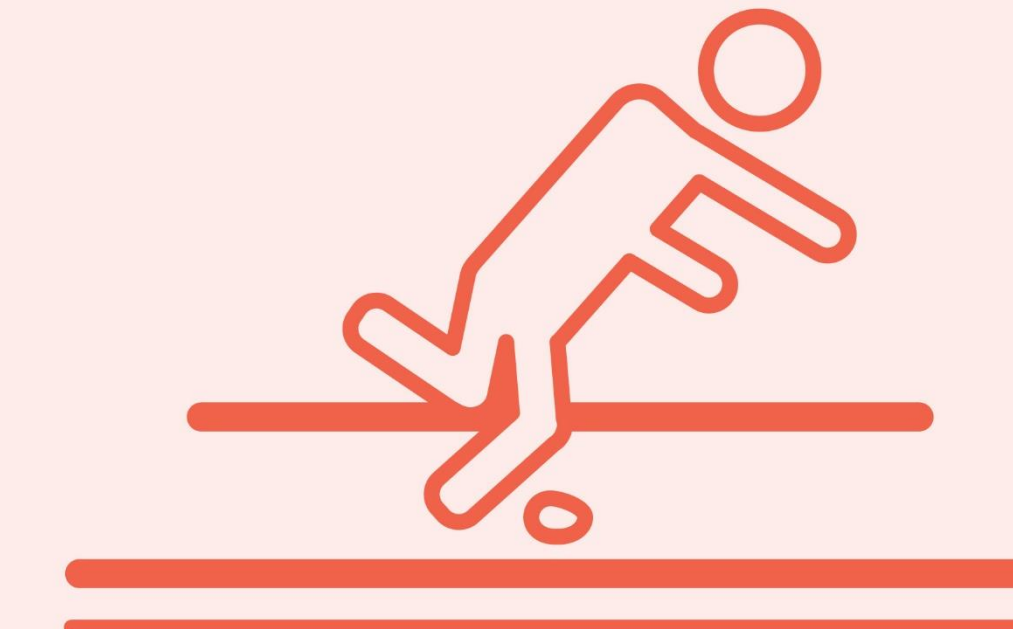
- **TSPLOST Program Delivery**
- **CIP Program Delivery**
- **Transportation Master Plan Update**
- **Traffic Safety Studies**
- **GDOT Coordination**
- **Core Business Functions**
- **GA Smart Transit Signal Priority Pilot**



6
MILES OF ROADS
RESURFACED



215
HAZARDOUS
TREES REMOVED



1,700
SIDEWALK TRIP
HAZARDS REPAIRED



4,000+
POTHOLE REPAIRED

2021 Initiatives

- **Establish TSPLOST 2 Project List**
- **ITS Master Plan Implementation**
- **Roswell Road Safety, Operations, Accessibility & Mobility**
- **Interdepartmental Traffic Safety Campaign**



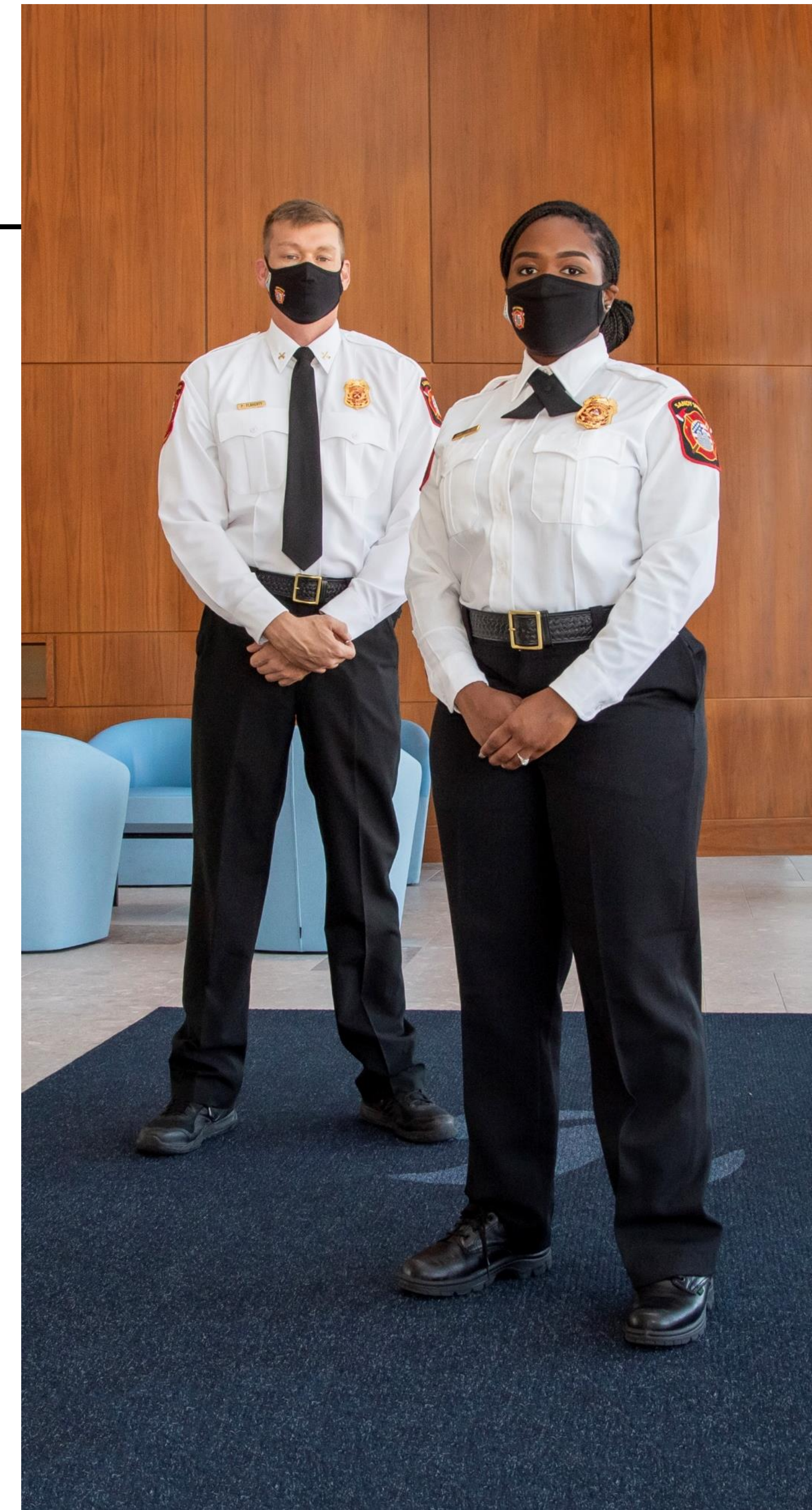
PRIORITY

**Deliver the
highest quality
PUBLIC SAFETY
services**



Ongoing Initiatives

- **Fire Station 2**
- **Emergency Response**
- **Community Partnerships**
- **Federal Law Enforcement Agency Partnerships**
- **Staff Recruitment and Retention**
- **Use of Force, De-escalation, and Crisis Intervention**
- **Lake Forrest Dam Repairs**



2021 Initiatives

- **Public Safety Complex Design & Permitting**
- **Fire Station 5**
- **ISO Review**
- **Backup 911 Center Buildout**
- **Emergency Management Community Preparedness**
- **Interdepartmental Traffic Safety Campaign**



PRIORITY

**Ensure long-term
WATER RELIABILITY
for all residents**



Photo of Roswell Road at Northridge, the site water main break. If this roadway is a regular route, please rethink your morning commute.

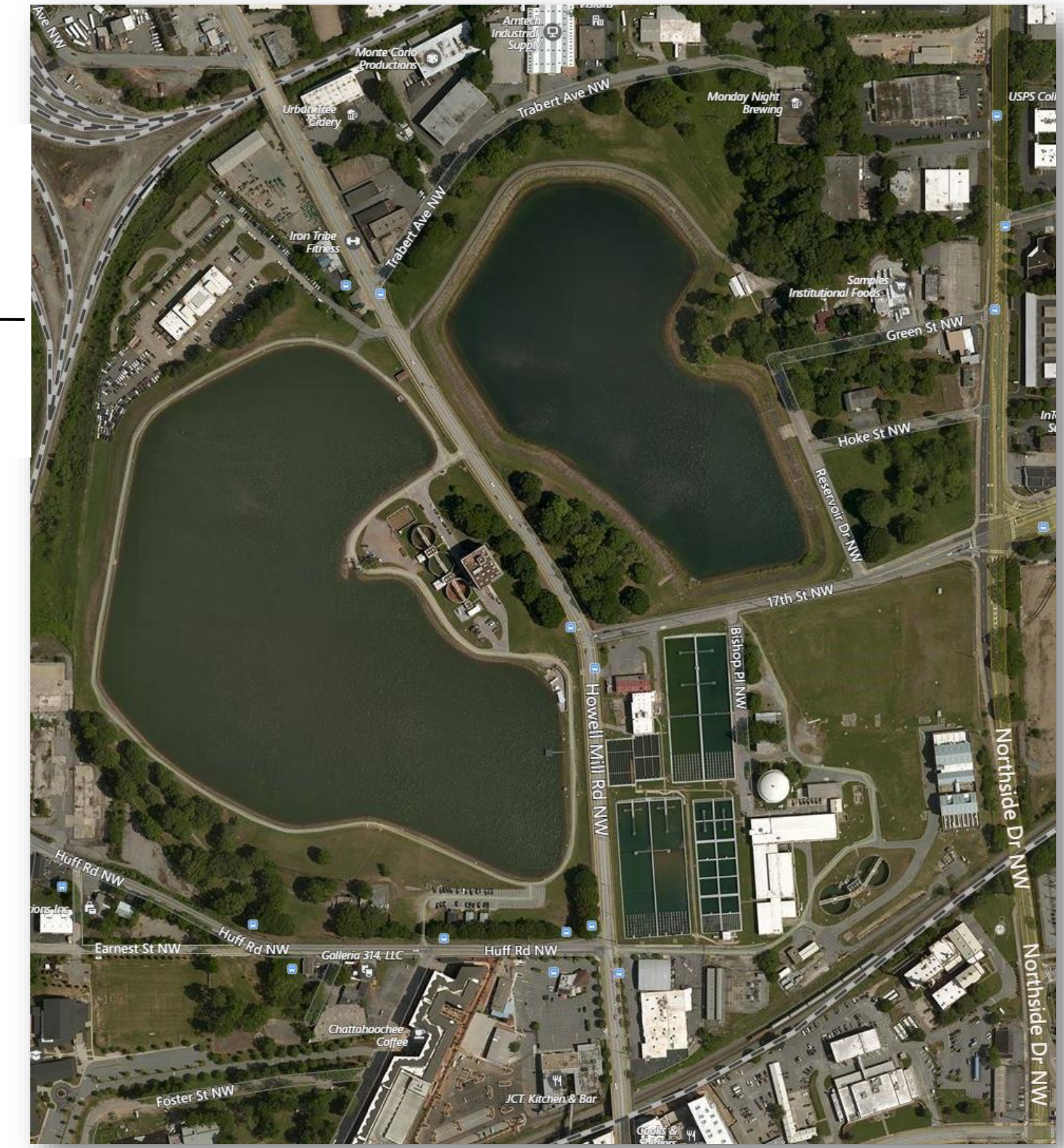


History

- The intergovernmental agreements granted by Fulton County to Sandy Springs and Atlanta have expired.
- Sandy Springs customers have experienced service issues such as dry hydrants and leaks both before and after the City's incorporation.
- Residents and commercial customers of Sandy Springs have always been charged higher rates than Atlanta customers.

Findings and Conditions

- Artery system belongs to Sandy Springs, operated by Atlanta.
- Major system parts, including 1/2 of Johns Creek Treatment Facility, are valued at \$90,000,000.
- \$80,000,000 in immediate repairs to current water treatment facilities is needed.
- Charges differ greatly based on the facility of origin.
- Atlanta comingles water and sewer revenues and expenses.
- No investment in delivery of water to Sandy Springs.
- **No justification has been provided to explain the surcharge and the arbitrary rates.**



- In 2018, Sandy Springs challenges the current rates and enforcement of Open Records Act
- Held meetings with Atlanta seeking reliability of service.
- Submitted Open Records Requests to perform assessment.
- Gained access to water system properties to conduct appraisal and assessment.
- Superior Court dismissed surcharge claim based on no rate study being provided.
 - Sandy Springs was unable to provide rate study due to Atlanta's lack of record production.
 - Superior Court dismissal on appeal with GA Court of Appeals.



-
- GA law provides all cities and counties are required to enter into a Service Delivery Strategy Agreement (SDSA) every ten years.
 - No prior SDSA existed between Sandy Springs and Fulton County. Negotiations for a new SDSA began in 2008.
 - The SDSA is unattainable because Sandy Springs and Atlanta are unable to resolve the arbitrary nature of current water rates.
 - In 2020, Sandy Springs reactivates 2009 lawsuit.
 - DeKalb Superior Court and GA Court of Appeals have ruled in favor of Sandy Springs.
 - Atlanta's writ of certiorari to Supreme Court is pending.



2021 PRIORITIES



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Ensure long-term **WATER RELIABILITY** for all residents

TENACITY IN 2021

...not easily pulled apart

...persistent in maintaining, adhering to or seeking something valued or desired

Morning Break and North End Walkaround



City of Sandy Springs, Georgia

2021 Financial Health Update



SANDY SPRINGS
GEORGIA

January 26, 2021

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| 4 | 3 rd Characteristic – Debt Management Capacity / Affordability |
| 5 | 4 th Characteristic – Formalizing Financial Policies |
| 6 | 5 th Characteristic – Multi-Year Operating & Capital Planning |

Rating Agency Overview

City of Sandy Springs, Georgia

Credit Ratings

City of Sandy Springs, Georgia			
Moody's		S&P	
Aaa	AAA	Top Tier "Highest Possible Rating"	
Aa1	AA+	2nd Tier "Very Strong"	(Highest)
Aa2	AA		(Middle)
Aa3	AA-		(Lowest)
A1	A+	3rd Tier "Strong"	(Highest)
A2	A		(Middle)
A3	A-		(Lowest)
Baa1	BBB+	4th Tier "Adequate Capacity to Repay"	(Highest)
Baa2	BBB		(Middle)
Baa3	BBB-		(Lowest)
BB, B, CCC, CC, C, D		5th - 10th Tiers "Below Investment Grade"	
General Obligation Rating			

Considered
Investment
Grade

Below
Investment
Grade

As part of the credit reviews, the City received a positive outlook from S&P, which typically means that if the City continued on its trajectory in the next 18-36 months, a rating upgrade could be anticipated.

Moody's Observations – Affirmed Aaa Rating



Moody's Rating Results

The City of Sandy Springs' (Aaa stable) strong economy and tax base, which are comparable to its Aaa-rated peers, will experience growth given its ongoing economic expansion and diversification. The city benefits from its favorable proximity to the Atlanta metropolitan area, diverse public and private employment base, and an extensive transportation network that includes three metro rail stations.

Credit Strengths

Sizable tax base that benefits from its proximity to Atlanta; strong demographics

Significant operating flexibility due to annual capital projects transfers upwards of 30% of expenditures

Robust fund balance reserves bolstered by formal policies and manageable debt burden; no pension liability

Credit Challenges

Reliance on economically sensitive revenues

Locally imposed property tax cap

Factors that could lead to a upgrade

N/A

Factors that could lead to a downgrade

Significant declines in fund balance and liquidity

Erosion of the city's tax base and demographic profile

S&P Observations – Affirmed AA+ Rating (Positive Outlook)

Rationale:

- S&P Global Ratings revised its outlook to positive from stable and affirmed its 'AA+' long-term rating on the Sandy Springs Public Facilities Authority, Ga.'s general obligation (GO)-equivalent debt. The outlook is positive.

“The positive outlook revision reflects the city's robust economic growth, consistent positive financial performance, and formalization of additional long-term planning and financial policies.”

Summary Rating Rationale:

- **Very Strong** economy, with access to a broad and diverse metropolitan statistical area (MSA);
- **Strong** management, revised from adequate, with good financial policies and practices under our Financial Management Assessment methodology;
- **Adequate** budgetary performance, with operating surpluses in the general fund and at the total governmental fund level in fiscal 2019 but with potential for revenue pressure from COVID-19 and the recession;
 - **NOTE: The report states “Our adequate assessment accounts for potential budgetary pressure related to COVID-19 and the national recession.”**
- **Very Strong** budgetary flexibility, with an available fund balance in fiscal 2019 of 43% of operating expenditures;
- **Very Strong** liquidity, with total government available cash at 92.5% of total governmental fund expenditures and 9.5x governmental debt service, and access to external liquidity we consider strong;
- **Adequate** debt and contingent liability position, with debt service carrying charges at 9.7% of expenditures and net direct debt that is 153.0% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value; and,
- **Very Strong** institutional framework score.

On April 1, 2020 S&P put the entire Public Finance Sector on
Negative Outlook due to COVID-19.

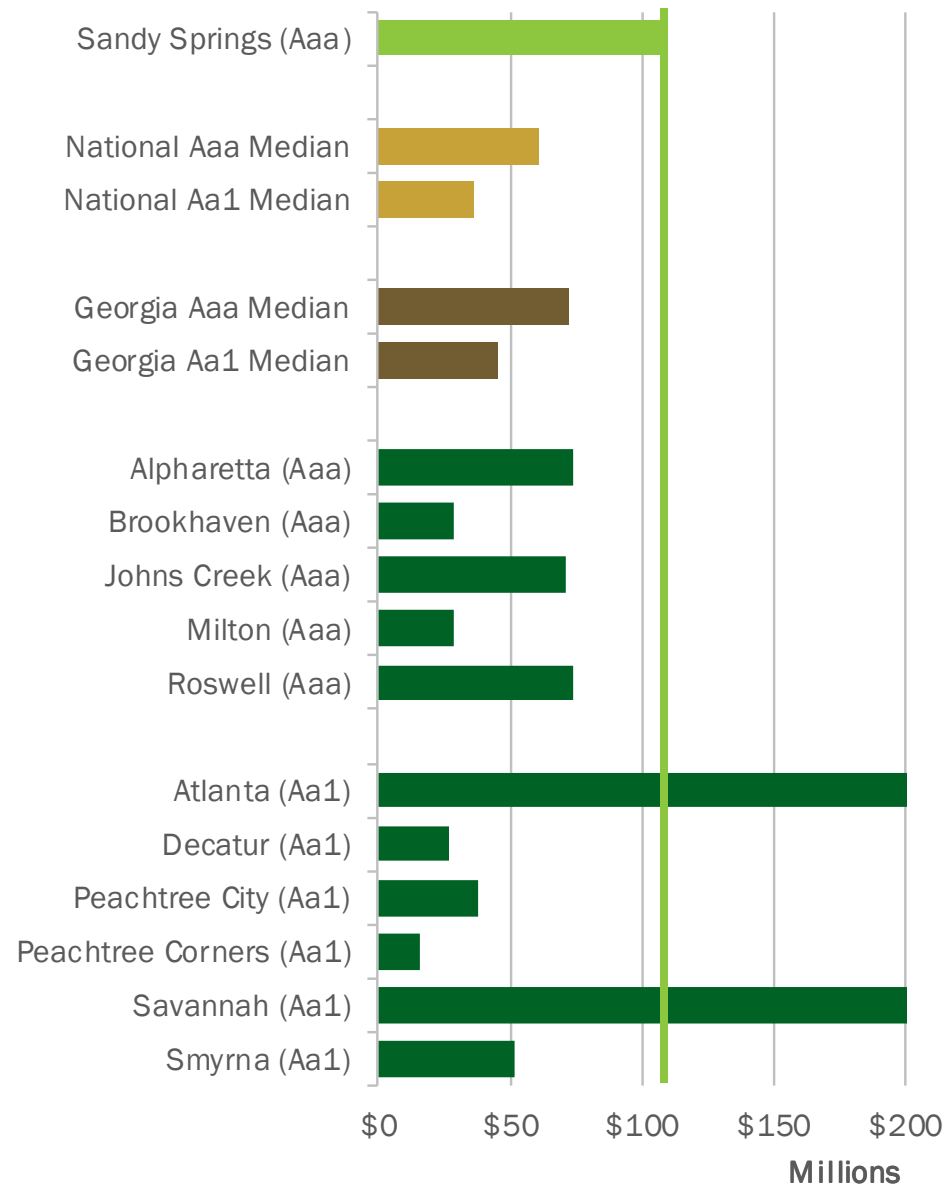
Key Characteristics of a Highly Regarded, Credit Worthy Locality

1. Conservative budgeting to produce solid financial results while keeping a competitive millage rate.
2. Maintaining Strong Reserves (i.e. no cash flow borrowing).
3. Having prudent debt levels and proactive debt management.
4. Formalization and periodic review of Financial Policy Guidelines involving debt, reserves, and other miscellaneous areas.
5. Utilizes multi-year operating and capital planning.

1st Characteristic – Conservative Budgeting

City of Sandy Springs, Georgia

Peer Comparison – General Fund Revenues



Note: Atlanta's Revenues are \$661,370,000 and Savannah's Revenues are \$206,838,000.
Source: Moody's MFRA Data.

Historic General Fund Results

	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020
General Fund Revenues					
Taxes	\$84,408,911	\$84,813,772	\$88,137,667	\$93,391,432	\$96,550,772
Licenses and Permits	4,069,503	5,284,871	4,984,317	2,977,714	2,823,665
Intergovernmental	-	-	593,808	661,945	947,314
Charges for Services	920,670	823,994	792,955	2,273,203	1,287,372
Fines and forfeitures	2,850,289	2,611,790	2,650,421	2,543,046	2,203,624
Interest Income	372,517	583,150	813,316	1,782,060	1,411,623
Contributions	-	-	-	1,933	7,200
Miscellaneous	614,813	790,598	714,941	922,109	1,127,467
Total Revenues	\$93,236,703	\$94,908,175	\$98,687,425	\$104,553,442	\$106,359,037
General Fund Expenditures					
Current					
General Government	\$11,380,689	\$11,916,567	\$13,544,041	\$15,633,785	\$15,989,170
Judicial	1,477,948	1,531,040	1,619,227	1,492,453	1,342,742
Public Safety	29,506,925	31,143,905	33,768,358	34,050,450	36,619,489
Public Works	12,448,287	14,180,477	13,429,789	15,092,777	12,044,770
Culture and Recreation	2,905,430	3,400,112	4,904,128	7,394,880	5,134,549
Housing and Development	4,981,492	5,369,120	4,721,055	5,446,945	3,744,690
Debt Service	883,534	1,731,644	1,165,535	2,260,436	1,333,916
Total Expenditures	\$63,584,305	\$69,272,865	\$73,152,133	\$81,371,726	\$76,209,326
Excess (deficiency) of revenues over (under) expenditures	\$29,652,398	\$25,635,310	\$25,535,292	\$23,181,716	\$30,149,711
Non-Operating Sources/(Uses)					
Sale of Capital Assets	\$33,061	\$55,857	\$66,316	\$1,418,406	\$0
Issuance of Capital Lease	-	135,601	-	-	-
Transfers in	2,173,884	3,975,956	4,540,836	3,957,303	2,721,411
Transfers out	(29,938,515)	(25,089,069)	(29,374,540)	(25,446,975)	(29,386,150)
Total other financing sources (uses)	(\$27,731,570)	(\$20,921,655)	(\$24,767,388)	(\$20,071,266)	(\$26,664,739)
Net change in fund balances	\$1,920,828	\$4,713,655	\$767,904	\$3,110,450	\$3,484,972
Fund Balances, Beginning of Year	\$35,864,174	\$37,785,002	\$42,498,657	\$43,266,561	\$46,377,011
Fund Balances, End of Year	\$37,785,002	\$42,498,657	\$43,266,561	\$46,377,011	\$49,861,983

Transfers out is for Pay-Go Capital and Debt Service. Pay-Go portion represents financial flexibility.

General Fund – Budget vs. Actual Results

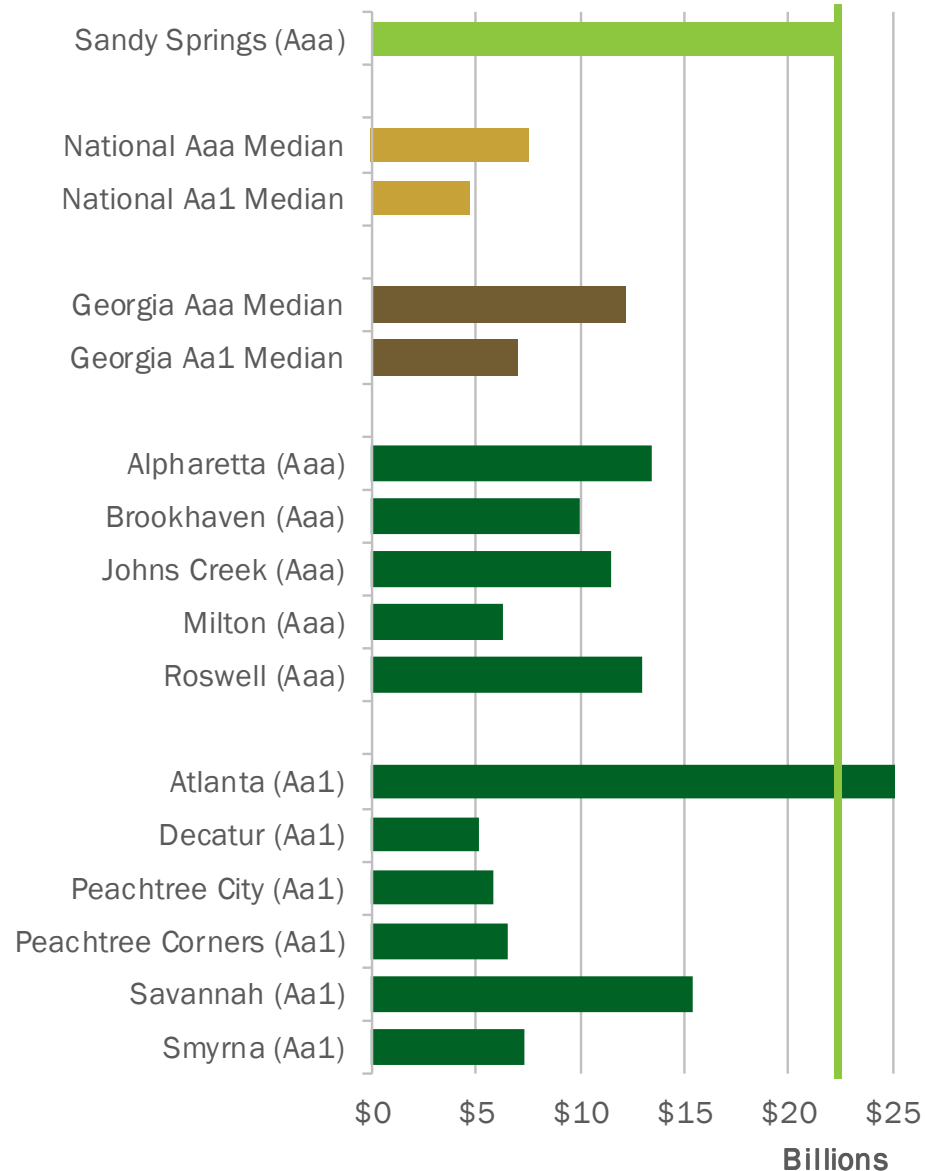
	Final Budget 2018	Actual Results 2018	Variance From Final Budget	Final Budget 2019	Actual Results 2019	Variance From Final Budget	Final Budget 2020	Actual Results 2020	Variance From Final Budget
General Fund Revenues									
Taxes	\$81,840,000	\$88,137,667	\$6,297,667	\$82,775,000	\$93,391,432	\$10,616,432	\$86,825,000	\$96,550,772	\$9,725,772
Licenses and permits	2,530,000	4,984,317	2,454,317	3,060,000	2,977,714	(82,286)	2,555,000	2,823,665	268,665
Intergovernmental	563,586	593,808	30,222	850,000	661,945	(188,055)	600,000	947,314	347,314
Charges for services	861,120	792,955	(68,165)	3,172,850	2,273,203	(899,647)	1,701,820	1,287,372	(414,448)
Fines and forfeitures	2,500,000	2,650,421	150,421	2,500,000	2,543,046	43,046	2,500,000	2,203,624	(296,376)
Interest earned	350,000	813,316	463,316	225,000	1,782,060	1,557,060	1,000,000	1,411,623	411,623
Contributions	-	-	-	-	1,933	1,933	-	7,200	7,200
Miscellaneous	218,500	714,941	496,441	396,160	922,109	525,949	461,100	1,127,467	666,367
Total Revenues	\$88,863,206	\$98,687,425	\$9,824,219	\$92,979,010	\$104,553,442	\$11,574,432	\$95,642,920	\$106,359,037	\$10,716,117
General Fund Expenditures									
Current									
General Government	\$15,416,793	\$13,544,041	(\$1,872,752)	\$15,861,333	\$15,633,785	(\$227,548)	\$18,670,200	\$15,989,170	(\$2,681,030)
Judicial	1,852,270	1,619,227	(233,043)	1,640,288	1,492,453	(147,835)	1,525,600	1,342,742	(182,858)
Public Safety	37,405,624	33,768,358	(3,637,266)	37,502,989	34,050,450	(3,452,539)	39,928,000	36,619,489	(3,308,511)
Public Works	22,479,330	13,429,789	(9,049,541)	24,332,706	15,092,777	(9,239,929)	25,120,079	12,044,770	(13,075,309)
Culture and Recreation	5,907,557	4,904,128	(1,003,429)	7,741,742	7,394,880	(346,862)	7,559,000	5,134,549	(2,424,451)
Housing and Development	5,214,103	4,721,055	(493,048)	6,958,700	5,446,945	(1,511,755)	4,421,700	3,744,690	(677,010)
Debt Service	1,165,535	1,165,535	-	2,271,766	2,260,436	(11,330)	1,334,000	1,333,916	(84)
Total Expenditures	\$89,441,212	\$73,152,133	(\$16,289,079)	\$96,309,524	\$81,371,726	(\$14,937,798)	\$98,558,579	\$76,209,326	(\$22,349,253)
Excess (deficiency) of revenues over (under) expenditures	(\$578,006)	\$25,535,292	\$26,113,298	(\$3,330,514)	\$23,181,716	\$26,512,230	(\$2,915,659)	\$30,149,711	\$33,065,370
Non-Operating Sources/(Uses)									
Sale of Capital Assets	\$25,000	\$66,316	41,316	\$1,425,000	\$1,418,406	(6,594)	\$0	\$0	-
Transfers in	10,967,912	4,540,836	(6,427,076)	13,258,765	3,957,303	(9,301,462)	13,967,650	2,721,411	(11,246,239)
Transfers out	(29,374,540)	(29,374,540)	-	(25,446,975)	(25,446,975)	-	(29,386,150)	(29,386,150)	-
Total other financing sources (uses)	(18,381,628)	(24,767,388)	(6,385,760)	(10,763,210)	(20,071,266)	(9,308,056)	(15,418,500)	(26,664,739)	(11,246,239)
Net change in fund balances	(18,959,634)	767,904	19,727,538	(14,093,724)	3,110,450	17,204,174	(18,334,159)	3,484,972	21,819,131

Tax Digest – Full Value of Property



Full Value of Taxable Property										
Tax Year	Real Property	%	Personal Property	%	Less: Exemptions	%	Total Taxable Assessed Value	%	Estimated Actual Taxable Full Value	%
2016	\$7,463,257,140	N/A	\$186,891,086	N/A	(\$626,029,331)	N/A	\$7,024,118,895	N/A	\$17,560,297,238	N/A
2017	7,643,764,090	2%	140,183,830	-25%	(565,443,801)	-10%	7,218,504,119	3%	18,046,260,298	3%
2018	8,761,067,719	15%	110,676,193	-21%	(889,548,811)	57%	7,982,195,101	11%	19,955,487,753	11%
2019	9,642,195,040	10%	131,606,663	19%	(974,401,936)	10%	8,799,399,767	10%	21,998,499,418	10%
2020	9,810,883,140	2%	116,377,410	-12%	(947,687,936)	-3%	8,979,572,614	2%	22,448,931,535	2%

Peer Comparison – Actual Taxable Value (Full Value)



Note: “Full Value” is the actual value of all property in the City’s jurisdiction whereas the “Assessed Value” is 40% of the Full Value.

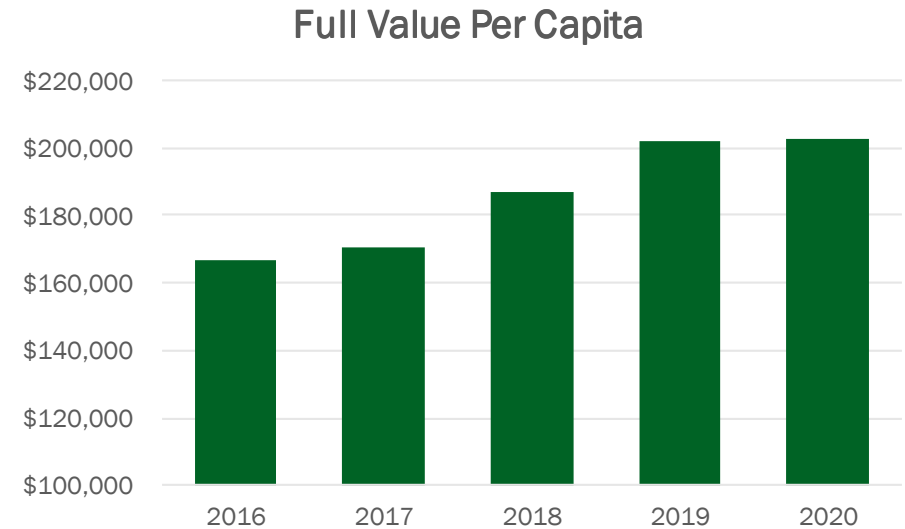
The City levies property taxes based upon the Assessed Value.

Because not all local governments assessed at 40%, Moody’s uses the Full Value in order to create an apples to apples comparison.

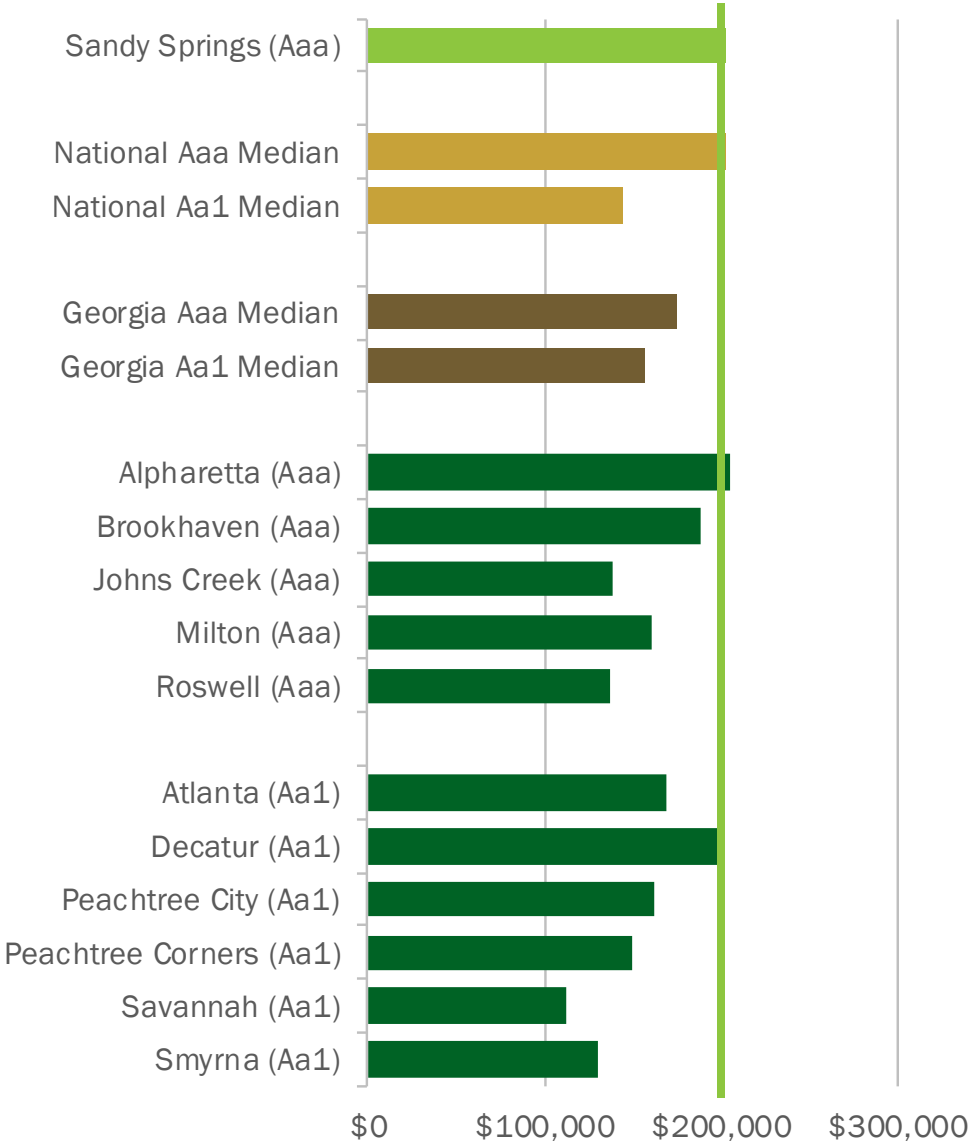
Note: Atlanta’s Full Value extends to \$80,881,369,000.
Source: Moody’s MFRA Data.

Full Value Per Capita

Full Value Per Capita			
Year	Full Value	Population	Full Value Per Capita
2016	\$17,560,297,238	105,330	\$166,717
2017	18,046,260,298	105,703	170,726
2018	19,955,487,753	106,739	186,956
2019	21,998,499,418	108,797	202,198
2020	22,448,931,535	110,779	202,646



Peer Comparison – Full Value Per Capita

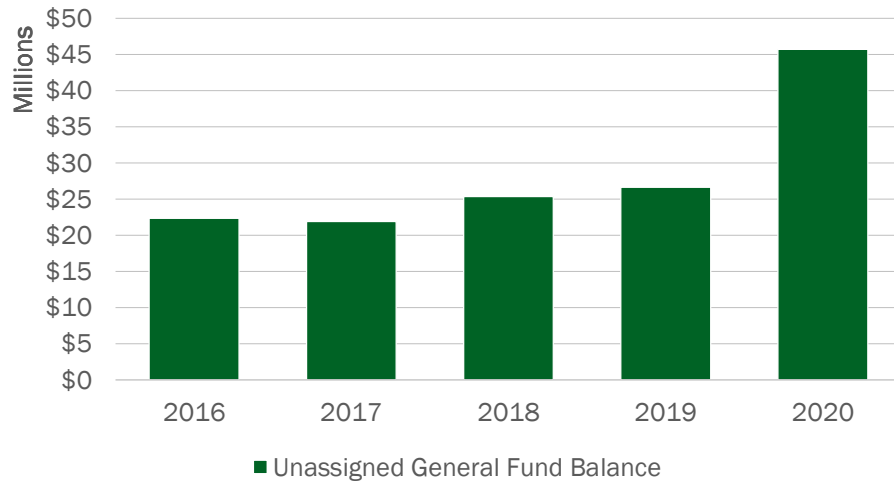


2nd Characteristic – Maintaining Strong Reserves

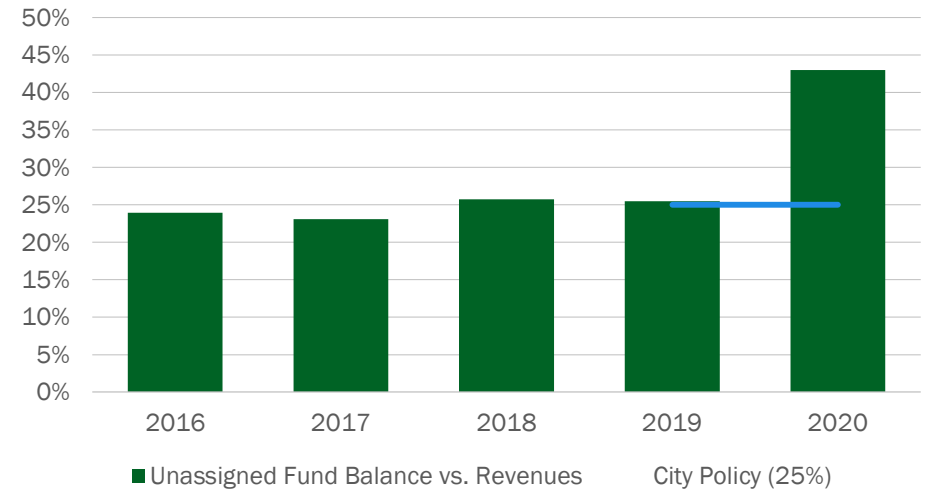
City of Sandy Springs, Georgia

Unassigned General Fund Balance

Unassigned Fund Balance



Unassigned Fund Balance as a Percent of Revenues

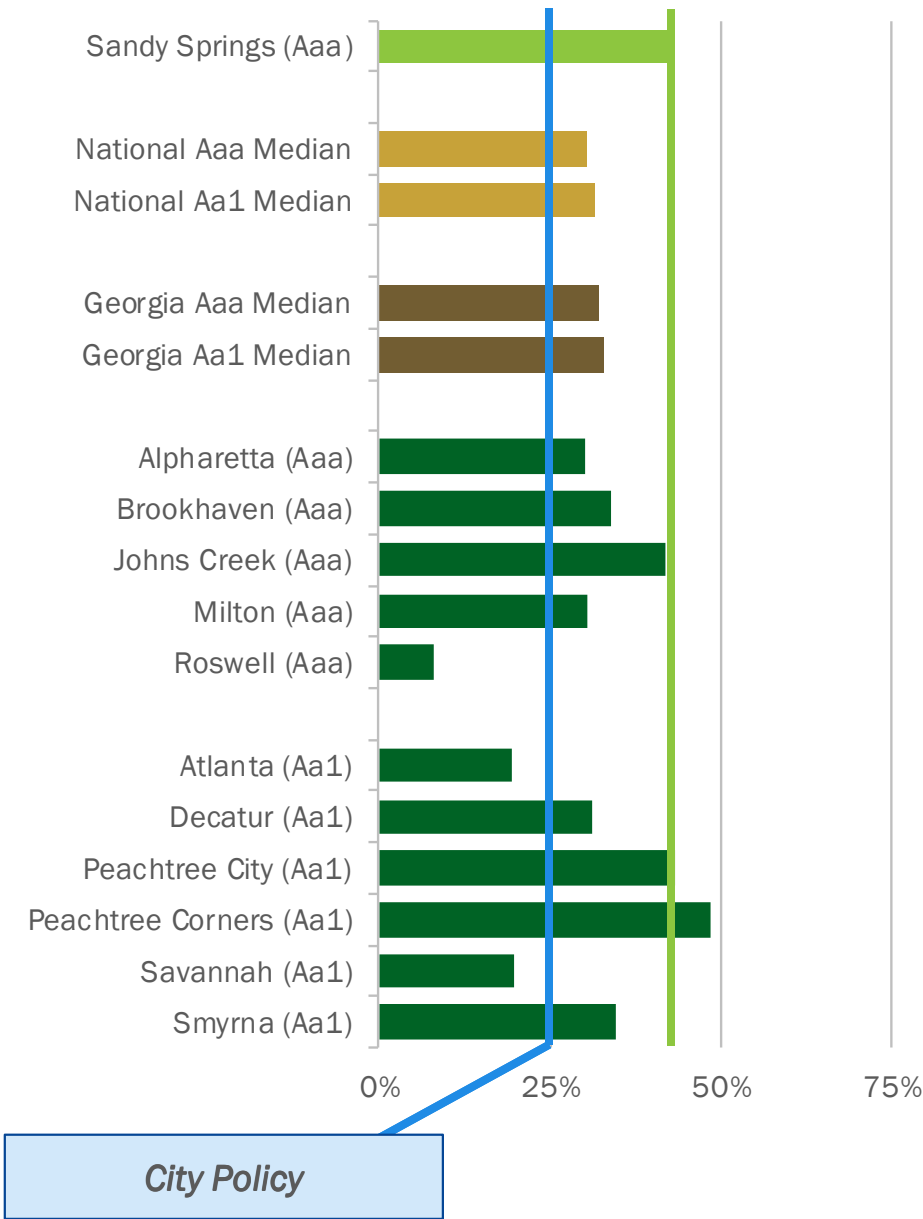


FY	Unassigned General Fund Balance	General Fund Revenues
2016	\$22,341,887	\$93,236,703
2017	21,894,817	94,908,175
2018	25,373,013	98,687,425
2019	26,616,192	104,553,442
2020	45,710,692	106,359,037

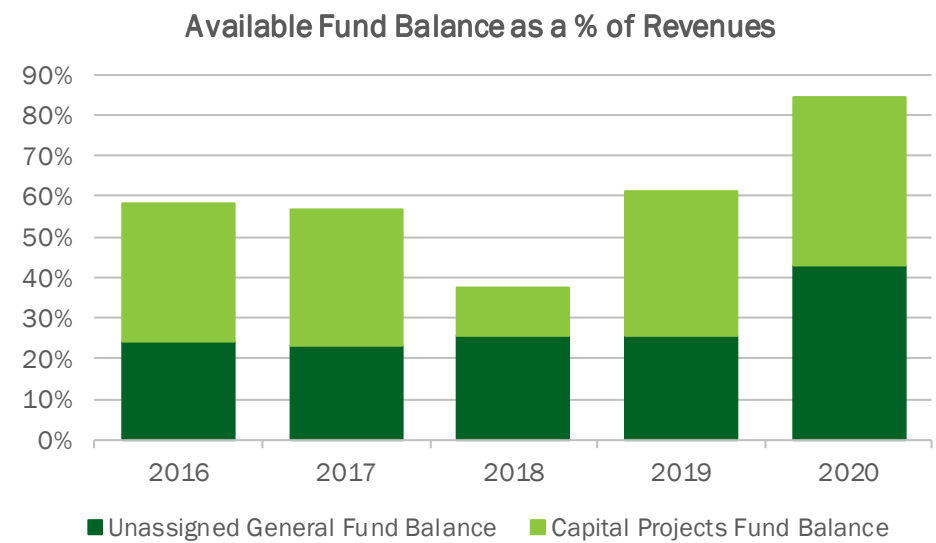
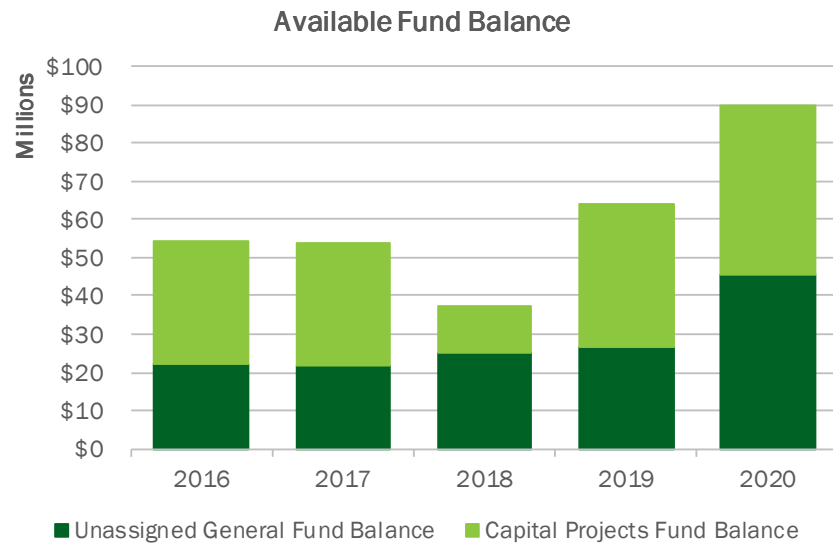
Unassigned Fund Balance vs. Revenues	City Policy
23.96%	25.00%
23.07%	25.00%
25.71%	25.00%
25.46%	25.00%
42.98%	25.00%

Adopted City Policy: Per Davenport's Recommendation, in October 2020 the City **adopted** this policy to maintain a minimum unassigned General Fund balance reserve of **25%** of the subsequent year's budget **revenues**.

Peer Comparison – Unassigned General Fund Balance as a Percentage of General Fund Revenues



Available Fund Balance



FY	Unassigned General Fund Balance	Capital Projects Fund Balance	Total Fund Balance	General Fund Revenues	Available Fund Balance as a % of Revenues
2016	\$22,341,887	\$31,887,995	\$54,229,882	\$93,236,703	58.2%
2017	21,894,817	31,805,684	53,700,501	94,908,175	56.6%
2018	25,373,013	11,812,923	37,185,936	98,687,425	37.7%
2019	26,616,192	37,336,789	63,952,981	104,553,442	61.2%
2020	45,710,692	44,166,751	89,877,443	106,359,037	84.5%

Often times, there is Fund Balance that is reported outside of the General Fund that could be considered available in the case of emergencies. In the City's case, the Capital Projects Fund Balance could be considered available.

3rd Characteristic – Debt Management Capacity / Affordability

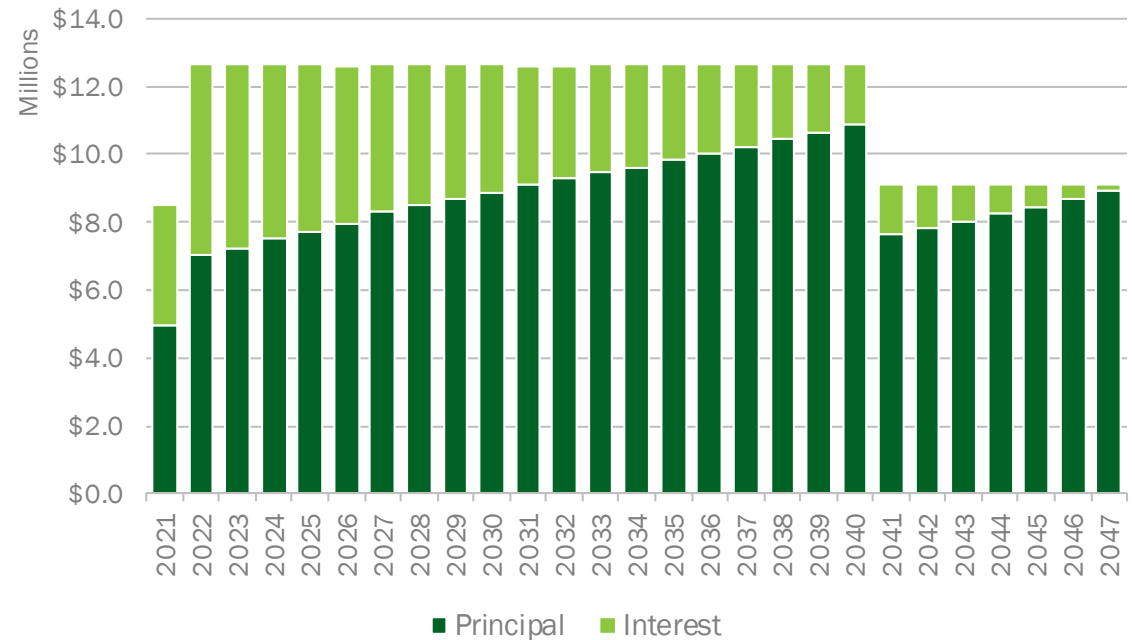
City of Sandy Springs, Georgia

Existing Tax Supported Debt Service

Existing Debt Service				
Fiscal Year	Principal	Interest	Total	Payout Ratio
2021	\$4,995,000	\$3,537,399	\$8,532,399	2.13%
2022	7,055,000	5,569,640	12,624,640	5.15%
2023	7,250,000	5,376,075	12,626,075	8.24%
2024	7,510,000	5,113,318	12,623,318	11.45%
2025	7,690,000	4,936,133	12,626,133	14.73%
2026	7,975,000	4,645,377	12,620,377	18.14%
2027	8,295,000	4,334,497	12,629,497	21.68%
2028	8,475,000	4,154,571	12,629,571	25.30%
2029	8,675,000	3,954,951	12,629,951	29.01%
2030	8,880,000	3,742,202	12,622,202	32.80%
2031	9,105,000	3,515,738	12,620,738	36.69%
2032	9,285,000	3,331,622	12,616,622	40.65%
2033	9,455,000	3,166,290	12,621,290	44.69%
2034	9,630,000	2,991,435	12,621,435	48.80%
2035	9,820,000	2,806,743	12,626,743	52.99%
2036	10,010,000	2,611,687	12,621,687	57.27%
2037	10,220,000	2,406,007	12,626,007	61.63%
2038	10,435,000	2,189,016	12,624,016	66.09%
2039	10,660,000	1,963,883	12,623,883	70.64%
2040	10,905,000	1,719,271	12,624,271	75.30%
2041	7,660,000	1,469,007	9,129,007	78.57%
2042	7,850,000	1,282,869	9,132,869	81.92%
2043	8,045,000	1,092,114	9,137,114	85.36%
2044	8,245,000	884,553	9,129,553	88.88%
2045	8,460,000	671,832	9,131,832	92.49%
2046	8,680,000	453,564	9,133,564	96.20%
2047	8,900,000	229,620	9,129,620	100.00%

Total \$ 234,165,000 \$ 78,149,412 \$ 312,314,412

Existing Debt Service



Issuer Overview

Issuer/Project	Original Par	Outstanding			
		6/30/2020	Interest Rate	Final Maturity	Call Date
PFA Revenue Bonds, Series 2015 (Unrefunded)	\$159,475,000	\$19,225,000	2.25 - 5.00%	5/1/2026	5/1/2026
PFA Taxable Revenue Bonds, Series 2020	161,770,000	161,770,000	0.22 - 2.58%	5/1/2047	5/1/2030
PFA Revenue Bonds, Series 2020B	53,170,000	53,170,000	2.00 - 5.00%	5/1/2040	5/1/2030
Total	\$374,415,000	\$234,165,000			

Tax-Supported vs. Self-Supporting Debt

- Tax-supported debt is considered any debt where the source of funds for repayment is tax revenues that are paid out of the General Fund.

- Tax-supported debt does not exclusively include obligations whose debt service is payable from ad valorem taxes collected by the locality. Rather, any obligation that is supported by a form of tax revenue that is collected in the General Fund may be considered tax-supported.

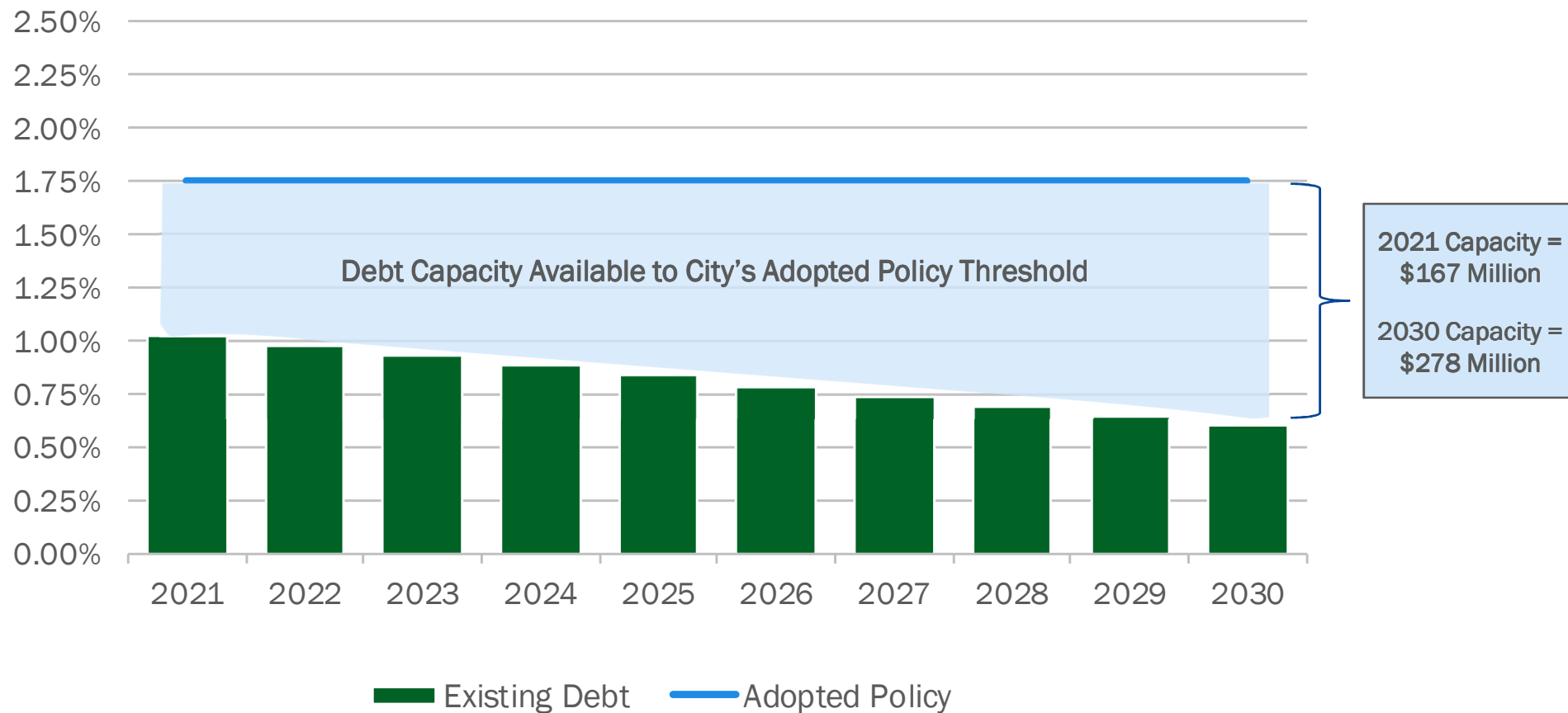
- By comparison, self-supporting debt includes any obligation of a locality whose debt service is to be paid exclusively from specified pledged revenues generated by a project.
 - For example, the revenues pledged from a water system enterprise funds revenues from utility rates and charges could be exclusively pledged to debt service. In the event this requires so support from the General Fund, the water system's debt could be considered self-support.

- The advantage of having a self-supporting obligation is that the debt is excluded from the calculation of the key debt ratios. This is because the debt service on those obligations is not dependent on the capacity of the locality to collect taxes in order to make its payments.

Key Debt Ratio – Current Capacity

Debt as a % of Full Value

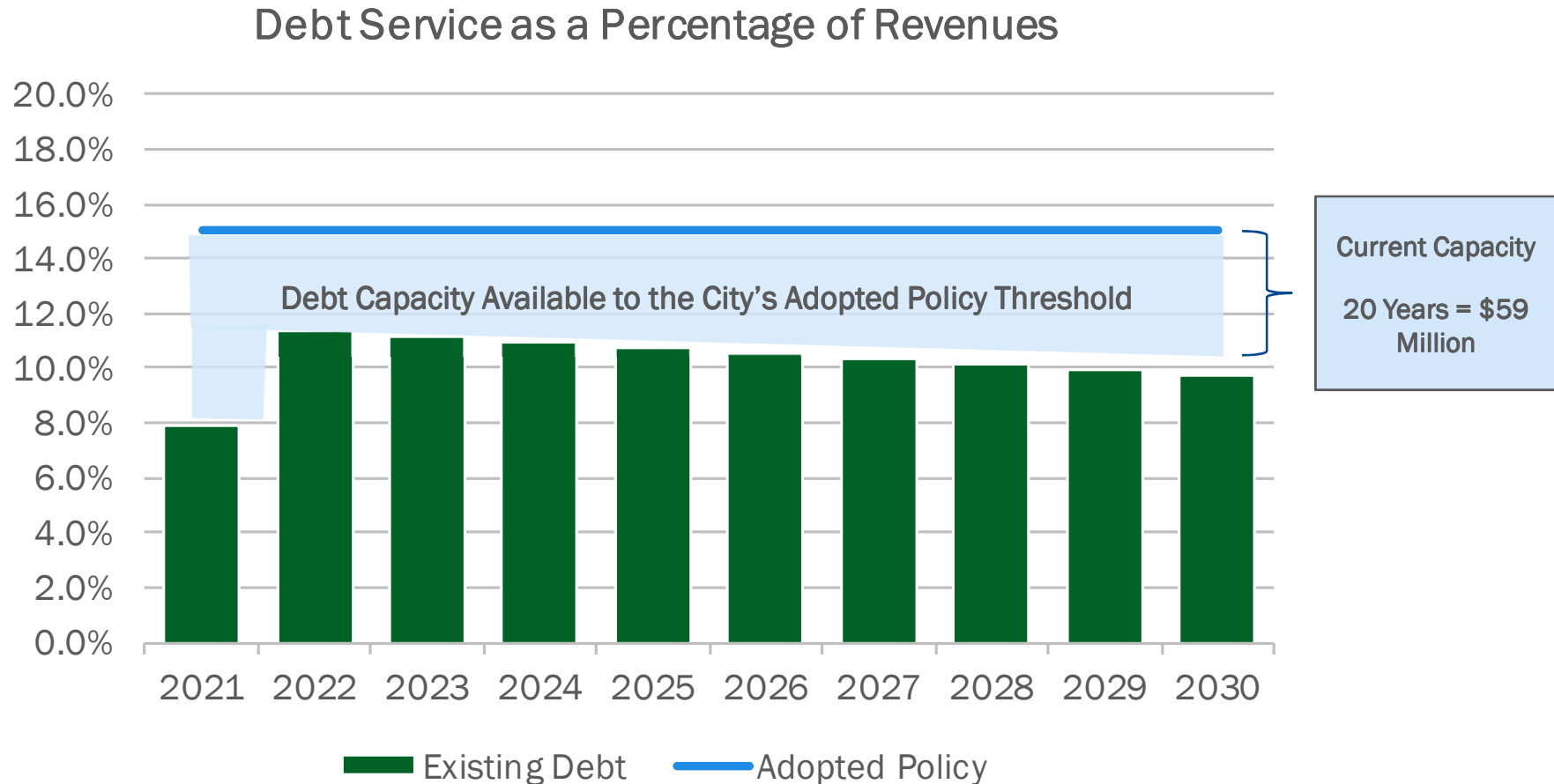
Debt as a Percentage of Full Value



Adopted Debt to Full Value Policy: Per Davenport's Recommendation, in October 2020 the City **adopted** this policy that limits the issuance of all tax supported debt to no more than **1.75%** of Total Taxable Full Value of the City.

Key Debt Ratio – Current Capacity

Debt Service as a % of Revenues



Adopted Debt Service to Revenues Policy: Per Davenport's Recommendation, in October 2020 the City adopted this policy that the total tax supported debt will not exceed 15% of the City's budgeted General Fund revenues.

4th Characteristic – Formalizing Financial Policies

City of Sandy Springs, Georgia

Financial Management Assessment

- The Financial Management Assessment (“FMA”) is one of the many components that go into a Local Government’s overall rating. However, unlike some of the factors like income levels, unemployment, etc., it is one that the City has direct control over.
- Maximizing the FMA score can aid in the City maintaining its very prestigious Aaa rating from Moody’s and, maximizing the Credit Rating from S&P.
- Moody’s rating report in September of 2020 stated a main strength of the City was the prudent fiscal policies. S&P improved the City’s financial polices from “adequate” in the 2015 report to “good” in the 2020 report. Anecdotally, the rating agencies further mentioned with the adoption of these additional financial policies that it will likely **further bolster credit quality**.
- With Davenport’s assistance, the goal is to improve the City’s financial polices and practices from “good” to “**strong**” (the highest possible FMA score), which is certainly feasible due to the recent adoption of the amended Financial Policy Guidelines and continued work on the Capital Improvement Plan and multi-year modeling.
- Below are a seven key areas identified in the FMA Criteria
 - Revenue and expenditure budget assumptions;
 - Budget amendments and updates;
 - Long term financial planning;
 - Long term capital planning;
 - Investment management policies;
 - Debt management policies; and
 - Reserve and liquidity policies.

While the focus herein will be on Long Term Capital Planning, all these will be addressed.

Importance of Financial Policies

- Financial Policy Guidelines are the basis for sound financial management. When formally adopted, these guidelines set the framework for the budgetary process, debt management, and capital planning into the future.
- In addition, adopting well-defined benchmarks and practices demonstrates to the credit rating agencies that an issuer understands the importance of financial management, which can result in a stronger rating.
 - This ultimately translates into lower rates of interest for the City, which can lead to real debt service savings that can be used to expand the range of projects that the City can undertake.
- In general, there are five key financial areas where a locality should consider implementing policies:
 1. Budgetary and Operating
 2. Debt Management
 3. Fund Balance
 4. Investment
 5. Capital Planning

5th Characteristic – Multi-Year Operating & Capital Planning

City of Sandy Springs, Georgia

Multi-Year Operating & Capital Planning

The highest rated credits typically look beyond the next fiscal year and contemplate the effects of current decisions on the City's future. To accomplish this task, Davenport recommends the following:

1. Develop a multi-year operating and capital plan (typically 5 years).
 2. Review operating expenditure assumptions and identify capital projects.
 3. Review assumptions for various sources of revenues and identify preliminary capital funding sources.
 4. While the multi-year capital plan should balance, it is acceptable for the multi-year operating projection to identify shortfalls or surpluses.
- City Staff is in the process of developing and formalizing both the multi-year operating and capital budgets.
 - *Note: The Capital Improvement Plan and multi-year plan requires formal adoption by City Council.*

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Version 01/13/2014 CH/DJG/RC/CR

FY21 Midyear Budget Review

Mayor and City Council Retreat 2021

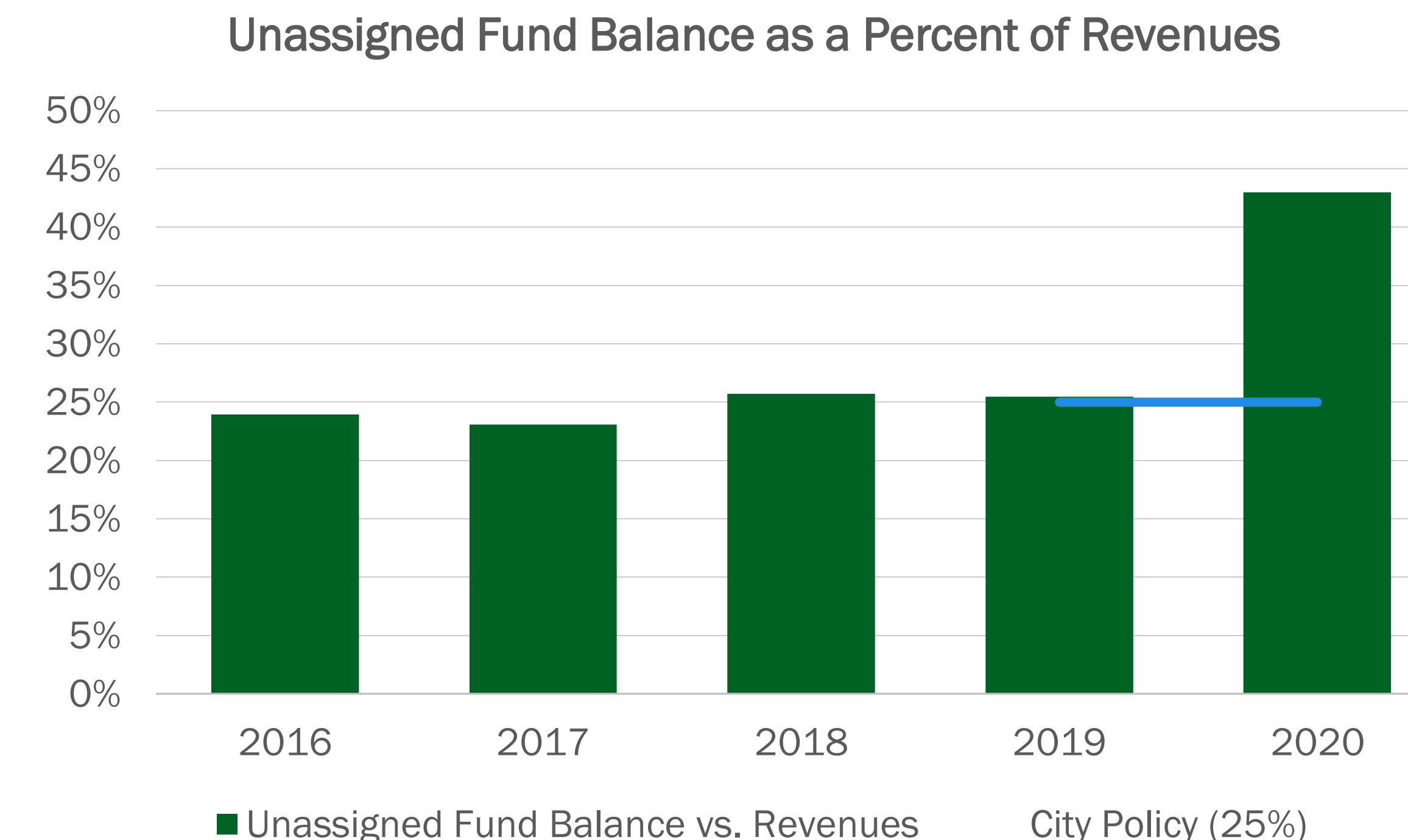
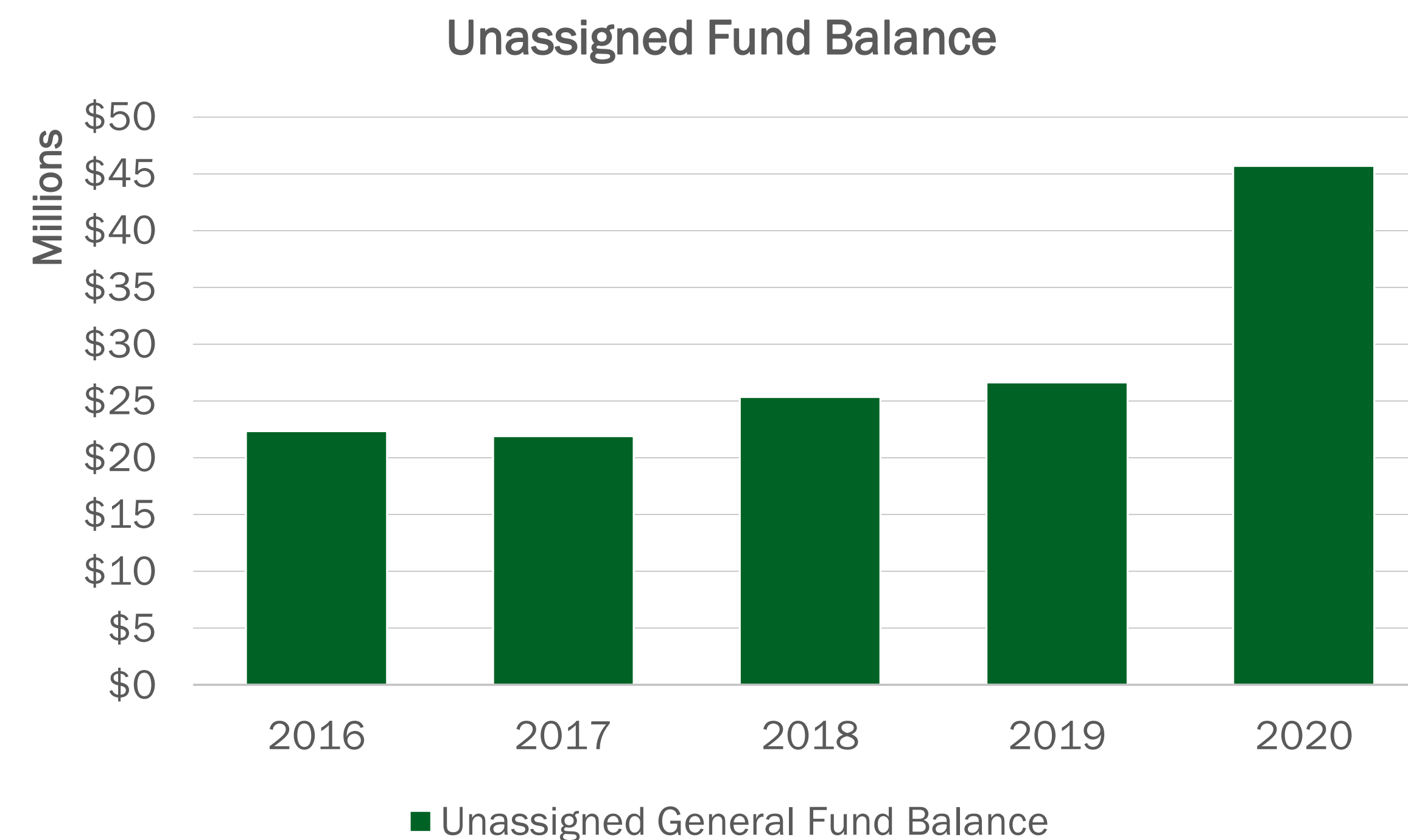
Presented by Toni Jo Howard, Finance Director



SANDY SPRINGS™
GEORGIA

Unassigned General Fund Balance

- The Financial Health of the City presentation highlighted the growth in the General Fund Balance:



FY	Unassigned General Fund Balance	General Fund Revenues
2016	\$22,341,887	\$93,236,703
2017	21,894,817	94,908,175
2018	25,373,013	98,687,425
2019	26,616,192	104,553,442
2020	45,710,692	106,359,037

Unassigned Fund Balance vs. Revenues	City Policy
23.96%	25.00%
23.07%	25.00%
25.71%	25.00%
25.46%	25.00%
42.98%	25.00%

Assigned and Unassigned Fund Balance

- The growth occurred more slowly when you consider assigned fund balance that represents the amounts earmarked for the next fiscal year appropriations.

	2016	2017	2018	2019	2020
Assigned	12,758,427	16,775,312	14,526,344	17,866,830	2,567,605
Unassigned	22,341,887	21,894,817	25,373,013	26,616,192	45,710,692
Total	35,100,314	38,670,129	39,899,357	44,483,022	48,278,297

Historical Budget to Actual

- Highlighted in Davenport presentation:

	Final Budget 2018	Actual Results 2018	Variance From Final Budget	Final Budget 2019	Actual Results 2019	Variance From Final Budget	Final Budget 2020	Actual Results 2020	Variance From Final Budget
General Fund Revenues									
Taxes	\$81,840,000	\$88,137,667	\$6,297,667	\$82,775,000	\$93,391,432	\$10,616,432	\$86,825,000	\$96,550,772	\$9,725,772
Licenses and permits	2,530,000	4,984,317	2,454,317	3,060,000	2,977,714	(82,286)	2,555,000	2,823,665	268,665
Intergovernmental	563,586	593,808	30,222	850,000	661,945	(188,055)	600,000	947,314	347,314
Charges for services	861,120	792,955	(68,165)	3,172,850	2,273,203	(899,647)	1,701,820	1,287,372	(414,448)
Fines and forfeitures	2,500,000	2,650,421	150,421	2,500,000	2,543,046	43,046	2,500,000	2,203,624	(296,376)
Interest earned	350,000	813,316	463,316	225,000	1,782,060	1,557,060	1,000,000	1,411,623	411,623
Contributions	-	-	-	-	1,933	1,933	-	7,200	7,200
Miscellaneous	218,500	714,941	496,441	396,160	922,109	525,949	461,100	1,127,467	666,367
Total Revenues	\$88,863,206	\$98,687,425	\$9,824,219	\$92,979,010	\$104,553,442	\$11,574,432	\$95,642,920	\$106,359,037	\$10,716,117
General Fund Expenditures									
Current									
General Government	\$15,416,793	\$13,544,041	(\$1,872,752)	\$15,861,333	\$15,633,785	(\$227,548)	\$18,670,200	\$15,989,170	(\$2,681,030)
Judicial	1,852,270	1,619,227	(233,043)	1,640,288	1,492,453	(147,835)	1,525,600	1,342,742	(182,858)
Public Safety	37,405,624	33,768,358	(3,637,266)	37,502,989	34,050,450	(3,452,539)	39,928,000	36,619,489	(3,308,511)
Public Works	22,479,330	13,429,789	(9,049,541)	24,332,706	15,092,777	(9,239,929)	25,120,079	12,044,770	(13,075,309)
Culture and Recreation	5,907,557	4,904,128	(1,003,429)	7,741,742	7,394,880	(346,862)	7,559,000	5,134,549	(2,424,451)
Housing and Development	5,214,103	4,721,055	(493,048)	6,958,700	5,446,945	(1,511,755)	4,421,700	3,744,690	(677,010)
Debt Service	1,165,535	1,165,535	-	2,271,766	2,260,436	(11,330)	1,334,000	1,333,916	(84)
Total Expenditures	\$89,441,212	\$73,152,133	(\$16,289,079)	\$96,309,524	\$81,371,726	(\$14,937,798)	\$98,558,579	\$76,209,326	(\$22,349,253)
Excess (deficiency) of revenues over (under) expenditures	(\$578,006)	\$25,535,292	\$26,113,298	(\$3,330,514)	\$23,181,716	\$26,512,230	(\$2,915,659)	\$30,149,711	\$33,065,370
Non-Operating Sources/(Uses)									
Sale of Capital Assets	\$25,000	\$66,316	41,316	\$1,425,000	\$1,418,406	(6,594)	\$0	\$0	-
Transfers in	10,967,912	4,540,836	(6,427,076)	13,258,765	3,957,303	(9,301,462)	13,967,650	2,721,411	(11,246,239)
Transfers out	(29,374,540)	(29,374,540)	-	(25,446,975)	(25,446,975)	-	(29,386,150)	(29,386,150)	-
Total other financing sources (uses)	(18,381,628)	(24,767,388)	(6,385,760)	(10,763,210)	(20,071,266)	(9,308,056)	(15,418,500)	(26,664,739)	(11,246,239)
Net change in fund balances	(18,959,634)	767,904	19,727,538	(14,093,724)	3,110,450	17,204,174	(18,334,159)	3,484,972	21,819,131

- Numbers vary slightly from prior slide as assigned in the CAFR represents original adopted budget amounts and these are show the final budget amounts.

Moving Forward

- Less additions to Fund Balance
 - Growing facilities
 - Implementations of master plans
- Focus on multi-year planning
 - Long-term CIP
 - Utilizations of Maintenance Accrual

FY2021 Budget Assumptions

- Revenue Assumptions include:
 - 10% overall reduction
 - Reductions to sensitive revenues
 - Motor Vehicle and Title Ad Valorem Tax (TAVT) – 40%
 - Local Option Sales Tax – 25%
 - Business Occupational Tax – 25%
 - Alcohol Taxes – 25%
 - Hotel/Motel Tax – 55%
 - No request to increase current millage rate of 4.731
- Expenditure Assumptions
 - 21% total reduction
 - 20% reductions to operating expenditures
 - No new positions added except in Police department
 - 75% reductions to capital transfers

General Fund Expenditures

Approved FY 2020 vs. Proposed FY 2021

Expenditures	2019 Actual	2020 Budget	2021 Budget	Variance	Change FY20 Budget	Change FY19 Actual
City Council	\$215,649	\$226,400	\$226,400	\$0	0.00%	4.99%
City Manager	836,377	1,080,900	872,395	-208,505	-19.29%	4.31%
City Clerk	307,590	531,900	430,300	-101,600	-19.10%	39.89%
Finance	2,747,059	2,355,600	2,308,300	-47,300	-2.01%	-15.97%
City Attorney	970,049	900,000	900,000	0	0.00%	-7.22%
Information Services	2,673,288	2,836,000	2,565,700	-270,300	-9.53%	-4.02%
Human Resources	391,032	670,300	582,200	-88,100	-13.14%	48.89%
Facilities Management	3,624,010	5,167,600	4,076,600	-1,091,000	-21.11%	12.49%
Communications	1,804,573	2,023,000	1,626,150	-396,850	-19.62%	-9.89%
General Administration	2,064,157	2,878,500	2,861,000	-17,500	-0.61%	38.60%

General Fund Expenditures

Approved FY 2020 vs. Proposed FY 2021 Continued

Expenditures	2019 Actual	2020 Budget	2021 Budget	Variance	% Change	% Change
Municipal Court	1,492,453	1,525,600	1,392,000	-133,600	-8.76%	-6.73%
Police	20,948,483	23,848,100	22,228,900	-1,619,200	-6.79%	6.11%
Fire	14,376,133	15,575,200	14,555,900	-1,019,300	-6.54%	1.25%
Emergency Management	750,940	1,503,300	1,331,200	-172,100	-11.45%	77.27%
Public Works	11,904,587	12,398,800	11,127,500	-1,271,300	-10.25%	-6.53%
Fleet Services	218,300	303,900	257,700	-46,200	-15.20%	18.05%
Recreation & Parks	4,104,894	3,939,200	3,348,940	-590,260	-14.98%	-18.42%
Community Development	4,397,980	4,019,200	3,555,700	-463,500	-11.53%	-19.15%
Economic Development	286,037	402,500	359,500	-43,000	-10.68%	25.68%
Transfers to Other Funds	29,512,497	33,972,600	16,886,340	-17,086,260	-50.29%	-42.78%
Total	\$103,626,088	\$116,158,600	\$91,492,725	-\$24,665,875	-21.23%	-11.71%

Deferred FY 2021 Operating Requests

- Expenditure areas that could be delayed
 - Certain travel and training
 - New departmental initiatives
 - Requested equipment and supplies
 - Certain facility improvements
 - Vehicles
 - New assessment planning and studies
 - Added staff, except within public safety departments

Deferred FY 2021 Capital Requests

Project	Estimated Cost
Trail Master Plan Implementation: Recommended FY21 allocation	\$8,949,106
Morgan Falls Athletic Complex Improvements: Safety netting around baseball fields and shade structures	\$200,000
Allen Road Park Master Plan: Master Plan effort to incorporate newly acquired parcels	\$75,000
Wayfinding Implementation: Signage/Installation, Project Management and Engineering	\$1,500,000

Deferred FY 2021 Capital Requests Continued

Project	Estimated Cost
T0058-1 Boylston Streetscape/Hammond Int Realignment : - Recommended FY21 allocation - Current available funds can support design plus one protective buy - Remainder of right of way acquisition can be pursued in FY22 with slight schedule delay	\$600,000
TS-113 Mt. Paran at Lake Forrest Drive Intersection - Candidate project not started in TSPLOST/no TSPLOST funds remaining - Review scope and impact this FY for future consideration - Project ROW and Design has not begun	\$2,000,000
TS-114 Mt. Vernon Highway at Heard's Ferry Drive Master Plan effort to incorporate newly acquired parcels - Candidate project not started in TSPLOST/no TSPLOST funds remaining - Review scope and impact this FY for future consideration - Project ROW and Design has not begun	\$1,500,000
T-6000 Capital Sidewalks - TSPLOST Sidewalks now fully programmed - Hold for this year while remaining TSPLOST Sidewalks delivered	\$1,000,000

December YTD

ACCOUNT	ACCOUNT DESCRIPTION	REVISED BUDGET	YTD ACTUAL	% YTD	EXCESS
100 -0000-10-346900-	SPECIAL EVENT FEES	-	-2,642.00	-	2,642.00
100 -0000-30-342910-	OTHER PUBLIC SAFETY FEES	-	-2,642.00	-	2,642.00
100 -0000-40-381000-	RENTAL REVENUE	-	-121,755.25	-	121,755.25
100 -0000-90-311100-	CURRENT YEAR PROPERTY TAXES	-36,000,000	-38,647,074.64	107.4%	2,647,074.64
100 -0000-90-311310-	MOTOR VEHICLE	-	-37,247.50	-	37,247.50
100 -0000-90-311315-	MOTOR VEHICLE TAVT FEE	-1,000,000	-1,221,452.24	122.1%	221,452.24
100 -0000-90-311340-	INTANGIBLES	-425,000	-596,827.49	140.4%	171,827.49
100 -0000-90-311600-	REAL ESTATE TRANSFER TAX	-200,000	-234,634.66	117.3%	34,634.66
100 -0000-90-316110-	BUSINESS AUDIT REVENUE	-	-264,718.15	-	264,718.15
100 -0000-90-316200-	INSURANCE PREMIUM TAX	-6,250,000	-7,535,304.23	120.6%	1,285,304.23
100 -0000-90-321100-	ALCOHOLIC BEVERAGE LIC	-521,000	-585,582.50	112.4%	64,582.50
100 -0000-90-361000-	INTEREST REVENUE	-250,000	-60,126.50	24.1%	(125,000.00)
100 -0000-90-389000-	MISCELLANEOUS REVENUE	-50,000	-77,747.75	155.5%	27,747.75
100 -0000-90-389200-	INSURANCE REIMBURSEMENTS	-15,000	-58,143.08	387.6%	43,143.08
100 -0000-90-391225-	TRANSFER IN FROM IMPACT FEE	-	-10,899.24	-	10,899.24
100 -0000-90-391275-	TRANSFER IN FROM HOTEL MOTEL	-1,731,000	-501,361.92	29.0%	(865,500.00)
100 -0000-90-392100-	SALE OF ASSETS	-10,000	-16,765.12	167.7%	6,765.12
	TOTAL				3,951,935.85

FY21 Midyear Amendment

<u>Org</u>	<u>Account</u>	<u>Description</u>	<u>Increases</u>	<u>Reason</u>
1001310	521200	Professional Services	33,000	Top End Transit
1001320	511100	Salaries	30,000	Executive Assistant to CM
1003510	531750	Uniforms	36,000	Uniforms
1003510	541200	Site Improvement	50,000	Station 54 Deck
1003510	541200	Site Improvement	50,000	Concrete Repairs Station 51
1003510	541200	Site Improvement	20,000	Gutter Repairs Station 51
1003210	531600	Police Equipment	125,000	AXON (New Taser/Body Cam)
1009000	611351	Transfer to Capital Projects	132,000	T-0060 GA 400 Path Row Match
1009000	611351	Transfer to Capital Projects	150,000	T-9500 TMC (Interstate North Fiber)
1009000	611351	Transfer to Capital Projects	250,000	T-9100 Bridge and Dam

FY21 Midyear Amendment Continued

<u>Org</u>	<u>Account</u>	<u>Description</u>	<u>Increases</u>	<u>Reason</u>
1001565	531100	General Operations	163,000	Added Facilities
1001565	531210	Water	75,000	City Springs - Water
1001565	541200	Site Improvement	150,000	City Springs - Wall Protection
1001565	541200	Site Improvement	90,000	City Springs - Parking Garage Signage
1001565	541200	Site Improvement	200,000	Outdoor Stage
1001565	541200	Site Improvement	45,000	Lift Station Pump Replacements
1006110	523900	Contractual Services	47,000	Mowing
1006110	522240	Repair and Maintenance	25,000	Park Repairs
1006110	541200	Site Improvement	20,000	Park Improvements
1001535	521300	Technical Services	50,000	Software
1001535	521300	Technical Services	50,000	Warranty Replacements
1007520	521205	Technical Services	132,500	Housing Plan
		TOTAL	1,923,500	

The FY21 Midyear Amendment will be brought to Council on February 2, 2021.

CM Budget Philosophy for Strategic Decisions

1. City Budget reflects the culture and values of the community
2. Reflect Council's priorities
3. Greater focus on the economic crisis
4. Conservatively determine revenue and expenses
5. One-time revenue sources are not for ongoing expenses
6. Protect investment in human capital
7. Maintain fund balance and protect reserves
8. Infrastructure investments are strategic
9. Tech and Environmental investments are adding future capacity and protections
10. Take a wait-and-see approach to key decisions

FY 2021 Key Budget Assumptions

- Revenue Assumptions:
 - 10% overall reduction
 - Reductions to sensitive revenues
 - Motor Vehicle and Title Ad Valorem Tax (TAVT) – 40%
 - Local Option Sales Tax – 25%
 - Business Occupational Tax – 25%
 - Alcohol Taxes – 25%
 - Hotel/Motel Tax – 55%
- Expenditure Assumptions:
 - 21% total reduction
 - 20% reductions to operating expenditures
 - No new positions added except in Police department
 - 75% reductions to capital transfers
 - Performance increases not included, postponed to mid-year review
- **Monthly monitoring with updates on COVID impact to budget**
- **Ability to amend the budget as needed**

Total Budget Review

Fund Name	FY2021	FY2020	% CHANGE
General Fund	\$91,492,725	\$116,258,600	-21%
Confiscated Assets Fund	200,000	200,000	0%
Emergency 911 Fund	3,000,000	2,900,000	3%
Tree Fund	484,000	370,000	31%
Community Development Block Grant Fund	1,426,072	734,301	94%
Hotel/Motel Tax Fund	2,550,800	5,250,000	-51%
Excise Tax on Rental Motor Vehicle Fund	60,000	105,000	-43%
TSPLOST Fund*	30,806,179	58,443,695	-47%
Capital Projects Fund*	57,506,205	58,183,572	-1%
Impact Fee Fund	750,000	1,015,000	-26%
Public Facilities Authority Fund*	238,970,650	238,973,150	0%
Performing Arts Center Fund	5,785,260	3,619,800	60%
Stormwater Management Fund*	1,955,000	3,172,159	-38%
Development Authority Fund	653,200	653,750	0%
Total All Funds	\$435,640,090	\$489,879,027	-11%

* **Multi-Year Funds**



SANDY SPRINGS **NORTH END**

City Council Retreat Presentation
January 26, 2021 via Zoom

TSW

PLANNERS
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LANDSCAPE ARCHITECTS

4 Redevelopment Sites



**North River Village
Shopping Center**
11.2 acres



**River Springs
Center**
9.8 acres



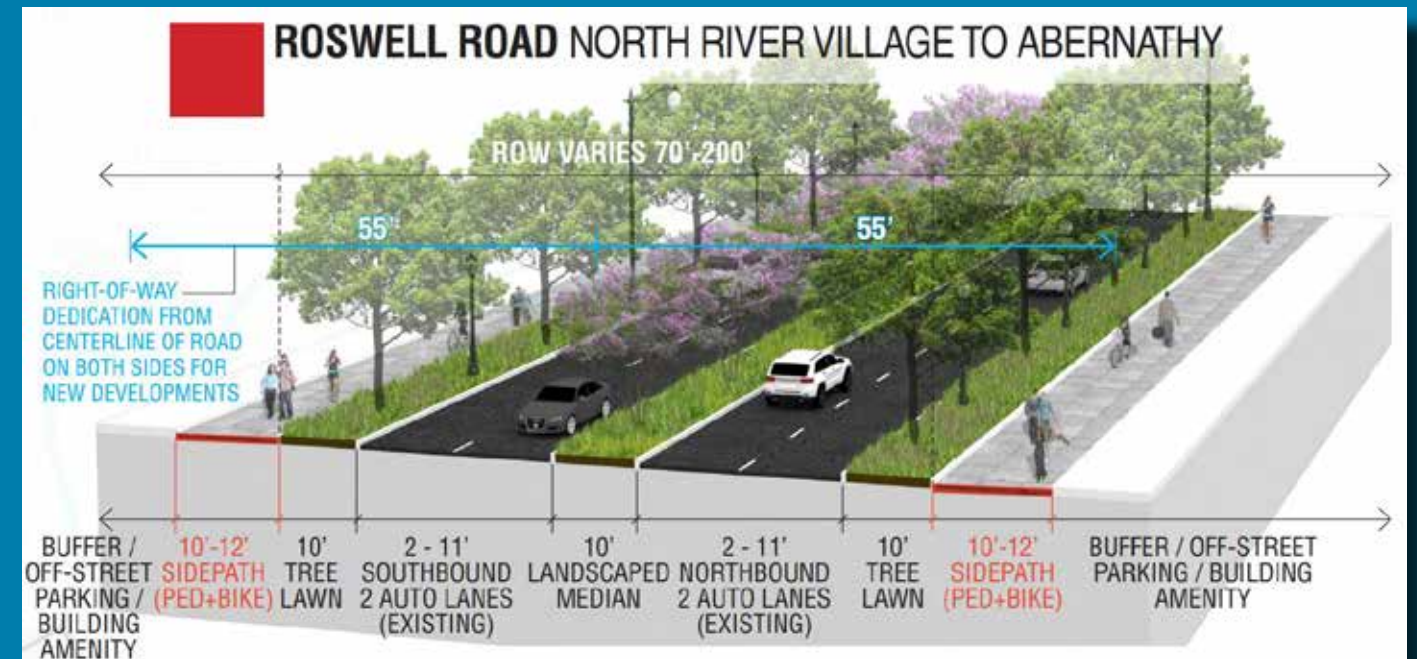
**Northridge
Shopping Center**
10.5 acres



**North Springs
Center**
8.8 acres

Overall Assumptions

- **The key to success is changing North Roswell Road**
- Not much demand for retail; retail is changing even faster due to the pandemic
- High demand for a variety of housing types and price points
- Each site is designed differently based on surrounding context



****Street Section from Next Ten Comprehensive Plan**

Overall Feedback Themes

- Need a mix of housing options that are attainable at many price points, including single-family homes and different forms of multi-unit buildings
- Desire for parks, plazas, green space, and connected parks and trails
- Desire for mixed-use with residential and retail
- New buildings should not be taller than 5-6 stories, but can go taller to support more housing options on certain sites
- Support for public funding of infrastructure and parks in order to accommodate higher-quality redevelopment, attainable housing, and more green space



Plan Results

Site Plans

- **13 plans** created (3 per site, 4 for River Springs) and revised based on financial feasibility and public input
- **Concept 1** followed zoning, which resulted in larger building footprints
- **Concept 2** incorporated smaller building and unit types, occasionally combined with taller buildings to increase density
- **Concept 3** had taller buildings with larger footprints (North Springs is the exception due to public input)



What We Found

- 6/13 worked financially; 7/13 could work with changes to City code or incentives
- Today's code can create financially-feasible site plans, but the requirements do not allow much room for site design creativity, public space, or affordable housing
- Conflicting preferences and code requirements limit the density on each site



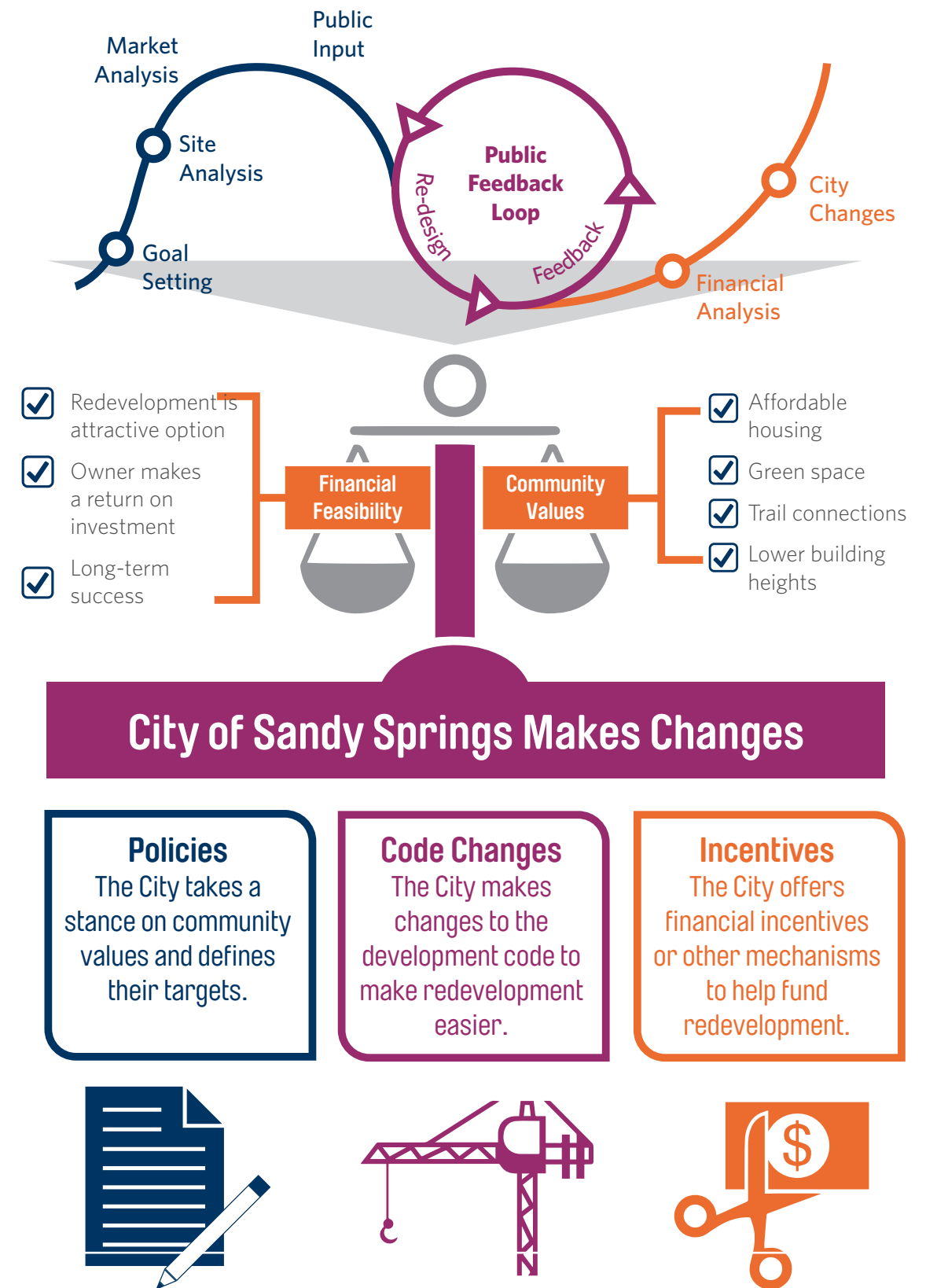
Site Plan Revisions from Input

- Added more green space, (particularly on North River Village and North Springs Center)
- Reduced building heights in some concepts on North Springs and River Springs
- Acknowledged the need for City investment in housing and public infrastructure to make some redevelopment work financially



The Main Point

The City of Sandy Springs needs to make changes in order to reflect community values, attract quality and financially feasible development, and catalyze targeted redevelopment on underutilized sites.



Development Code Discussion

Presented by Lee Einsweiler, Code Studio



Sandy Springs North End:

Next Steps to Implementation

Presented to the Sandy Springs City Council

Presented by

Geoff Koski, President

Jonathan Gelber, Vice President

January 26, 2021

Benefits of Redevelopment

1. Quality-of-life benefits

2. Fiscal Benefits

- The four North End shopping centers are currently not a fiscally efficient use of land.
- Every redevelopment scenario would generate significant one-time public revenues from the development activity.
- In most scenarios, redevelopment would lead to higher continuing public revenues than the current use.
 - Higher property values = higher property tax revenues
 - Higher retail sales/SF = more sales taxes
 - Office & retail space → sales tax, license & fees.
 - Low density scenarios with limited commercial tend to perform poorly.
 - More households: More demand for local retail & businesses.
- **If the City spends commits to economic development spending, will there be a return on that investment?**

Fiscal Impacts of Redevelopment

5-Year forecast of revenues for all 13 redevelopment scenarios:

- In all cases, redevelopment would mean higher local revenues from taxes (property & sales) and fees, compared to the existing shopping centers.
- Local revenues to City of Sandy Springs (5 Years):
 - North River \$6 - \$9 million
 - River Springs \$1 - \$3 million
 - Northridge \$2 - \$7 million
 - North Springs \$2 - \$3 million
- **The biggest driver of increased revenue in all scenarios is property value driven by residential unit density.**

What can the public sector do to promote redevelopment?

How can the City incentive targeted redevelopment at specific sites?

1. Set up positive regulatory environment

- Zoning & Land Use
- Expedited Permitting
- Enable mixed-use walkable development
- Tax Credits Programs
- Opportunity Zones & GRAD
- Site marketing and partner outreach

2. Support key public infrastructure and site preparation

- Roads & bridges
- Stormwater & Sewer
- Environmental Mitigation
- Parks, Plazas & Greenspace
- Other supportive projects & deals

3. Mitigate Risk

- Place public uses on or near site (such as libraries, museums, visitor centers, or public offices)
- Enhance the public realm (streetscapes, buried utilities, parks & paths)
- Enhance transit and transportation options

What can the public sector do to promote redevelopment?

How can the City incentive targeted redevelopment at specific sites?

4. Offer Financing Support

- Tax Allocation Districts
- Municipal Bonds
- Development Authority
- Tax Abatements

5. Do the hard work ahead of time

- Buy and assemble small parcels into marketable parcels.
- Buy aging or contaminated sites and clean them up.

6. Direct Subsidy

- Help a development partner write down land cost
- Purchase key redevelopment sites

Incentive Program Menu

A layered approach

Here are some hands-on strategies a City can employ to bring down the supply costs of housing by as much as 27%:

Tax Allocation Districts (TAD)

- Capture value and revenues resulting from redevelopment and recirculate it to offset eligible costs
- Requires Redevelopment Powers referendum and Redevelopment Plan
- Estimated time to approval: 2 Years.

Parking Bonds

- Paid parking revenue would support bonds to support construction of parking decks
- Parking decks cost \$40k-\$50K/space, is one of the biggest deterrents to mixed-use redevelopment.

Development Authority

- Access to lower-cost financing, bonds and grants
- Bonds-for-Title PPP agreement to reduce property taxes for a fixed period
- Low-interest loans
- Private Activity Bonds

Other Programs

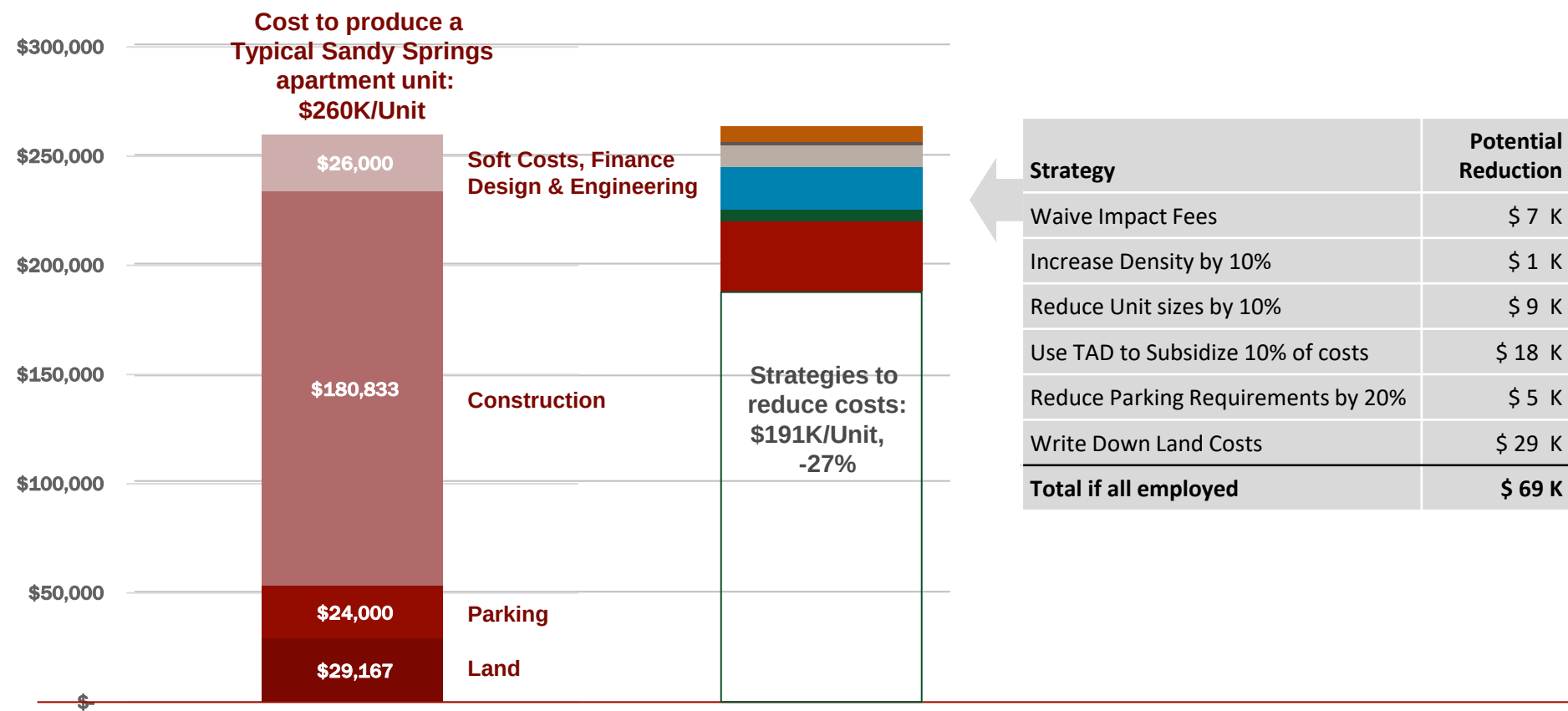
- Community Development Block Grants and Section 108 Loan Guarantee Program
- Subsidy for pre-development, site acquisition, site improvements, property acquisition, and property rehabilitation
- Rebate of local sales and/or lodging taxes.

What can the public sector do to promote redevelopment?

Layered strategies to incentivize targeted redevelopment:

To make workforce housing feasible, the costs to supply a residential unit must be decreased from a market rate of \$225K-\$260K down to \$180K.

A layered approach can help bridge that gap.



Case Study Kennesaw



Case Study Kennesaw

How did Kennesaw facilitate the redevelopment of “Revival on Main?”

- Conceived as part of 2001 “Town Center” LCI plan.
Collaboration of
 - City of Kennesaw
 - Development Authority (KDA)
 - Downtown Development Authority (KDDA)
 - Urban Redevelopment Agency (URA)
 - Cobb County
 - Financial partner
 - Development partner
- Stormwater detention
- Shared parking deck (for downtown public use, on-site retail & apartments)
- Multi-use trail
- Cobb County funded adjacent park
- Development Authority issued bond to acquire and assemble property.
 - Subsequent sale of property to developer recovered acquisition and assembly costs.
- New “Town Center” zoning created
- City issued RFP for development partners
- Developed in concert with other publicly-driven downtown uses and attractions:
 - City Hall expansion/renovation
 - Rail Museum Expansion
 - Depot restoration
- “Creative financing” used, involving bank, City, KDA.
- Close & extensive collaboration between City, developer, other partners
- City funded necessary amenities (using city funds, grants & SPLOST)
 - Road improvements
 - Streetscapes & enhancements
- *Est. land value today= as high as \$3.1 m/mc.*

RIGHT After: 2015, Walkable mixed-use, 252 Apartments (10,000 SF Retail 414-space shared public parking deck

Below : Low-density SF Residence & commercial property



Case Study Duluth



Case Study Duluth

Duluth used ALL the tools for implementation

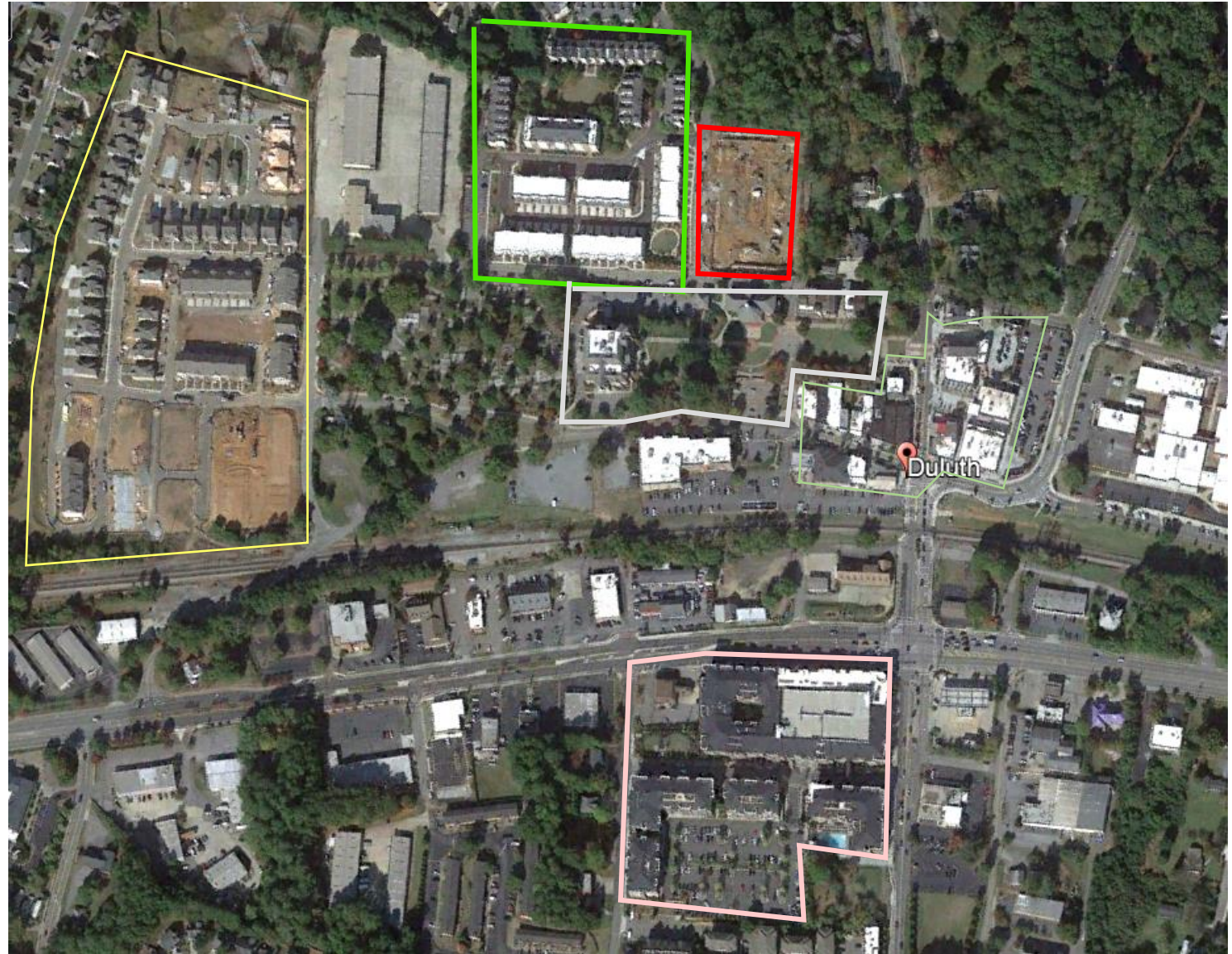
- Planning, design + vision
- TAD + abatements
- Public finance
- PPP + development agreements
- Land acquisition + assembly
- Parks + plazas
- Transportation + infrastructure
- Organizations
- Programming + management
- *Est. land value today=\$1.9 m/Ac.*



Case Study Duluth 2011



Case Study Duluth 2020



Case Study Roswell



“Southern Skillet” Site

Case Study Roswell



Case Study Roswell

- Shopping center largely vacant since 2011
- DDA bought 3.8 AC site for \$4.8m in Jan 2016
- Rezoning & Public Process
- DDA issued RFP 2017
- Considered TAD, bond-for-title and other incentives
- Original Winning Bidder Beecham/Ardent, negotiation 16 months
 - Agreement not reached. Attributed to political change, public perception, density, market issues
- Rebid 2018- Went to Armada Hoffler Properties S.J. Collins Enterprises
- Closed 2019 for \$5.0 million



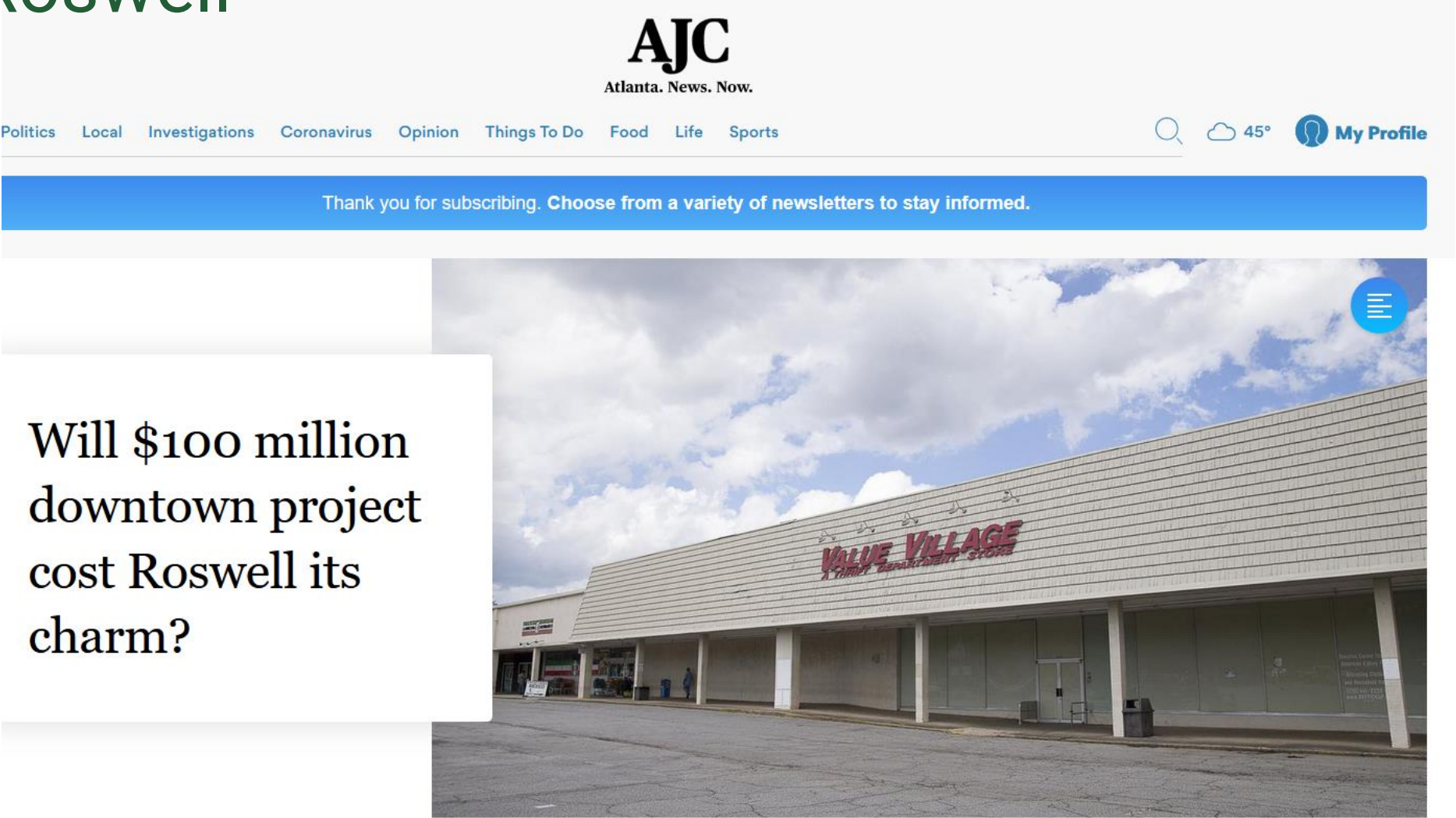
Case Study Roswell

Southern Post mixed-use proposal

- Plans call for 80,000 square feet of loft office space, 125 luxury apartments, and 40,000 square feet of retail, Boutiques Hotel.
- \$120+ million value, recently started construction:
- Est Land value upon completion: +/- \$25 m/ac



Case Study Roswell



Will \$100 million
downtown project
cost Roswell its
charm?

Case Study Sandy Springs



*“Redevelopment is never a simple process
from A to B to C to D.*

You need to be prepared for that.”

-Ken Bleakly, KBA Founder

Questions?

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www.kbagroup.com

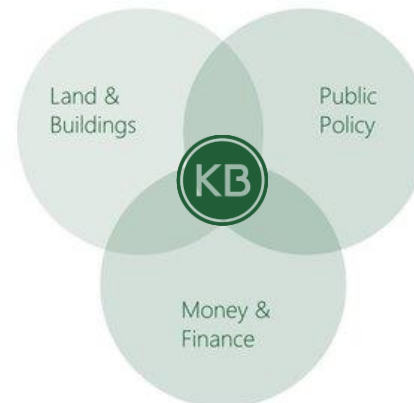


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Grounded in real-world conditions, backed up by insightful research and analysis

Our goal is to help clients maximize the benefits of their economic development and real estate activities within five core capability areas:

1. **Real Estate Markets**
2. **Development Economics**
3. **Public Financing/Tax Increment Financing**
4. **Economic Impacts**
5. **Development Strategies**



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Informed, Insightful, Innovative



For twenty years, **KB Advisory Group** has focused on helping clients understand how market and economic forces impact their real estate development aspirations. Our advice is grounded in our teams' deep experience in consulting and implementing for hundreds of satisfied clients. We understand what it takes to create a feasible development project and turn it into reality.

KBA provides advice to developers, landowners, investors, corporations, non-profits, public authorities, and governments dealing with a wide range of real estate-related issues. We take pride in providing our clients insightful, objective analyses based on a thorough understanding of market trends and their financial implications. We are a trusted advisor and determined to go the extra mile in helping our clients achieve their objectives; more than 50% of our assignments are from returning clients who recognize the value of our expertise.

We focus on the ideas that fall within the overlap of three drivers that shape our world: land and buildings, public policy, and money and finance. **Our goal is to help clients maximize the benefits of their economic development and real estate activities within five core capability areas:**

Real Estate Markets: Thorough analysis of the economic and demographic drivers of real estate markets and their potential, always seeking the best-fitting land use alternatives for a site or project.

Development Economics: Customized pro-formas based on a flexible proprietary model to help determine the most financially-feasible real estate development path.

Public Financing/Tax Increment Financing: Effective public financing plans and strategies to support clients' complex projects, including assistance in creating and utilizing Tax Allocation Districts (TAD), Georgia's version of tax increment financing.

Economic Impacts: Extensive experience preparing economic impact analyses for real estate development, transportation, and major infrastructure to help make a case for moving a project forward.

Development Strategies: Wide-ranging experience in creating innovative development and redevelopment strategies grounded in "real world" conditions backed up by research and analysis.



KB | ADVISORY GROUP

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- **Accuracy of Report:** Every reasonable effort has been made to ensure that the data developed in this assignment reflect the most accurate and timely information possible and is believed to be reliable. This consulting assignment was based on estimates, assumptions, and other information developed by KB Advisory Group (“KBA”) from its independent research efforts, general industry knowledge, and consultations with the client for this assignment and its representatives. No responsibility is assumed for inaccuracies in reporting by the client, its agents or representatives, or any other data source used in preparing or presenting this study. The research and reports are based on information that is current as of the date of the report. KBA assumes no responsibility to update the information after the date of the report. The research may contain prospective financial information, estimates, or opinions that represent our view of reasonable expectations at a particular point in time, but such information, estimates, or opinions are not offered as predictions or assurances that a particular outcome will occur. Actual results achieved during the period covered by our prospective analysis may vary from those described in our research and report, and variations may be material. Therefore, nor warranty or representation is made by BKA that any of the projected values or results contained in the work product from this assignment will actually be achieved.
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North End Redevelopment Concepts

City Council Retreat
January 26, 2021



SANDY SPRINGS™

GEORGIA

Site 1: North River Village Shopping Center

Option 1: Vertical Mixed Use (Code Compliant)



Land Use Summary



Financial Feasibility



This concept is feasible.

Although this concept is feasible, structured parking requires higher rents than is currently supported by the market.

Development Code

This option meets the current code requirements (SX-6) with some conditional uses. Challenges of the current code include:

- Non-residential facing all the streets could lead to too much commercial space, particularly in the initial phase of redevelopment.
- Street width requirements.

Site 1: North River Village Shopping Center

Option 2: Neighborhood Center



Land Use Summary



Financial Feasibility



This concept is feasible.

Although this concept is feasible, structured parking requires higher rents than is currently supported by the market.

Development Code

This option does not meet the current code requirements (SX-6). This concept could work by code if the following is done:

- Reduce lot sizes for townhouses and live/work units.
- Reduce street width and design requirements.
- Remove steel and concrete construction requirements for buildings taller than 3 stories.

Site 1: North River Village Shopping Center

Option 3: High-Density Mixed Use



Land Use Summary



Financial Feasibility



This concept is feasible.

Although this concept is feasible, structured parking requires higher rents than is currently supported by the market.

Development Code

This option does not meet the current code requirements (SX-6). This concept could work by code if the following is done:

- Allow live/work units by-right.
- Reduce lot sizes for townhouses and live/work units.
- Reduce street width and design requirements.
- Increase the allowed building heights.

Site 2: River Springs Shopping Center

Option 1: Vertical Mixed Use (Code Compliant)



Land Use Summary

385
multi-unit
dwellings

31,850 SF
retail space

2.10 ac
open space

Financial Feasibility



This concept is feasible.

Although this concept is feasible, structured parking requires higher rents than is currently supported by the market. There is not much room for creative design to add more green space or add more units to accommodate workforce housing.

Development Code

This option meets the current code requirements (SX-3). Challenges of the current code include:

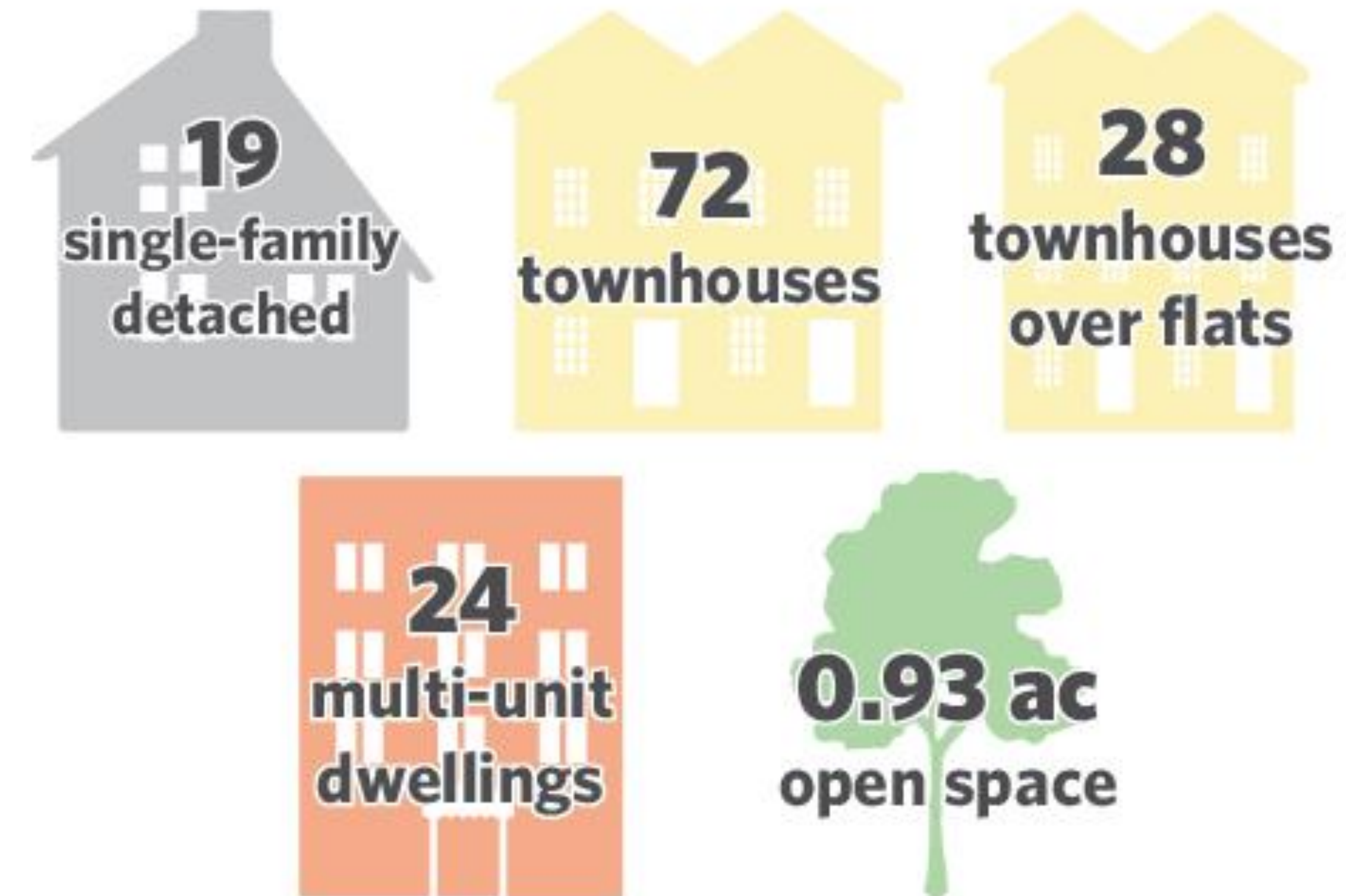
- Requirement that ground-floor commercial face all streets may lead to too much commercial space.
- Existing street width and design requirements limit amount of developable land.
- 3-story buildings make it financially difficult to support a parking deck.

Site 2: River Springs Shopping Center

Option 2: Missing Middle Housing



Land Use Summary



Financial Feasibility



This concept is not feasible.

Based on market assumptions, this concept would not be feasible. Land acquisition and site preparation costs would exceed revenue potential from the resale of lots.

Development Code

This option does not meet the current code requirements (SX-3). This concept could work by code if the following is done:

- Rezone to RM-3 (Residential Multi-Unit).
- Reduce lot sizes for multi-unit, townhouses, and single-family detached units.
- Reduce street width and design requirements.

Site 2: River Springs Shopping Center

Option 3: Neighborhood Center



Land Use Summary



Financial Feasibility



This concept is feasible.

Although this concept is feasible, structured parking requires higher rents than is currently supported by the market.

Development Code

This option does not meet the current code requirements (SX-3). This concept could work by code if the following is done:

- Rezone to RX-5 (Residential Mixed-Use) or to SX-6 with some minor modifications.
- Allow stand-alone multi-unit buildings.
- May need to offer height bonuses for taller multi-unit buildings to make the project more financially feasible.
- Reduce street width and design requirements.
- Remove steel and concrete construction requirements.

Site 3: Northridge Shopping Center

Option 1: Vertical Mixed Use (Code Compliant)



Land Use Summary



Financial Feasibility



This concept is not feasible.

Based on market assumptions, this concept would not be feasible. Land acquisition and site preparation costs would exceed revenue potential from the resale of lots.

Development Code

This option meets the current code requirements (SX-3) with some conditions (townhouses). Challenges of the current code include:

- Requirement that ground-floor commercial face all streets may lead to too much commercial space.
- Existing street width and design requirements limit amount of developable land.
- 3-story buildings make it financially difficult to support a parking deck.

Site 3: Northridge Shopping Center

Option 2: Neighborhood Center



Land Use Summary



Financial Feasibility



This concept is not feasible.

Based on market assumptions, this concept would not be feasible. Land acquisition and site preparation costs would exceed revenue potential from the resale of lot, and structured parking requires higher rents than the market supports.

Development Code

This option does not meet the current code requirements (SX-3). This concept could work by code if the following is done:

- Rezone to RX-5.
- Allow stand-alone multi-unit buildings.
- Allow live/work units to count as ground-floor commercial.
- Increase building heights permitted.
- Reduce lot size requirements for townhouses and multi-unit buildings.
- Remove steel and concrete construction requirements.

Site 3: Northridge Shopping Center

Option 3: High-Density Multi-Unit Village



Land Use Summary

720
multi-unit
dwellings

8,750 SF
retail space

3.14 ac
open space

Financial Feasibility



This concept is feasible.

Although this concept is feasible, structured parking requires higher rents than is currently supported by the market.

Development Code

This option does not meet the current code requirements (SX-3). This concept could work by code if the following is done:

- Allow stand-alone multi-unit buildings.
- Increase building heights permitted (up to 10 floors).
- Reduce street width and design requirements.

Site 4: North Springs Shopping Center

Option 1: Horizontal Mixed Use (Code Compliant)



Land Use Summary



Financial Feasibility



This concept is not feasible.

Based on market assumptions, this concept would not be feasible, in part because structured parking requires higher rents than the market supports.

Development Code

This option meets the current code requirements (CX-3). Challenges of the current code include:

- 3-story buildings make it financially difficult to support a parking deck.
- 85% lot coverage requirements are difficult to meet if building heights are limited, in order to reach the density necessary to be financially feasible.

Site 4: North Springs Shopping Center

Option 1: Horizontal Mixed Use (Code Compliant)



Land Use Summary



Financial Feasibility



This concept is not feasible.

Based on market assumptions, this concept would not be feasible, in part because structured parking requires higher rents than the market supports.

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This option meets the current code requirements (CX-3). Challenges of the current code include:

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Site 4: North Springs Shopping Center

Option 1: Horizontal Mixed Use (Code Compliant)



Land Use Summary



Financial Feasibility



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Based on market assumptions, this concept would not be feasible, in part because structured parking requires higher rents than the market supports.

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- 3-story buildings make it financially difficult to support a parking deck.
- 85% lot coverage requirements are difficult to meet if building heights are limited, in order to reach the density necessary to be financially feasible.

Site 4: North Springs Shopping Center

Option 2: Missing Middle Housing



Land Use Summary



Financial Feasibility



This concept is marginally feasible..

This concept could be feasible with modifications, concessions, or if the developer is willing to accept a lower rate of return. A large part of what is contributing to this plan's lower feasibility is that structured parking requires higher rents than the market can support.

Development Code

This option does not meet the current code requirements (CX-3). This concept could work by code if the following is done:

- Potentially re-zone to RX-3.
- Allow live/work or townhouses over commercial.
- Reduce minimum lot size for townhouses (single-family attached) and multi-unit.
- Reduce street width and design requirements.
- Increase building heights allowed.

Site 4: North Springs Shopping Center

Option 3: Neighborhood Center



Land Use Summary



Financial Feasibility



This concept is marginally feasible.

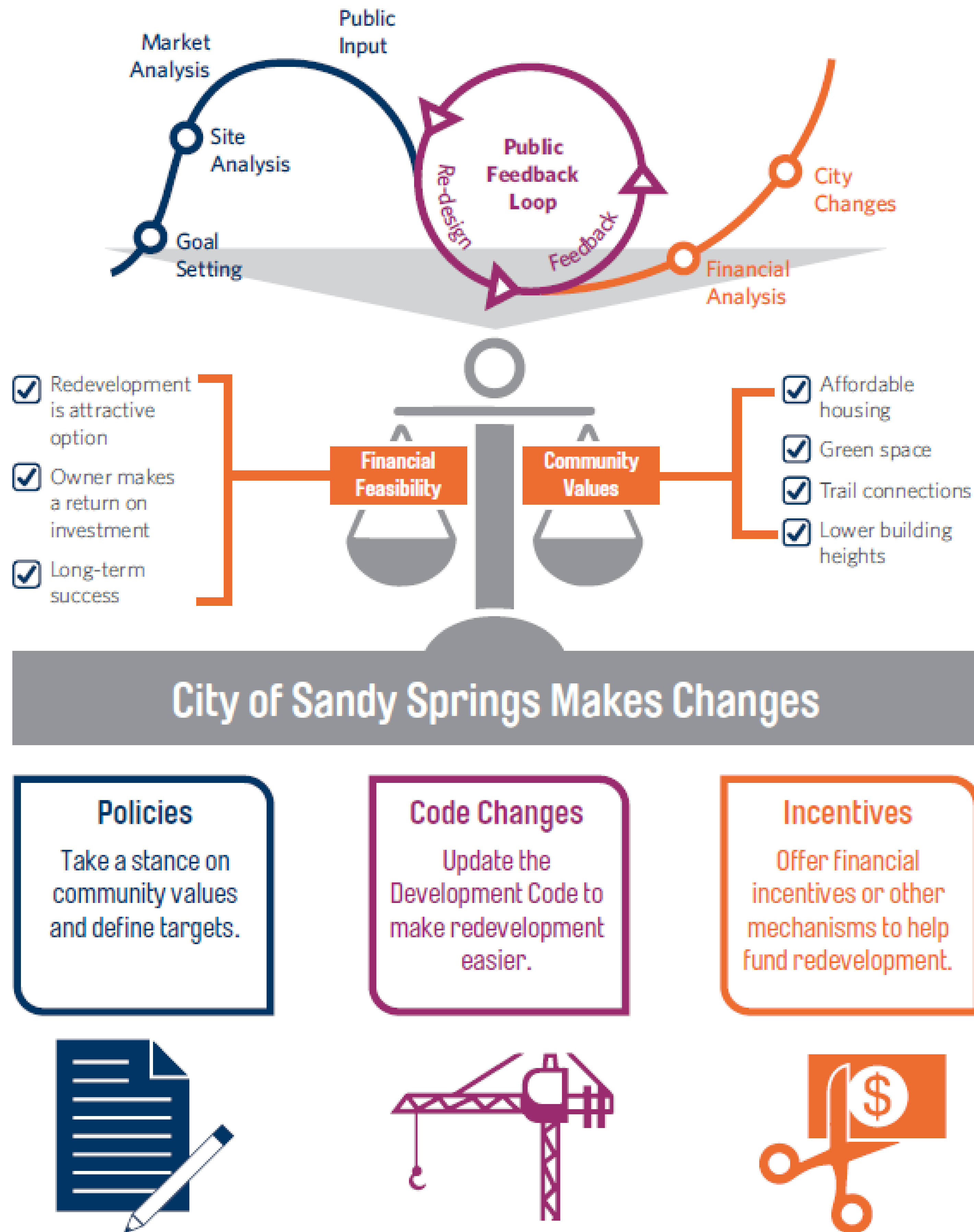
This concept could be feasible with modifications, concessions, or if the developer is willing to accept a lower rate of return. A large part of what is contributing to this plan's lower feasibility is that structured parking requires higher rents than the market can support.

Development Code

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- Allow live/work or townhouses over commercial.
- Reduce minimum lot size for townhouses (single-family attached) and multi-unit.
- Reduce street width and design requirements.
- Increase building heights allowed.

Recommendations



The biggest driver of increased revenue in all concept plans is property value driven by residential unit density. Higher density will make community values, such as affordable housing and greenspace, more feasible.

Policies

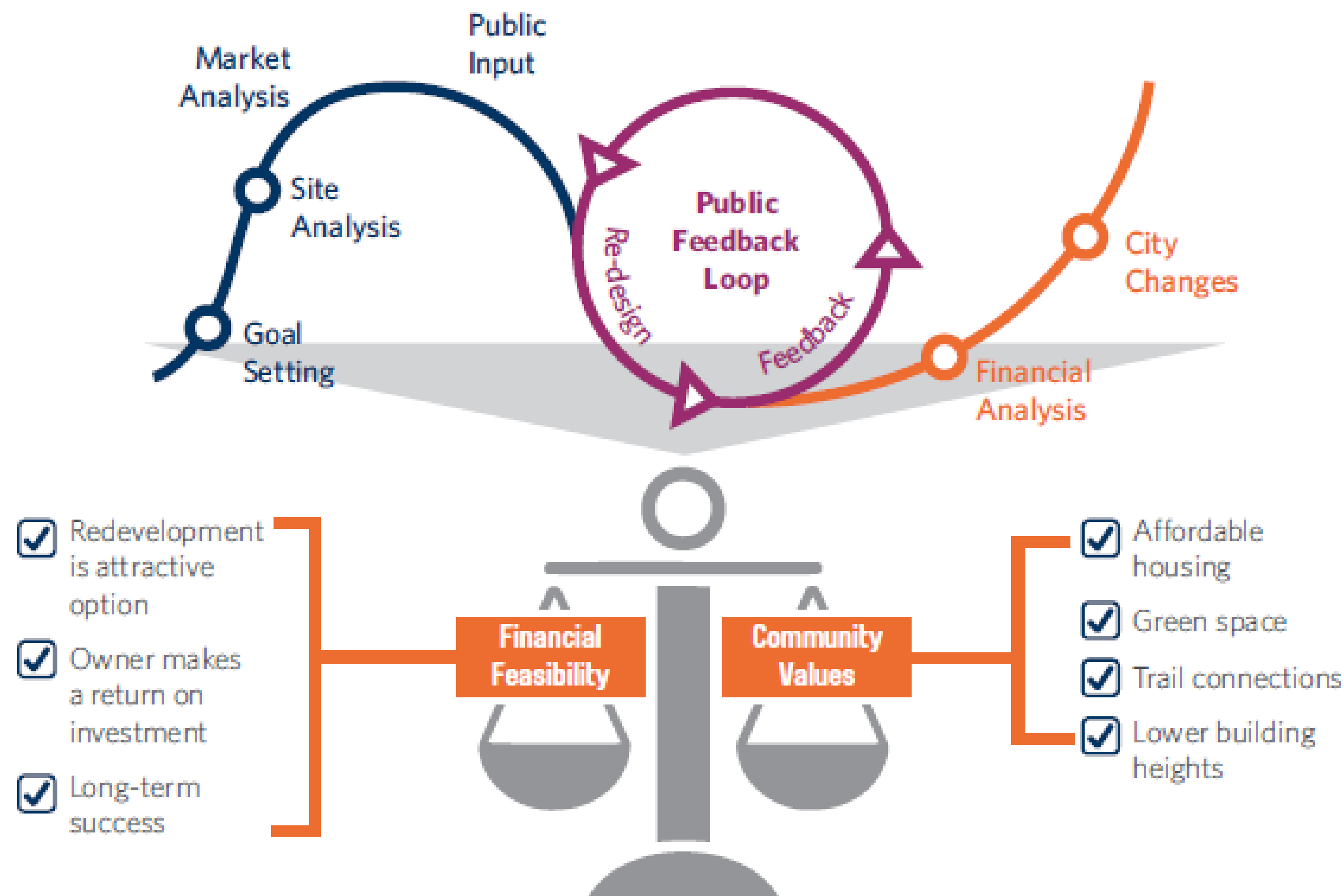
- Define **what “affordable” or “workforce” housing means** for Sandy Springs.
- **Use the Housing Needs Assessment and this study to set specific targets and timelines for “affordable” or “workforce” units**, such as the number of units or a percentage of new units, and the types of units and applications in different types of neighborhoods.
- **Support key public infrastructure and site preparation.** The City should use previous plans to set specific timelines for the construction of parks, public spaces, and trails in the North End. However, the most important public infrastructure project for the success of the North End is making Roswell Road a walkable, safe street.
- **Establish Opportunity Zones & GRAD Sites.**

Recommendations

The biggest driver of increased revenue in all concept plans is property value driven by residential unit density. Higher density will make community values, such as affordable housing and greenspace, more feasible.

Code Changes

- **Re-zone some sites as indicated** or change some aspects of the mixed-use districts as noted below.
- **Remove the concrete and steel construction requirements** above 3 stories in the North End for targeted sites for redevelopment.
- **Increase permitted building heights** to increase density and provide attainable units.
- **Change streetscape requirements for internal streets** in redevelopments by reducing the required street widths to open land for development and green space.
- **Allow more units types by-right** in the SX-3, SX-6, and CX-3 districts, not just as conditional uses.
- **Reduce lot size requirements** for townhouses, live / work units, cottage courts, and multi-units to allow a greater diversity of unit types, higher density, and creative design.
- **Remove or refine the ground-floor commercial requirement in SX- districts** to prevent over-saturation of commercial space and open more space for residential units.
- **Consider options to require or incentivize attainable housing in new development.**
- **Expedite permitting.**



City of Sandy Springs Makes Changes

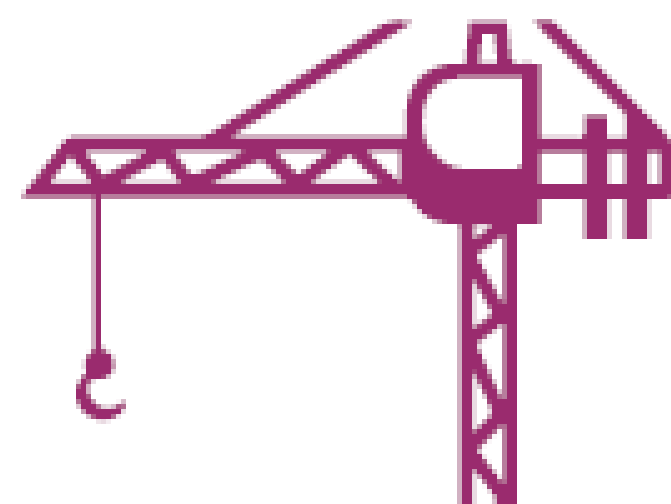
Policies

Take a stance on community values and define targets.



Code Changes

Update the Development Code to make redevelopment easier.

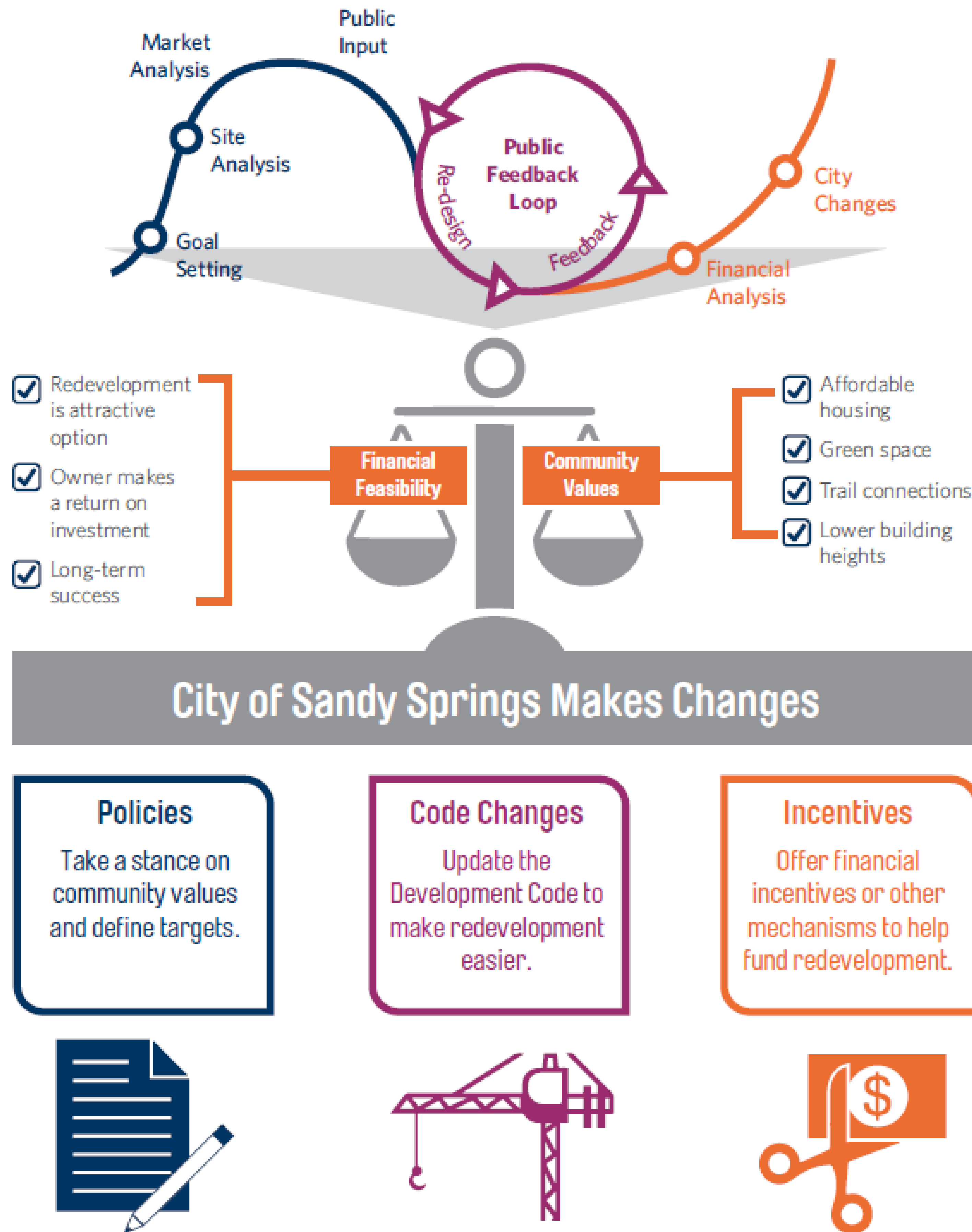


Incentives

Offer financial incentives or other mechanisms to help fund redevelopment.



Recommendations



The biggest driver of increased revenue in all concept plans is property value driven by residential unit density. Higher density will make community values, such as affordable housing and greenspace, more feasible.

Incentives

- Mitigate risk by placing public uses (libraries, museums, visitor centers, public offices) on or near the site, enhance the public realm (streetscapes, buried utilities, parks, trails), and enhance transit and transportation options.
- Offer financing support, such as Tax Allocation Districts (TADs), municipal bonds, and providing tax abatements and credits through the development authority.
- Do the hard work ahead of time, which is buying and assembling small parcels into marketable parcels and / or buying aging or contaminated sites and clean them up.
- Provide direct incentives, by purchasing sites and writing down land costs, build a public parking deck, and apply for Community Development Block Grants (CDBG).



Transform 285/400 Project Updates

City of Sandy Springs Council
2021 Retreat

Marlo L. Clowers, P.E., DBIA

P3 Project Manager

January 26, 2021



Agenda

- Project Overview
- 2020 Accomplishments
- Upcoming Activities
- Commute Options During Construction
- Public Information



Project Overview



Project Overview

I-285 at SR 400 Interchange

- New Ramps and Flyover Bridges

I-285

- Limits: Long Island Drive to east of Ashford Dunwoody Road
- New Collector-Distributor (CD) Lanes & Bridges
- Bridge Replacements: Glenridge, SR 400, Peachtree Dunwoody
- Bridge Deck Improvements: Long Island and Lake Forrest

SR 400

- Limits: Glenridge Connector to Pitts Road
- New CD Lanes & Bridges
- Bridge Replacement at Mount Vernon Highway
- Abernathy Road DDI



I-285/SR 400 Interchange



Interchange Before
Construction



Proposed Interchange

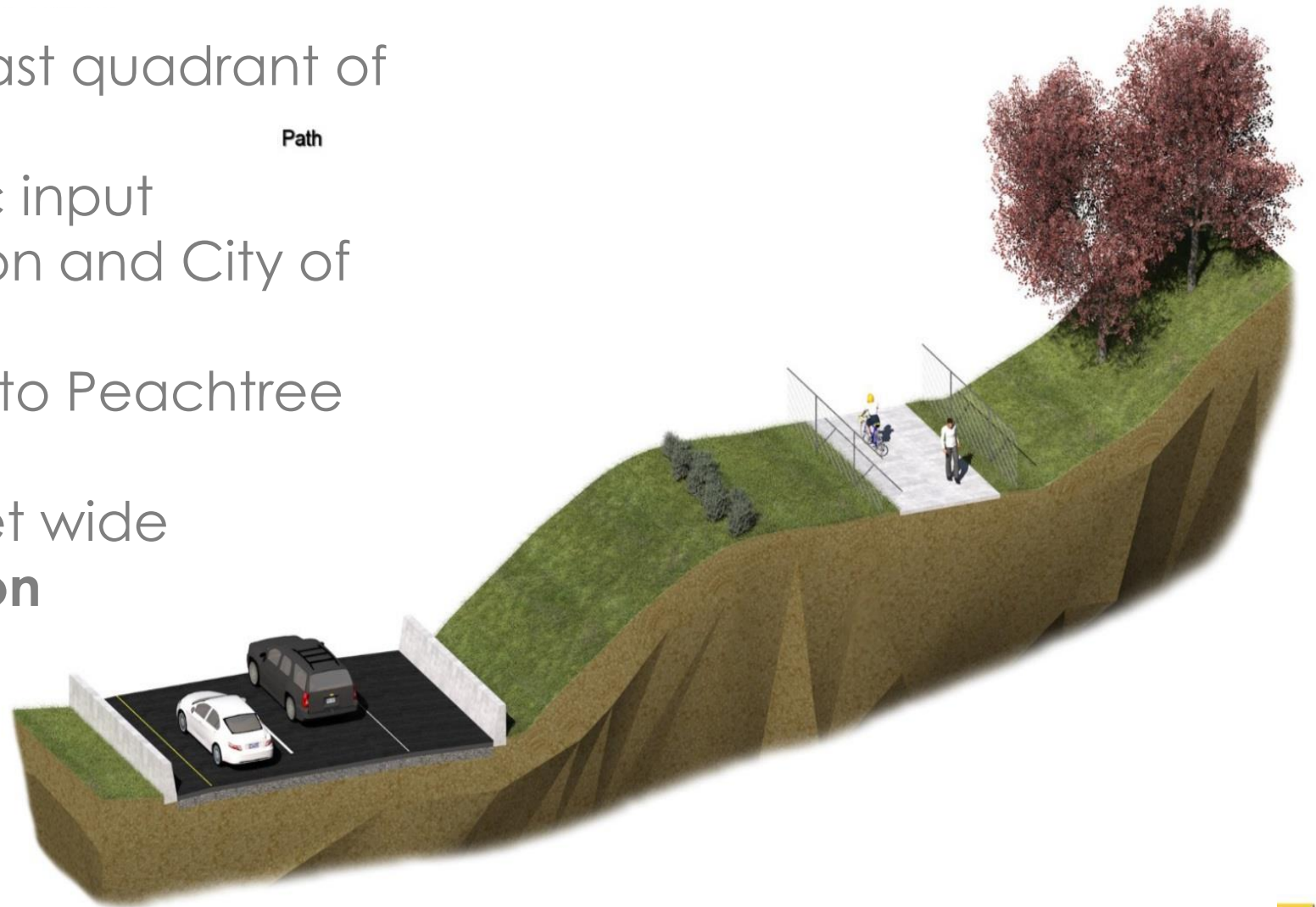


Project Quick Stats



Shared-Use Path

- Shared-Use Path in southeast quadrant of project limits
- Added as a result of public input
- Funded by PATH Foundation and City of Sandy Springs
- Spans Johnson Ferry Road to Peachtree Dunwoody Road
- Less than 1 mile and 16-feet wide
- **Currently under construction**



2020 Accomplishments



2020 Accomplishments – I-285/SR 400 Interchange

SR 400 Southbound to I-285 Eastbound

- Opened October 5, 2020
- Longest and tallest flyover ramp
- Approximately 1.5 mile long
- Over 80 feet high



2020 Accomplishments – I-285/SR 400 Interchange

SR 400 Southbound to I-285 Eastbound

- One lane open
- Two lanes final configuration
- Motorists on SR 400 southbound merge into farthest right lane just before Hammond Drive
- Motorists merge onto I-285 eastbound at the Perimeter Center Parkway overpass



2020 Accomplishments – I-285

Ashford Dunwoody Road to I-285 Westbound

- Opened November 23, 2020



I-285 Eastbound to Glenridge Drive

- Opened December 12, 2020



2020 Accomplishments – SR 400



SR 400 southbound at Abernathy Road

- Opened November 23, 2020
- Motorists on SR 400 southbound merge after the North Springs MARTA Station
- Motorists use one lane to turn right on Abernathy Road westbound and one lane to turn left on Abernathy Road eastbound

Upcoming Activities



Hammond Drive

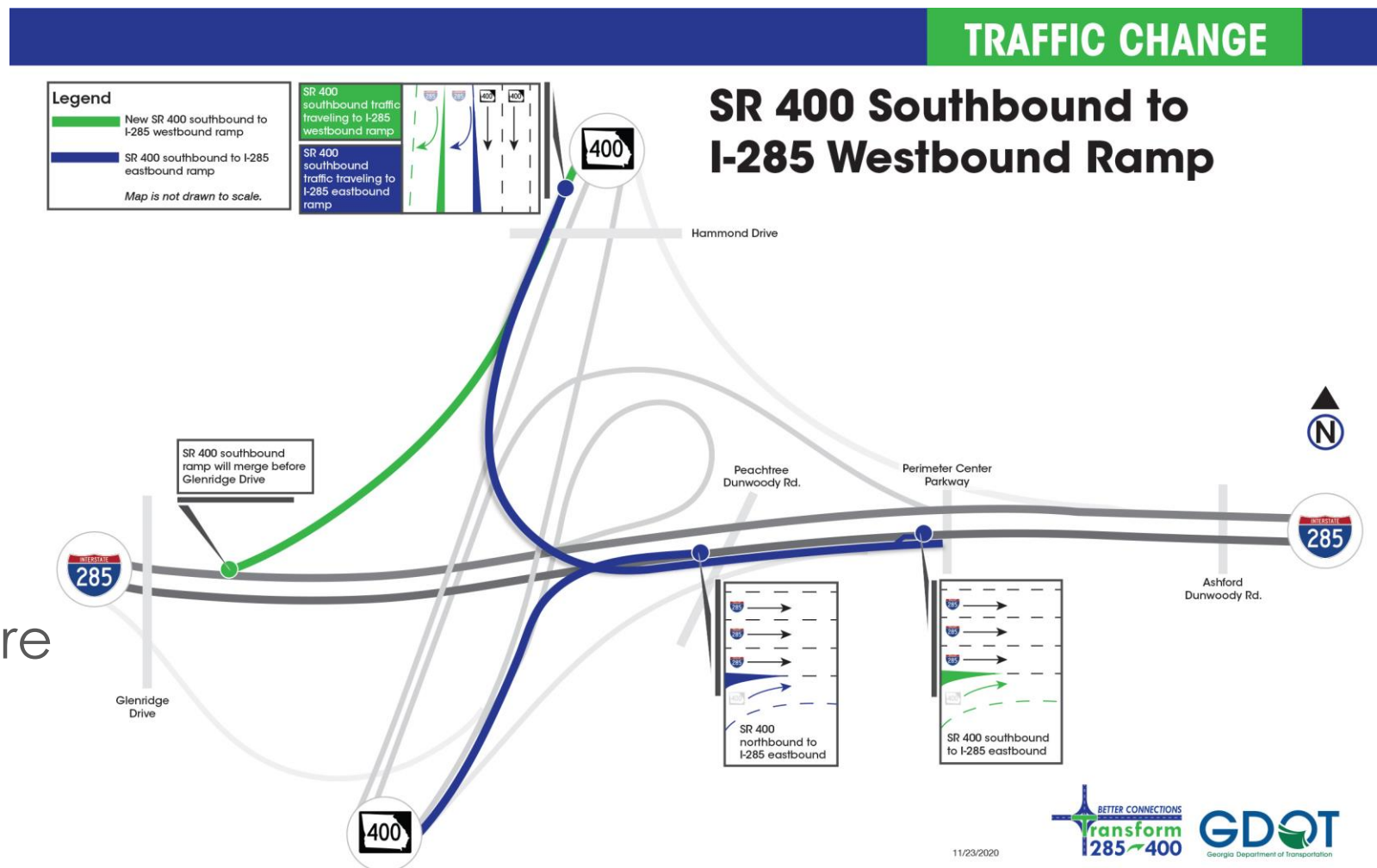
INTERSTATE
285

400

Don Ferry Road

Upcoming Activities – I-285/SR 400 Interchange

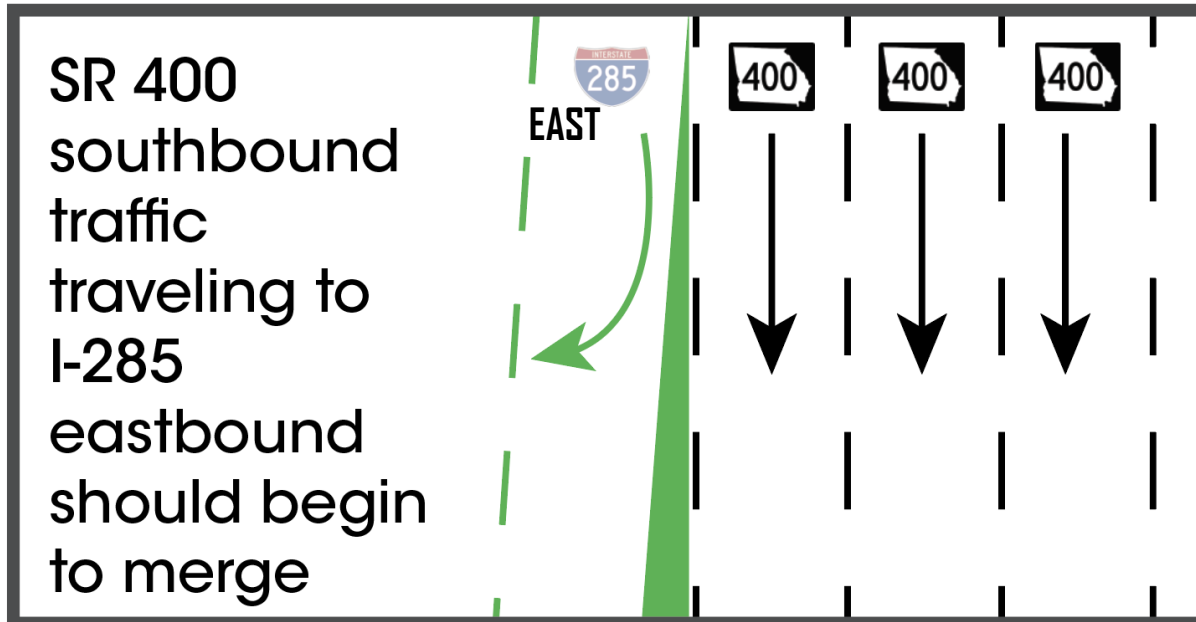
- Expected to open February 2021
- Motorists on SR 400 southbound will merge into far right lane just before Hammond Drive
- Will merge with I-285 westbound just before Glenridge Drive



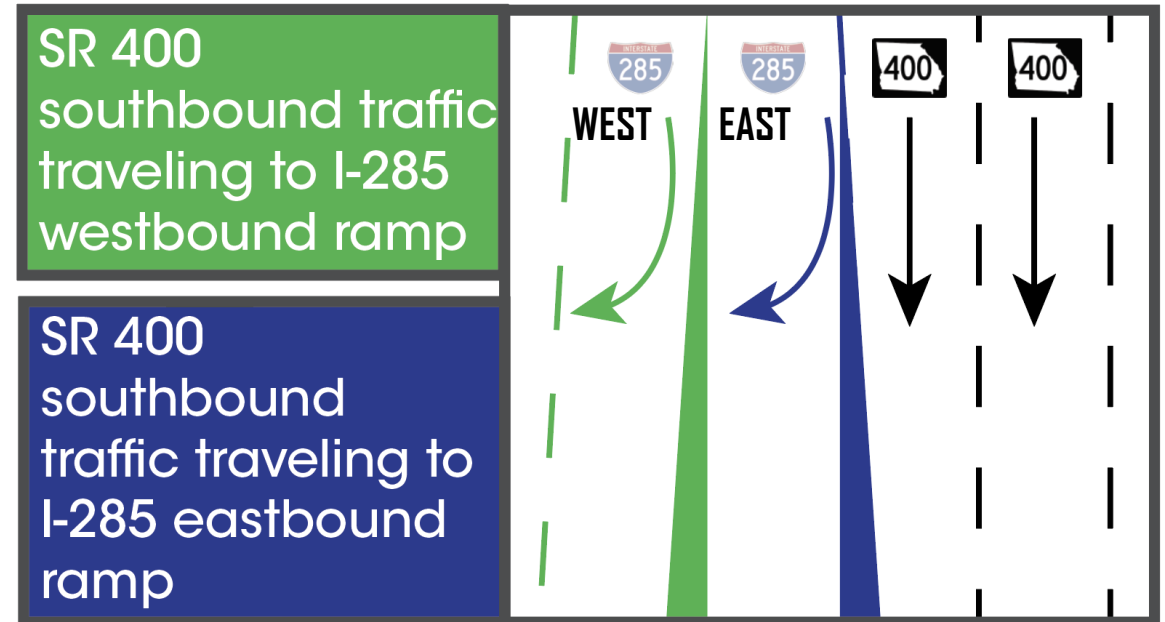
Upcoming Activities – I-285/SR 400 Interchange

SR 400 Southbound to I-285 Eastbound and Westbound

Current

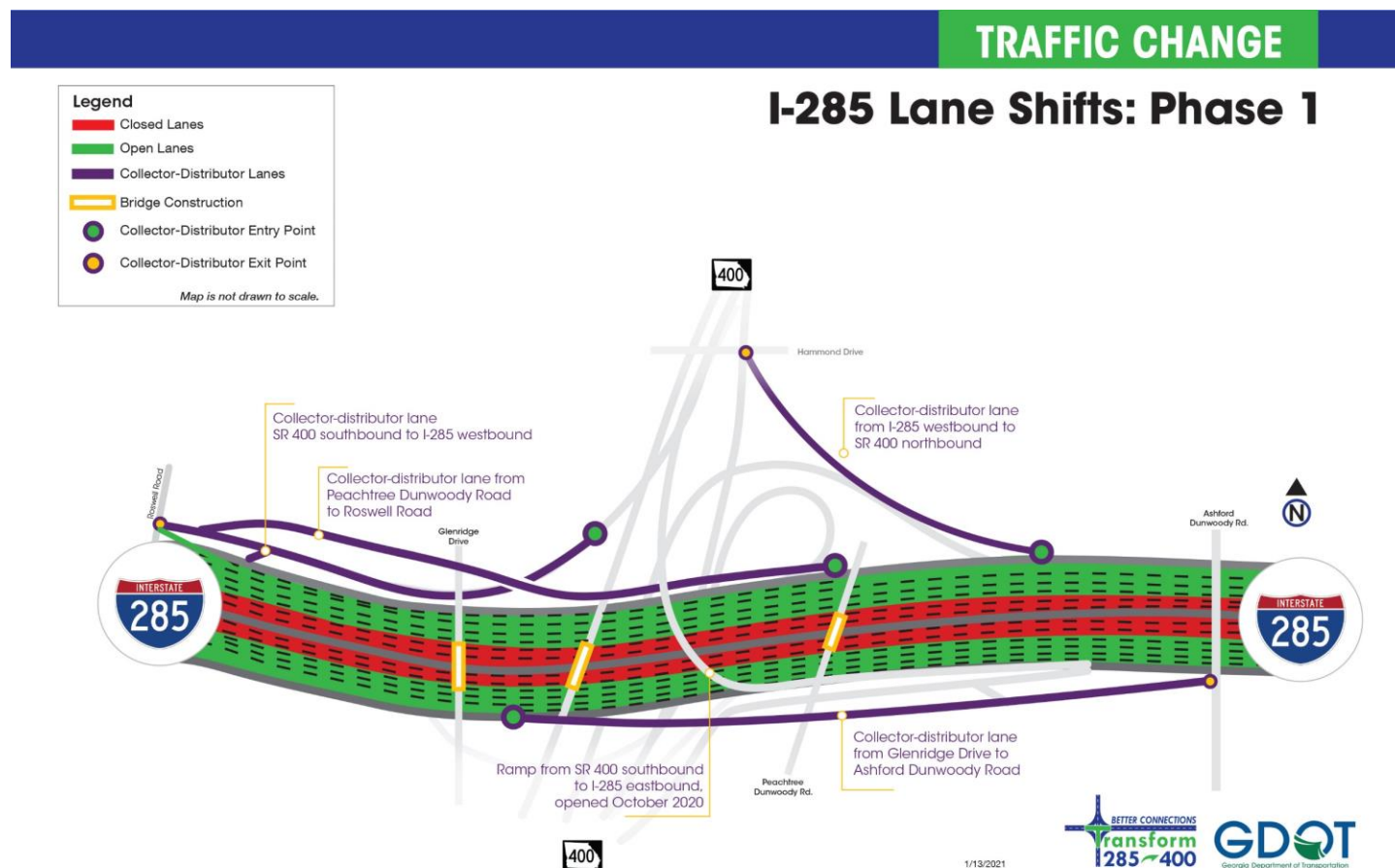


Upcoming



Upcoming Activities - I-285 Lane Shifts: Phase 1

- I-285 eastbound and westbound from Roswell Road to Ashford Dunwoody Road
- Two inside lanes will close to traffic
- Crews will rebuild the I-285 bridges over Glenridge Drive, SR 400, and Peachtree Dunwoody Road
- Phase 1 implementation is Spring 2021
 - Parts of the lane shift will open gradually before the full implementation
- Motorists will need to make exit choices sooner



Upcoming Activities - I-285

- **Blasting**
 - I-285 eastbound from Roswell Road to Glenridge Drive
- **Bridge Construction**
 - I-285 over Glenridge Drive
 - I-285 over SR 400
 - I-285 over Peachtree Dunwoody Road



Upcoming Activities - I-285

Noise Barrier Construction

- Seven noise barriers under construction
- I-285 westbound between Roswell Road and Glenridge Drive – February 2021
- I-285 westbound from Long Island Drive to Mount Vernon Highway - April 2021

NOISE BARRIERS

Transform 285/400 Project



I-285 Noise Barriers *as of the July 2020 Schedule Update		
Noise Barrier	Estimated Start	Estimated Finish
1A	Started Previously	April 2021
2	Jan 2021	June 2021
3	Started Previously	Feb 2021
5	Started Previously	Sept 2021
6	Started Previously	June 2021
7	Mar 2021	Sept 2021
8	Jan 2021	Sept 2021

*Map is not to scale. *Dates are subject to change based on schedule.

Legend	
■	Existing to remain
■	Existing to be removed
■	New Noise Barriers

For more information visit:
<http://www.dot.ga.gov/BS/Projects/SpecialProjects/I285SR400>

11/9/2020

Upcoming Activities - SR 400

- **Paving**
 - Temporary ramp and collector-distributor lanes
- **Bridge Construction**
 - Bridge Beam settings
 - Along SR 400 northbound between Hammond Drive to Mount Vernon Highway



Q4 2019

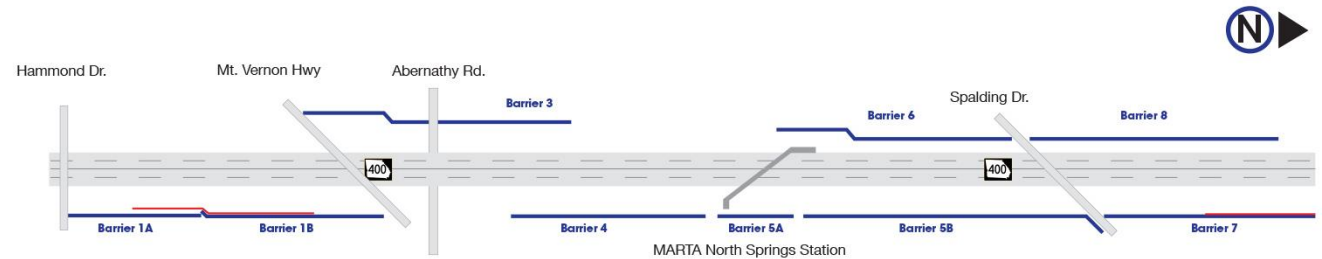
Upcoming Activities - SR 400

• Noise Barrier Construction

- Nine noise barriers under construction
- SR 400 southbound from Pitts Road to Spalding Drive – January 2021
- SR 400 northbound from Spalding Drive to Pitts Road – January 2021

NOISE BARRIERS

Transform 285/400 Project



SR 400 Noise Barriers *as of the July 2020 Schedule Update

Noise Barrier	Estimated/ Actual Start	Estimated Finish
1A	June 2020	May 2021
1B	Sep 2020	Apr 2021
3	Nov 2020	Aug 2021
4	Nov 2019	Completed
5A	Oct 2020	April 2021
5B	Jun 2020	July 2021
6	Aug 2020	Aug 2021
7	Jan 2020	Jan 2021
8	Mar 2020	Jan 2021

*Map is not to scale. *Dates are subject to change based on schedule.

Legend
 Existing to remain
 Existing to be removed
 New Noise Barriers

For more information visit:
<http://www.dot.ga.gov/BS/Projects/SpecialProjects/I285SR400>

Upcoming Activities - SR 400

SR 400 at Abernathy Road DDI

- Set to begin this summer
- Open to traffic
December 2021



Commute Options During Construction



Xpress

There are multiple routes coming into the Perimeter area



MARTA

There are 4 stations in the Perimeter area (Sandy Springs, Dunwoody, Medical Center, and North Springs)



Carpool/Vanpool



Telework



Walk/Bike

There are multiple paths and pedestrian access through the Perimeter area



Public Information



Public Information

Visit us online!

- Access Traffic Impact Reports
- Find project information and resources
- View project maps
- Read project newsletters
- Check out the image gallery of the project
- Subscribe to receive updates



Weather permitting, Georgia Department of Transportation construction partners will close lanes on local roads and close lanes on I-285 and SR 400. Crews will also implement multiple detours for the *Transform 285/400* Interchange project. Travel restrictions include possible delays, reduced speeds and detours in some areas.

***NOTES:** Work schedule updates can be made daily. Check project webpage often for the latest updates. Detour information is shown using red text.

Daytime Closures:

Overnight Closures:

Monday, November 16, 9 p.m. to 5 a.m.

General Lane Closures & Traffic Pacings

- One right lane on I-285 westbound from Mount Vernon Highway to Lake Forrest Drive

Closure and Detours

Peachtree Dunwoody Road southbound from Hammond Drive to Lake Hearn Drive
([map](#))

- Motorists traveling northbound on Peachtree Dunwoody Road should turn right onto I-285 eastbound. Motorists should exit at Ashford Dunwoody Dunwoody Road. Motorists should turn left on to Ashford Dunwoody Road then left on to I-285 westbound. Motorists should exit at Peachtree Dunwoody Road (Exit 28) to access Peachtree Dunwoody Road northbound.
- Motorists traveling southbound on Peachtree Dunwoody Road should turn left on Hammond Drive, turn right on Perimeter Center Parkway, then turn right on Lake Hearn Drive to continue southbound travel on Peachtree Dunwoody Road.

Example of Weekly Traffic Report 28

Connect with Transform 285/400



Email: transform285400@dot.ga.gov

Hotline: 404-609-4609

Website: <http://www.dot.ga.gov/BuildSmart/Projects/Pages/I285SR400.aspx>

Social Media: #Transform285400

THANK
YOU
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@GeorgiaDOT



@GADeptofTrans



@gadeptoftrans



www.dot.ga.gov

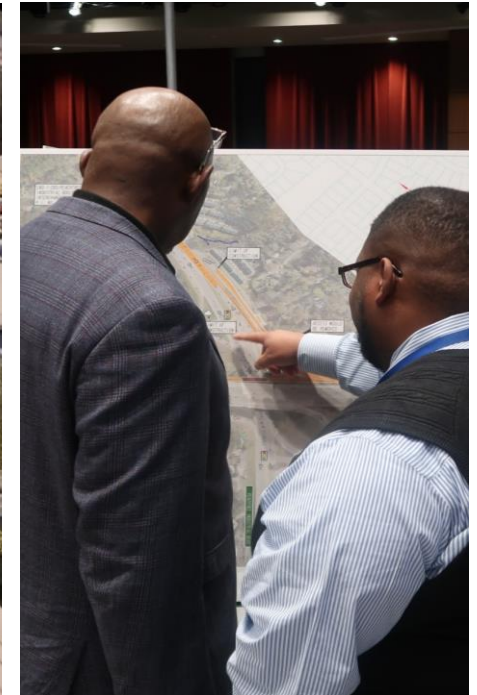


Major Mobility Investment Program (MMIP) Updates

Tim Matthews, P.E.

MMIP Program Manager

January 26, 2021

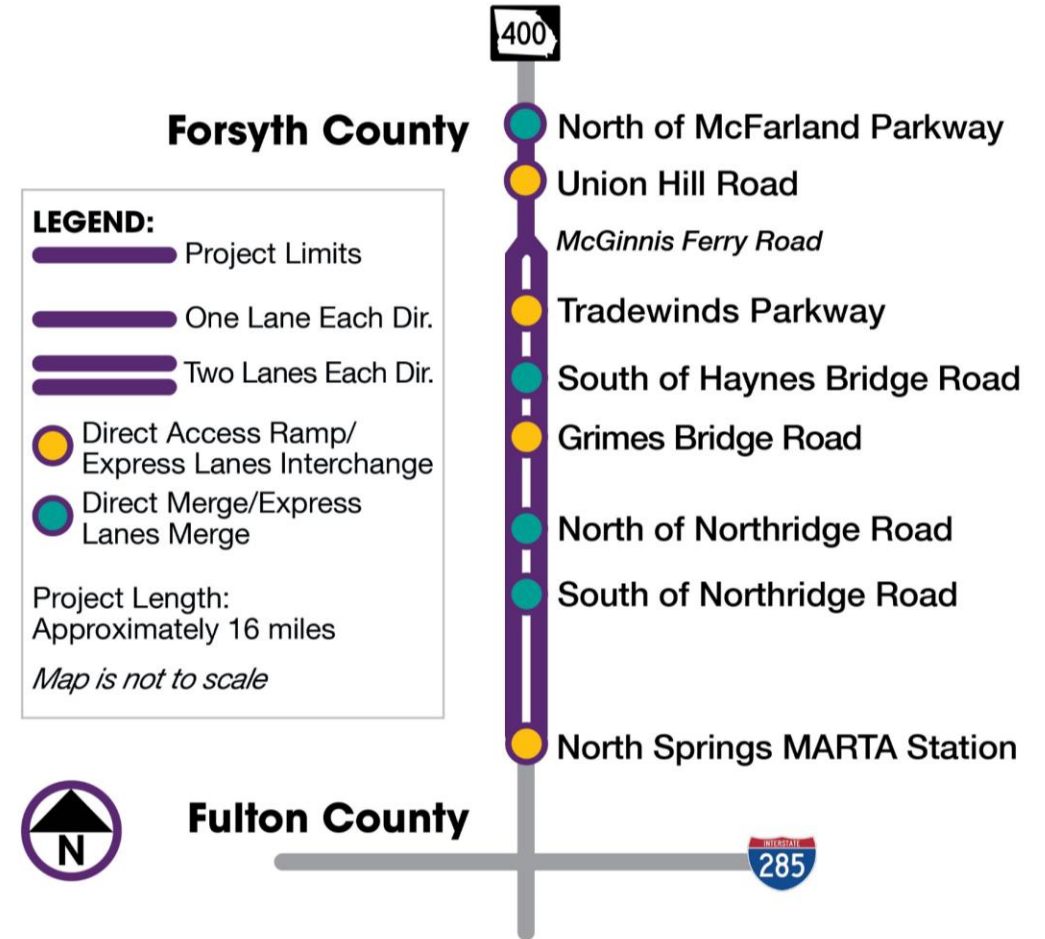


SR 400 Express Lanes



SR 400 Express Lanes

- Project limits between the North Springs MARTA Station and McFarland Parkway
 - Two, new express lanes in each direction from the North Springs MARTA Station to McGinnis Ferry Road
 - One, new express lane in each direction from McGinnis Ferry Road to just north of McFarland Parkway
- Express Lanes Transit in the form of Bus Rapid Transit (BRT) being incorporated



Construction Start
2022



Substantial Completion
2027

Project Schedule



2017:

Environmental
process
begins



2019:

Public
Information
Open Houses



2019:

Right-of-way
acquisition
begins



2020:

Draft
Environmental
Assessment

Public Hearing
Open House



2021:

Federal
environmental
approval



2022:

Construction
starts

Noise barrier
vote



2027:

Substantial
completion

Current Activities



Progressing INFRA Grant term sheet with FHWA



Acquiring early right-of-way



Advancing access points at Tradewinds Parkway and Grimes Bridge Road



Developing intergovernmental agreements



Coordinating with MARTA for BRT scope refinement

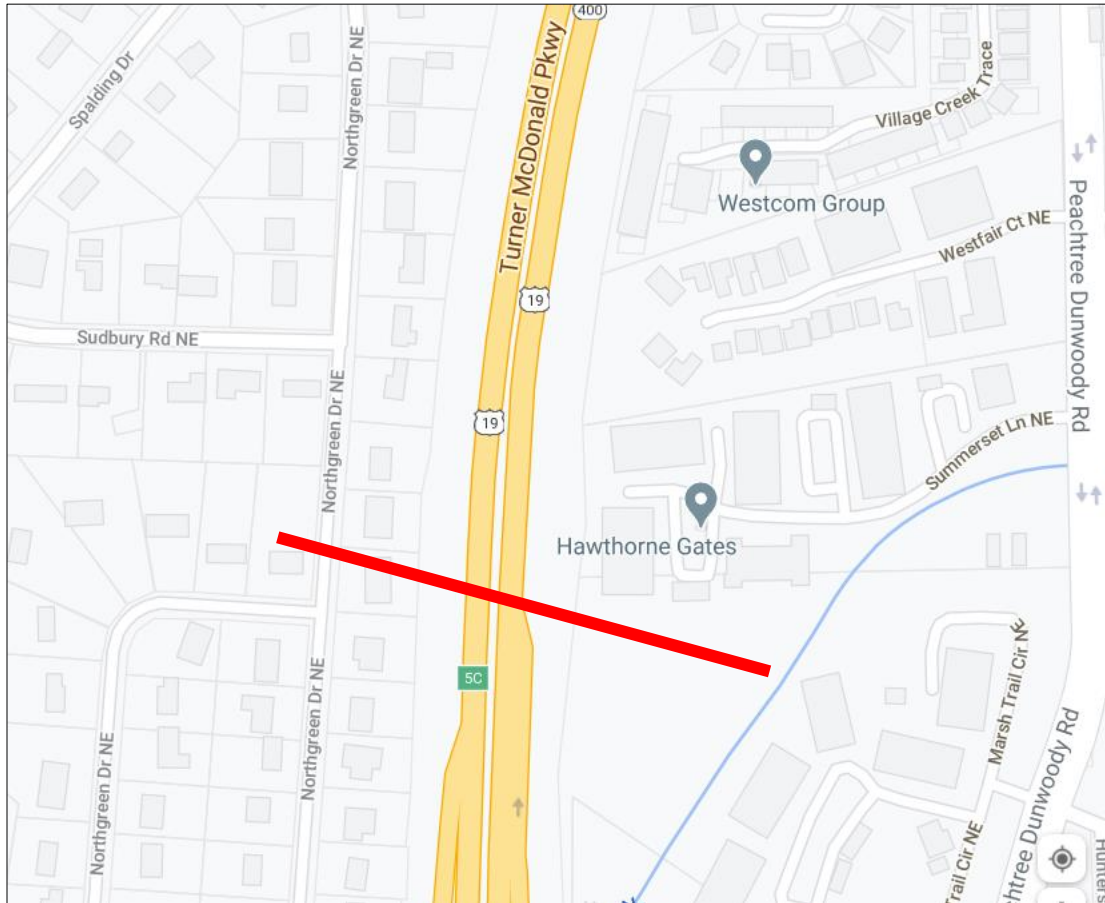


Implementing procurement activities for Developer services



Development of environmental documents for FONSI approval

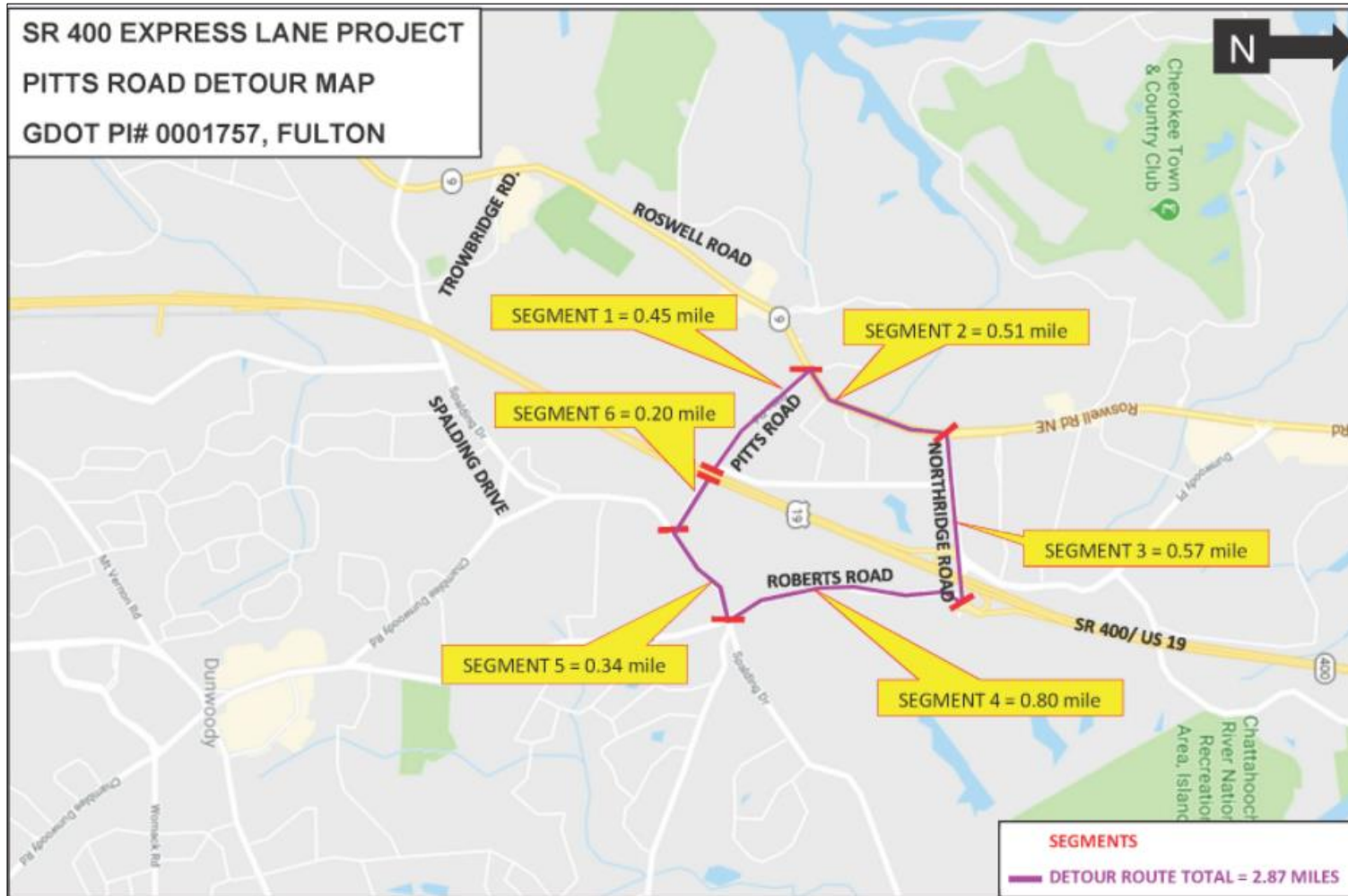
Colonial Pipeline Relocation



- Existing 36" pipeline to be relocated under SR 400 south of Spalding Drive
- Work to occur near Spalding Woods neighborhood in last four months of 2021
- Initial outreach with impacted residents began last fall, in progress

Details: <https://ga400relocation.colonialpipeline.com/>

Pitts Road Closure/Detour



- Pitts Road is one of three bridges within the project limits planned for replacement with proposed detours
- Plan is to replace new bridge in place with detour

I-285 Top End Express Lanes

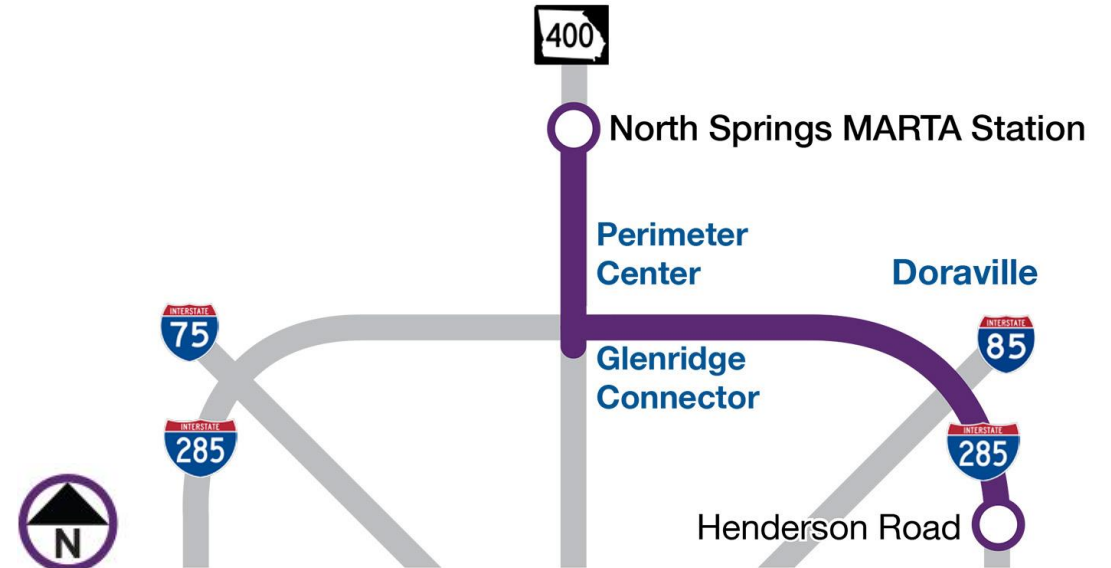


I-285 Top End Express Lanes



I-285 Top End East Express Lanes

- I-285 limits: SR 400 to Henderson Road
 - Two new barrier-separated express lanes in both directions – at-grade and elevated – from SR 400 to I-85
 - One lane in both directions from I-85 to Henderson Road
- SR 400 limits: Glenridge Connector to the North Springs MARTA Station



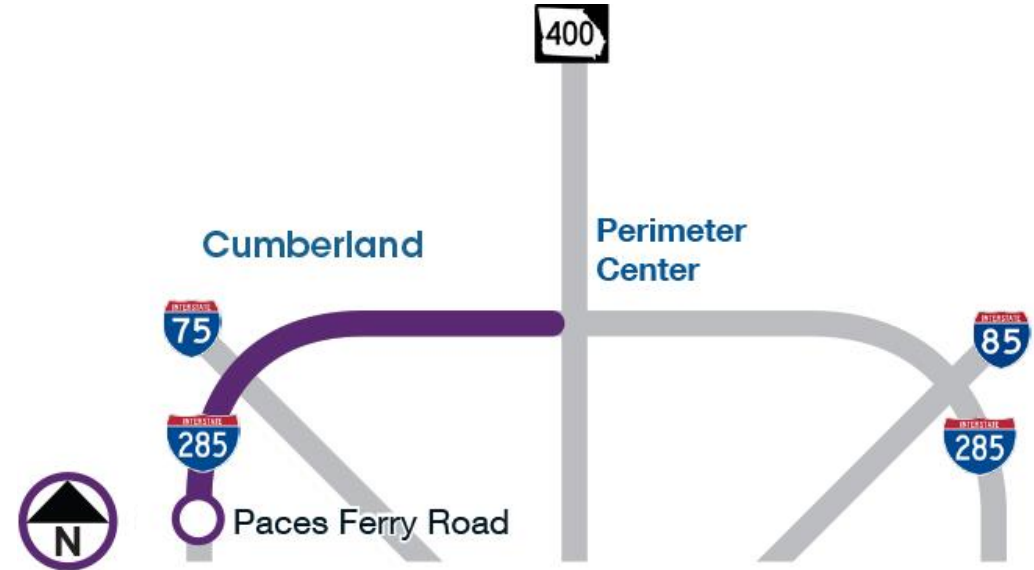
Construction Start
2024



Substantial Completion
2028

I-285 Top End West Express Lanes

- Limits: Just south of Paces Ferry Road to SR 400
 - Two new barrier-separated express lanes in both directions – at-grade and elevated – from SR 400 to I-75
 - One lane in each direction from I-75 to Paces Ferry Road



Construction Start
2026



Substantial Completion
2032

I-285 Top End Express Lanes Timeline



2018:
Environmental
process
began



2019-2021:
Early right-
of-way
acquisition



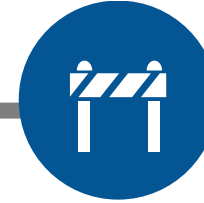
Jan. 2020:
Public
Information
Open House
(PIOH)



Q2/Q3 2021:
Public Hearing
Open House
(PHOH)



2024:
Construction
starts for I-285
Top End East



2026:
Construction
starts for I-285
Top End West



2028:
**I-285 Top End
East –**
Substantial
Completion

2032:
**I-285 Top End
West –**
Substantial
Completion

Current Activities



Draft Environmental Impact Statement (DEIS) under review by FHWA



Utility coordination



Advancing access points at Johnson Ferry Road and Mount Vernon Highway



Acquiring early right-of-way

Mount Vernon Bridge Replacement



- Part of I-285 Westbound Auxiliary Lane Extension project
- Evaluating options to construct the bridge over I-285 on new alignment
- Alternative shown at the PIOH in January 2020 contemplated the use of an off-site detour.
- Bridge constructed in single phase; simplified traffic control
- ROW required to construct the bridge
- Utilities will be relocated

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www.dot.ga.gov/MMIP

CITY COUNCIL RETREAT

January 26, 2021



Engaging Stakeholders (Round 1)

- Public Meetings
- Online Survey (English + Spanish)
- Focus Groups
 - Transportation Demand Management
 - Bicycle and Pedestrian
 - Livable Communities
 - Safety and Emergency Services
 - Adjacent Communities
 - Transit
- Other Stakeholders
 - Fulton County Office of Aging, Senior Services, Community Assistance Center

Multimodal Assessment

- Citywide Travel Demand Forecasting Model Analysis
- Traffic Operations Evaluation
- Safety Evaluation
- Multimodal Connectivity
 - Bicycle Network Analysis
 - 20-Minute Neighborhoods Analysis
 - Transit Network Analysis

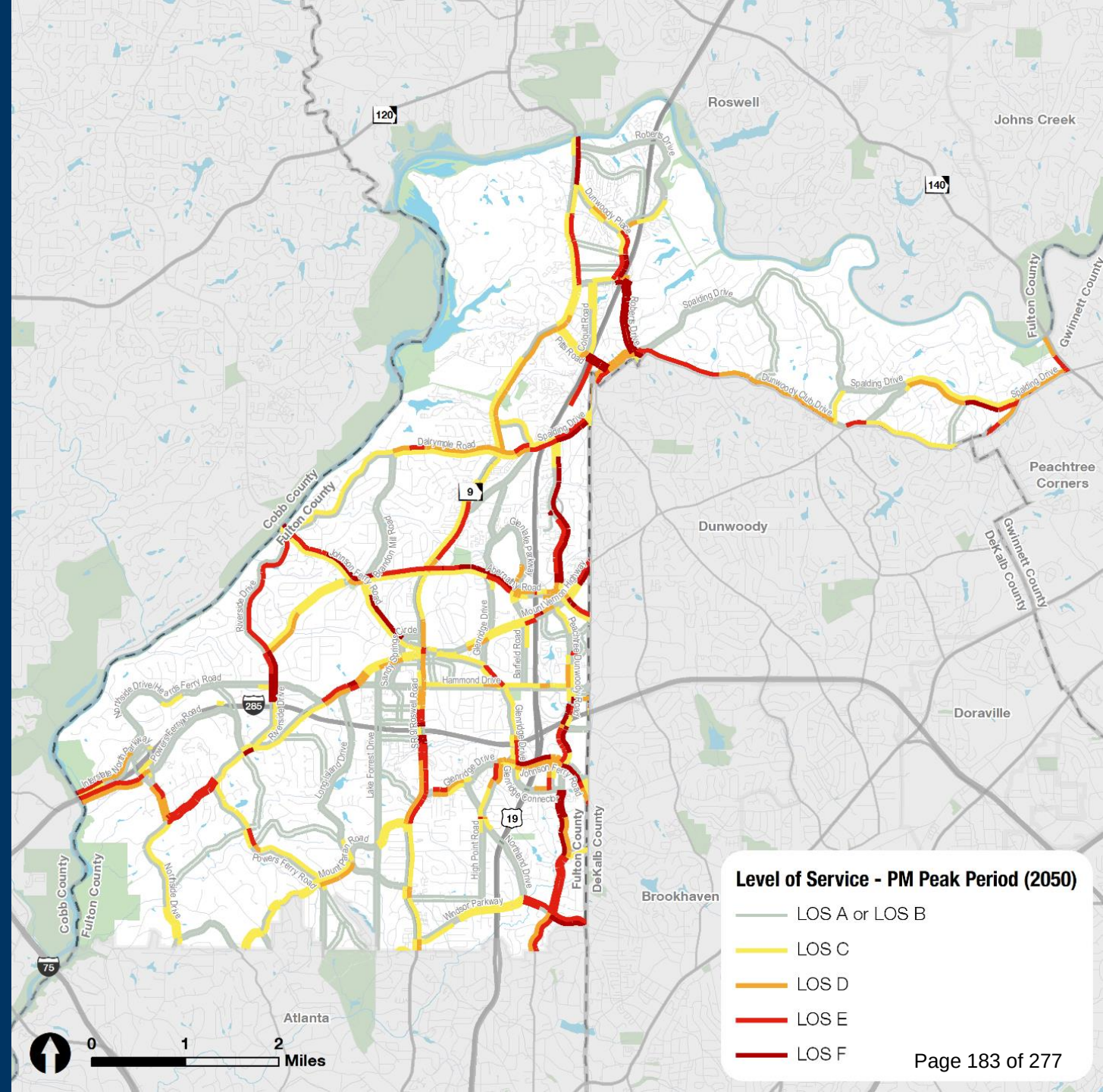


Citywide Travel Demand Forecasting Model Analysis

Level of service (LOS) characterizes perceived quality of service, based on delay and level of congestion. The scale starts from A and goes to F, better to worse.

Similar to the volume map, the roadways that are currently experiencing congested conditions, continue to do so in 2050. Some roadways will be at LOS F by 2050, including portions of Johnson Ferry Road, Roswell Road, Windsor Parkway, and Peachtree Dunwoody Road.

New access provided as part of MMIP does not appear to have significant negative impacts to surface street operations, except for the area around the Northside Drive general purpose interchange.



Traffic Operations Evaluation

- There are several improvements that are recommended to bring each intersection up to the latest standards:
 - Repaving and restriping (as needed)
 - Traffic signal backplates with retroreflective borders
 - Raised pavement markers
 - Flashing Yellow Arrows (FYAs)
 - Retroreflective median nose delineators, where applicable
- The City has completed several large intersection projects over the past several years, and as such, the recommended improvements from this plan are more moderate in comparison.

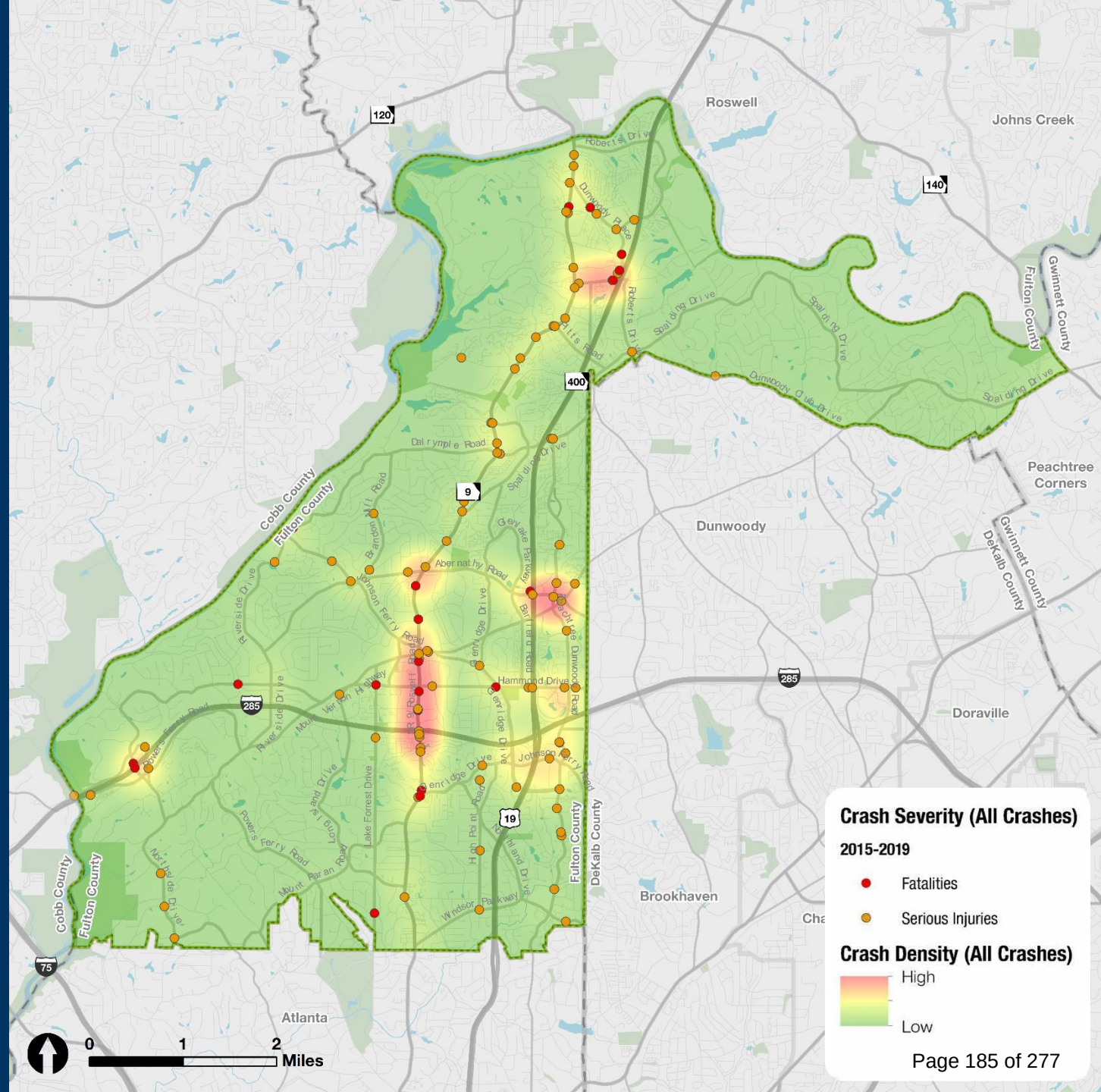


Serious Crashes

Between 2015-2019, a total of 119 crashes on surface streets in Sandy Springs resulted in a serious injury or fatality.

Locations reviewed in more detail:

- Hammond Drive at Peachtree Dunwoody Road
- Roswell Road at Lake Placid Drive
- Roswell Road at Trowbridge Road
- Roswell Road at I-285 EB Ramps
- Roswell Road at I-285 WB Ramps



Safety

6 “E’s” of Transportation Safety

- Education
- Enforcement
- Encouragement
- Engineering
- Evaluation
- Emergency Response

In Sandy Springs

The top 5 emphasis areas in Sandy Springs are:

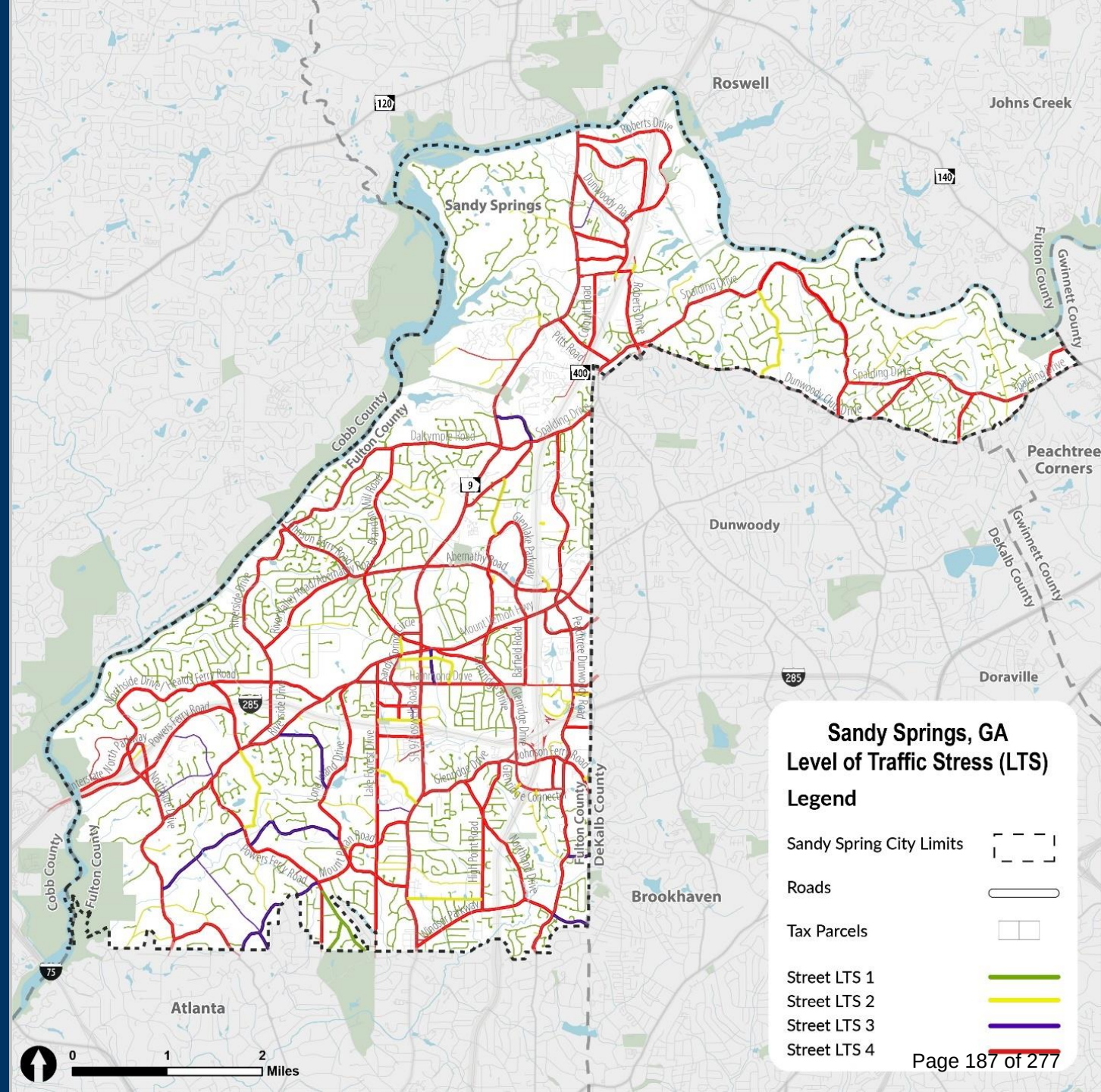
- Intersection
- Distracted Drivers
- Older Drivers (55-64)
- Older Drivers (65+)
- Hit & Run

Bicycling and Walking

Level of Traffic Stress Analysis

- Range of LTS 1 – 4
- Identifies streets that are most suitable for bicycling with vehicular traffic.
- LTS 1 is suitable for on-street biking for most ages and abilities
- LTS 4 is suitable only for the most experienced and confident of riders unless a sidepath provided.

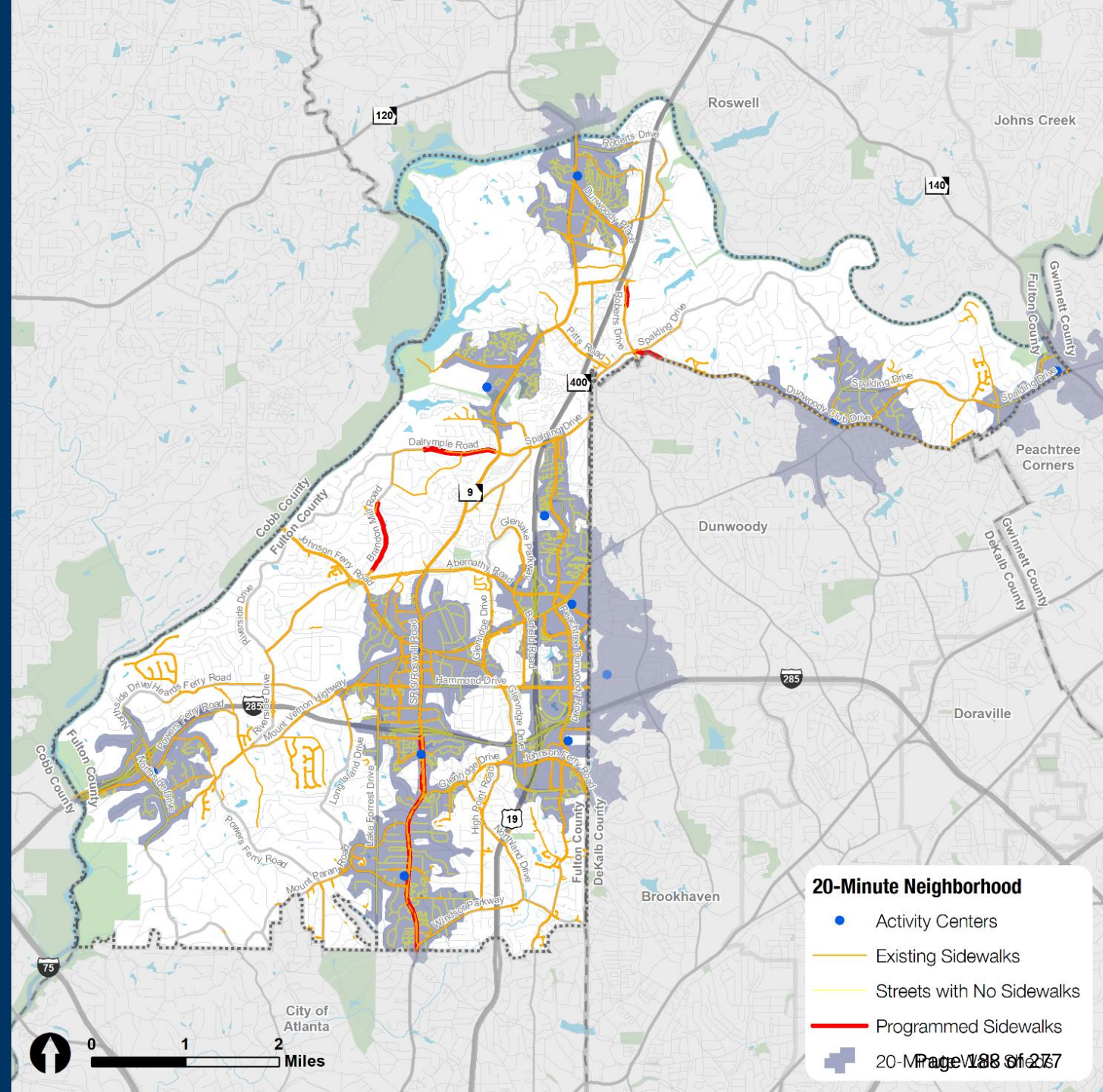
Most of the City's primary and secondary street network is classified as LTS 4.



Bicycling and Walking

12 Neighborhood Activity Centers were identified to serve as walking destinations for residents within a 20-minute walk (~1 mile).

- Roswell Road/Long Island Drive
- Powers Ferry Village
- Roswell Road/Lake Placid Drive
- City Springs
- North End Commercial
- North Springs MARTA Station
- Sandy Springs MARTA Station
- Dunwoody MARTA Station
- Medical Center Station
- Morgan Falls Athletic Fields
- Dunwoody Club Shopping Center
- Spalding Drive/Holcomb Bridge Road



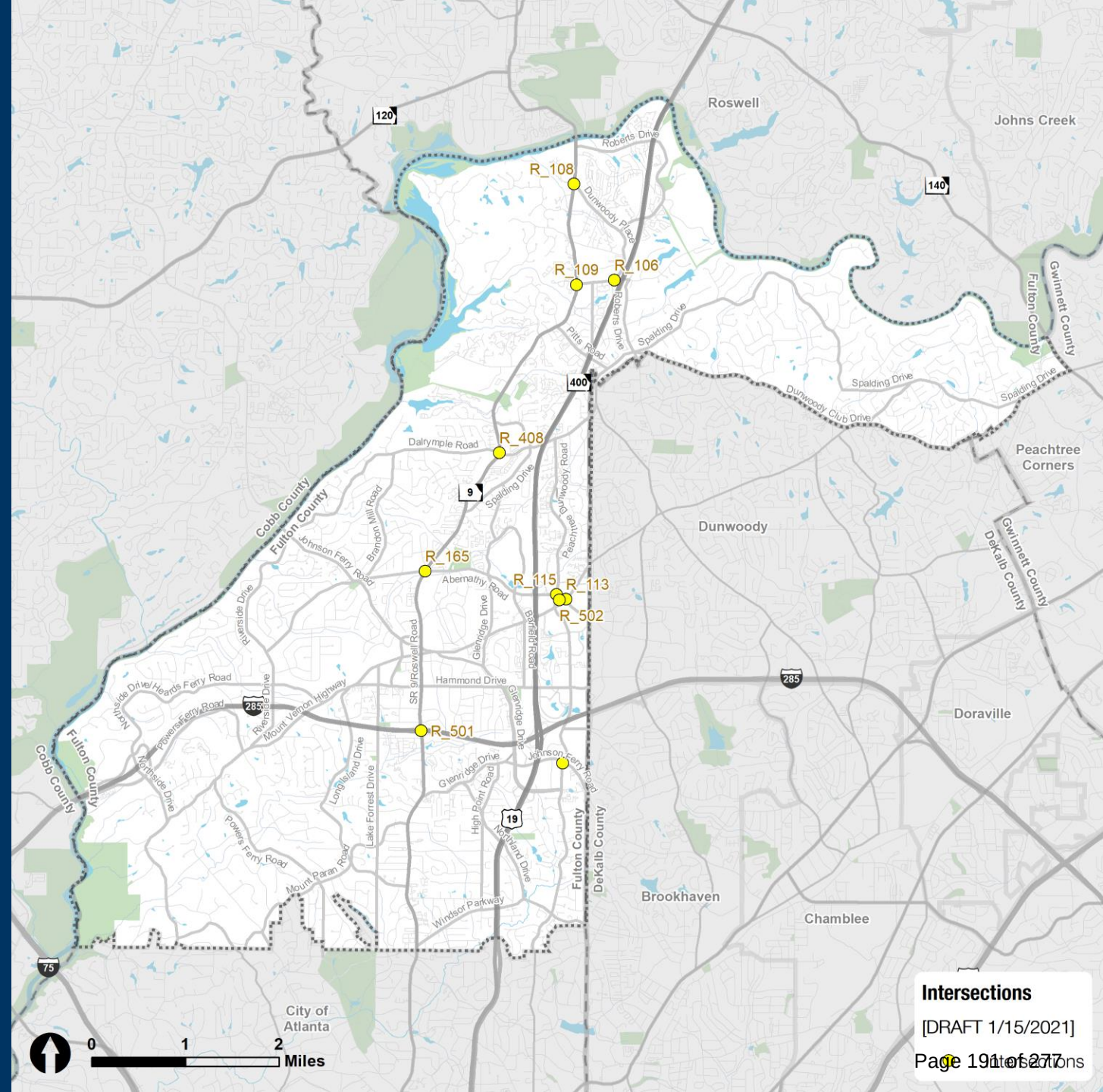
DRAFT PROJECT LIST
**SHORT- AND MID-RANGE
PROJECTS**

Prioritization Criteria

- Safety (25 points)
- Mobility and Accessibility (20 points)
- Well-being and Environment (20 points)
- Land Use & Transportation Integration (15 points)
- Maintenance & Management (10 points)
- Economic Vitality (5 points)
- Public Support (5 points)

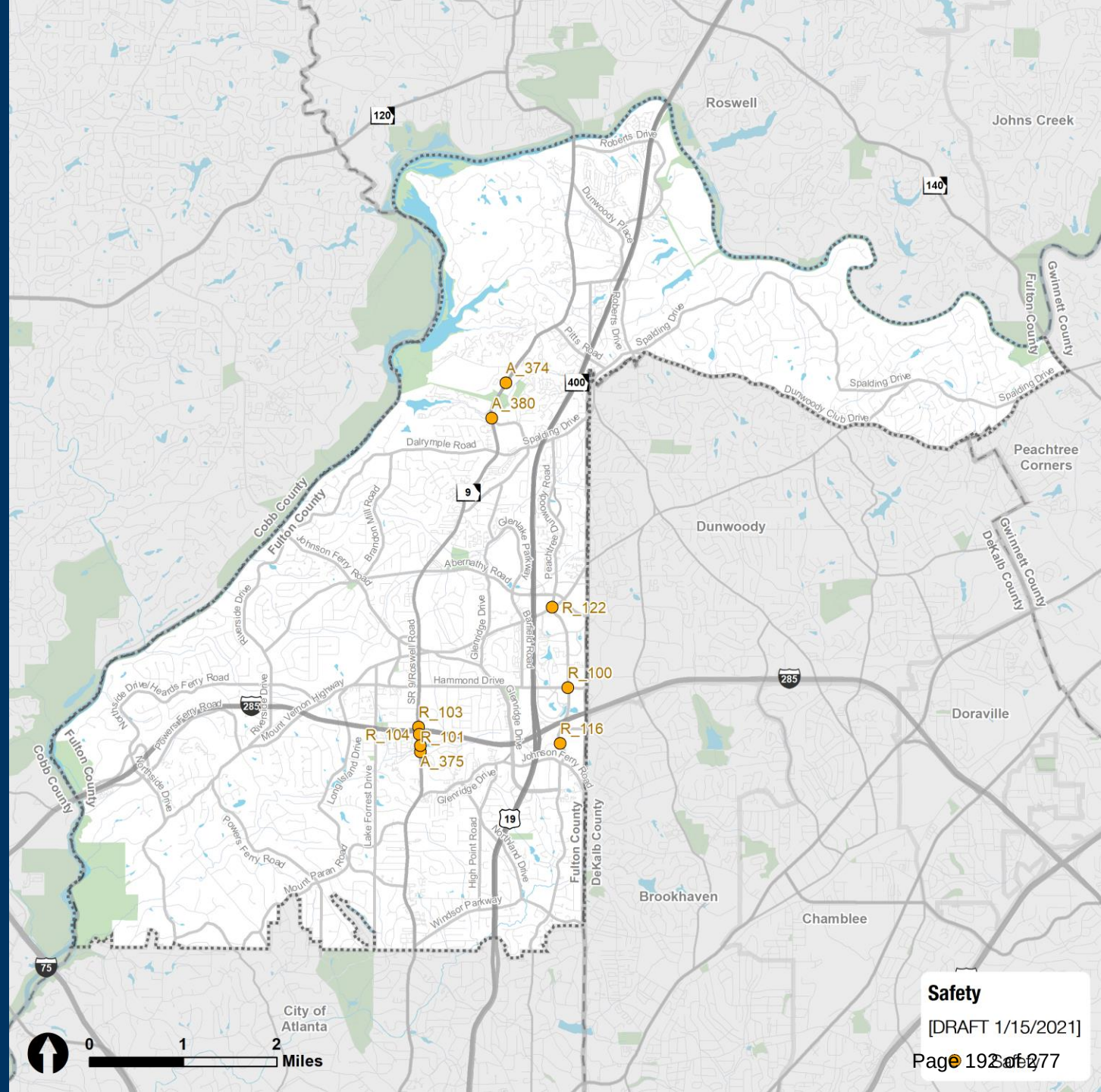
Intersection

Intersection Projects	Cost
I-285/Roswell Road Innovative Intersection Study	\$150,000
Abernathy/Mt. Vernon/Peachtree Dunwoody Intersections Study	\$150,000
Roswell Road and Abernathy Rd Short-Term Improvements	\$500,000
Roswell Road and Abernathy Rd Long-Term Improvement	\$12M
Northridge Road at Roswell Road Improvement	\$2.2M
Dunwoody Place at Roswell Road Intersection	\$2M
Abernathy Road at Peachtree Dunwoody Rd Improvement	\$1M
Abernathy Road at Mount Vernon Highway Improvement	\$1M
Johnson Ferry Rd at Peachtree Dunwoody Rd Intersection Short-Term Improvement	\$2.5M
Johnson Ferry Rd at Peachtree Dunwoody Rd Intersection Long-Term Improvement	\$13.5M
Northridge Road at SR 400 SB Improvement	\$1M
Roswell Road at Dalrymple Phase II	\$7.8M
TOTAL	\$43.8M



Safety

Safety Projects	Cost
Roswell Road at I-285 Eastbound Ramps Short Term Improvements	\$500,000
Hammond Drive at Peachtree Dunwoody Road	\$150,000
Roswell Road at Lake Placid Drive Improvements	\$225,000
Hollis Cobb Circle at Peachtree Dunwoody Road Improvements	\$325,000
Roswell Road at I-285 Westbound Ramps Short Term Improvements	\$300,000
Mount Vernon Highway at Peachtree Dunwoody Road Improvements	\$350,000
Bring 10 intersections up to standard	\$1M
Midblock Crossing at Roswell Road between Prado Place and Northwood	\$500,000
Midblock Crossing at Fulton County Annex	\$500,000
Midblock Crossing at Roswell Road between Cimarron Parkway & Trowbridge Rd	\$500,000
TOTAL	\$4.35M



Capacity & Corridor

Capacity Projects

Hammond Drive Widening, Roswell Rd to Barfield Rd.

Cost

\$55M

City Contribution to New Streets built with Redevelopment

\$1M

TOTAL

\$56M

Corridor Projects

Roswell Road North Boulevard Median Study & Project

Cost

\$7M

Roswell Road Access Management and Complete Streets Improvements

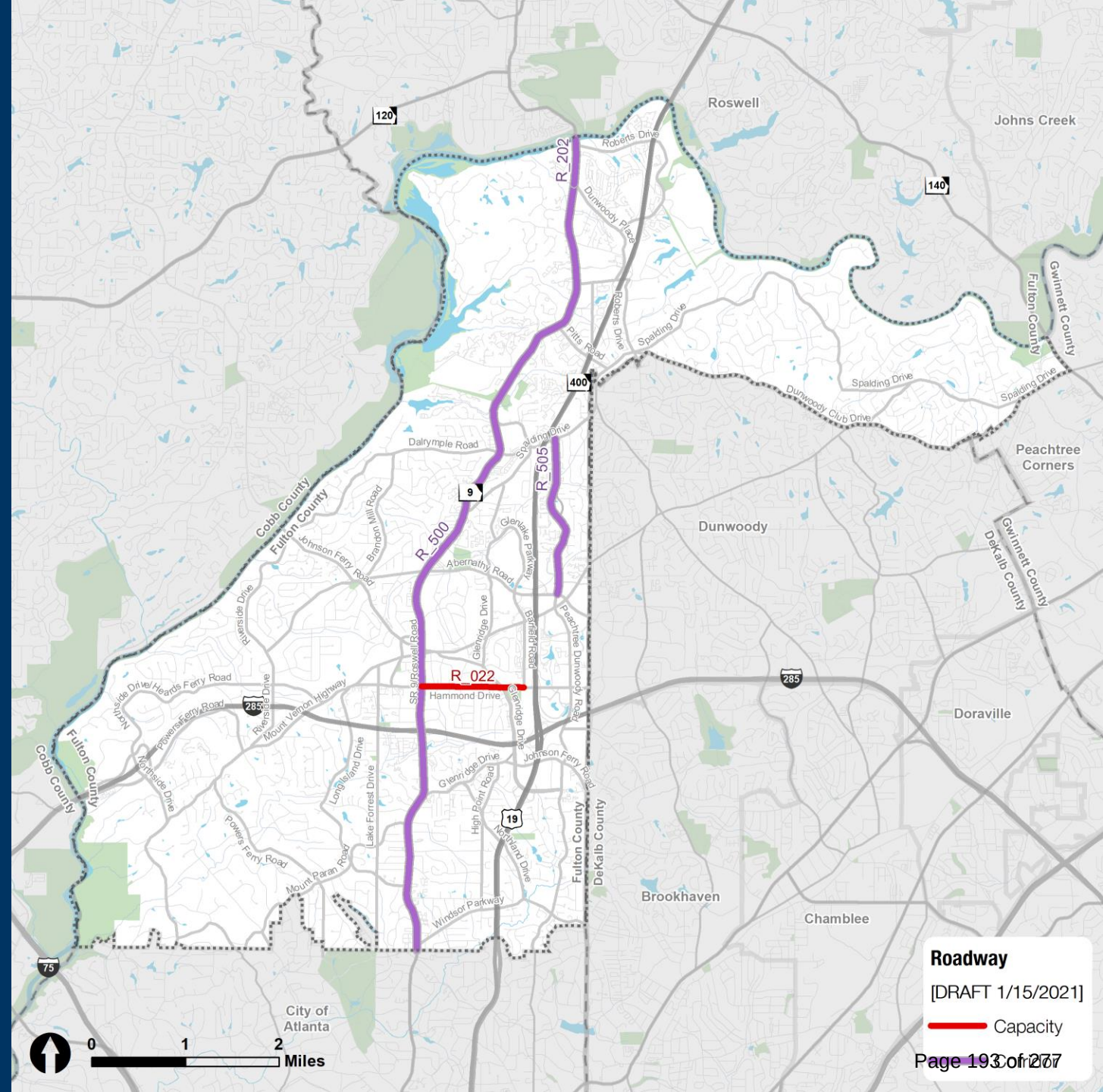
\$10M

Corridor study and improvements for Peachtree Dunwoody Rd., from Mt Vernon to Spalding Drive

\$5.15M

TOTAL

\$22.15M



Roadway

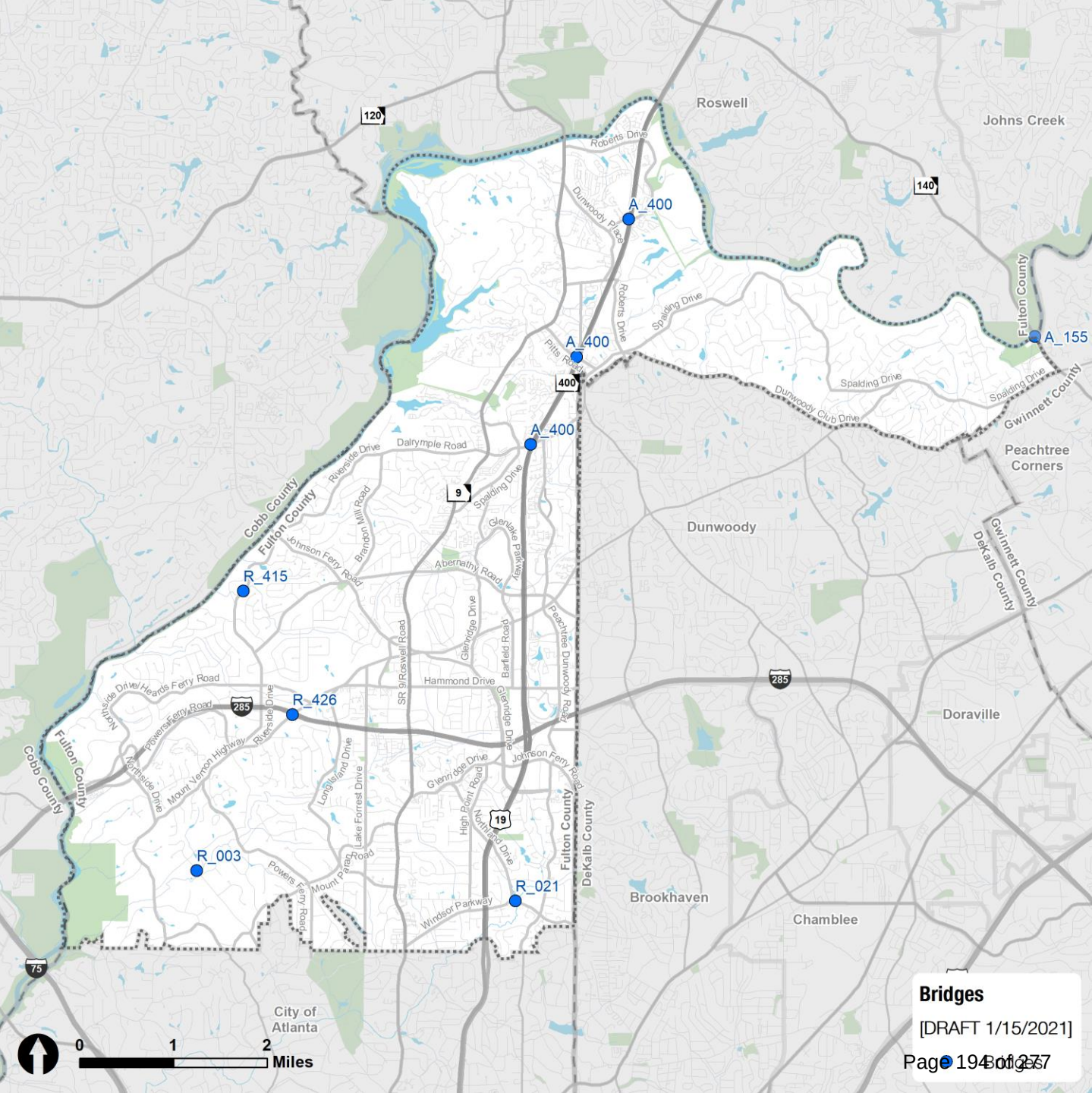
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Capacity

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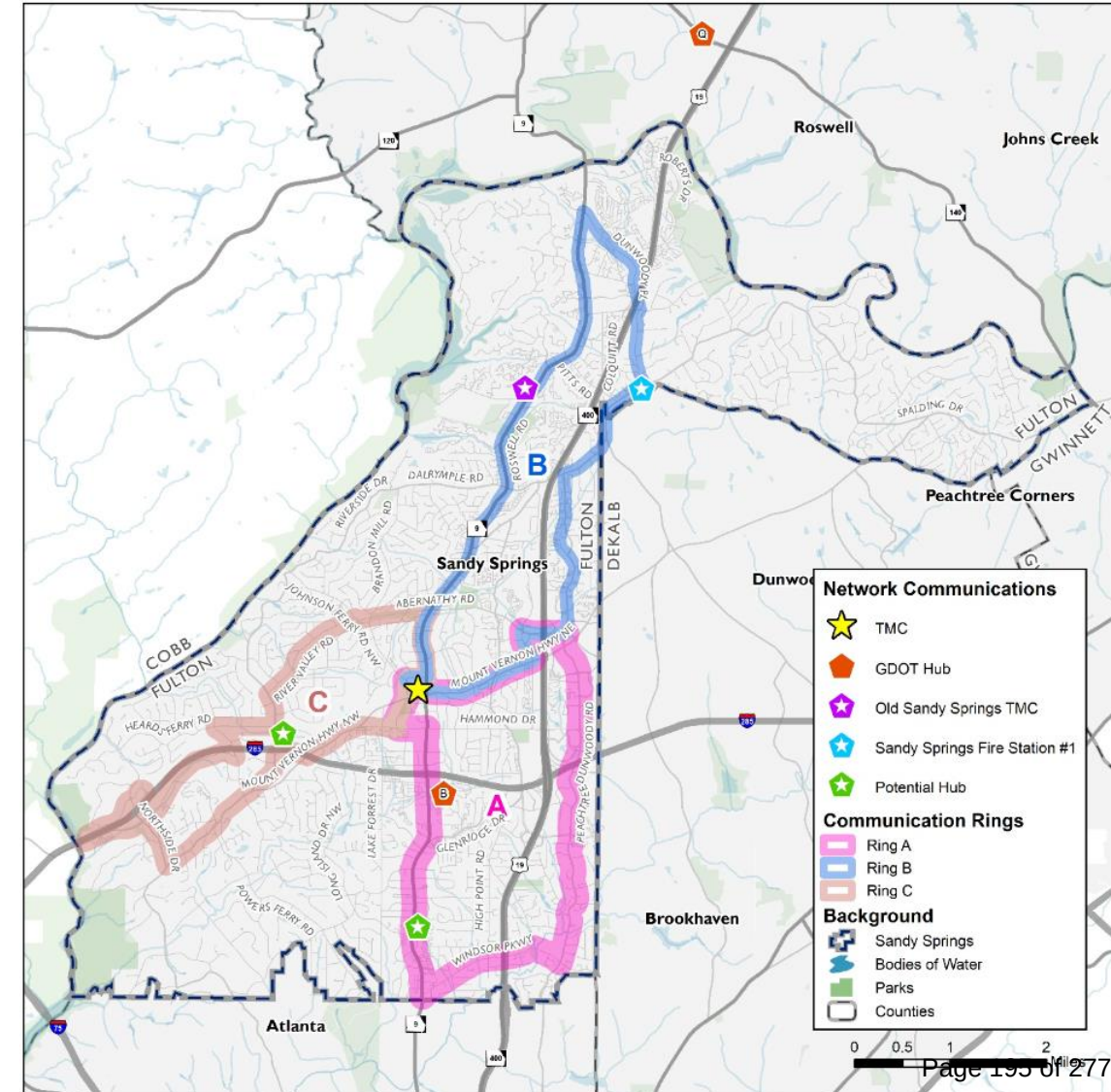
Bridge

Bridge Projects	Cost
SR 400 Bridge Enhancements	\$6M
I-285 Top End – Mt Vernon Bridge Enhancement	\$2.4M
Roswell Road Bicycle/Pedestrian Bridge	\$1M
Riverside Bridge over Chattahoochee River Tributary Replacement	\$3.2M
Windsor Parkway Bridge over Nancy Creek Replacement	\$5M
Jett Road Bridge over Long Island Creek Bridge Replacement	\$3M
TOTAL	\$25.6M



Intelligent Transportation Systems (ITS)

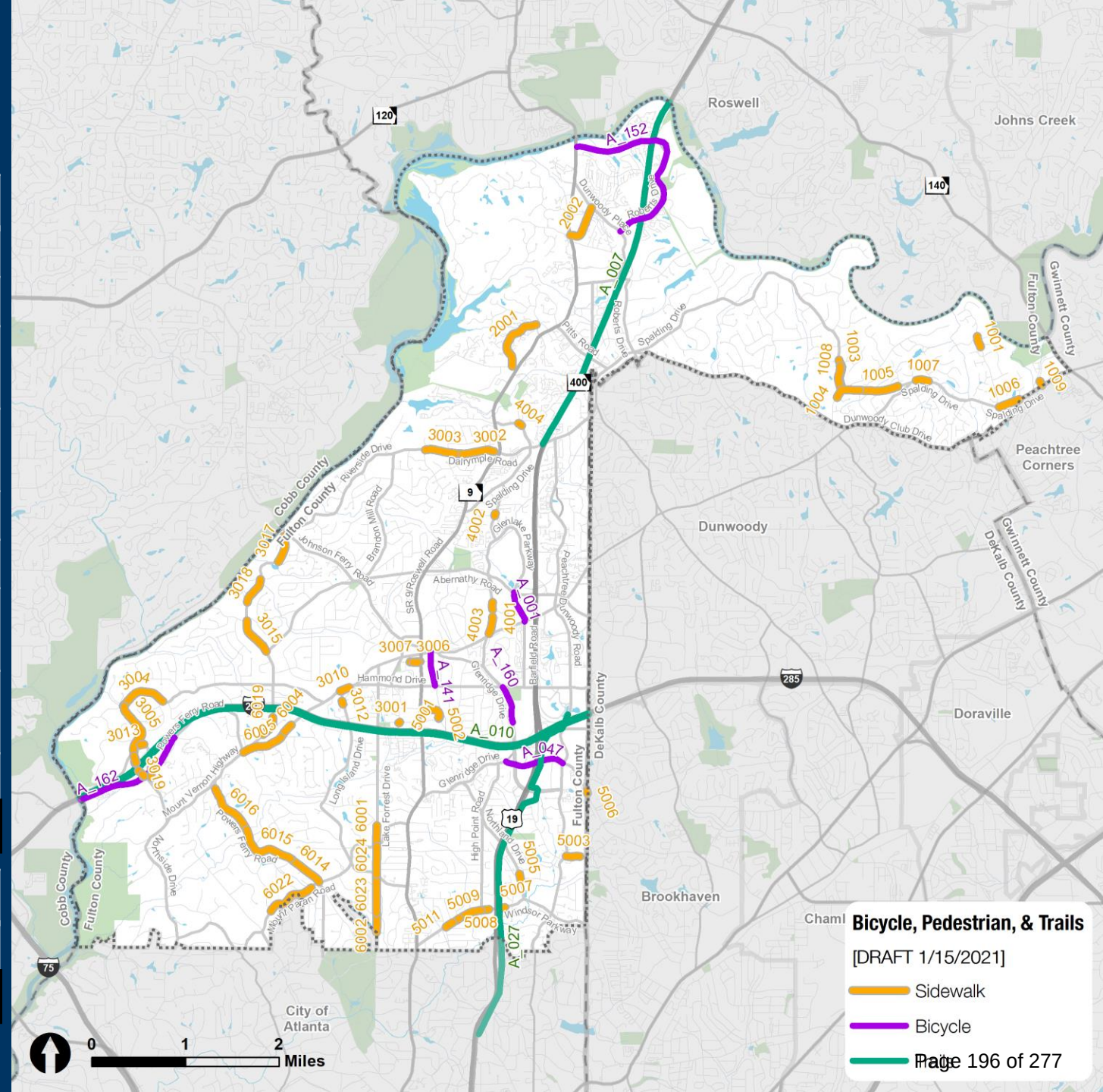
ITS Projects	Cost
Design and Construct Fiber Ring A	\$1,500,000
Install Hub at Morgan Falls Public Safety Complex	\$690,000
Fiber Connections to Fire Stations 1 & 2	\$710,000
Design and Construct Fiber Ring B	\$1,500,000
TOTAL	\$4.40M



Bicycle, Pedestrian, & Trails

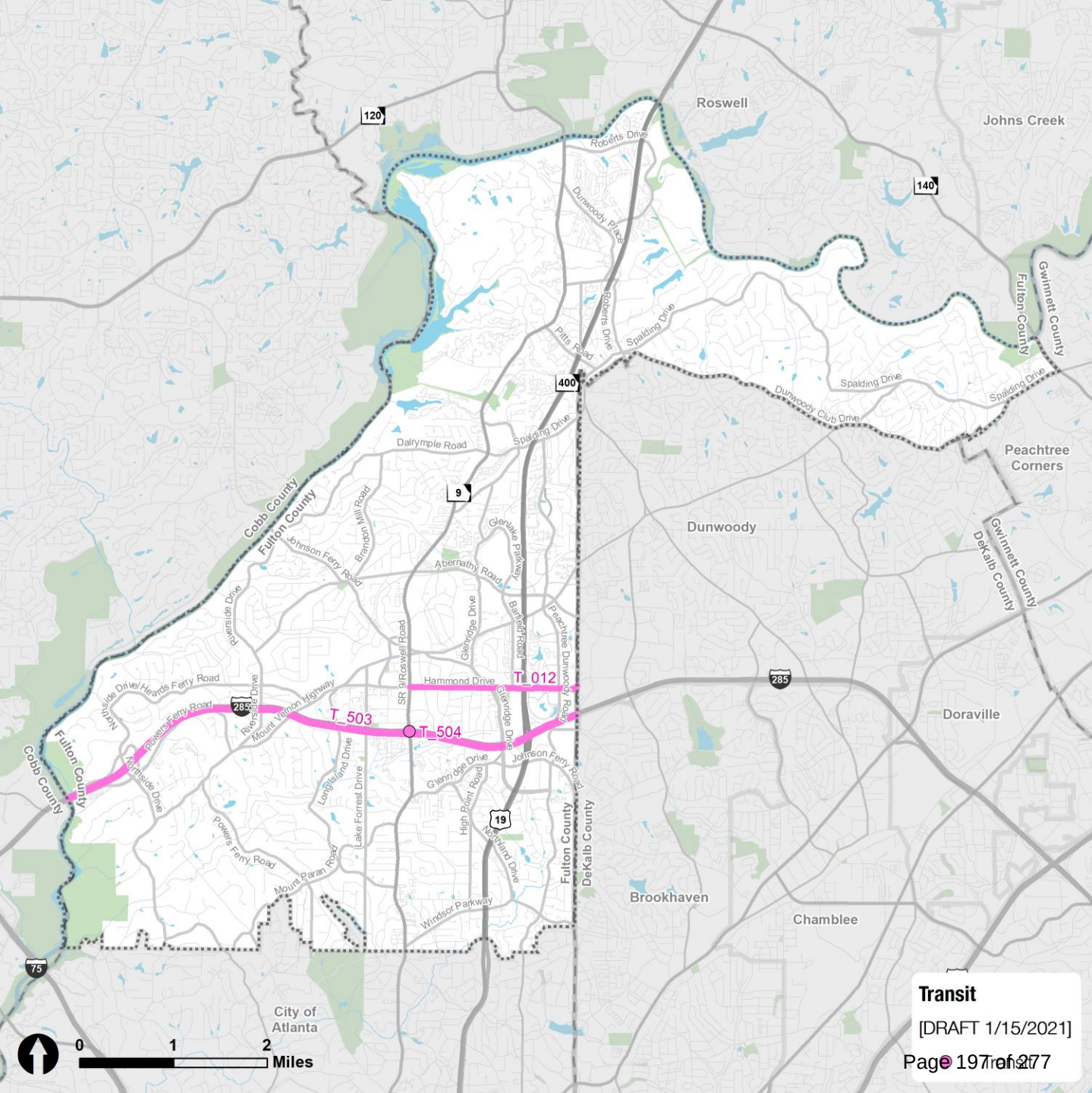
Bicycle Projects	Cost
I-285 Trail Study	\$250,000
SR 400 Multi-Use Trail North Study	\$250,000
Johnson Ferry Rd. Sidepath, Glenridge Dr. to Peachtree Dunwoody Rd	\$6M
Glenridge Dr., Hammond to south of Wellington Trace	\$2.5M
Boylston Drive Sidepath & Realignment	\$4M
SR 400 Multi-Use Trail (Phases 1 & 2)	\$7M
Roberts Drive Sidepath, Roswell Rd to Dunwoody PI	\$14.5M
Barfield Rd Sidepath, Mt. Vernon Hwy to Abernathy Rd.	\$6.5M
Powers Ferry Sidepath, from City Limits to Dupree	\$10M
TOTAL	\$51M

Sidewalk Projects	Cost
Sidewalk Program	\$24M
TOTAL	\$24M



Transit

Transit Projects	Cost
Transit Signal Priority Technical Upgrades along MARTA Routes	\$250,000
Transit Signal Priority Supportive Improvements for Hammond Drive	\$2.7M
Traveler Information Kiosks/Transit Curbside Management	\$300,000
I-285 BRT Feasibility and Station Area Studies	\$150,000
TOTAL	\$3.4M



Draft Short Range and Mid Range Lists

Project Buckets	Short-Range	Mid-Range	Total
Intersections	\$7.50 million	\$36.3 million	\$43.80 million
Safety	\$3.50 million	\$850,000	\$4.35 million
Capacity	\$36.00 million	\$20.0 million	\$56.00 million
Corridors	\$10.15 million	\$12.0 million	\$22.15 million
Bridges	\$12.60 million	\$8.0 million	\$20.60 million
ITS	\$2.90 million	\$1.5 million	\$4.40 million
Pedestrian	\$12.00 million	\$12.0 million	\$24.00 million
Bicycle & Trails	\$20.00 million	\$31.0 million	\$51.00 million
Transit	\$600,000	\$2.8 million	\$3.40 million
TOTAL	\$105.25 million*	\$124.45 million*	\$229.70 million*

*Assumes current capital funding levels with TSPLOST funds.

Additional Projects for Consideration

Project	Project Type	Cost
Hammond Drive Corridor Widening, Peachtree Dunwoody to Ashford Dunwoody	Capacity	\$11 million (COSS portion)
Holcomb Bridge Bike/Pedestrian Bridge	Bridge	\$6 million
Glenridge Connector, from Johnson Ferry Rd to Path 400	Bicycle	\$3 million
Abernathy Road Sidepath, Roswell Road to Glenridge Dr.	Bicycle	\$4.4 million



Policy Recommendations

New Policies

- Zero Deaths and Safe Systems Policy
- Complete Streets Policy
- Micromobility Policy
- Policies to guide ridesharing services (Uber/Lyft)



Initiatives Recommendations

Initiatives

- Partner with GA Commutes to promote Transportation Demand Management (TDM) strategies
- Bicycle and Walking Events
 - Open Streets
 - Promote Walk and Bike to work/school days
- Track and share key transportation metrics



Next Steps

- **Public Meeting – January 28th**
 - Mid-Day Session: 11:30a.m. –12:30p.m.
 - Evening Session: 6:30p.m. –7:30p.m.
- **Online Survey**
 - Survey Open: January 28th – February 18th
- **Draft Plan expected early Spring 2021**
- **Visit the Project Website:** <http://spr.gs/tmp>
- **Contact Us:**
 - Caitlin Shankle, Transportation Planner – ttmp@sandyspringsga.gov

Afternoon Break: TMP Walkaround

Transportation Master Plan

January 26, 2021



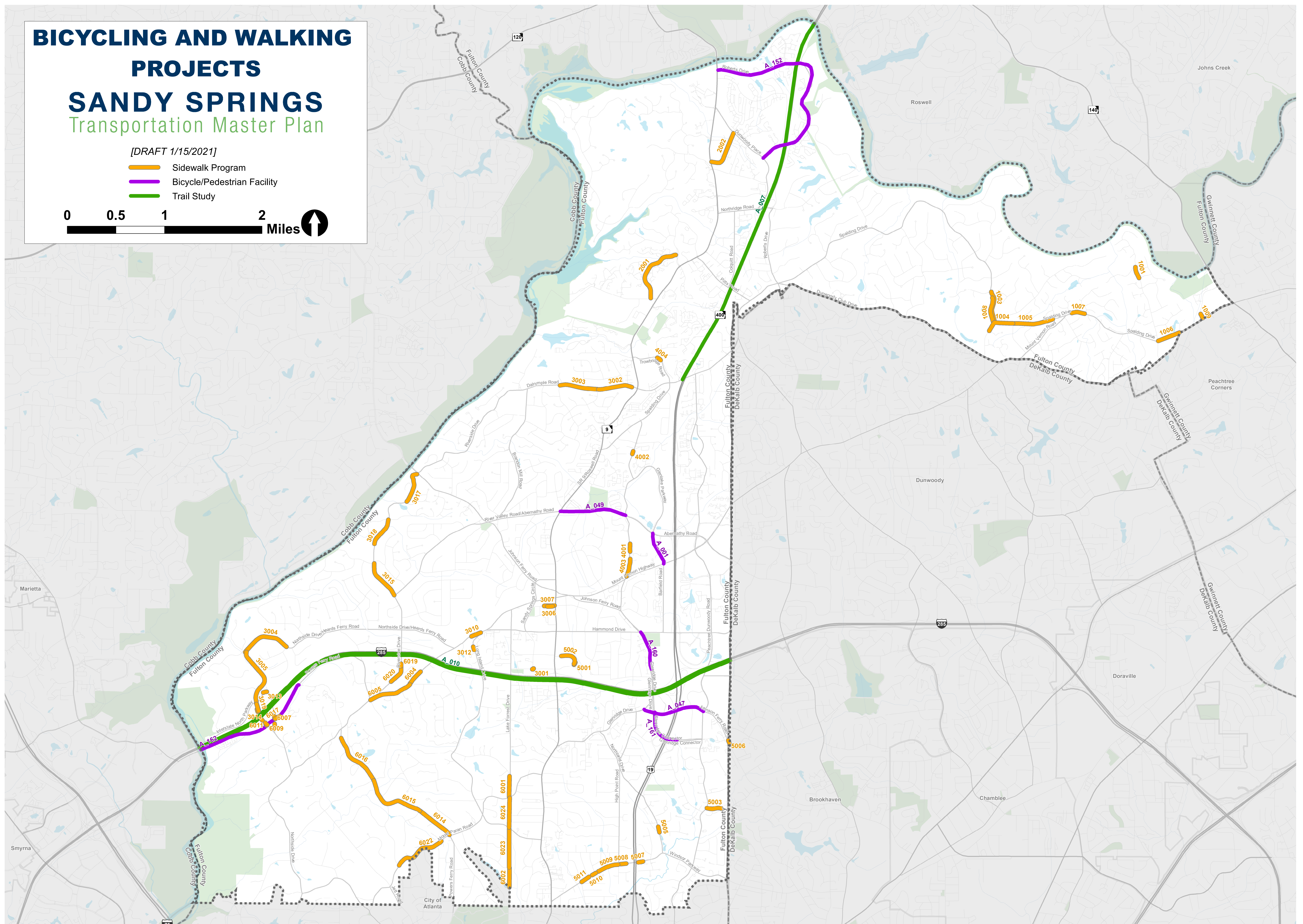
SANDY SPRINGS™

GEORGIA

BICYCLING AND WALKING PROJECTS SANDY SPRINGS Transportation Master Plan

[DRAFT 1/15/2021]

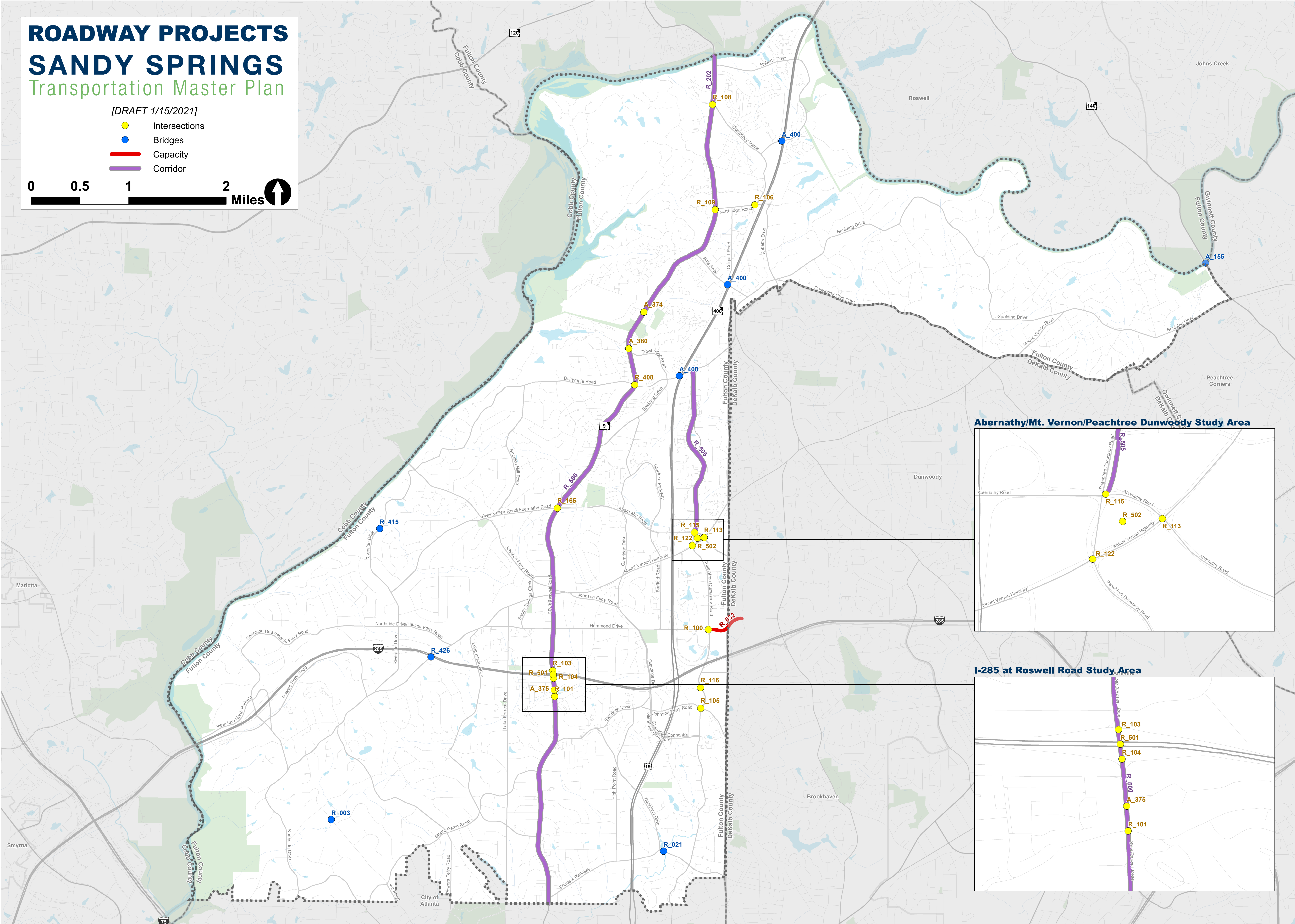
-  Sidewalk Program
-  Bicycle/Pedestrian Facility
-  Trail Study



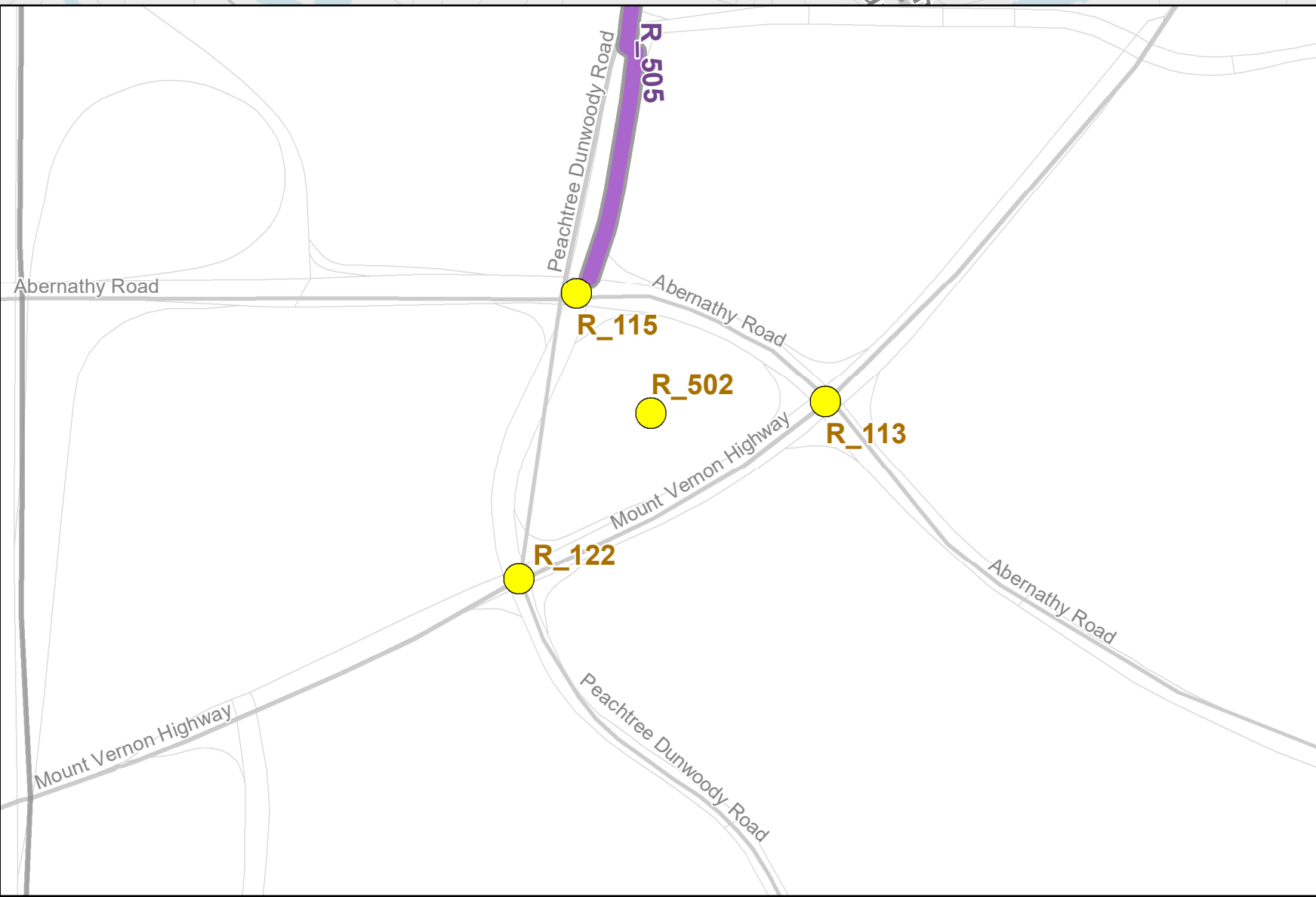
ROADWAY PROJECTS SANDY SPRINGS Transportation Master Plan

[DRAFT 1/15/2021]

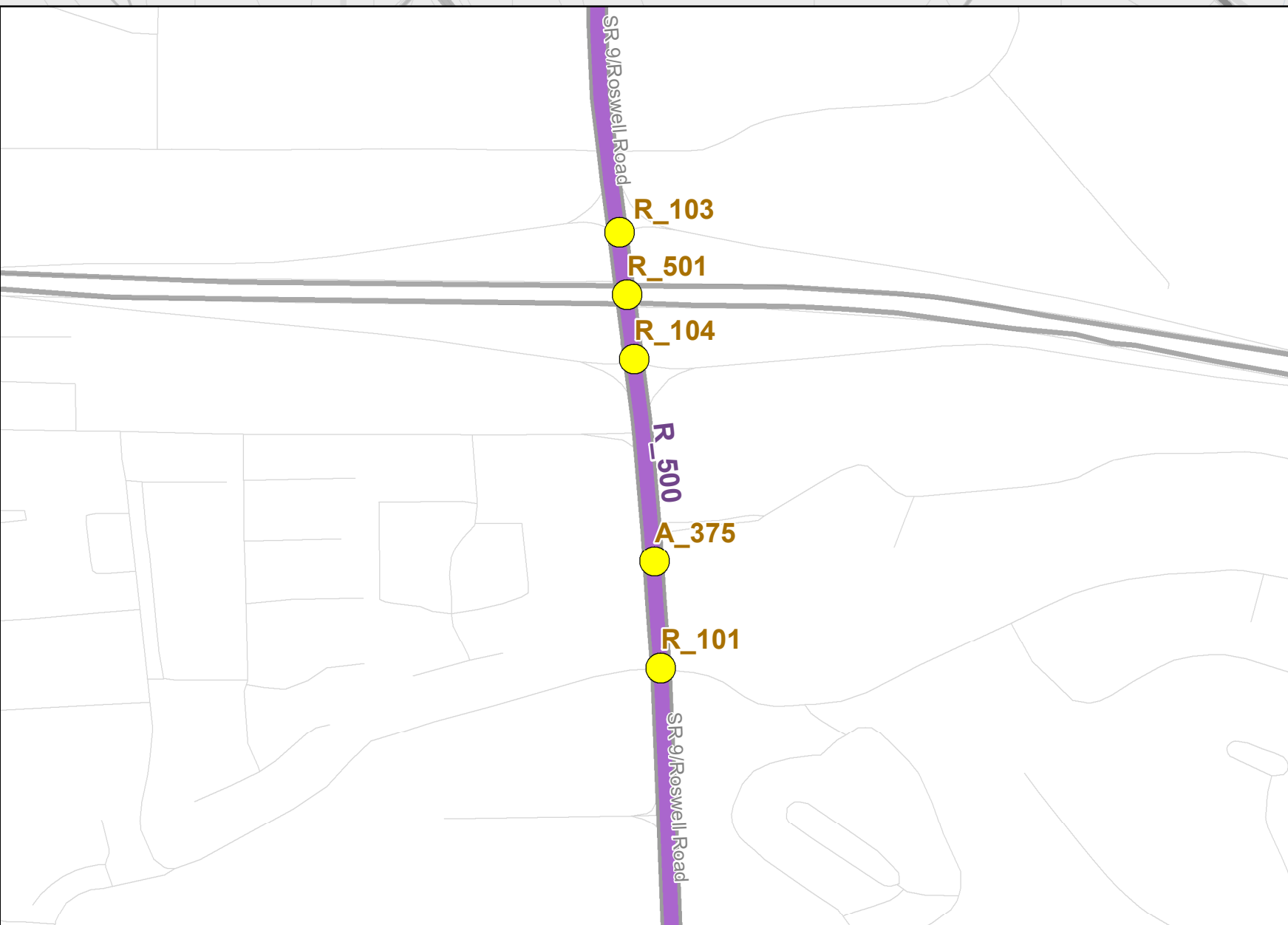
- Intersections
- Bridges
- Capacity
- Corridor



Abernathy/Mt. Vernon/Peachtree Dunwoody Study Area



I-285 at Roswell Road Study Area



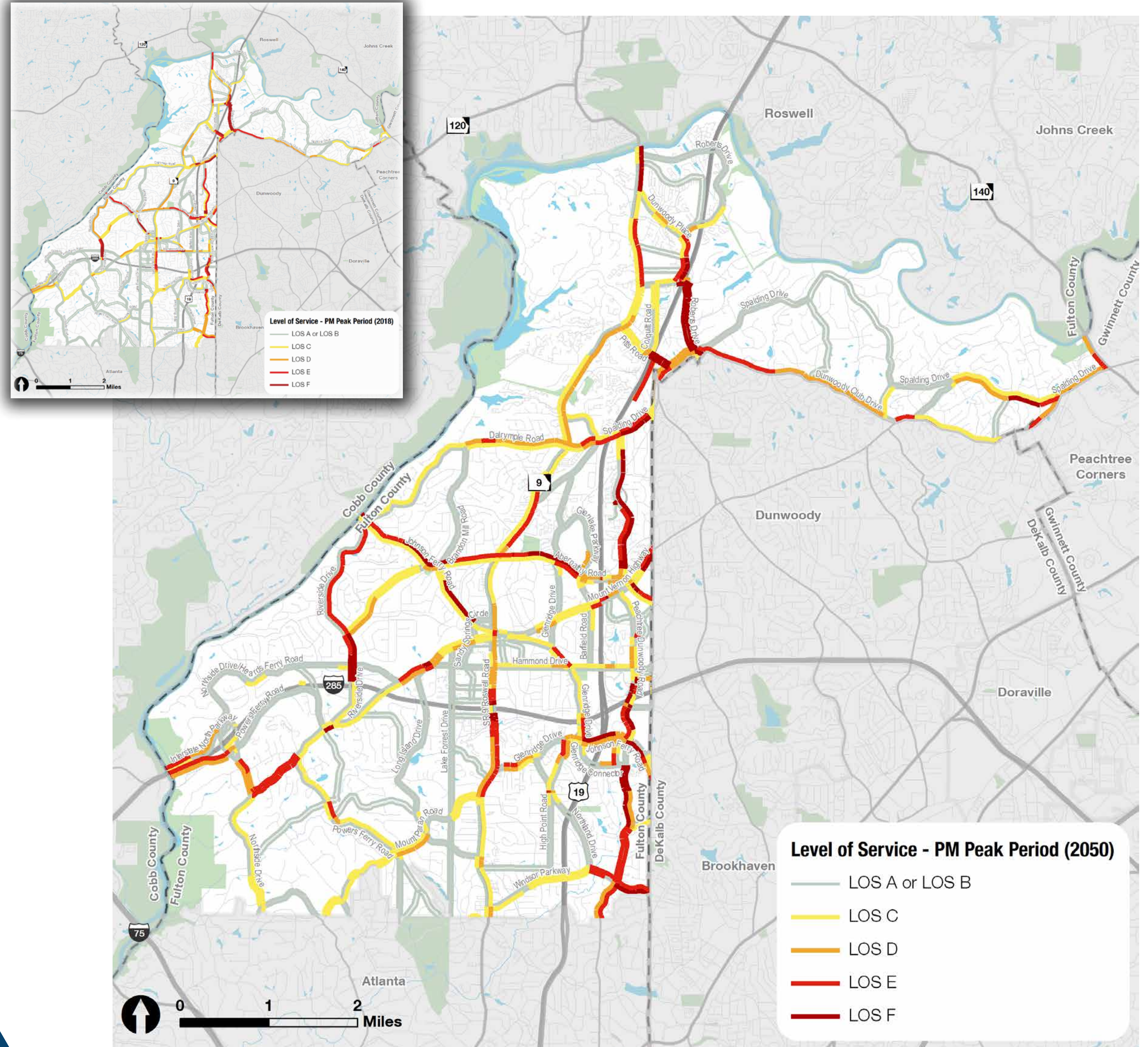
Roadway Operations

A travel demand modeling assessment was performed aimed to understand the Georgia Department of Transportation's Major Mobility Investment Program (MMIP) projects' effect on Sandy Springs transportation network.

Many of the same roadways that have the highest volumes in 2018 will have the highest volumes in 2050. Most roadways in the City are expected to increase in volume, many doubling by 2050.

Related to this, operations for many of the roadways experiencing poor level of service (LOS E or F) in 2018 continue to deteriorate by 2050.

- Johnson Ferry Road from Abernathy Road to the Chattahoochee River
- Johnson Ferry Road from Glenridge Drive to the east border of Sandy Springs
- Roswell Road from Dunwoody Place to the Chattahoochee River
- Windsor Parkway from Peachtree Dunwoody Road to the east border of Sandy Springs
- Peachtree Dunwoody Road from Abernathy Road to Spalding Drive
- Roberts Drive from Northridge Road to Spalding Drive

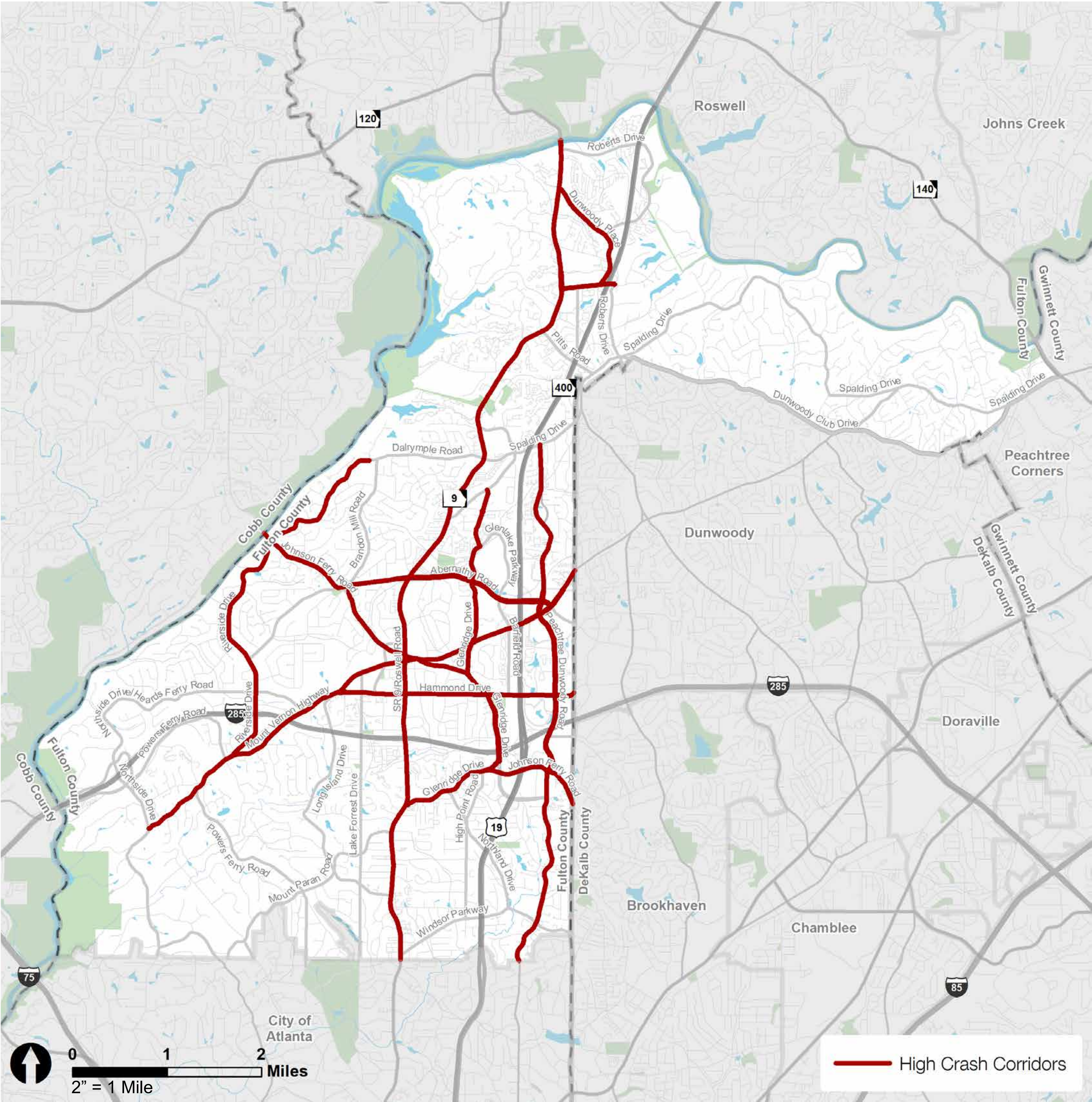


Safety

Almost 70% of all surface-street crashes in Sandy Springs between 2015-2019 occurred on one of ten corridors listed in the table below. Of the crashes analyzed, more than 25% of all surface-street crashes occurred on Roswell Road alone.

In order to further understand how the roadways rank against each other, the roadways were prioritized by crashes per mile and crash rate. Based on this analysis, it was determined that an average of 62.6 crashes/mile occurred in the City during the five-year study period (excludes interstates and GA400). **Roswell Road, Northridge Road, Dunwoody Place, and Hammond Drive** stand out as high-priority corridors.

Corridor	Length (miles)	AADT	Crashes	Rank by Crashes	Crashes/ Mile	Rank by Crash/ Mile	Crash Rate	Average Crash Rate	Rank by Crash Rate
Roswell Road	9.39	33,500	5,140	1	109.5	1	895	615	4
Peachtree Dunwoody Road	5.78	21,200	1,457	2	50.4	6	652	623	7
Abernathy Road	2.56	40,600	1,263	3	98.7	3	666	615	6
Hammond Drive	2.5	19,800	965	4	77.2	5	1,068	623	2
Johnson Ferry Road	3.81	29,200	861	5	45.2	7	424	623	9
Northridge Road	1.33	26,300	674	6	101.4	2	1,056	623	3
Glenridge Drive	4.4	21,800	651	7	29.6	8	548	623	8
Mount Vernon Highway	5.46	14,900	622	8	22.8	9	419	623	10
Dunwoody Place	1.27	19,900	563	9	88.7	4	1,221	623	1
Riverside Drive	4.07	5,800	385	10	18.9	10	894	623	5



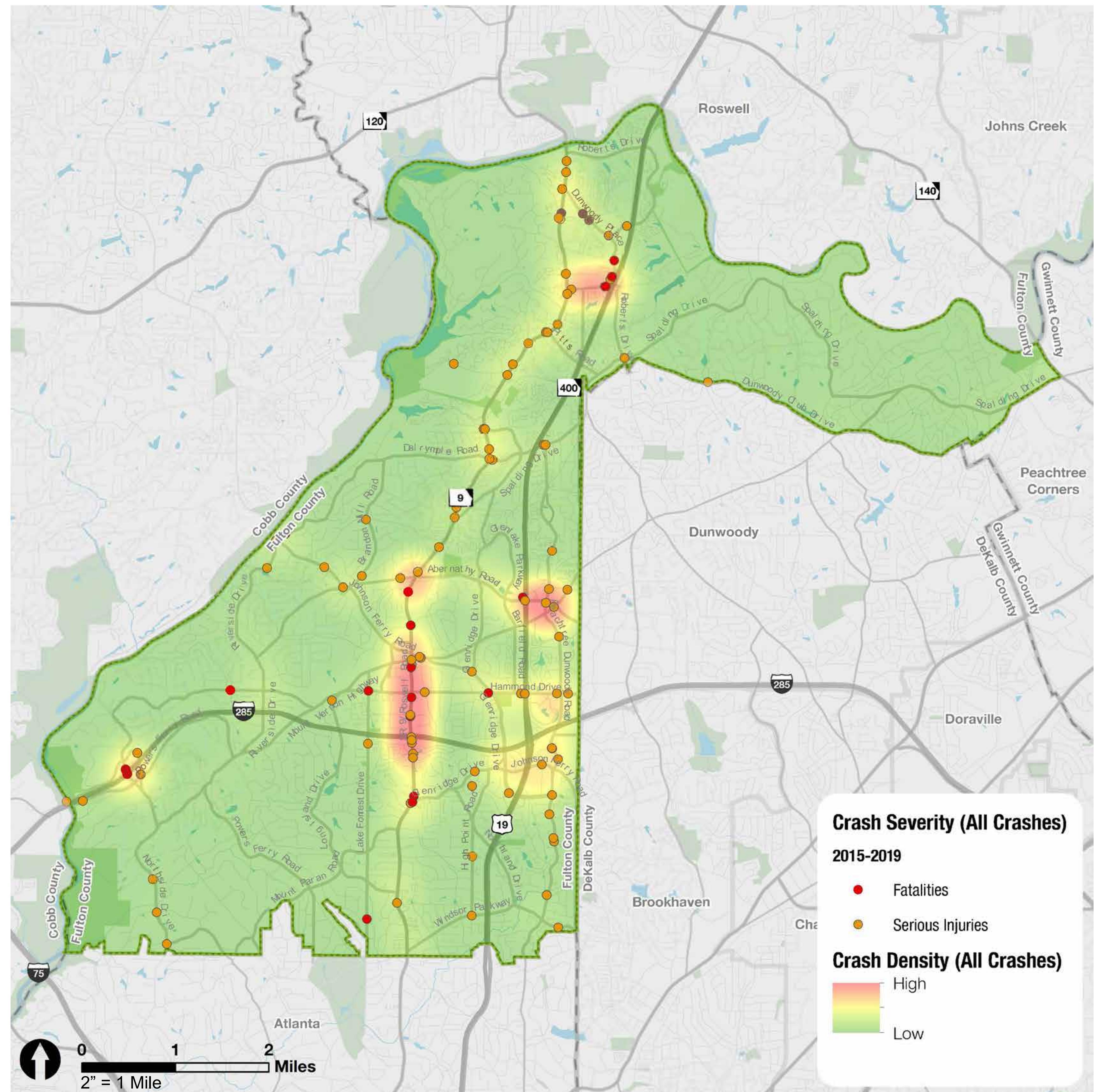
Serious Crashes

Between 2015-2019, a total of 119 crashes on surface streets in Sandy Springs resulted in a serious injury or fatality. The Georgia Department of Transportation's (GDOT) Numetric tool helps to break down the statistics behind the crashes and includes 15 emphasis areas that describe programmatic factors that contribute to crashes.

The top 5 emphasis areas in Sandy Springs are: **Intersection; Distracted Drivers; Older Drivers (55-64); Older Drivers (65+); Hit & Run**. Some high-level takeaways from this analysis include:

- The percentage of older drivers (65+) involved in fatal and serious injury crashes in Sandy Springs is nearly double the County as a whole.
- Crashes involving pedestrians and bicycles account for less than 2% of crashes, but account for a disproportionate percentage of fatal and serious injury crashes (16%)
- A high-level of intersection-related crashes indicate a need for the City to continue to identify low-cost, safety countermeasures for its roadways.

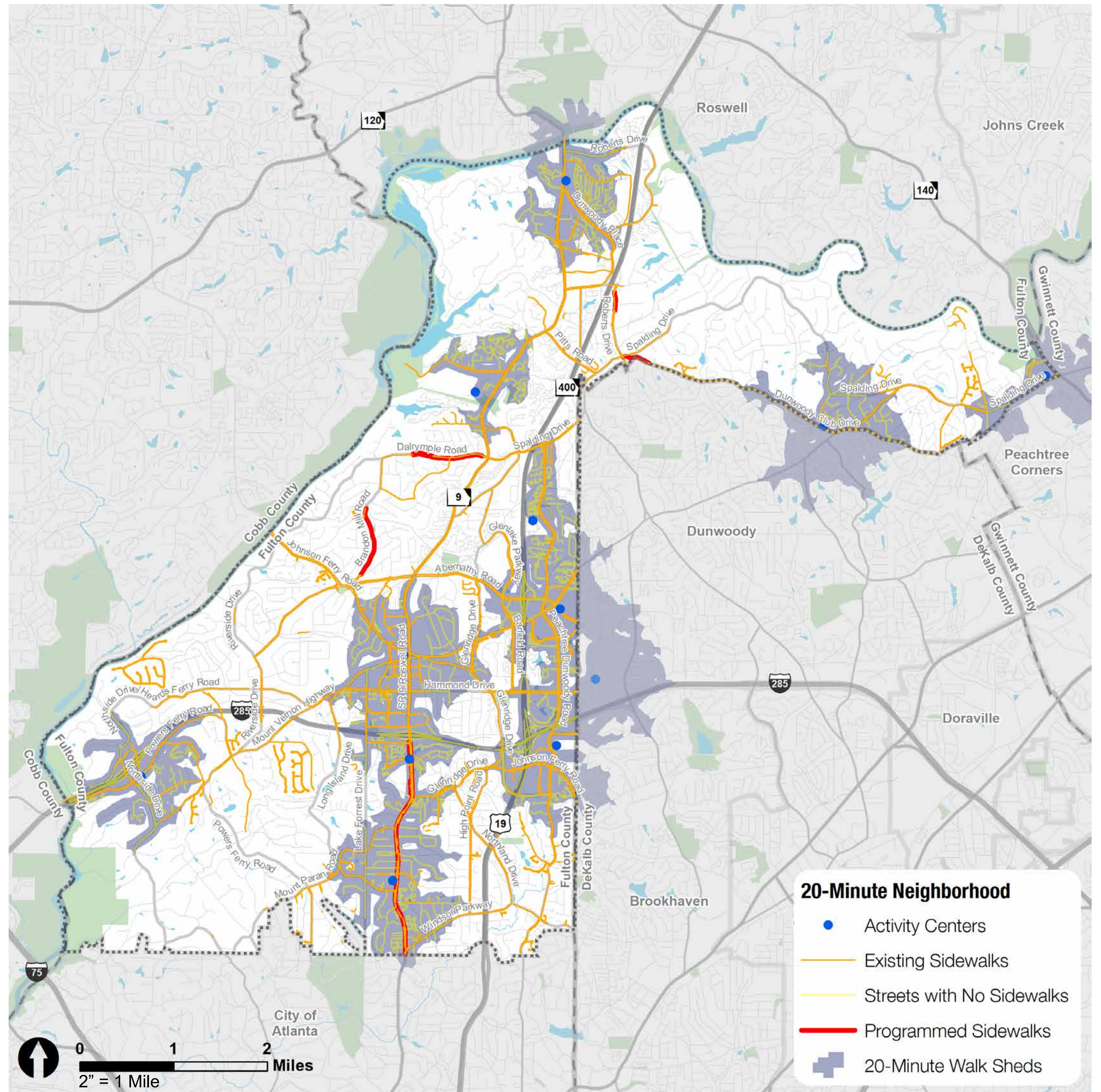
The Federal Highway Administration established a vision that focuses on safe mobility for all road users called Zero Deaths and Safe Systems. This vision aims to move towards a safer transportation system - reducing fatalities and serious injuries by applying an approach that involves anticipating and preventing human mistakes when designing and managing road infrastructure. This includes a variety of methods but really encourages safe speeds and design that reduce the severity of crashes overall. Zero Deaths and Safe Systems was a critical consideration while developing the TMP recommendations.



20-Minute Neighborhoods

One-mile travel sheds from the center of 12 activity centers were conducted to determine the extent of the 20-minute walking sheds which is the time that it typically takes a person to walk one mile. This analysis helps to determine where there may be gaps in the pedestrian network.

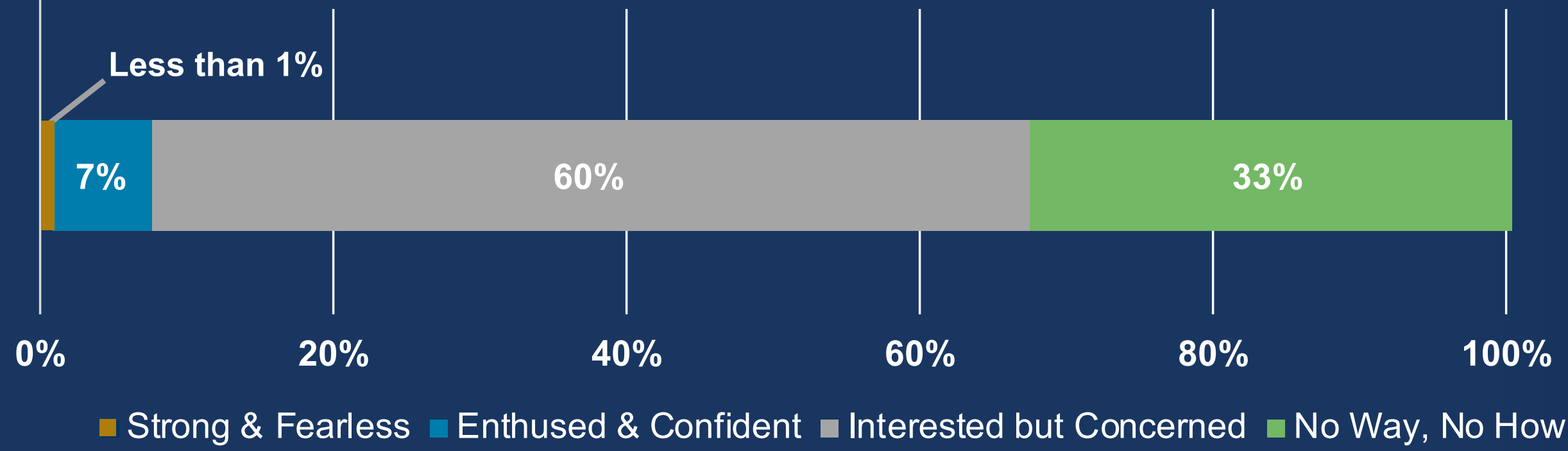
- Roswell Road/Long Island Drive
- Powers Ferry Village
- Roswell Road/Lake Placid Drive
- City Springs
- North End Commercial
- North Springs MARTA Station
- Sandy Springs MARTA Station
- Dunwoody MARTA Station
- Medical Center Station
- Morgan Falls Athletic Fields
- Dunwoody Club Shopping Center
- Spalding Drive/Holcomb Bridge Road



Bicycle

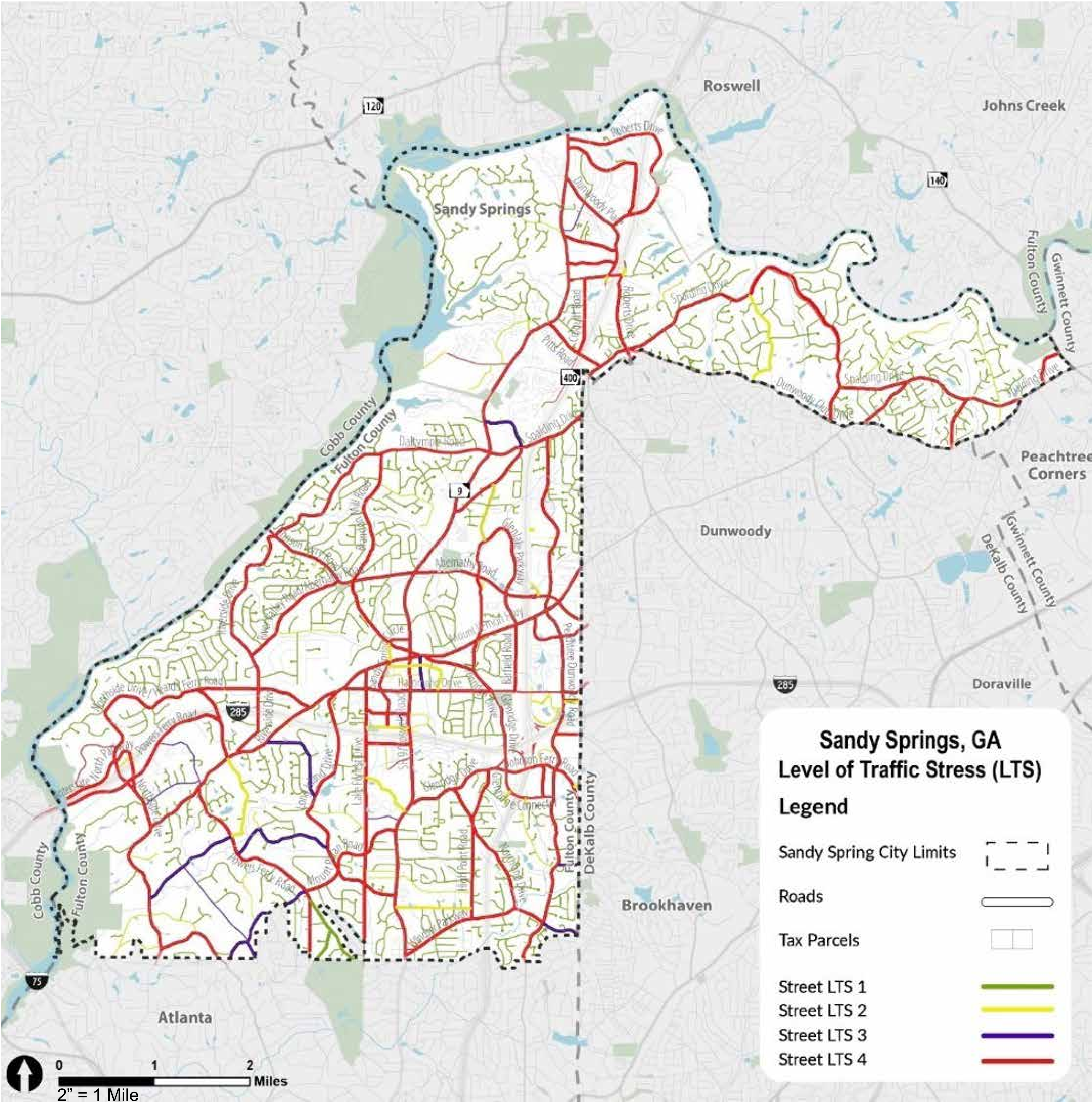
The “Four Types of Bicyclists” are often referenced to assess which population groups would want or require in a bicycling facility. The four groups are:

- Strong and Fearless
- Enthused and Confident
- Interested but Concerned
- No Way, No How



In order to understand the “Four Types of Bicyclists” in the context of Sandy Springs roadways, a level of stress (LTS) analysis was conducted to identify streets where most types of cyclists would be comfortable. These categories range from LTS 1, which suggests streets that are suitable for bicycling by all four types of bicyclists to LTS 4, which suggests streets that are most suitable for only the most experienced and confident riders. Streets classified as LTS 1 have lower traffic volumes, fewer number of through travel lanes and have lower speed limits.

Based on this analysis, most of the City’s primary and secondary street network is classified as LTS 4 – suitable only for the most experienced and confident of riders unless a facility that is separated from the roadway, like a sidepath, is provided.



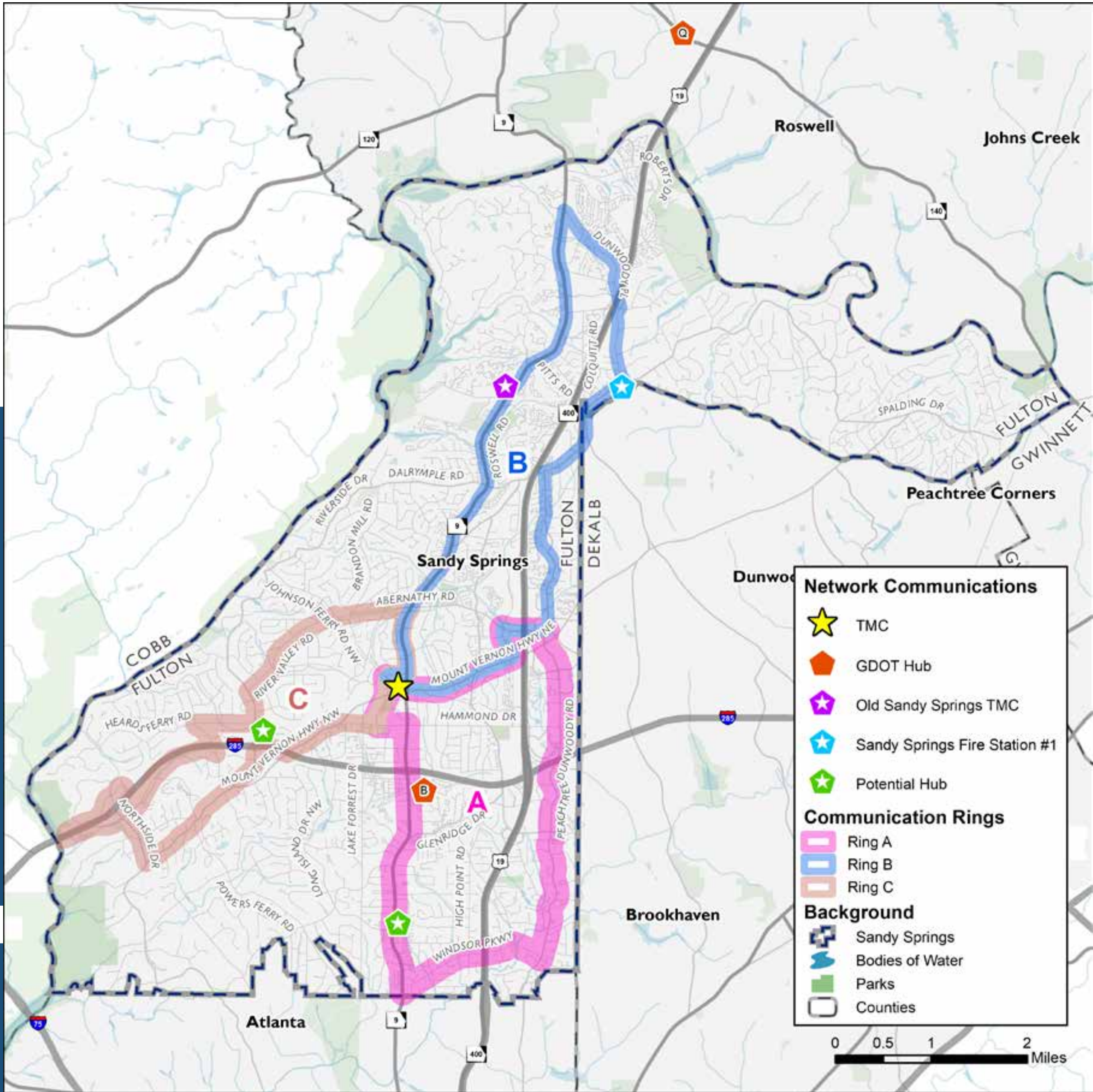
ITS Projects

Intelligent Transportation Systems (ITS) consist of various devices and technologies that the City uses to manage and optimize the transportation network. Having a robust, resilient, and reliable network is critical and will become more important as transportation systems’ technological dependency advances.

In 2019, the City of Sandy Springs adopted the City of Sandy Springs ITS Master Plan. The plan identified building a resilient, redundant communications network within ITS as a critical need for the City. A redundant network ensures service at all times, even when the communication network is disrupted. For example, with a redundant network, it is possible to maintain SCOOT signal operations even if a fiber cable is cut inadvertently during construction.

Building hubs and fiber rings will add redundancy to the ITS network and make it robust and resilient.

DRAFT ID	PROJECT NAME		COST
I_065-68	Design and Construct Fiber Ring A	Design and construct Fiber Ring A	\$1,500,000
I_071-73	Design and Construct Fiber Ring B	Design and construct Fiber Ring B	\$1,500,000
I-150	Morgan Falls Police Station Hub	Phase I of this project should provide a new field hub cabinet located west of the SR 9 (Roswell Rd.) and Morgan Falls intersection (NE quadrant) within the GDOT ROW and a new fiber connection from the new PSB to the new hub cabinet. Phase II will remove the existing fiber connection from the Morgan Falls Building.	\$540,000
I-151	Abernathy Road Mini Hub	This project should provide a new field hub cabinet located west of the SR 9/Roswell Road and Abernathy Road intersection (NW quadrant) within the GDOT ROW. Included in the hub cabinet construction will be all fiber termination patch panels, layer 3 network switch, power and communication connections, and Testing.	\$150,000
I-152	Fiber Connection to Fire Station 2	This project will provide fiber connection to Fire Station 2 at Johnson Ferry Road and Sandy Springs Circle.	\$60,000
I-153	Fiber Connection to Fire Station 1	This project will provide fiber connection to Fire Station 1 at Spalding Drive and Roberts Drive.	\$650,000



Transit Projects

The TMP specifically looked at ways to improve first- and last-mile connections to, from, and within the City limits. The TMP focused on three specific areas:

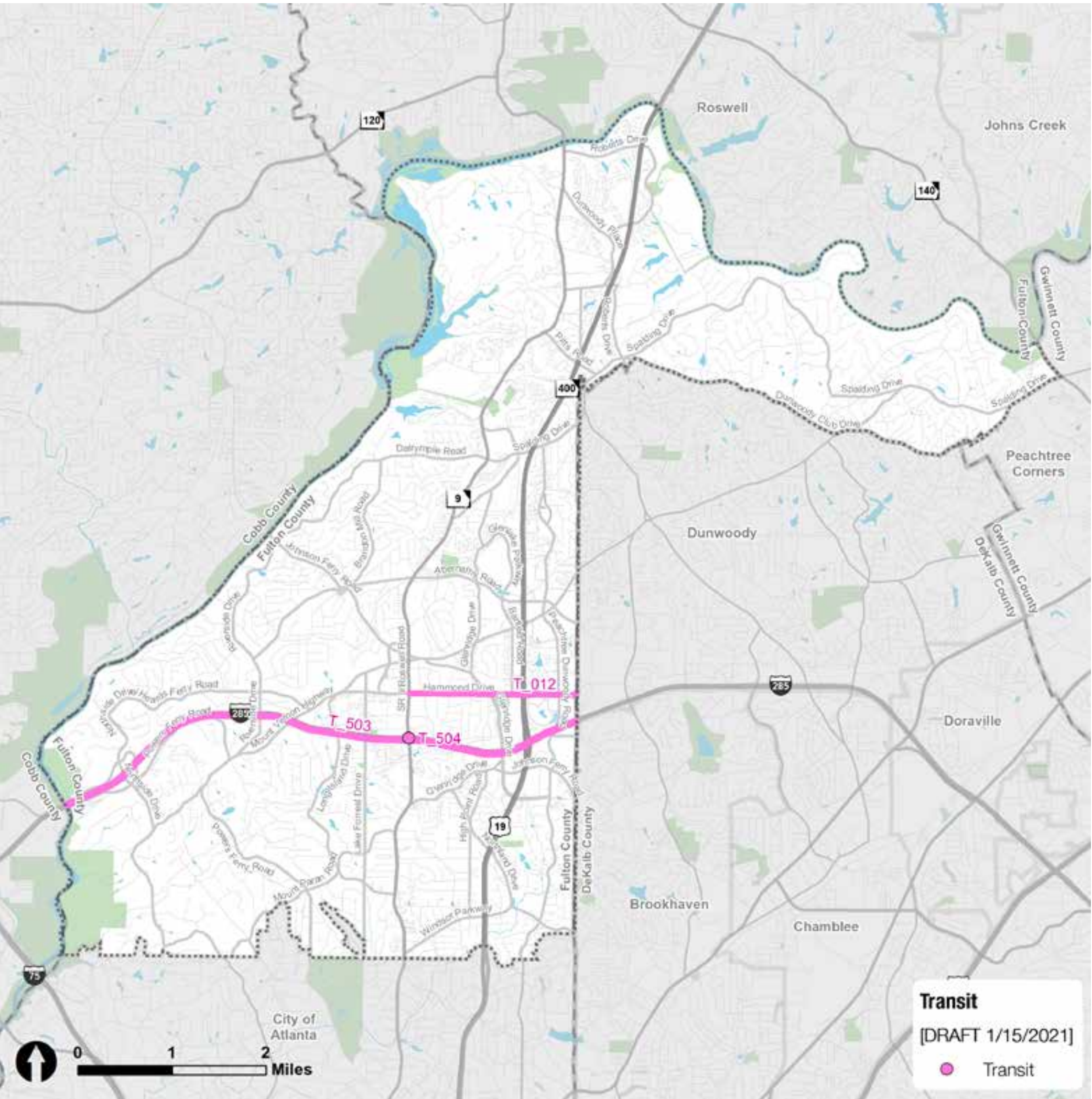
- Serving last mile connections to transit stops and stations
- Local circulation within Sandy Springs
- Travel needs between Sandy Springs and adjacent jurisdictions

A variety of analyses was completed and included:

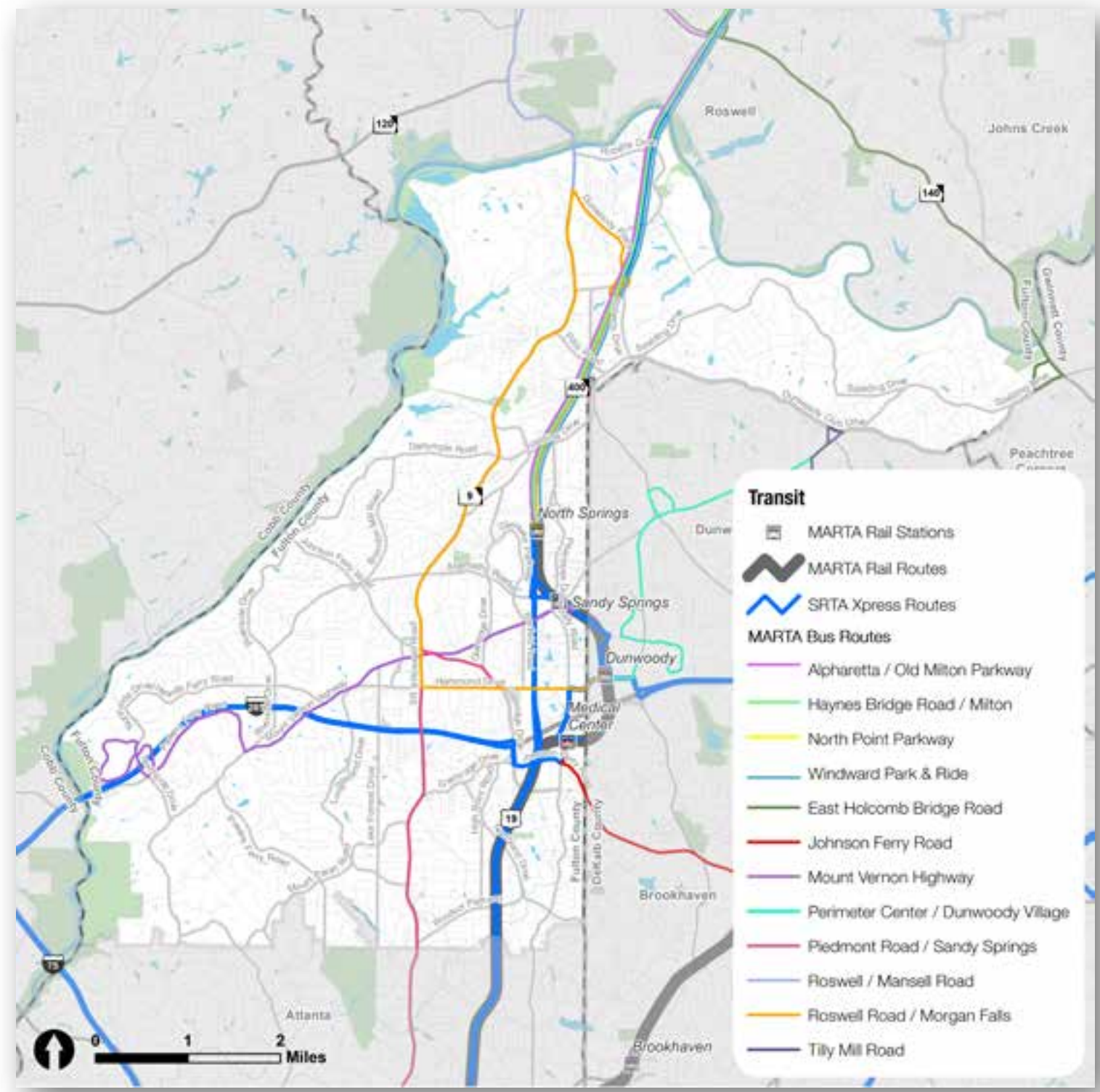
- Transit travel patterns (MARTA services - bus, rail, paratransit)
- Travel modes used to access transit facilities and services in the City
- Access to City resources (libraries, schools, parks, etc.)
- Demographics (population, employment, etc.)

Many of the City’s residents and employees use transit as a part of their daily travel. Although the City does not directly operate transit services, the City can make improvements that support the transit network and improve overall mobility and quality of life.

DRAFT ID	PROJECT NAME	PROJECT DESCRIPTION	COST
I_063	Traveler Information Kiosks/Transit Curbside Management (partnership with MARTA)	This project proposes Traveler Information Kiosks / Transit Curbside Management. Design and installation of pilot project at one of Sandy Springs MARTA Stations.	\$300,000
T_011	Transit Signal Priority Technical Upgrades along MARTA Routes	This project proposes modifications to signal timing to implement transit signal priority on signals along transit corridors.	\$250,000
T_012	Transit Signal Priority Supportive Improvements along Hammond Drive	This project proposes a study of transit supportive improvements along Hammond Drive from Roswell Road to Dunwoody Station including relocating bus stops, installing queue jumps, and installing pedestrian push buttons.	\$2,700,000
T_503	I-285 Bus Rapid Transit Feasibility Study	Proposed feasibility study for Bus Rapid Transit (BRT) along I-285 that includes conceptual station planning and design, service plan, and implementation/	\$50,000
T_504	I-285 at Roswell Road Station Area Study	Proposed station area study to assess connectivity + land use improvements for the planned I-285 BRT station at Roswell Road/	\$100,000



Draft TMP Transit Projects



Existing Transit Network

Vaccination Update

Presented by SSFD Chief Keith Sanders

City Council 2020-2021 Priorities

CUSTOMER SERVICE

ECONOMIC DEVELOPMENT

NORTH END REDEVELOPMENT

SUSTAINABLE GROWTH

NATURAL RESOURCE PROTECTION

RECREATION AND CULTURAL

ENHANCEMENT

DOWNTOWN DEVELOPMENT

TRANSPORTATION

COMMUNITY APPEARANCE

PUBLIC SAFETY

WATER RELIABILITY

Set the standard for excellence in
Customer Service & Citizen Engagement.

Create and support targeted **Economic Development** opportunities.

Promote **Sustainable Growth** and foster
Environmental Stewardship.

Provide inclusive and diverse **Recreational
& Cultural Enrichment.**

Enhance multi-modal **Transportation**
accessibility and maintain high **Community
Appearance** standards.

Deliver the highest quality **Public Safety**
services.

Ensure long-term **Water Reliability** for all
residents.



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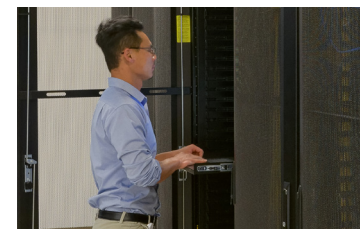
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WHO WE ARE

2020

A YEAR UNLIKE ANY OTHER

Martin Luther King Jr. said, “The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” There have been pivotal times in our history where challenge and controversy have stood out, and no more so than in 2020.

On my first day as Sandy Springs City Manager, we were preparing to host a community-wide solidarity event in Byers Theatre. The event, produced by the Jewish community, was designed to encourage people to stand together in hope and unity across denominations, races, and geographic neighborhoods; with the charge that united, we are stronger than anything that divides us. Little did we know that the theme of inclusion and resilience would dominate our year.

In my first meeting with City staff in February, I introduced the word “pivotal,” with a focus on how as an organization, we would work together to improve quality of life for our residents, our productivity as an organization, benefit our ecosystem through sustainable innovation, and be adaptive through innovation and big ideas. Pivot became so much more as we maneuvered through a Pandemic and civil unrest, interwoven into our everyday fabric.

The full force of the Pandemic took hold in March as City Hall offices closed, as well as

most of our businesses throughout the city. For a community known for momentum, a complete halt is not part of our DNA, and our staff and community showed just how resilient we are. Our well-trained staff immediately worked together, despite physical distances, to keep daily operations working in our “new normal.” We embraced digital means of communicating and found innovative ways to serve the community and get the work done. As you’ll see within the pages of this Year in Review, we were able to accomplish a lot, maintaining an alignment with the City Council’s priorities.

It has not been easy. Every call carried additional risk for our public safety personnel, especially as COVID surges peaked several times throughout the year. While burglary calls were down as residents worked from home, cars on the road were going faster, causing more damage when accidents occurred, and we saw an increase in domestic violence. We experienced an active hurricane season, and in October, Hurricane Zeta raced through the City, toppling trees and bringing down power lines. While taxing for our residents, our Public Works crews worked 24/7 to clear roadways. Our tourism businesses took a tremendous hit, and it will be well into 2021 before this industry starts to see real recovery.

Our theatre and meeting spaces were among those entertainment facilities closing in March and remaining closed. Heritage Sandy Springs, a mainstay nonprofit in our community, terminated its operating agreement with the City in April, with the City taking on overall operations of the facilities on Blue Stone Road.

However, Sandy Springs is known for its tenacity and ability to persevere, which were evident on many fronts. While the Pandemic was not predicted, the City was ready nonetheless. As part of our general preparedness, the City maintains a Continuity of Operations Plan, and it was put into action in February as we began to hear more about coronavirus. When our offices closed in March, the IT Department was well ahead, providing staff with the needed laptops, monitors, and software required to work from home seamlessly. Municipal Court had to innovate, developing virtual court, and transforming traditional courtroom documents into a paperless system. To keep building projects on track, Community Development implemented an appointment system, minimizing contact while still providing customer service.

Recreation and Parks went virtual and hosted social exercise videos and craft programs to keep residents of all ages moving and active. The Communications Department created

more than 250 pieces related to COVID closures and safety messages, managed a COVID section on the City’s website, and continues to provide a weekly update for all staff.

The financial downturn did provide one up note. We were able to take advantage of a favorable bond market to refinance our City Springs bonds. The funds generated from the sale and savings in refinancing facilitated the purchase of property on Morgan Falls Road, the future home for Police Headquarters, Municipal Court, and a future Fire Station, keeping focused on the City Council’s core priority of public safety.

Community building is also a strong focus, and one mechanism to build community is our special events. One casualty of the Pandemic was our performance theatres’ closure and a stop on events, such as City Green Live. But in a year of pivoting, we did find opportunities to bring back moments of community safely. The Sandy Springs Farmers Market relocated to City Springs, and using a phased approach; we were able to assist local farmers and residents looking to purchase locally-sourced foods. We pivoted with classic events. Veterans Day went virtual with a moving video featuring local veterans sharing their memories and thoughts on service. While we could not host a full-scale Spooky Springs, we did shift components to the City Green as part of the Farmers Market, allowing our youngest residents to trick-or-treat safely. The desire to join together as a community was most evident at the City’s Sparkle Sandy Springs Parade. For COVID safety, the parade was flipped, with the parade elements stationary and our spectators driving through the route. Where we had planned for 500 cars, almost 1,000 vehicles made their way through the parade route!

Our battle with COVID alone would have made it an unusual year. But COVID was not our only focus.

Based on events within our country, 2020 will also be remembered as a year for social

justice. Downtown Atlanta was a hotspot for civil unrest, and we experienced its sting as one of our fire engines was damaged by rocks and bricks hurled at our crews responding in assistance to a fire. Protests locally were civil, and we are grateful for all involved that residents were able to exercise our constitutional rights peacefully. At mayor and Council’s direction, Staff worked with the Civic Dinners organization to create a citywide discussion on *Inclusion and Belonging*. We held 44 virtual dinners, engaging more than 340 people over two months, with the feedback from those conversations forming the basis for a public-involved Inclusion Committee and greater emphasis on building community in the year ahead.

It has been quite a year.

Under the direction of the Mayor and City Council, our staff has accomplished the broadest range of projects in the most unusual of circumstances. I am proud of the work we have completed.

As we transition into 2021, we will continue to move forward on the work underway to enrich community engagement, improve development opportunities in the North End, continue to upgrade our transportation infrastructure, and maintain a focus on all citizens’ safety. How history lessons will portray this era is still being determined. Despite the unpredictable nature of this year, Sandy Springs municipal services have pivoted to take care of our residents, and the future looks bright!

Andrea Surratt
City Manager



STRENGTHENING COMMUNITY THROUGH CRISIS

The year 2019 came to a close on a high note as the City held its first-ever Sparkle Sandy Springs holiday parade and its second successful New Year's Eve event, with the Atlanta Symphony Orchestra playing to a sold-out crowd in Byers Theatre. No one could have guessed that whatever plans were made for the new decade would become completely novel. Who could have imagined that 2020 would be known for toilet paper shortages, social distancing, quarantines, Zoom meetings, and civil unrest? Historians will look back and mark turning points as the world faced a deadly Pandemic and global movement for racial justice. This year's *Year in Review* report highlights our community and those moments where we met challenges and embraced changes.

Just days into 2020, more than 1,000 people gathered at City Springs, filling both theatres in the Performing Arts Center to stand together against anti-Semitism. "This is our opportunity to stand together in solidarity during a time of great distress in our country," said Mayor Rusty Paul. "Tonight is simply another step as a community in coming together and working together to champion tolerance, respect, kindness, and peace from one to another."

A week later, more than 500 people gathered, this time to pay tribute to Dr. Martin Luther King, Jr. as part of the City's annual celebration honoring the late civil rights leader. The 2020 program featured the first Martin Luther King, Jr. Day Art and Film Festival, conducted in partnership with the BronzLens Film Festival and DisporaU. The new program emphasized education, with children learning about the civil rights leader through film, art, and participatory activities. The following month, the Atlanta Jewish Film Festival returned to Byers Theatre for its second year in its new home.

In January, the City welcomed a new City Manager, Andrea Surratt. In her first staff-wide meeting held in February, Andrea focused on to the word "pivot." A few

short weeks later, the term was genuinely transformative as an action verb.

Many components shaped our City this year; however, there were three overall tides of change: the Pandemic, weather, and civic unrest.

While COVID crept across country borders as 2019 turned into 2020, it was swift and impactful when it made its mark. The Centers for Disease Control and Prevention (CDC) published its first public alert about coronavirus on January 8, issuing a travel health notice for Wuhan, China several days later. The first reported case of COVID-19 in the U.S. was reported on January 20 in Washington state. In February, the number of cases increased, as infections were documented in California, Massachusetts, and Wisconsin. On February 25, the Director of the CDC's National Center for Immunization and Respiratory Diseases delivered a briefing indicating that "disruption to everyday life might be severe." By this time, there were 14 cases reported across six states.

On March 1, the City first posted information online about the novel coronavirus—COVID-19. Early guidance from the CDC placed the risk to the public as "low." Still, we began adding handwashing, social distancing, and masks into our outreach vocabulary

as preventative steps. An internal COVID Emergency Management Team was formed, including our newly hired Emergency Preparedness and Technology Officer, Imani White, and Sandy Springs Fire Department Section Chief Patrick Flaherty, along with representatives from Public Safety, Communications, Finance, and the City Manager's office. On March 2, two cases of COVID-19 were documented in Georgia—residents from the same household in Fulton County.

March came and went in a blink of an eye but was full of content. The City Council approved an Ordinance on March 17, declaring a State of Emergency as part of the Novel Coronavirus Disease 2019 Global Pandemic. On March 20, the Council approved an Order closing bars, nightclubs, and fitness centers. March 24, Mayor Paul issued a Stay at Home Directive. The City Council would also extend deadlines for occupational sales and alcohol excise tax reporting. Beginning in March, the Council provided grants to nonprofits, including the Community Assistance Center, Los Niños Primero, Sandy Springs Mission, and Solidarity Sandy Springs Food Pantry, to help provide the assistance needed throughout the community. March created a public pause in business activity, but internally, there was much to do.



Mayor Rusty Paul and members of the SSFD deliver masks to the Community Assistance Center.



Volunteers from the Solidarity Sandy Springs Food Pantry raise funds with a table at the Sandy Springs Farmers Market.

Monday, March 16, marked the first internal shift due to COVID, as City employees pivoted to working from home, with kitchen tables, sunrooms, and basements transforming into offices. In some cases, adjacent rooms turned into classrooms, as children were sent home to learn.

The City's IT Department performed a rapid implementation of WebEx Teams, and later Microsoft Teams to enable online collaboration and remote meetings. Laptops and additional monitors were deployed, so City Hall-based staff could work remotely.

Fortunately, most of the infrastructure to support remote working was already in place, as part of "just in case" scenarios prepared for in the City's Continuity of Operations Plan (COOP). Recently updated in late 2019, the

COOP enabled City Departments to react quickly to the changing environment.

Each Department focused on how to best pivot to meet the community's needs, get the work done, and stay safe. Public Works field superintendents used their vehicles as makeshift offices as they continued to oversee construction projects underway.

Permitting, Revenue, and the Planner of the Day operated digitally to serve customers. Later, an appointment system was implemented, enabling in-person visits to resume. With the Pandemic, Community Development pivoted to reviewing plans and permits entirely electronically. While fewer commercial projects were received for review, there was a marked increase in permits for residential home and lot improvements.

Thursday Developer's Meetings were shifted to be virtual meetings and filled up quickly on a weekly basis.

Municipal Court was faced with challenges related to law and court proceedings. After intensive research, virtual Municipal Court opened in April, and later transitioned into a hybrid model, allowing for both in-person and virtual hearings.

Recreation and Parks transferred programming to virtual spaces during the spring. As summer arrived, the green spaces at our parks reopened, and limited camp programming was available, restricting numbers of participants, and implementing strict health and safety precautions.

To keep the community informed, Communications maintained the COVID section of the City's website. Signage was created to close, and, later, open, buildings and parks and advise those within City facilities of health and safety protocols. The Department also began a weekly e-newsletter for staff to foster a sense of belonging and keep everyone informed.

Public Safety personnel had to operate "business as usual" but added personal protective equipment (PPE) as part of their everyday wear and observed COVID safety protocols when interacting with the public.

As offices, businesses, and retailers shut down, city streets resembled an early Christmas morning, only this time, the car-less streets and darkened buildings remained that way for weeks, not hours. It was a quick ride in to work for essential workers, whatever the distance between home and office. The internal COVID Emergency Management Team began planning for recovery. Phased plans were developed to bring staff back into City Hall and reopen public facing activities, such as parks programming and events at the Performing Arts Center. Economic Development began regular e-newsletters to keep the business community informed of developments, including federal funding opportunities. The Department also issued a series of surveys to help City leaders understand key impacts of the virus. To assist struggling restaurants, the Communications and Economic Development teams worked with Visit Sandy Springs to create a web presence highlighting takeout and delivery options. The service raised public awareness of restaurants not normally considered places to order a meal to-go.

City events took a big hit. The Performing Arts Center and Conference Center were closed for the remainder of 2020. However, people took the opportunity to find safe forms of entertainment outdoors. This summer, the Chattahoochee River's popularity was at an all-time high, with a record number of people



A Volunteer stocks shelves at the Community Assistance Center. From January 1 through the end of November 2020, CAC has distributed food to 6,855 individuals which is 2,370 more people than all of last year.

rafting, kayaking, and canoeing downstream. The Farmers Market made its seasonal return, at first offering preorders and curbside pick up and, later moving to in-person shopping, with both booths and shoppers properly distanced, and all attendees wearing masks. The year 2020 brought a full, blue moon for Halloween, and the holiday fell this year on a Saturday. The Farmers Market decked out with its spooky best, providing photo-ready vignettes for parents and their little goblins to snap a few photos, and our youngest residents were able to trick or treat at market vendors (socially-distanced, of course). Kennesaw State University's (KSU's) Coles College of Business resumed its programming, with classes taking place in the Studio Theatre to allow for ample social distancing.

The spread of the virus has been a roller coaster ride. The initial spring peak in cases then decreased, though they increased again over the summer. In August, Mayor Paul issued a statement urging everyone to wear masks. One week later, the City Council formalized Mayor Paul's statement as an Ordinance. As fall approached, we saw numbers of new cases decreasing, but by November, another potential surge was on the horizon.

Like a dark cloud, coronavirus has created a sense of anticipation and anxiety - a feeling that a storm is on the way. However, COVID wasn't our only challenge to "weather" this year. Mother Nature has had an active year. In February, snowfall closed roads and created hazardous driving conditions. Hurricane Sally became Tropical Storm

Sally as it made its way through the state in September, taking down trees and power lines. In October, severe rain caused flooding, forcing evacuations in one apartment complex and caused damage in one of the City's fire stations and at Police Headquarters, in addition to loosening land, with trees falling as a result. Before we could catch our breath, Hurricane Zeta, a record-breaking 11th named storm in the Atlantic, made its northward path with record speed. While arriving in Georgia as a tropical storm, Zeta hit the City fast and hard, toppling almost 100 trees, many with power lines during its first strike. While the storm's core passed through quickly, Zeta left behind strong winds, with trees and power lines continuing to fall for the next two days, resulting in more than 213 trees leaving roots exposed and power lines grounded.

It has been a tense year with emotions visible and events unfolding, sparking high tension and reaction. The names George Floyd, Breonna Taylor, and Ahmaud Arbery were among those whose deaths related to police custody sparked a national movement about racism and change. In late May, protestors in Atlanta moved northward into Sandy Springs. Several burglaries and looting incidents were reported, and one fire engine was damaged after protestors pelted the vehicle with rocks and bricks as it responded to an emergency call. Fortunately, no significant injuries were reported, and the perpetrators of the burglaries were arrested. A series of peaceful protests followed outside City Hall. Mayor Paul quickly responded, speaking to the City's longstanding opposition to hate and racial injustice, reminding everyone that

Sandy Springs was one of the first cities in Georgia to pass hate crime legislation. The City Council would also adopt a resolution to encourage the State of Georgia to pass a hate crimes bill. Mayor Paul called for community, business, and religious leaders to hold conversations in order to facilitate understanding and healing.

Working with the Civic Dinners organization, staff arranged a series of virtual conversations, each between eight and ten people, addressing inclusion and belonging. During July and August, 44 Civic Dinners were held. The feedback from those events was presented to City Council in October. At that time, Mayor Paul announced the formation of an Inclusion Commission. He promised ongoing conversations and activities focused on bringing diverse members of the community together in order to foster belonging.

The year 2020 is a year we will all remember. No single word could adequately describe the year, but there are a few that speak to the tone and what we've learned.

2020 is the year we learned to pivot and adapt to change. With the playing field changing almost daily, prioritization and process were key ingredients to staying on track and making even everyday tasks happen as they should. Pace was equally important. While we wished the year 2020 was a sprint, it felt more like a marathon. And going into 2021, holding steady will help keep us on course.

Storms kept City crews busy this year, clearing trees to reopen roads.



BIG CITY LIVING, SMALL TOWN VIBE

Sandy Springs' unique location within the metropolitan Atlanta area offers the best of both worlds for our residents, business owners, and visitors. The City's ability to provide big city amenities and opportunities, balanced by the best of what the suburbs can offer, continues to attract and retain major corporations as well as small businesses. Sandy Springs was also cited in an article that included us as part of the metro Atlanta area's high ranking in the metropolitan areas with the most entrepreneurs.

During the COVID lockdown, the community's strength shone brightly, as various programs were launched to support non profit organizations, restaurants, and other small businesses. For a mid-sized city of more than 100,000 residents, a small town vibe does, indeed, connect us.

TOPSIDE TAP TRAIL

The launch of the Topside Tap Trail offers beer lovers an opportunity to sample some of the best brews crafted in North Fulton County. Two Sandy Springs breweries, Pontoon Brewing Company at the north end of town, and Porter Pizza Brewery in the Powers Ferry area, are part of the Topside Tap Trail, which also includes breweries and brewpubs in Roswell and Alpharetta. In 2020, a website was launched, bringing the seven breweries together virtually, so that beer enthusiasts could “brew hop” from their laptops and learn more about locally-produced beers.

TOP EMPLOYERS IN SANDY SPRINGS		
RANK	BUSINESS	EMPLOYEES
1	COX ENTERPRISES	4,946
2	IBM CORPORATION	3,789
3	UNITED PARCEL SERVICE	2,195
4	INTERCONTINENTAL EXCHANGE	1,062
5	CISCO SYSTEMS	991
6	VMWARE	960
7	MERCEDES-BENZ	828
8	WESTROCK	789
9	NASCO	701
10	ELAVON	947
11	ONETRUST	616
12	NEWELL BRANDS	604
13	GLOBAL PAYMENTS	584
14	FOCUS BRANDS	416
15	AMERICOLD LOGISTICS	392

Companies ranked by most people employed. Does not include three regional hospitals located in Sandy Springs (Northside, Emory St Joseph's and Children's Healthcare of Atlanta), which collectively have more than 25,000 employees, but do not disclose official numbers.

CITY ASSUMES OPERATION OF HERITAGE

This past spring, the City assumed operations of Heritage Sandy Springs Museum and Park. While the City has always owned the Blue Stone building and surrounding property, the park was operated by the nonprofit Heritage Sandy Springs. The organization asked to be released from its operating agreement after the COVID outbreak strains created an untenable financial burden. The Create Sandy Springs team will facilitate booking and event management for the Blue Stone building, Williams-Payne House, and surrounding properties, including managing the popular Concerts by the Springs series and the Farmers Market.

Founded in 1985 as the Sandy Springs Historic Community Foundation, Heritage Sandy Springs was a keeper of city history, preserving artifacts and documents exhibited in the museum at the historic Williams-Payne House.

FARMERS MARKET FLOURISHES

Surrounding the City Green and averaging more than 20 vendors each Saturday morning, the Sandy Springs Farmers Market provides an open-air, farm-to-table shopping experience for residents and visitors to the City.

The market initially opened its 2020 season, offering preorders for easy pickup. Later in the year, the market opened its vendor tables at City Springs with safety protocols in place to keep vendors and shoppers safe.

As the year progressed, the market provided a backdrop to celebrate Halloween with a family-friendly, spooky-themed event, providing families a safe, distanced environment for Instagram photo moments and trick-or-treating.

CITY WELCOMES DELUXE CORPORATION

In September, Deluxe Corporation announced that it would invest more than \$12 million in establishing a new office, including a FinTech and Customer Innovation Center, in Sandy Springs. This will create more than 700 new jobs. Metro Atlanta is a global financial technology and payments capital, and Deluxe considered Sandy Springs to be the right location to access a talented workforce in a business-friendly environment with a supportive university system. For over a year, including during the Pandemic, City staff worked with our partners at the Georgia Department of Economic Development and the Metro Atlanta Chamber to bring Deluxe to Sandy Springs.

NORTH END REDEVELOPMENT

In March, the City hosted the first in a series of public meetings intended to illustrate how the community’s vision for reimagining the North End of Sandy Springs can be realized through a variety of recommended uses, using four shopping centers in the district as examples. The kick-off meeting included nearly 200 participants, who met in-person to identify high-priority wants/needs and likes/dislikes and establish goals for the study (connectivity, walkability, public space, mixed use, new retail and housing options, and a unique identity). After the COVID-19 shutdown, the project shifted from in-person community engagement to virtual platforms where the public could share their input. Initial drafts of conceptual plans for the shopping centers were presented over a series of four weeks in August and September. Virtual input was successful, with an average of 75 stakeholders, detailed comments, and 150+ survey responses on the plans for each of the centers.

BOUTIQUE HOTEL ANNOUNCED

In September, the Marriott Corporation broke ground for a new Aloft Hotel to be located at the corner of Hammond Drive and Barfield Road. The Aloft Hotel is one of Marriott’s boutique-type hotel concepts. The 119-key Sandy Springs location will be the fourth Aloft Hotel in the Atlanta metropolitan area.

HEADQUARTERED HERE

Major corporations located in Sandy Springs:

FORTUNE 500

United Parcel Service - #43

WestRock - #177

Newell Brands - #316

Veritiv - #412

Intercontinental Exchange - #459

Graphic Packaging - #477

FORTUNE 1,000

Beazer Homes USA - #965

A Housing Needs Assessment was conducted in 2020, to provide an understanding of the current housing market. A Strategic Housing Plan is planned for 2021 and will provide policy recommendations.





A SIGN OF CHANGE

The view from the Byers Theatre lobby significantly improved in September. After years of legal efforts, the billboards located directly across from City Springs on Mt. Vernon Highway and Roswell Road were finally removed. Mayor Paul took the helm of the earthmover to begin the process and leveled the first billboard. A short time later, the taller billboard face-planted onto the concrete foundation. The triangle-shaped area is planned to become a park, honoring our Veterans, as well as serving as a welcoming entranceway to the City's downtown district. The metamorphosis will take place alongside the long-planned road and intersection improvements.



ENGAGING OUR COMMUNITY

While this year got off to a strong start with great attendance for public meetings and events, once COVID hit, every department was forced to pivot. In-person interaction shifted online, and popular initiatives like Coffee with a Cop became Facebook Livestreams. Fire station birthday parties became drive-by celebrations, and we launched a platform for local artists to entertain their audiences.



Members of the Sandy Springs community come together to participate in art activities at the City's Martin Luther King Jr. Day Art and Film Festival.



CIVIC DINNERS

Two pandemics affected the nation in 2020. The first is the ongoing coronavirus; the second, a community health concern over racism and police relations. Public demonstrations and civil unrest were illustrative of the tensions building, resulting from racial, ethnic, and socio-economic issues affecting communities across the country.

These tensions reached a boiling point in the metro Atlanta area over the summer, with some demonstrations leading to violence, property damage, injury, and loss of life. Most of the civil unrest was outside of Sandy Springs, and no one was injured as a result of demonstrations in the City. However, the root causes of the unrest continue to impact the community's health and safety.

To help address the problems, City leaders wanted to understand the issues directly from community members and hear what individuals felt were the most pressing concerns contributing to the unrest.

Traditionally, addressing a citywide issue would call for a large public gathering. Due to the COVID-19 outbreak, such gatherings presented a health-safety risk and were legally prohibited under State-mandated public health safety measures.

To facilitate community discussion, the City partnered with Atlanta-based Civic Dinners, a company focused on fostering community conversations in targeted geographies. Using a program developed by Civic Dinners in collaboration with The King Center, the City launched a discussion on *Inclusion and Belonging*.

The City held 44 virtual “dinners” throughout July and August. Each event brought together between six and eight participants through a video conference call where they engaged in conversation. Three of the dinners were held entirely in Spanish. The discussions explored the community's perspectives around inclusion and belonging and how we can create a more inclusive Sandy Springs.

The Civic Dinners were the start of an ongoing process. Feedback from those Dinners was distilled into themes for action and recommendations on actionable steps the City and community can take to move forward. In November, Mayor Paul announced that he was forming a Diversity and Inclusion Committee to advise the City on programs and ideas to further efforts of inclusion.

SHOP SMART ADVERTISING CAMPAIGN

As stores began reopening after the initial COVID-19 shutdown, the Communications team created friendly reminders for shoppers to stay safe when visiting local retailers. With imitation being the sincerest form of flattery, the team was more than happy to oblige municipalities like Athens-Clarke County's request to use our imagery in their own campaigns!

TAKE-HOME FRIDAY

Shortly after the coronavirus shutdown forced restaurants to shutter their doors to dine-in food service, the City teamed up with Visit Sandy Springs to create a campaign encouraging take-out options. *Take-Home Friday* was expanded into an ongoing effort dedicated to providing the most current information available concerning take-out, curbside pickup, delivery, and more. Visit Sandy Springs shared the participating restaurant information on its website, offering a one-stop shop for interested (and hungry) diners. While web traffic was down for most Destination Marketing Organizations (DMOs) due to COVID, traffic to visitsandysprings.org saw a minimal decline in comparison to the industry. This was due to a 34 percent increase in people searching for the site and a 1,223 percent increase in people clicking through to the site from social media posts related to the restaurant effort. The *Restaurant Takeout & Delivery Options* webpage was the website's top landing page, with people viewing it 4,772 times. Dozens of other websites linked to this page, cementing its value as a community resource, and benefiting our restaurants and resident foodies.

BRINGING THE PARTY TO YOU

Birthday parties at Sandy Springs Fire Stations have been a popular and well-loved tradition over the years, and we have often wondered who enjoys them more: the children or the staff that get to celebrate with them! Due to COVID, Stations could not host the parties this year, but that didn't mean they didn't think outside the box, or Station, in this case. Children wanting a firefighter-themed party could celebrate with a drive-by visit from a fire truck, complete with sirens and the firefighters wishing them a happy birthday.

MASK UP CAMPAIGN

On August 20, 2020, the Sandy Springs City Council passed an Ordinance requiring individuals to wear a mask or face covering when in public spaces and not able to maintain a six-foot distance. To help remind everyone of the importance of wearing a mask when in public areas, posters and postcards were placed in spaces around the city with a simple message: *Mask Up to Take COVID Down*. If some of the faces in the campaign look familiar, you may be looking into the eyes of friends, family members, or neighbors. Residents were asked through the City's social media channels to send photos showing their mask wear. The Communications team used some of these images as part of our campaign.

PERFORMING ARTS SURVEY

Prior to the COVID shutdown, the Performing Arts Center's programming team was busy at work preparing to announce the upcoming season. Months of planning went into what was going to be an exciting lineup of shows. Needless to say, as disappointing as it was for ticket holders to miss the performances, it was equally as disappointing to the crews eager to set the stages at City Springs. In coordination with the launch of Create Sandy Springs, the City's presenting entity for programming, the team broke the fourth wall, so to speak, inviting the audience to offer opinions on what types of programming they would like to see. The survey launched in September and ran for a month, tallying more than 750 responses. Some of the takeaways from the survey included the desire for diversity in programming. Our audience has a broad list of musical interests, and they're curious about cultural programming. They've become accustomed to learning about events online, and there's room to grow regarding target age ranges.





FROM COFFEE SHOP TO LAPTOP

Coffee with a Cop is a popular initiative that allows the community members to get to know Sandy Springs police officers in a casual setting. The get-togethers offer the chance to share important advice and tips, including how not to be a victim of a crime and what to do if one is a victim. With many coffee shops and cafes closed during the Pandemic, the Police Department used Facebook to connect with the community. It produced recorded videos and Facebook Livestream events to share vital information.

The Criminal Investigations Division (CID) produced recorded video presentations focusing on two of the most common crimes our citizens face: fraud and domestic violence. The Division's Fraud Detectives and Victim Advocate provided insight and resources to assist those in need. CID also collaborated with the Community Unit to develop a Facebook Live event—a question and answer session with active Facebook participants. In addition to discussing fraud and domestic violence, the session included a Crime Scene

Investigations Detective to shed light on crime scene processes and analysis. SSPD received positive feedback from the citizens, and CID is interested in continuing with these events, even as in-person events become possible again.

MLK DAY ART AND FILM FESTIVAL

Following the City's incorporation in December of 2005, the first community event hosted by the City of Sandy Springs was its MLK Day celebration. The event was reimagined for 2020. Inspired by the success of the *BronzLens Film Festival*, the City partnered with the Festival and DiasporaU to create the first annual *Martin Luther King Jr. Day Art and Film Festival*. More than 500 people, from all over the metropolitan area participated in the afternoon's craft projects and watched one of the two screenings of the animated film, *Our Friend Martin*. These activities were designed to educate individuals of all ages about the life and legacy of Dr. King. The Riverwood High School Community Service Club was among the many volunteers who facilitated this inaugural program.

SHOWCASING LOCAL ARTISTS

Any fan of the performing arts knows the saying, "the show must go on," but the COVID Pandemic rendered the box office quiet and theatre seats empty. To connect audiences with musicians and artists, the City launched *Create & Connect: A Spotlight on the Arts in Sandy Springs*, a virtual platform that enabled local performers do what they do best: play to the crowd! Many of the videos featured musicians who have performed and will perform in the future at City Springs. The video series expanded to include the visual and culinary arts, sharing how-to videos for crafting and cooking. On average, each post reached more than 2,000 people.

FOOD THAT ROCKS

Foodies—and those who love them—could still celebrate and support the City's restaurants with *Salute to Sandy Springs*, this year's twist on the popular annual *Food That Rocks* event. During the weeklong campaign to support local restaurants, members of the public were encouraged to support their favorite eateries with takeout, delivery, or dine-in where appropriate. From July 4-10, each participating restaurant selected three favorite menu items (in the form of appetizers, entrée, drinks, or desserts), all available for diners to order. Diners could vote for their top selections online and share via social media.

This year's event featured more than 30 of the City's restaurants and resulted in more than 5,000 fan votes to select this year's Best of Sandy Springs winners. The overall winner was Hearth Pizza Tavern. For the complete list of winners, visit foodthatrocks.org.

In addition to supporting restaurants, this year's event raised funds to feed Sandy Springs' frontline healthcare workers at Emory Saint Joseph's Hospital, Northside Hospital, and Children's Healthcare of Atlanta.



SPARKLE SANDY SPRINGS WINS AWARD

The Southeast Tourism Society (STS) named Sparkle Sandy Springs one of the STS Top 20 Events in the Southeast for December 2019.

Each year, Sparkle Sandy Springs features a holiday village of artfully displayed six-foot tall wooden houses painted and decorated in holiday themes and adorned with lights, creating a magical, walkable light display.

In 2019, the Sparkle Parade was added, featuring floats, marching groups, music, and an appearance by Santa. The festivities culminated in the lighting of the City's menorah and Christmas tree.

This year, due to COVID, the City switched the format, making the event a drive-through experience, allowing participants to remain safely in their cars to view the festivities. More than 1,000 cars attended.

CENSUS 2020

In 2019, the City formed the Complete Count Committee, comprised of community leaders and the Communications and GIS teams, to prepare for this year's 2020 Census. Achieving an accurate census is not only critical to determining fair representation in the House of Representatives, but it also improves communities by ensuring they receive their portion of \$675 billion in federal funds and grants to be used for schools, hospitals, roads, public works, and other vital programs.

Plans pivoted as the COVID Pandemic curtailed in-person Census visits and the deadline for the count changed several times, extended in one instance and shortened in the last stretch. The team got creative, using various outreach methods to remind residents to respond, including a social media campaign, bilingual initiatives, and grassroots marketing, with posters and fliers placed in retailers, gas stations, and apartment complexes throughout the City. The cumulative response rate was 64 percent, slightly up from the last Census count completed ten years ago.



KEEPING OUR CITY SAFE

Sandy Springs is the sixth-largest city in Georgia. However, despite the big city numbers and strong corporate presence, there is still a small-town feel. Our residents and business owners certainly share this sentiment, reflecting their positive relationships with our public safety personnel. Exceptional response times by our police officers, firefighters, and emergency medical technicians make the City a safe place to live and work. *Money, Inc.* included Sandy Springs on its list of the “20 Safest Places to Live in Georgia”.

The City’s murder rate is low, and the Sandy Springs Police Department (SSPD) works tirelessly to solve these crimes. This year, SSPD was able to close the book, solving the two-year old murder case of Kay Thomasson with an arrest.

As a result of the coronavirus, domestic violence calls were up in 2020. Fortunately, SSPD was able to diffuse the situation in many cases before it escalated into a more serious offense.

This year, the Sandy Springs Fire Department (SSFD) created a new full-time position, Executive Officer of Emergency Preparedness. She came on board just before the COVID shutdown and worked to keep the community healthy.

The City launched its “Green to the Scene” emergency vehicle preemption program this year to improve response times. The Fire Department is proud to say that there were no lives lost this past year to fire.



Architectural rendering of the new fire station.

NEW FIRE STATION

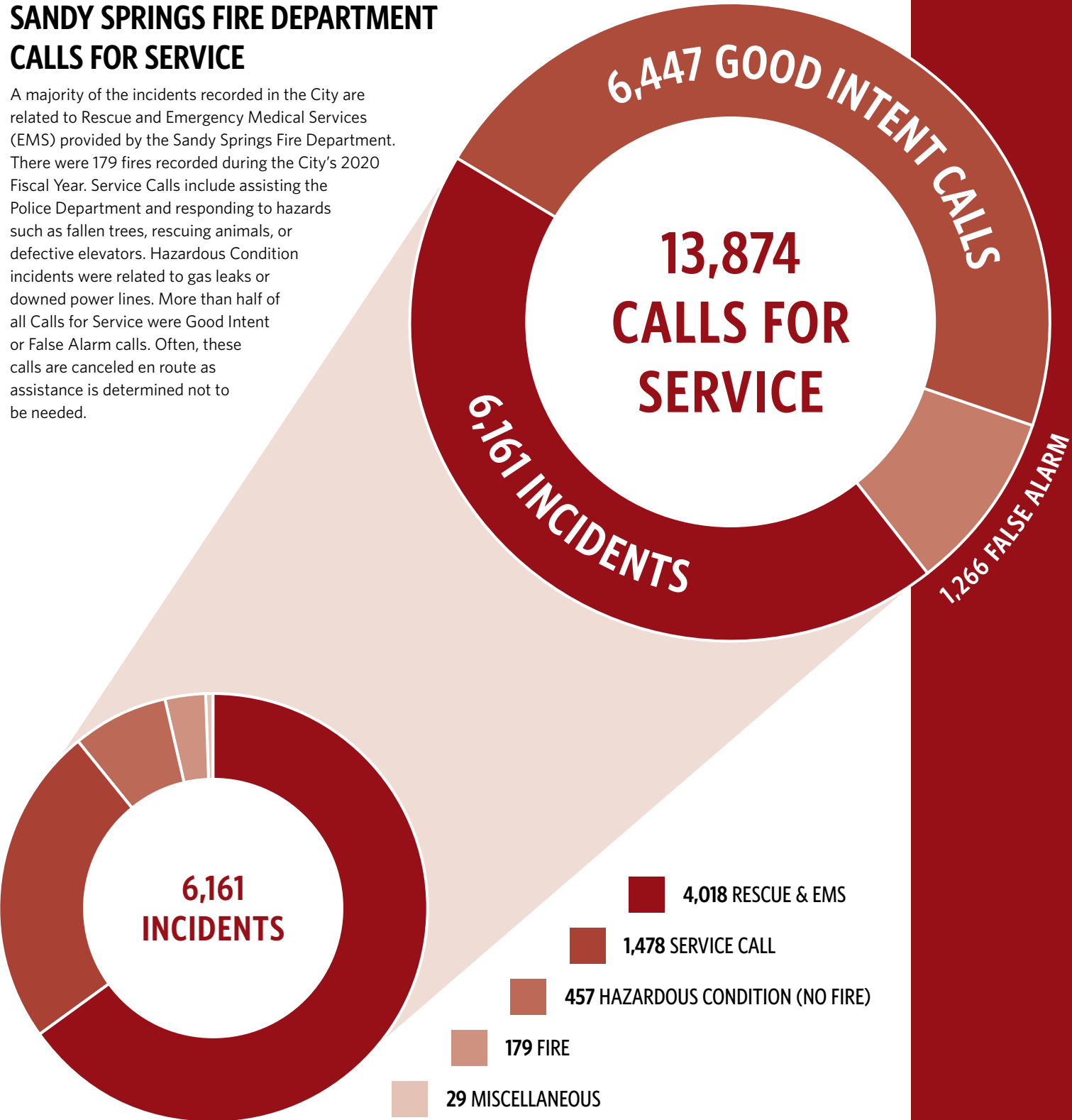
Fire Station No. 2 on Johnson Ferry Road first opened in 1969 and needs to be upgraded to meet current public safety needs. The new station is planned as a two-story structure. The 20,000 square-foot building will include several new features focused on safety and firefighter health. A 1,000 square-foot gym on the second floor will help keep

firefighters in shape. A decontamination area with a separate HVAC and airlock system will provide a space for firefighters to change out of, and clean, dirty gear. An infrared sauna will be installed to help with firefighters’ detoxification process. The facility will include a training stairway with a rappelling wall and a confined-space simulator, providing firefighters with critical training in-house. Currently, this type of activity is done away from the station.

The station will have both men’s and women’s bathrooms and private sleeping areas in the living quarters. The first floor will also contain office space for staff and a conference/ community room. The new building will be constructed on the same property as the former building, which was demolished over the summer. Hussey, Gay, Bell & DeYoung International Inc. created the design as part of the \$351,700 contract awarded earlier this year.

SANDY SPRINGS FIRE DEPARTMENT CALLS FOR SERVICE

A majority of the incidents recorded in the City are related to Rescue and Emergency Medical Services (EMS) provided by the Sandy Springs Fire Department. There were 179 fires recorded during the City’s 2020 Fiscal Year. Service Calls include assisting the Police Department and responding to hazards such as fallen trees, rescuing animals, or defective elevators. Hazardous Condition incidents were related to gas leaks or downed power lines. More than half of all Calls for Service were Good Intent or False Alarm calls. Often, these calls are canceled en route as assistance is determined not to be needed.





RIVER RESCUES

With COVID keeping people out of theatres, restaurants, and bars, the great outdoors became an increasingly popular place to gather and recreate. The song, “Take Me to the River” must have been on just about everybody’s playlist this spring and summer as more and more people spent their lazy days floating down the Chattahoochee. One of the City’s raft rental vendors, High Country Outfitters Paddle Shack, saw an 83 percent increase in business over the July Fourth weekend, as compared to 2019. All that activity also created an uptick for the Sandy Springs Fire Department’s Tactical Rescue Team. During that same holiday weekend, SSFD reported 19 river rescues, the majority being rescues of stranded floaters.

The River maintained its popularity throughout the summer. On Labor Day weekend, the Paddle Shack had more than 1,500 guests between Thursday and Monday, making that weekend the Paddle Shack’s busiest ever. Approximately 75 percent of the guests made reservations in advance using the City’s website. SSFD’s Swiftwater Rescue Team reported 15 incidents during the holiday weekend.

GREEN TO THE SCENE

In February, the City Council approved the purchase of a system that gives emergency vehicles green lights as they drive to emergency locations. This traffic signal preemption system equips all Sandy Springs Fire vehicles and ambulances and specially signalizes 113 intersections. The system combines cellular, radio, and GPS technology with a cloud-based software system to process the route in realtime as emergency vehicles leave the station, communicating wirelessly with the traffic cabinet in order to begin clearing traffic as they approach the intersection. With preemption technology, the City estimates a savings of approximately 10-12 seconds per intersection, or an overall savings of 20 percent in response time. In 2019, the Sandy Springs Fire Department received more than 14,000 calls for service, with most of the calls occurring out of Fire Stations No. 1, 2, and 4, which encompass routes along Roswell Road in the heart of the City. An ongoing challenge is maneuvering around stopped and queuing traffic at intersections. The cost of “Green to the Scene” equipment and installation was \$676,284.

CARDIAC ARRESTS RISING

The Pandemic was a factor in a decline of Return of Spontaneous Circulation for calls involving Cardiac Arrest this year. From March through September 2019, the Sandy Springs Fire Department reported a 27 percent Return of Spontaneous Circulation on Cardiac Arrest Calls. Fast forward to this year, during the same time frame; the rate dropped to 19 percent. Health officials attributed the change to a decline in preventative care during the lockdown, as routine healthcare appointments were canceled, and many individuals were reluctant to go to the hospital for fear of contracting COVID-19.

PROACTIVE APPROACH TO FIRE PREVENTION

Where there’s smoke, there’s often fire. As fire inspectors studied nine fires over two years at the same apartment complex, Sierra Place, they discovered a trend indicating that these fires had one thing in common. They were linked to HVAC units that allowed them to spread into the apartments’ attic area. In most cases, residents would smell smoke caused by electric heating elements that would heat the adjacent wood, charring it, and causing it to ignite. Fortunately, SSFD responded quickly enough to contain these fires. Taking decisive action, fire inspectors teamed up with the City’s building inspectors and partnered with private electricians, going apartment by apartment to identify issues. They found electrical code violations, maintenance shortcuts that revealed improper patching, but the main culprit was lint build-up on the HVAC systems. Apartments were prioritized for repair and replacement. The Fire Department required a fire watch, involving 24-hour monitoring and maintenance of a log until all systems were replaced.

When a similar trend was discovered at another apartment community after four fires over two years, inspectors traced it back to ventilation fans in the bathrooms. They approached the apartment’s management, which voluntarily replaced all ventilation fans in the apartment units.

EFFECTIVENESS OF FIRE MITIGATION SYSTEMS

The Sandy Springs Fire Department’s proactive measures to ensure the effectiveness of fire mitigation systems have proven effective. For the fifth consecutive year, no lives have been lost due to fire in Sandy Springs. This remarkable success can be attributed to efforts and initiatives of the Fire Marshal’s Office.



Over the years, SSFD required apartment complexes to install fire extinguishers and fire suppression canisters over stovetops and treat exposed, untreated lumber with intumescent paint.

SSFD reports a total of 62 incidents in 2020 that were either fires—or dispatched as fires—and found to be something else, such as appliance malfunctions or sparks. Of those incidents, 42 were interior to apartment units, while another 20 were outside.

SSFD routinely inspects common areas: lobbies, corridors, breezeways, clubhouses, storage sheds, and community laundry rooms. Third-party Certified Building Inspectors (CBIs) are hired by apartment complex owners to inspect individual apartment units’ interiors.

VIRTUAL COURT

Sometimes in the gravest of moments, creativity and innovation can create a positive outcome. When COVID-19 prevented the municipal courts from holding Court, as usual, the Court Clerk’s office began researching a way to provide services virtually.

The City and Statewide shut down required the municipal court system to rapidly create

telework options for a division that had never previously experienced that model of work. Many employees needed laptops, and there were security implications. With support from the IT Department, a secure process was developed, officially making the possibility of virtual Court a reality. To ensure the privacy of the defendants’ data, a separate platform, shared by the Police and Fire Departments, was used to conduct business during the COVID-19 virtual court sessions. Unlike various other municipalities that charge defendants to hear their cases virtually, the City provided these newly developed services at no cost to the defendants.

In June, Municipal Court reopened for in-person sessions; however, virtual court remains an option, with cases heard every Friday. Municipal Court typically averages 40 virtual cases per week for various non-felony cases.

The Court Clerk’s office also used the shift to telework to transition into a paperless court system. Judges can pull up case files, orders, and sentences on their computers, prepared by the clerk to sign using signature pads. Defendants are also able to review the documents electronically and sign with the use of a signature pad. Faxed documents are received through the computer system as well.



WE WERE PREPARED

FIRE DEPARTMENT COVID RESPONSE

The Sandy Springs Fire Department took an active role in COVID-19 mitigation, helping to minimize infection rates in our community.

AT THE READY

Executive Officer of Emergency Preparedness Imani White was only weeks on the job when the first cases of COVID were reported in Sandy Springs. After holding a similar position at Amazon, which transferred the Atlanta native back home, Imani was immediately struck by the City's preparedness. A testament to former city management for having the foresight to plan for extreme emergencies, the City had a three-month supply of Personal Protective Equipment (PPE), even after donating 10,000 masks to the Community Assistance Center and sharing resources with another municipality.

Ms. White also marveled at learning that details like antimicrobial metal handles were installed throughout the building during the planning and construction of the new City Hall. Additionally, the Continuity of Operations Plan, updated in December 2019, provided each department with a roadmap to continue operations and supply services.

Looking collaboratively at problem-solving, representatives from the City participated in weekly calls with the Atlanta-Fulton County Emergency Management Agency (AFCEMA), which began in March. These calls provide updates and critical information, such as hospital capacities, to the major stakeholders throughout the Atlanta metropolitan area.

The Sandy Springs Fire Department created systems, determined PPE needs, and took a proactive approach to control the disease at the source. The Department divvied up responsibilities with Ms. White and Section Chief Patrick Flaherty serving as the liaisons

with hospitals and the health care community. The Fire Marshal's Office was tasked with overseeing senior care outreach in the community's nursing homes and assisted living facilities.

TESTING

The City partnered with a local lab in Sandy Springs to provide free COVID testing to employees, many considered first responders and essential workers. Among reporting agencies of similar size, SSFD ranked in the top five percent for the fewest number of positive cases nationwide, according to the International Association of Fire Chiefs.

As of the beginning of November, more than 600 employee tests were administered, with results coming back in less than a 24-hour turnaround. Getting results quickly was an important factor in the early days of testing, when it could take up to a week or ten days to receive test results.

To expand community testing availability, the City partnered with the Community Organized Relief Effort (CORE) to set up mobile sites offering free tests, initially averaging 200 tests a day. SSFD firefighters delivered CORE testing flyers (hard copies and digital versions) in both English and Spanish to the 90 apartment complexes throughout the City to encourage testing, additionally partnering with the Community Assistance Center to provide Spanish translators at the testing site.

LOOKING AHEAD

The team is currently preparing to work with the state on implementing mobile and fixed vaccine stations and providing staff to help administer vaccinations.

FEDERAL SUPPORT

Through the course of the year, federal COVID-19 relief funds for several local non-profit agencies were provided through the Community Development Block Grant (CDBG) program. The City received \$384,260 in June and \$630,769 in November as part of the CDBG COVID-19 Pandemic Response program administered through the U.S. Department of Housing and Urban Development (HUD). These funds were allocated to support programs implemented by the Community Assistance Center (CAC), Los Ninos Primero, and Sandy Springs Mission for educational programming, food, and rent and utility bill pay assistance. The City utilized a procurement process to identify the three local non-profit organizations, in keeping with HUD requirements. Beginning mid-March, the CAC experienced a 400 percent increase in calls for assistance, 60 percent seeking financial assistance for the first time. To date, more than 1,080 households have benefited from financial assistance, with 97 percent able to remain housed.

*Section Chief Patrick Flaherty ►
and Executive Officer of
Emergency Preparedness
Imani White*





NEW PUBLIC SAFETY BUILDING

Reinforcing its commitment to prioritizing public safety, City Council announced in October 2020 that it had completed the purchase of 620 Morgan Falls Road, the future home of the Sandy Springs Police Department and Municipal Court. The City purchased the property for \$10,990,000.

The purchased property sits on 12.3 acres and includes a four-story, 109,000 square-foot building. The facility, constructed in 1990, most recently housed the U.S. headquarters of WorldPay. The City plans to repurpose the facility to include sally port areas (secured entrance areas for prisoners), secured holding and interview spaces, and larger and secured lobby areas. Long-range plans include auxiliary police uses, including vehicle maintenance bays, a shoot house, and a gun range for training. The site will also house a future fire station.

TWO-YEAR-OLD MURDER CASE SOLVED

On June 27, 2018, 71-year-old Kay Thomasson was murdered in the early morning hours at her Sandy Springs home on Old Woodbine Road in the Derby Hills neighborhood. After a dedicated investigation utilizing all technologies at their disposal, and with the assistance of the U.S. Marshals Office, Sandy Springs Criminal Investigations Division Detectives were able to identify 24-year-old James Christopher Jones as the person responsible for murdering Thomasson. This case was very complicated, and the SSPD detectives worked non-stop to bring it to a successful conclusion with an arrest. The investigation involved the collaboration of every department employee and could not have been solved without that focused dedication. During the investigation, those working the case discovered new developments in technology, including DNA analysis and digital forensics, and future

investigations will benefit from the advances made during this case. Due to the successful conclusion of this case, CID Detectives have reopened the March 2007 murder of a newborn left in a gym bag and submitted DNA evidence recovered from the bag to a private lab for processing.

ARREST POLICIES AND PROCEDURES

As a response to the tragic events which unfolded in Minneapolis this summer, the Sandy Springs Police Department wanted to share with our citizens their policies and procedures in place to prevent the type of incident that precipitated such events. As a State Certified Agency, SSPD has established policies and procedures that are continuously reviewed. Additionally, SSPD undergoes a thorough evaluation by the Georgia Association of Chiefs of Police every three years. All officers receive training annually on critical tasks, including use of force,

de-escalation, community-oriented policing, and bias-based profiling. Officers are provided opportunities for additional training to help them make objective and principled decisions.

By policy, SSPD officers are forbidden to use any type of neck restraint, except where lethal force is authorized and deemed reasonable and necessary. Officers are trained in zone handcuffing, where multiple officers dealing with an uncooperative person on the ground can safely apply handcuffs. None of these techniques include the use of knees or choking. SSPD mandates each patrol officer to be equipped with a body-worn camera. These are in addition to a dash camera and a prisoner rear-facing camera in each patrol vehicle. Officers must activate their body-worn cameras during each encounter with a member of the public in order to document the encounter accurately. This documentation rule includes all citizen contacts, arrests, and critical incidents. SSPD also uses the body-worn cameras to identify any internal issues that may need to be addressed, such as training, communications, policy compliance, customer service, officer safety, etc.

Since its inception in 2006, SSPD has created collaborative partnerships throughout the community. SSPD strives to be a positive example for others to follow. The Department is committed to hiring the most qualified, diverse, and educated persons to deliver best-in-class service to the Sandy Springs community. Sandy Springs police officers strive to treat people with dignity and respect, core principles of procedural justice, and police legitimacy. The Department holds officers who do not practice these core principles accountable for their actions.

Citizens are encouraged to attend SSPD's Citizens Police Academy (CPA), Volunteers in Police Service (VIPS), and Citizens on Patrol (COPS) in order to learn more about the Department. SSPD has graduated approximately 700 people from CPA and has more than 50 active COPS and VIPS citizen volunteers.

CELL PHONE STORE ARMED ROBBERY

In June, two armed and masked males entered the T-Mobile store located at 5650 Roswell Road, tied up the employees, and robbed the business and employees. An employee had inserted a tracker in the bags the suspects took with them as they fled. A short time later, an SSPD traffic officer located the vehicle. After a quick pursuit, the suspect vehicle crashed, and the suspects fled on foot. Several officers and units responded, and both suspects were taken into custody. Multiple firearms in addition to the evidence from the robbery were located, and the pair were charged with armed robbery, aggravated assault, false imprisonment, possession of a firearm during the commission of a felony, possession of a firearm by a convicted felon, and countless traffic charges. The immediate response of multiple officers and the traffic officer's keen awareness helped bring this case to a successful conclusion. No one was injured, and the case investigated so thoroughly that the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) is preparing to adopt the case for federal prosecution.

LPR SUCCESS

The License Plate Reader program has proven effective in helping fight crime, and its success has expanded to neighborhood and shopping centers where the cameras can also assist SSPD.

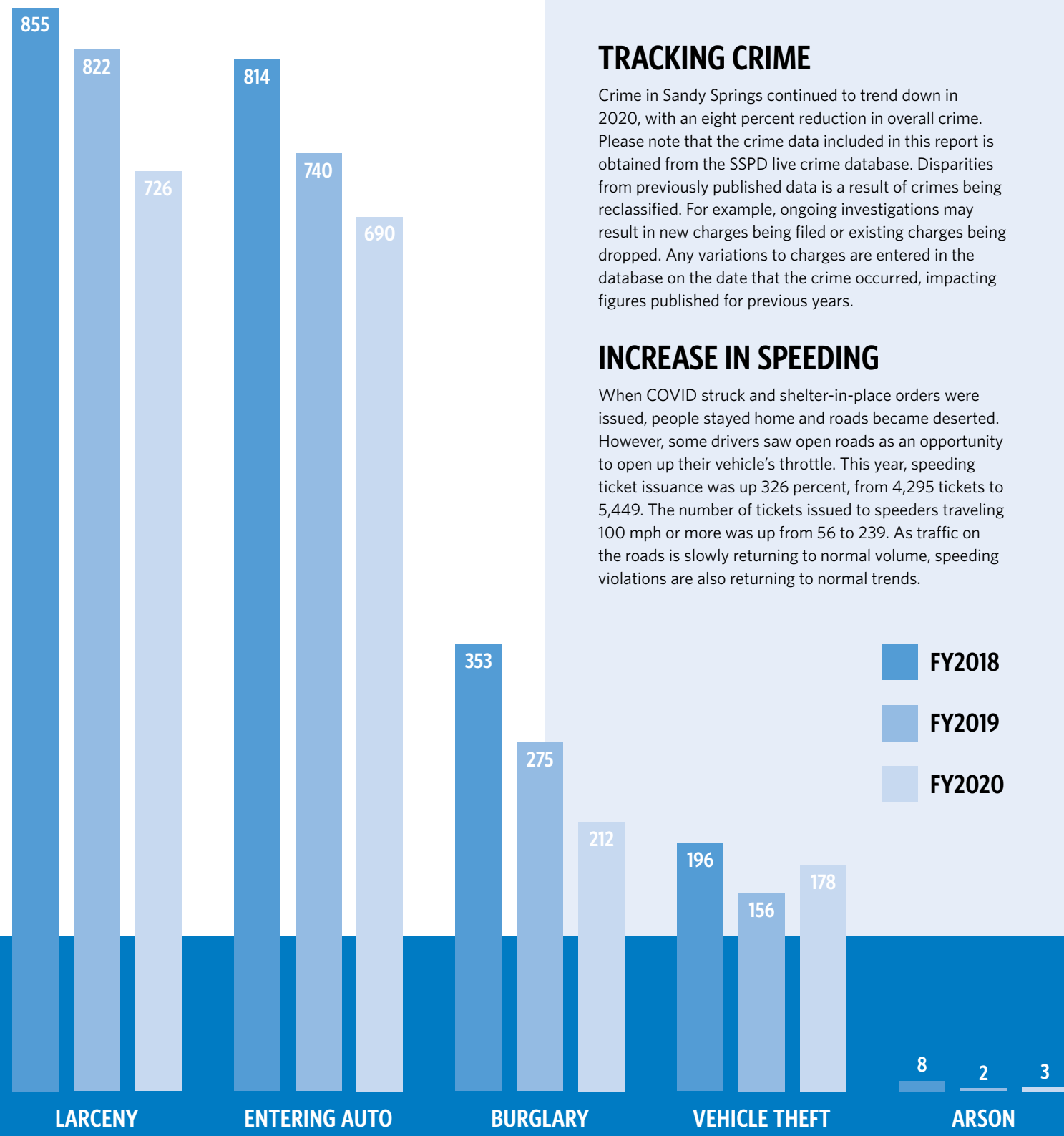
Neighborhoods have used their HOA funds to purchase Flock cameras at entrances and common areas like clubhouses. Shopping centers have also purchased these cameras. The shopping center housing the LA Fitness at the corner of Roswell and Abernathy Roads installed cameras, and the number of car break-ins has decreased. While the fitness center's closure due to COVID contributed to some of that crime decline, as the gym reopened, the number of reported car break-ins has not substantially increased.

While the LPRs are successful with crime-fighting, they are useful in other ways, too. In April, LPRs helped locate a missing and endangered person. An 86-year-old resident with dementia from the Hammond Glen Retirement Community went missing. SSPD immediately placed the gentleman's vehicle information into our LPR network system, and an officer in Emmanuel County was alerted that the vehicle had just driven through their roads. Emmanuel County is located 3.5 hours away. Had it not been for the LPR network, this man, who was lost and extremely confused, might have continued driving south. He returned home, safe and sound.

TAKING THE BAIT

To combat the ongoing and rising trend of car break-ins and theft, the Sandy Springs Police Department began deploying a bait car equipped with GPS tracking devices. When these vehicles move, the devices activate and notify officers that a theft has occurred. Using this technology, officers can track suspects without engaging in high-speed pursuits that put officers and the public in danger. SSPD is grateful for the donation of the bait car by a major insurance company.

GPS is a beneficial tool for tracking criminals. One evening in December 2019, Sandy Springs police officers were notified of an entering auto in progress in the area of River Vista Drive. Officers arrived and saw a black Dodge Challenger flee the location. One of the items taken had a GPS tracking device in it. Officers monitored the vehicle's site, tracking it to an address in Clayton County, and recovered the vehicle. The GPS device continued to move, and officers further tracked it to an Atlanta address. Atlanta Police were notified, and the North Metro SWAT team assisted in entering the house. Police arrested 18-year-old Jiquial Green, who was charged with the thefts.



TRACKING CRIME

Crime in Sandy Springs continued to trend down in 2020, with an eight percent reduction in overall crime. Please note that the crime data included in this report is obtained from the SSPD live crime database. Disparities from previously published data is a result of crimes being reclassified. For example, ongoing investigations may result in new charges being filed or existing charges being dropped. Any variations to charges are entered in the database on the date that the crime occurred, impacting figures published for previous years.

INCREASE IN SPEEDING

When COVID struck and shelter-in-place orders were issued, people stayed home and roads became deserted. However, some drivers saw open roads as an opportunity to open up their vehicle's throttle. This year, speeding ticket issuance was up 326 percent, from 4,295 tickets to 5,449. The number of tickets issued to speeders traveling 100 mph or more was up from 56 to 239. As traffic on the roads is slowly returning to normal volume, speeding violations are also returning to normal trends.

UPTICK IN DOMESTIC VIOLENCE CALLS

The COVID-19 Pandemic has been incredibly stressful on strained relationships. From January through May of 2020, SSPD reported an increase of 26 percent in domestic violence calls over the same period in 2019. Domestic violence calls make up the majority of calls for help to 9-1-1 in north Fulton cities. In many cases, responders can diffuse the situation, calming down the parties before it escalates into something more serious, resulting in an arrest.

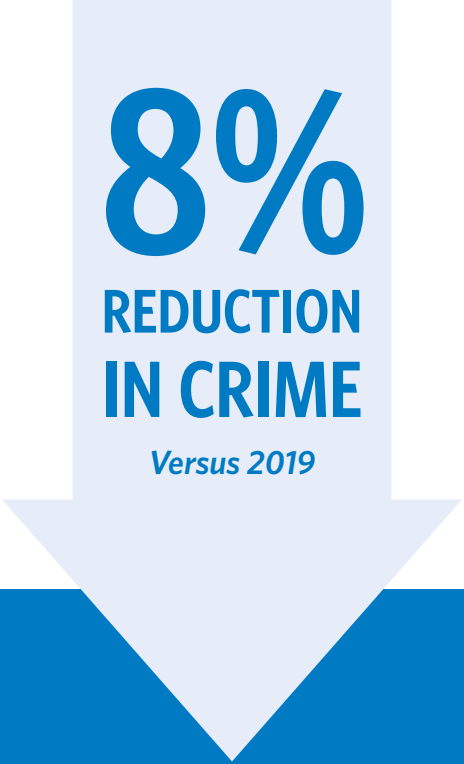
Intervening and helping to provide resources for victims of domestic abuse is one challenge that has kept the Criminal Investigations Division's Victims Advocate, Caity Barsin, busy this year. However, elder abuse is another area of focus for the Division. For example, during the COVID shutdown, one family could not visit a loved one who resided at an assisted living facility. The resident, who had Alzheimer's disease, had suffered an unwitnessed fall, which left him seriously injured. The family was not notified, nor were medical staff or 9-1-1 called after the incident. He became bed-ridden and developed bedsores. The family couldn't understand what happened because just ten days prior, he was fine. They hired an independent nurse to examine their loved one, who was released to hospice care and sadly passed away. The family contacted SSPD, which worked for more than five months on the case, which culminated in the arrests of both the facility's director and head nurse.



SSPD presented Reynaldo Vidal with a Citizens Commendation of Appreciation award.

CIVILIAN AWARD

Mr. Reynaldo Vidal was driving on Abernathy Road when he came upon a load of concrete siding that had fallen from a truck and was partially blocking the road. Mr. Vidal stopped his vehicle, got out, and started to remove the debris. When SSPD arrived on the scene, he continued to assist with clearing efforts for more than an hour until the road could be fully reopened. To acknowledge him for his selfless actions, SSPD presented Mr. Vidal with a Citizens Commendation of Appreciation award.





FEDERAL TASK FORCE EXPANSION

The Sandy Springs Police Department participates in several Federal Investigative Task Forces. An SSPD Detective is assigned to each Task Force in order to serve as a liaison between SSPD and the federal government. The Department benefits by having access to federal resources, federal prosecution, asset forfeiture sharing, and reimbursement for overtime and investigative expenses.

Prior to 2020, SSPD partnered with the Drug Enforcement Administration (DEA), Homeland Security Investigations (HSI), and U.S. Secret Service (USSS). Two SSPD Detectives were assigned to DEA on a full-time basis, one was assigned to HSI on a full-time basis, and one was assigned to the USSS on a part-time basis. Due to the success of these assignments, SSPD expanded its involvement with Federal Task Forces. SSPD

added a full-time Detective to each of the following: DEA, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), and Federal Bureau of Investigations (FBI). The continued partnership with these federal agencies is a testament to the caliber of employees at SSPD.

GREENER FLEET

In 2020, SSPD is continuing to explore ways to have a greener fleet. The Department purchased nine Ford Explorers and is currently experimenting with a Ford Explorer pursuit-rated hybrid. The typical Ford Explorer averages 13 miles to the gallon, while the Explorer's hybrid model averages 24 miles to the gallon. Along another environmentally friendly theme of recycling, due to COVID, the new vehicle purchase budget was cut in half, causing vehicles to be repurposed. This year, two undercover cars were converted to patrol cars. The City's Fleet Manager oversees more

than 340 City-owned vehicles, and this year his office relocated to a new location in the former BMW building on Hildebrand Drive.

ELECTRIC MOTORCYCLES

SSPD added two new electric motorcycles to its fleet. The motorcycles are manufactured in California by Zero and are 100 percent electric. Not only are the motorcycles energy efficient, but they are also very quiet - a crime-fighting tool. Primarily used to patrol city parks and the City Springs District, the motorcycles have been used to help stop car break-ins in parking decks. The motorcycles are agile enough to go where patrol cars can't, and they have dual-spot knobby tires, allowing for all-terrain access. Officers who have a Class M driver's license and have taken motorcycle training can use these electric motorcycles. The new motorcycles have been extremely popular with residents and are always a conversation starter.

DONATED VEHICLES

The K-9 Unit for the City of Ashburn, Ga. has its first K-9 vehicle, thanks to a donation from the City of Sandy Springs. In August, the Sandy Springs City Council approved authorization to transfer the car's title to the City of Ashburn's Police Department.

The vehicle, a 2013 Chevrolet Tahoe, is equipped with special K-9 apparatus. At 136,000 miles, the vehicle had reached its "life of safe service" for SSPD. Ashburn, located in Turner County, south of Macon, has a K-9 unit but operates without a vehicle equipped with a kennel, which means the dog stays at the precinct until needed, potentially delaying K-9 operations. Georgia law allows a governmental agency to transfer property to another governmental agency once it is declared as surplus.

REMOTE EMERGENCY OPERATIONS

In the time of social distancing, innovation has been key to maintaining the high quality of service that the City provides for its citizens. Emergencies did not cease during the Pandemic. In March, high-level alerts were needed due to the Pandemic, severe weather, and civil unrest. As damaging storms entered the City, opening the Emergency Operations Center (EOC) presented an additional challenge: How to safely gather emergency personnel when "stay at home" orders were in place. A skeleton crew worked physically from the EOC, with the remainder of needed Staff working remotely, communicating over digital channels, including cell phones (email, text, and talk), Cisco WebEx, and the Fulton County WebEOC platform. staff was able to provide the same high level of service through remote channels, successfully mitigating effects from this storm, as well as others throughout the year.

TROWBRIDGE FACILITY COMPLETED

This year, the City completed construction and opened a 10,000-square-foot facility on Trowbridge Road that serves as a storage site and backup/satellite EOC for field staff. Crews working on storm coverage and cleanup can now be based at this secured location that features lockers, showers, dorm rooms, and a center bay large enough to accommodate Public Works vehicles.

ABOVE AND BEYOND

Our staff of the Sandy Springs Police Department have a reputation for exceeding expectations. Here are two examples of officers who went above and beyond this year.

SSPD OFFICER ANSWERS CALL AND ADOPTS KITTEN

In July, SSPD received a call regarding kittens being thrown from a moving vehicle on Peachtree Dunwoody Road and Johnson Ferry Road. Officer Philip Housand responded to the area and located one kitten safe and unharmed. Animal control was requested but was delayed due to other calls. While trying to decide what to do with the kitten, Officer Housand bonded with his new feline friend and decided to keep it - a new addition to his family. He named her Holly since she was found on Hollis Cobb Circle.



SAY IT WITH FLOWERS

Getting flowers is often delightful and meaningful, but this one flower delivery delivers an extraordinary back story. In January, Officer Kevin Smith responded to an accident involving a flower delivery vehicle. The vehicle had to be towed, and the driver was taken to the hospital. Officer Smith helped the driver out by making the last delivery of the day. Excellent customer service, Officer Smith!



DJANGO UNLEASHED

In July, K-9 Django retired from the Sandy Springs Police Department after six years of dedicated service. During his career, Django conducted more than 700 drug inspections that resulted in almost 200 sniffs leading to probable cause and subsequent search warrants. Django is now enjoying retirement with his former partner, living a "traditional" family life.



GETTING AROUND

Keeping people moving around Sandy Springs is a major priority for the City. While our road expansion projects improve traffic capacity, we also use technology to improve traffic flows, day-to-day, hour-by-hour, and minute-by-minute. City staff also utilize traffic flow data to inform long-term planning, and our sidewalk initiatives are making Sandy Springs a more walkable place to live, connecting the community to City Springs and local parks.



SYNCHRONIZING SIGNALS

The Glenridge-Hammond-Peachtree Dunwoody Adaptive Traffic Management System project added the system detection needed to expand an adaptive traffic signal control system to include 30 intersections along five major corridors in the Perimeter Center District. Intersection upgrades included controller equipment, hardware and software components, software licensing, equipment calibration, and training.

GO GOLD AND BLACK

In 2019, it was common to see a type of “shift change” take place at City Springs, as City staff left for home at the end of a workday, and students of Kennesaw State University arrived for their “work” as students.

City Springs is a satellite campus for KSU’s Michael J. Coles College of Business, offering an MBA program and an Executive Certificate in Business Strategy. Over the summer, the City announced that the two entities would be expanding the partnership, opening the door for ongoing collaboration on research and special projects. Programs will align with classroom learning objectives, while providing innovative solutions for City services. Potential examples include:

- A Streamside Property Ownership Outreach program, delivering educational material to the community about state waters buffers
- Smart Street Design, looking at test sites for opportunities for improvements to transit, active transportation, and passenger vehicles
- The creation of a Business and Marketing Plan for CityBar at City Springs

KSU and City leadership will work together to determine specific projects to pursue.

There was additional campus buzz as Georgia Tech’s Georgia Smart Communities Challenge (Georgia Smart) announced this year’s new grant recipients, including the City of Sandy

Springs. The Georgia Smart program empowers local governments to think “outside the box” and use innovation to improve the communities.

Georgia Tech picked Sandy Springs as a partner in a pilot project to create a transit signal priority system for MARTA bus service in order to cut transit time for riders. The project targets Bus Route 5, which has high ridership between the Dunwoody MARTA Station and Buckhead’s Lindbergh Center MARTA Station via Hammond Drive and Roswell Road. It is hoped that the program will cut the time buses wait at red lights, reducing travel times for transit, and encouraging more people to use transit as travel times become more predictable. Sandy Springs will also collaborate with MARTA and the City of Dunwoody on this project.

ENGINEERING SAFER INTERSECTIONS

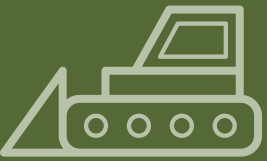
It is estimated that, on average, there is a crash every three days at the intersection of Roswell Road at Abernathy Road, totaling more than 100 per year. A recent study revealed that most of the impacts are rear-end accidents, which are due to congestion. Looking ahead to make this intersection safer over the long-term, Public Works is investigating short-term solutions that are in design. Some of the short-term solutions include: adding right-turn lane signalization for westbound Abernathy Road, pulling back the east leg median nose, simplifying southbound signage, adding a southbound left-turn barrier, installing a right-turn mountable curb and hatching stripes on Roswell Road southbound, and making the Abernathy Square shopping center’s southern driveway right-in, right-out only. These interim solutions must receive GDOT approval, as Roswell Road is a state route.

For long-range alternatives, different types of intersection designs are under consideration. Possibilities include a diverging diamond like the one at I-285 and Ashford-Dunwoody Road in Dunwoody or a “quadrant design” that would create a secondary intersection.

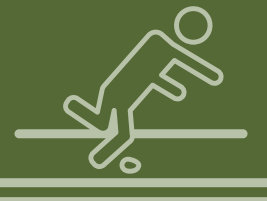
IMPROVING WALKABILITY IN CITY SPRINGS

Pedestrians will find walking around City Springs a lot easier and more scenic due to sidewalk and trail projects completed this year. The recent addition of the Mt Vernon Highway Trail behind the Chase Bank offers pedestrians a shortcut from Mt Vernon Highway to Hildebrand Drive. A decorative

screening fence now surrounds the Georgia Power substation. Also completed this spring were the Sandy Springs Circle streetscape and sidewalk projects that ran just to the west of City Springs from Mt. Vernon Highway to Johnson Ferry Road.



6
MILES OF ROADS
RESURFACED



1,700
SIDEWALK TRIP
HAZARDS REPAIRED



215
HAZARDOUS
TREES REMOVED



4,000+
POTHoles REPAIRED



POLICE USE DRONES TO EXPEDITE TRAFFIC COLLISION ANALYSIS

This year, the Sandy Springs Police Department Traffic Unit went through training on software called Pix4D, a drone mapping software that creates maps and 3D models. The software automatically converts images taken by drone or handheld cameras, and delivers exact, geo-referenced 2D and 3D models.

Traditionally, when officers responded to a crash with fatalities or critical injuries, they

would have to document the scene with hand-drawn, scaled diagrams of the crash scene.

A more modern approach utilizes digital scene mapping technology. Investigators use laser scanners to take measurements and then algorithmically combine them with photos to create 3-D images. While this significantly improves the portrayal of an accident scene, it is still very time-consuming. For example, during one 2019 incident, it took three and a half hours to map an accident with fatalities that involved a vehicle and a bicyclist during which the road was closed to the public.

To find a more efficient approach to documenting accidents, SSPD consulted with

the Georgia State Patrol and became one of only a few municipalities to use Pix4D. The drones work best in daylight and clear weather. If an accident occurs at night or conditions aren't optimal, the initial response might entail having the officers mark the area, and the drone can be brought in later. Over the fall, the technology was used on a fatality on GA 400, and it allowed the Traffic Unit to scan and map the incident scene significantly faster. What would have previously taken more than three hours to compile took less than 30 minutes, enabling crews to clear the scene more quickly. The new Pix4D software will be used by both the Traffic Unit and Criminal Investigations Division.

IMPROVING THE FLOW OF TRAFFIC

Getting around Sandy Springs is becoming easier, one intersection at a time.

In 2021, motorists traveling through the Dalrymple Road-Trowbridge Road-Spalding Drive intersection will experience added turn lanes and the removal of rush-hour turn restrictions.

Construction to realign the Glenridge Drive and Roswell Road intersection was underway this past year and expected to finish in early 2021. The City partnered with GDOT to eliminate the sharp turn for drivers heading south on Roswell Road, wanting to turn left (eastbound) onto Glenridge Drive. The intersection project will also include decorative streetscape elements.

Motorists heading toward Cobb County, traveling southbound on Dalrymple/Riverside Drive and looking to turn right in order to head westbound, will have an easier go of it with this year's completed extension of the southbound right turn lane. This intersection improvement project will also resolve issues with excessive bollard maintenance.

IMPROVING THE TRAFFIC CALMING MANUAL

While there were fewer cars on the road this year, we continued to respond to neighborhood requests for traffic calming remedies for neighborhood streets. This year, new traffic calming devices like speed cushions and radar feedback were installed in Spalding Woods, Rivershore Estates, and along the west end of Londonberry Road.

Citizen participation is an essential ingredient in the development and implementation of a successful neighborhood traffic calming plan. Neighborhood residents offer insight into the nature and extent of traffic and safety problems. The primary purpose of the Neighborhood Traffic Calming policy is to increase safety by reducing vehicular traffic in residential neighborhoods. The Communications team worked with Public Works to update the Traffic Calming Manual. While the policy remains the same, the update makes the process easier to understand and implement.

EXPANDING OUR SIDEWALKS WITH MULTI-USE PATHS

Whether leisurely strolling or walking with a distinct dedication, pedestrians will have additional multi-use paths to help them get around. This year, the City completed projects at Johnson Ferry Road and the Glenridge Connector, Spalding Drive connecting to Dunwoody (adjacent to Crooked Creek Park), and along Sandy Springs Circle. Multi-use paths, sometimes called sidepaths, are wider than traditional sidewalks, allowing pedestrians and bicyclists to share the path, providing a safe alternative where there are no adjacent bike lanes. Multi-use paths are typically 12-feet wide and create the allure of an urban trail.



FOCUSED ON CUSTOMER SERVICE

From the City's inception, providing a high level of customer service has remained a top priority. The City has gained a reputation for its dedication to customer service, as demonstrated in person, on the phone, via email, and online. While COVID closed much of City Hall to customers during much of 2020, all City Departments demonstrated responsiveness to residents, business owners, and visitors.



Permitting, Revenue, and the Planner of the Day served the public throughout the year. (Image taken prior to Pandemic.)

SUPPORTING BUSINESSES THROUGH THE PANDEMIC

The City's focus on preparedness enabled multiple departments to act swiftly in order to help protect lives and safeguard livelihoods. Early on during the COVID Pandemic, the Economic Development team became "Resource Brokers" for the City. The team increased its outreach to the business community, sending frequent business bulletins, which offered resources to help understand and navigate changing policies and networking opportunities. The team also shared best practices and explored ways to pivot their business models to help them stay afloat.

The City partnered with neighboring North Fulton cities to conduct surveys in order to understand the Pandemic's effect on local businesses and better identify future needs. The surveys led to industry-specific forums, a partnership with the Sandy Springs Perimeter Chamber to host a Child Care Roundtable, and collaboration with the Chamber and Visit Sandy Springs on a Restaurant Roundtable. The Restaurant Roundtable led to solutions, such as outside dining.

I just wanted to share my thoughts of appreciation for Mr. Kell. Wayne went above and beyond what was to be expected and made things happen for the Riverwood High School project. He ended up being on site late Friday for an underground gas line inspection—we were able to proceed with our work the next day because of his dedication.

The City developed a Temporary Outdoor Dining Operations Policy for Restaurants and a Temporary Outdoor Theater Operations Policy for Movie Theaters During Declared State of Emergency, along with Temporary Outdoor Dining Operations and Temporary Outdoor Theater Operations Permits. The Community Development Department's staff contains decades of experience in architecture, surveying, engineering, and plan review, allowing staff to review plans quickly, conduct site visits, and help businesses stay afloat during COVID.

The City Council also used CARES (Coronavirus Aid, Relief, and Economic Security) Act funds the City received in order to support programs aiding our local business community. Approved in November, the City Council set aside \$220,000 for nonprofit organizations, with funding allocated through a competitive process based upon the number of people served, programs provided, and other requirements. To support the City's hospitality industry, the Council approved an \$80,000 allocation for Visit Sandy Springs to implement a targeted marketing campaign promoting the City and its tourism partners. Finally, the Council allocated \$1.2 million to fund a Small Business Assistance program for eligible businesses with fewer than 99 employees.

REOPENING TO THE PUBLIC

In June, the City began a phased approach to reopening City Hall and the reinstatement of Community Events starting with the Farmers Market. Rather than the quick flow of activity as the green flag waves at a car race, this phasing process was more in line with the yellow caution flag, reminding people to ease out but stay safe.

I would like to give a shout out to Gail Munoz for her great help regarding my permit application. In our world of automated telephonic services, it was so refreshing to actually speak to a real person. Gail talked me through the process, sent documents, helped upload them and kept me updated via email. Job well done!



Post Development Stormwater Coordinator German Medina starts his day early by planning his site visits.

Revenue, Permitting, the Planner of the Day, and the Police Department reopened for in-person visits by appointment only in June. The City implemented QLess appointment software, enabling customers to make appointments via cellphone or online.

CONTINUITY OF STAFF CUSTOMER SERVICE

While COVID had a monumental impact globally, there was minimal disruption to City of Sandy Springs services.

The City regularly plans for emergency events, and its Continuity of Operations Plan (COOP) provides a strategic framework to

ensure the City is proactive and prepared, to the extent possible, in its response to an emergency. Fortuitously, the City completed an update to its COOP in December 2019. City leadership, including senior staff, began planning according to the COOP in February, allowing a seamless transition to work-from-home.

Providing the highest quality of services is a priority for staff, and during this time of turmoil, our commitment to that goal remained resolute.

Community Development pivoted to reviewing plans and permits entirely electronically, and weekly Developer's Meetings were shifted to be virtual

meetings, all beginning in March, in order to continue servicing customers throughout the Pandemic. Inspections and site visits continued uninterrupted. And in-person appointments with Permitting and the Planner of the Day resumed in June.

Reduced traffic and congestion allowed Public Works to continue roadway, intersection, and sidewalk projects. Field trucks became makeshift offices. Multiple sidewalk projects were completed, linking pedestrians to City Springs, parks, and neighborhoods. The Stormwater team worked virtually to continue providing citizens with information and support, and site visits were conducted, with staff wearing masks and socially distancing.



Recreation and Parks rolled offline programming online, creating social experiences while parks were closed. With limited numbers of campers and safety protocols in place, camp programming returned during the summer.

The Create Sandy Springs team organized a successful season for the Farmers Market, with social distancing and mask-wearing integrated as part of the routine.

It was business as usual for our dedicated public safety employees. Personal protective equipment (PPE) was added to their daily equipment to maximize safety.

DEVELOPMENT RETREAT

In early March, Planning and Zoning held its annual Board of Appeals (BOA) and Planning Commission (PC) Retreat at the City Springs Conference Center. The Retreat provides an opportunity for staff and appointed officials to gather together for learning and discussion.

I want to thank all members of the Police Department for your dedicated service during these recent events and tough times. It is impossible for the average citizen to fully appreciate the physical and emotional difficulties you face, even in normal times. However, most of us recognize that working now must yield high 24-7 stress levels and that we can't possibly thank you and your families enough.

Planning and Zoning staff restructured previous Retreats, beginning plans for 2020's in November 2019. The goal was to enhance appointed officials' knowledge and understanding of the City and their impactful role in it and in decision-making, giving them new information and tools to do so.

Staff created informational binders for the officials, including a quick reference guide to the Board or Commission, meeting schedule, zoning case application packets, the City's Zoning, Character Area, and City Council District maps, relevant sections of the Development Code, Bylaws, and other informative materials, which were reviewed with members at the Retreat. Sessions and content focused on the decision-making process, conducting public meetings, and the role and expectations of the Board and Commission, as well as provided valuable updates from staff across City Departments.

The Retreat fostered robust discussion among the appointed officials and between them and staff. Afterwards, officials commented that the Retreat was well-executed, thoughtfully planned, informative, and well worth the time invested.

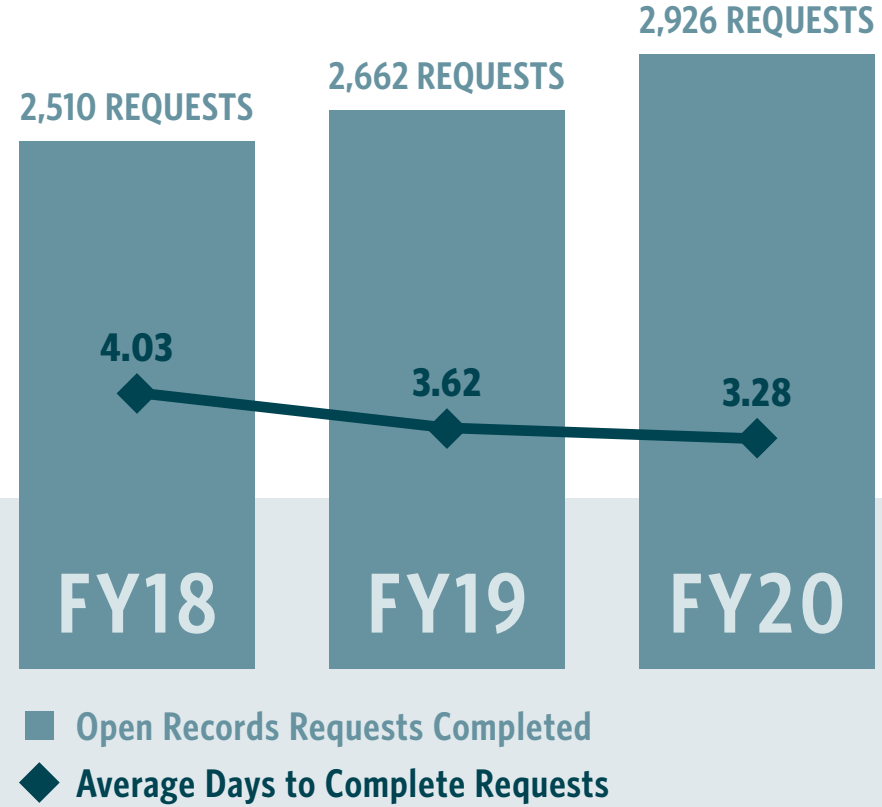
STAFF CUSTOMER SERVICE TRAINING

Just a month after City Hall closed and with most staff working from home, many employees were able to "see" each other again for the City's first, all-staff customer service training. The program, administered by the University of Georgia's Carl Vinson Institute for Government, focused on discussion around best practices for customer service. Additional sessions were offered for managers to better work with their direct reports. The Carl Vinson Institute of Government is an organization that works closely with officials and employees from state and local governments to help them achieve their missions and improve public service.

LaToya Goudeau is probably the most helpful person I have ever dealt with from any building department, and we work in 4 different states and over 50 different cities and counties. She's awesome!"

OPEN RECORDS REQUESTS

The Georgia Open Records Act requires that all public records, except those excluded by court order or law, be open for personal inspection by any individual at a reasonable time and place. The City Clerk's Office coordinates these requests and has seen an increase over the last three years. Even as the number of requests has increased, a drive toward efficiencies in record-keeping has driven down the average time it takes the office to provide the requester the information they are seeking.



WE'RE HERE WHEN YOU NEED US

The pullback from the Pandemic played a role in the reduction of call volume into our 24/7/365 Customer Service Center. Call volume decreased by 31 percent, as more people worked from and stayed home, in keeping with COVID safety suggestions.



51,372
CALLS WERE RECEIVED BY THE CALL CENTER



17.4
SECONDS AVERAGE WAIT TIME.
(25 SECONDS IS OUR GOAL)



1,570
CUSTOMERS CHOSE TO INTERACT WITH US VIA WEB CHAT



TAKING THE LEAD

The City's commitment to the highest quality of customer service is a driving force behind its innovative approach to service delivery. This section highlights our forward-thinking practices, aiding in accomplishing the guiding principles for the City of Sandy Springs: Honest, Efficient, and Responsive government.



WORKING FROM HOME: A CATALYST FOR COLLABORATION

In the past, Sandy Springs had to rely on technology services provided by third-party vendors. That meant that when the City received ideas and feedback from its residents and partners, there was no way to improve those services. However, the ongoing investment in in-house development talent, combined with the Pandemic, has accelerated the City's capability to create in-house technology, designed specifically to meet its needs.

One example of the in-house advantage is a new prototype Zoning Cases Map. While looking at third-party options to refresh the current zoning map, the City's Geographic Information Systems, Information Technology, and Communications teams concluded that a collaborative in-house development

effort could produce a mapping tool that incorporated community stakeholders' requests. Based at home because of COVID, the taskforce conducted real-time work sessions using collaboration tools, including Asana and Microsoft Teams, and found they were able to work more effectively than if they were in their respective workspaces in City Hall. As the project evolved, the scope for the Zoning Case map was extended and development was completed in December. The map will go live in early 2021.

EXPANSION OF THE UNIFIED PLATFORM

The Sandy Springs Unified Platform is an ongoing software development initiative to centralize the City's information systems. The platform enables City content creators to write and manage information in a single system, reducing duplicate work. The software uses algorithms to distribute information to multiple websites and digital signage.

The Unified Platform underwent some major upgrades this year, including improvements to many of its subsystems, a new 'smart build' function to improve content distribution efficiency, and a document library developed from the ground up to meet the City's needs.

The network of Unified Platform websites grew in 2020, with the development of a new internal website, Inside Sandy Springs. The site centralized employee information and resources to keep staff informed, even as they began working remotely.

The City took advantage of the break in the Arts Center events to implement a new ticketing system, Spektrix. The City and its partners integrated Spektrix with the Unified Platform so that events generated in Spektrix would automatically be created and displayed on *CitySprings.com* and digital signage. The Spektrix transactional system was integrated directly with the *CitySprings.com* website to enable ticket purchases.

SHARING BEST PRACTICES

Community Development Building Official Jonathan Livingston was a guest speaker during an April webinar hosted by the Greater Atlanta Home Builders Association - North Fulton Chapter. The webinar addressed the effects the coronavirus has had on the building community. Some of the areas covered in Jonathan's lecture were the impact on development and building, shifting processes to online platforms and maintaining efficiencies, and measures the City is taking to help local, small businesses.

BUILD SANDY SPRINGS SEMINARS

Build Sandy Springs seminars are a series of lectures presented by the Community Development Department to educate the public on the current policies, procedures, and expectations of the City related to construction within the jurisdiction. In January, the seminar covered the 2018 Building Code as an in-person event. Once the Pandemic took hold, they took programming online, hosting a series of webinars via Zoom, each averaging 30 attendees. Webinar topics included: Wood Deck Design and Detailing, 2018 International Residential Code Changes, and Sustainability at Home - Outdoors Edition, and training for the Customer Self Service Portal.

EMPOWERING BUSINESS PARTNERS

While the Pandemic has had a positive impact on reducing traffic congestion in and around town, a different kind of traffic has picked up online - eyeballs. With people working from home and staying close to home, browsing has shifted to the web. Visit Sandy Springs, the City's tourism division, saw an 88.83 percent increase in website traffic, primarily from social media. To ensure that visitors receive the most up-to-date information,



Community Development Building Official Jonathan Livingston presents during an industry webinar.

Visit Sandy Springs launched a partner portal for its restaurant and hotel partners. The portal allows each partner to easily update their own business information, as well as submit promotions and offerings, to display on visitsandysprings.org. Based on this success, Visit Sandy Springs is planning to extend portal access to other partners in retail and hospitality.

PLANFIRST

Several Georgia communities, ranging from metro Atlanta to rural Georgia, received statewide distinction in the PlanFirst program, which recognizes excellence in community planning and exemplary planning implementation. PlanFirst, a Georgia Department of Community Affairs (DCA) program, recognizes and rewards communities that demonstrate an established pattern of successfully implementing their Local Comprehensive Plan.

Sandy Springs, Cornelia, and Bainbridge each received PlanFirst designation for 2021-2023. Designated communities are eligible for technical assistance, bonus points, and enhanced eligibility for certain DCA funding opportunities.

The PlanFirst program requires communities to address four primary program criteria focused on having a proven record of plan implementation success: goals, leadership, community participation, and implementation. The designation enables the City to take advantage of various incentives, including eligibility for specified grant opportunities and certain reduced interest loans.

COURT UPHOLDS ALARM ORDINANCE

The City's False Alarm policies were affirmed in July as the Eleventh Circuit Court of Appeals upheld the alarm Ordinance, which was opposed by the alarm industry. As part of the Court's opinion, the judges found that the

City's law is "rationally related to the City's strong interests in reducing the number of false alarms that heavily burden its police and fire department and wastes public resources." Since the City implemented True Verification, alarm companies' call volume into ChatComm has decreased by 80 percent. Of those alarm calls received, more than 99 percent remain false alarms.

ASSISTANT CITY MANAGER EMERITUS RECEIVES AWARD

Assistant City Manager Emeritus Jim Tolbert received the *Distinguished Planning Leadership* award from the Georgia Planning Association during its Fall Conference. Jim was recognized for his exemplary service to Sandy Springs and in recognition of his dedicated planning career throughout the southeast. Jim retired from his full-time position during the summer but continues to support the City as a consultant.



HELPING TO BUILD BETTER TECHNOLOGY

Sandy Springs is an active participant in the local government technology community. This year, the City was the sole beta tester for a leading government software company's Developer Toolkit. The City's in-house website developer used the toolkit to refresh the City's homepage and report his findings to the software company with ideas for how the product could be improved. Later in the year, the City was asked to join the company's Customer Advisory Board.

As the City continues its data-driven digital signage program, staff continue to look for ways to improve our systems. One member of Staff met with the CEO of a leading international digital signage company and shared ideas for improving their platform. The CEO identified an idea generated by our staff member as a solution for a challenge they were also facing with their digital signage implementation for a national office-supplies retailer.



The City's Recreation and Parks and Communications Departments received an award from GRPA for public health and safety signage.

KEEPING PEOPLE INFORMED IN A PANDEMIC

Clear, concise, and current communication is vital to any organization, but its relevance truly takes on a new meaning during crisis times. Keeping our internal audiences updated and sharing information with our external audiences are always top priorities. The City paid close attention to early reports related to coronavirus and was at work in February, preparing to implement emergency operations plans. On March 1, 2020, the City's Communications team launched a section on the City's website related explicitly to COVID. The COVID section continues to provide updates and links to information related to health safety and resources for individuals and businesses. Since the site's launch, the COVID section has become one of the website's most frequently visited areas, with the landing page generating almost nine percent of all page views for website visitors.

Departments within the City also partnered with Communications to coordinate outreach via e-Newsletters and social media to share the most up-to-date information.

The Economic Development team provided business bulletins offering resources for the business community. The Community Development Department informed developers and residents of changes that would impact their projects. Recreation and Parks used their e-Newsletter and social channels to keep information flowing regarding changing programming.

Once employees were dispatched to work from home, weekly internal staff emails shared critical information about COVID spread, the City's mitigation efforts, employee news, and often added a dose of humor to balance things out. This summer, the City's Intranet, Inside Sandy Springs, launched, providing information for employees. While the Intranet launch occurred following prior planned timelines, its arrival came when centralized information was most critically needed.

Shortly after the City's Emergency Declaration Ordinance was issued, temporarily closing non-essential businesses and restricting restaurants from dine-in offerings, the Code Enforcement team delivered 345 notices to local businesses to provide clarity and offer guidance. For example, how restaurants could proceed with take-out and delivery options

and how companies needed to heed social distancing practices.

For employees making a return to City Hall, a video was created explaining the phased-in approach for returning to work and maintaining safe practices once back in the building. The Communications team partnered with Facilities to create a comprehensive signage package to help everyone navigate their way around City Hall, following public health and safety recommendations. The COVID signage package also extended into the City's parks, Courts, and Police Headquarters. In total, more than 150 different signs were created during the first six months, with that number growing as we adapt to the changes in the Pandemic.

It is not easy balancing serious health information into signage in a stern but friendly tone. For our parks, the Communications and Recreation and Parks teams tried to strike that chord to ensure families and park visitors would heed the new park rules. In October, the Georgia Recreation and Park Association (GRPA) recognized the City for the suite of parks signage created to support public health and safety initiatives related to the Pandemic.



STAYING ACTIVE

The City's parks are always popular destinations for residents and visitors alike, but this year, maybe even more so. COVID forced many to get together outside, and our parks and trails offered space to social distance and enjoy some normalcy. A new park opened, playgrounds were upgraded, and attention to safety protocols allowed for events and camps to offer programming opportunities for families, including a first-time event for dogs!



MORGAN FALLS KAYAK RAMP

The dock and kayak ramp at Morgan Falls Overlook Park made a difference this paddling season. It enabled our water sports partner to accommodate multiple first-time paddlers in wheelchairs and individuals with disabilities.

VIRTUAL PROGRAMMING: WORKOUT AT HOME

Shortly after the lockdown began, the Recreation and Parks team decided to get social and bring their programming to a virtual audience. In addition to workout videos, the staff created Arts and Crafts Monday, Game Tuesday, Wacky Science Wednesday, Throwback Thursday, and Challenge Friday. The virtual programming also extended to annual, national recreation events like the National Park Trust’s Kids to Parks Day, which pivoted to become Parks to Kids Day, featuring a week’s worth of family programming.

SOCCER LEAGUE

More than 70 children from pre-K to 5th grade enrolled in this year’s citywide soccer league. The program moved this year to Dunwoody Springs Elementary, which gave the program access to a lighted turf field. Due to COVID, enrollment was approximately 40 percent lower than in past years. Virus safety precautions were implemented at the field entrance, including temperature checks. The parents were just as happy as the kids to be back in the game, providing a sense of normalcy during an unusual sports season.

SUMMER CAMPS

Happy campers were smiling broadly behind their masks, as families could experience the summer tradition of day camp even during the COVID shutdown. Limited enrollment was offered for sessions that ran in July and August. Summer Day/Sport Camps were held at Morgan Falls Athletic Fields, with session sizes limited to eight



I brought my two sons to the Creek Stomp at Big Trees Preserve, and we had a wonderful time. The Guide, was not only very knowledgeable, but she was also extremely engaging. She was lovely from beginning to end. I can’t wait to invite our friends to the next event. We are so fortunate to have this type of programming and green space to explore in our city. Keep up the great work!



campers and two counselors. The staff took extra measures to ensure health and safety practices were in place to make campers and their families feel comfortable amid all the COVID-19 precautions, offering the kids a positive, safe, and rewarding camp experience.

PLAYGROUND UPDATES

Allen Road Park Playground received a much-needed renovation with all new equipment, including shaded slides, swings, climbers, and crawl tubes. The poured-in-place rubber surfacing is designed for universal accessibility and is porous, allowing it to dry quickly. The peripheral ground elements are also wheelchair-accessible. The surface below the swings is engineered wood mulch. In addition, new sod and plantings were installed nearby.

As part of an intergovernmental agreement with Fulton County Schools, the City provided upgrades to the Lake Forest Elementary School playground. These improvements include synthetic turf, which is more durable than grass, stormwater improvements, allowing areas to dry more rapidly, and additional drainage to the playgrounds. There are similarly planned upgrades for Ison Springs Elementary School, including shade structures, fitness equipment, and a walking trail.

PAWS AND PASTRIES

More than 40 canine residents brought their owners to the City’s first dog socialization event at our only off-leash dog park, Morgan Falls Dog Park. Insights from the recently developed *Recreation and Parks Master Plan* indicated that dog socialization events are a high priority for our residents. In keeping with COVID safety practices, human companions wore masks, practiced social distancing, and used the hand sanitizer provided. Some participants had never visited the dog park before; many offered positive feedback, and there were lots of requests for a repeated event!



CELEBRATING THE ARTS

The year 2020 started strong, with full theatres and an upcoming season that promised something for everyone. Then, one-by-one, shows were canceled, and when possible, programming was offered online. The City remained committed to its public art program, launching the second year of Arts in the Open's sculpture gallery on the City Green, and relocating selected pieces from last year's exhibit to their new permanent homes around the City.





CREATE SANDY SPRINGS

Create Sandy Springs was launched in September as the City's presenting and special events department. Formerly referred to as the Sandy Springs Performing Arts Center team, Create Sandy Springs will focus on the Department's role as the presenter of arts and cultural programming. The intention behind this shift was to define better the scope of services offered along with the expanding footprint of programmable venues throughout the City. This change to Create Sandy Springs better represents the growing repertoire of managed performance and meeting spaces within the City.

The Create Sandy Springs team manages the various venues across the City Springs campus, including the Sandy Springs Performing Arts Center theatres, the Conference Center, and the City Green. The team also manages the Heritage Park venues (the Entertainment Lawn, the Blue Stone Building, and the Williams-Payne House). Create Sandy Springs also handles venue rentals, operations, food and beverage services, and programming.

GALLERY WITHOUT WALLS

Art continues to bloom in Sandy Springs. The nine sculpture finalists in the second annual ArtSS in the Open Sculpture Competition are on display along the City Green's perimeter, filling in the City's "gallery without walls" at City Springs. The finalists were chosen through a juried process, including local museum and gallery curators and established artists working in the public art arena. More than 260 entries were received from across the country. The sculpture finalists include:

Billow by Jacob Burmood; *Boreas* by Jonathan Bowling; *Flora Duet* by John Parker; *Groovy Peace Sign* by Joe and Terry Malesky; *He Always Carried It With Him* by Charlie Brouwer; *La Voyageur Qui Fait Son Nid* by Corrina Sephora; *Motion #1* and *Mountain Landscape* by Hanna Jubran; and *Specimen* by Joey Manson.

The new exhibition is on display through the summer of 2021. At the end of the exhibition's run, at least one sculpture will be selected as the competition's winner and purchased as part of the City's growing collection. As part of the inaugural exhibit in 2020, the City purchased four pieces, now placed at Windsor Meadows Park, Hammond Park, and at a new sculpture park at the northeast corner of Abernathy and Wright Roads.

INDOOR ART PROGRAM

In December 2019, the City of Sandy Springs unveiled the first works as part of its rotating art program to be featured inside City Hall. In collaboration with Art Sandy Springs (ArtSS), this first exhibition featured paintings by Sandy Springs resident and artist Gary Bodner. The indoor art program features exhibits that rotate quarterly, showcasing different artists and artworks.

AND THAT'S A WRAP!

This past year, the Atlanta Jewish Film Festival (AJFF) celebrated two decades of showcasing international cinema and engaging diverse audiences. For the second year in a row, the AJFF has called City Springs home.

Kicking off the 2020 Festival, the Insider Preview Party, which announces the much-anticipated festival lineup, was held in the Sandy Springs Performing Arts Center for the first time.

Throughout the festival's 18-day run, the Byers Theatre hosted 38 screenings, including the closing night event, with a juried award presentation, special performances, and a reception following. Two screenings played to a full house: the Closing Night screening of *Saul and Ruby: To Life*, and the comedy, *Standing Up, Falling Down*, starring Emmy Award-winner Ben Schwartz and the legendary Billy Crystal.

The Sandy Springs Performing Arts Center was also the site of a first-time panel discussion, *In Conversation: What Makes a Film Jewish?*

A school field trip to a matinee screening of *#AnneFrank. Parallel Stories* drew several hundred students from five metro Atlanta schools.

THE SHOW WENT ON VIRTUALLY

The Create Sandy Springs production team worked with the City Springs Theatre Company as it reimagined its third season to include a virtual Broadway Concert Series in place of its previously scheduled fall musical productions. The virtual concert series entertained more than 16,000 patrons, employed 104 performers, and featured 183 songs.





CARING FOR OUR ENVIRONMENT

Sandy Springs is a beautiful community known for its legendary tree canopy and the neighboring Chattahoochee River that winds along 22 miles of the City's border. Late this year, the City opened Crooked Creek Park, a new passive park with walking trails and views of the River. The Osprey Platform installation will offer visitors to Morgan Falls Overlook Park an opportunity to learn more about these beautiful birds. Multiple City departments work to protect and preserve the environment, often teaming up with residents and partner organizations in our community.



NAMED TREE CITY

The Food and Agriculture Organization of the United Nations (FAO), along with the Arbor Day Foundation, recognized the City of Sandy Springs with the Tree Cities of the World designation. The international program celebrates cities across all continents that meet core standards for the care and planning of urban trees and forests. To achieve recognition, the City completed the five core standards: establish responsibility, set the rules, know what you have, allocate the resources, and celebrate achievements. The Tree Cities of the World program is built off the success of the Arbor Day Foundation's Tree City USA program, which has provided recognition to cities within the United States for more than 40 years. The vision of Tree Cities of the World is to connect cities worldwide through a new network dedicated to sharing and adopting the most successful approaches to managing urban trees and forests.

CROOKED CREEK PARK

Located in the City's Panhandle in District One, Crooked Creek Park is the newest park to open in Sandy Springs. Crooked Creek is a passive park featuring a one-mile earthen walking trail intended for pedestrian use. The park was developed in partnership with the National Park Service and offers a lovely hike through wetlands and diverse forests, with a view of the Chattahoochee River at the north end of the loop. The park opened for public use in November.

A NEW POINT OF VIEW FOR BIRD WATCHERS

In February, the Recreation and Parks Department teamed up with the Fire Department's Swiftwater Rescue Team to transport the lumber needed to install an Osprey Platform at Morgan Falls Overlook Park. With Georgia Power's permission,

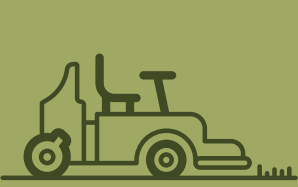
this conservation project will provide an opportunity for boaters and visitors to Overlook Park to view and learn about these birds of prey. The platform design is based on the blueprint from the Osprey Next Platform: U.S. Army Corps of Engineers Wildlife Management Manual. Once we have a nesting pair take up residence on the platform, the City will install a telescope.

GREEN COMMUNITY

In January, the Atlanta Regional Commission (ARC) honored the City of Sandy Springs as one of only four cities in the metro region to be certified as a Green Community. The City was one of even fewer to receive the Gold Certification, raising its status from last year's Silver Certification. The ARC highlighted the City Springs project as an example of the City's approach to sustainability and environmental responsibility.

COLLECTING RAIN

Rainwater harvesting is the accumulation and storage of rainwater to reuse it for on-site purposes. Recycling rainwater can reduce the demand from water facilities and improve conservation efforts. This past summer, the Sandy Springs Recreation and Parks Department teamed up with Fulton County Public Works to provide free rain barrels to collect rainwater for conservation and recycling. With limited quantities, interested Fulton County residents were required to pre-register. Recipients were provided with a free, 55-gallon rain barrel and down-spout kit, along with instructions. Curbside pickup took place at Lost Corner Park.



3,200
MILES OF GRASS MOWED
ALONGSIDE STREETS



32,632
BAGS OF TRASH
REMOVED



3,000+
MILES OF
STREETS SWEPT



WILDFLOWER PROJECT

Curb appeal for motorists driving through our city took on new meaning this year. For the first time, crews planted 12 acres of wildflowers along sections of Interstate 285 and Georgia State Route 400 this year. The City partnered with GDOT on this initiative.

STORMWATER ACTIVITIES

The focus this year for the Stormwater Services Unit was on maintenance and repair. Staff concentrated on drainage system maintenance and capital improvement projects, while complying with State and Federal stormwater regulations, with 16 construction projects completed. Of particular note were the following projects:

- A streambank restoration project in the 5200 block of North Powers Ferry Road. The City replaced or repaired failing pipes and stormwater infrastructure in this area and restored the streambank.
- The repair of a stormwater culvert along Little Nancy Creek in the 4900 block of Peachtree Dunwoody Road. This was an emergency repair that initial bids suggested costing more than \$150,000. The City reevaluated the project and

identified an alternative solution for the rehabilitation of the culvert. This allowed the project to be completed for less than \$40,000.

- The replacement of pipes and catch basins on Underwood Drive to improve drainage in the neighborhood.
- Completion of an audit of the Metropolitan North Georgia Water Planning District’s Water Resource Management Plan, adopted by the 15-county metro Atlanta region in 2017. The audit measured the City’s compliance with the Water Resources Management Plan, which includes the requirements of local governments to protect water quality and public water supplies. Completing this audit demonstrates that the City’s programs to minimize the adverse impacts of development on water sources are showing success.



352

STORMWATER INQUIRIES



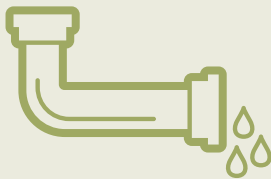
2,087

INFRASTRUCTURE INSPECTIONS



672

STORMWATER WORK ORDERS



4,000

FEET OF STORM PIPE INSPECTED



MANAGING YOUR TAX DOLLARS

The City's strong financial standing was affirmed in Fall 2020 as Moody's maintained the City's Aaa rating, and Standard & Poor's revised its outlook to "positive" from "stable," also asserting its AA+ long-term rating. The financial reviews came in advance of the City's bond refunding, which will save the City \$16.67 million over the remaining 27 years of the bonds. The original bonds were issued in 2015 in connection with the City Springs project.

The savings from the refunding will offset financing of the new public safety and municipal court facility. The refunding and resulting savings also open opportunities to move forward with other capital improvement projects.

The City operates under a July-June fiscal calendar, with financial reports reflecting that period. This report accounts for activity from July 1, 2019, through June 30, 2020. During this period, revenues increased, expenses decreased, and the City's General Fund's balance grew.

REVENUE AND EXPENDITURES

Revenue is the money that the City receives from taxes and other fees, and expenditures refers to how it is spent.

Despite the Pandemic and its toll on the local economy, revenue for the 2020 fiscal year increased by 0.78 percent over 2019.

Expenditures decreased four percent year-over-year, as the City reduced its spending.

In 2020, the City spent nearly \$17 million less than it received.

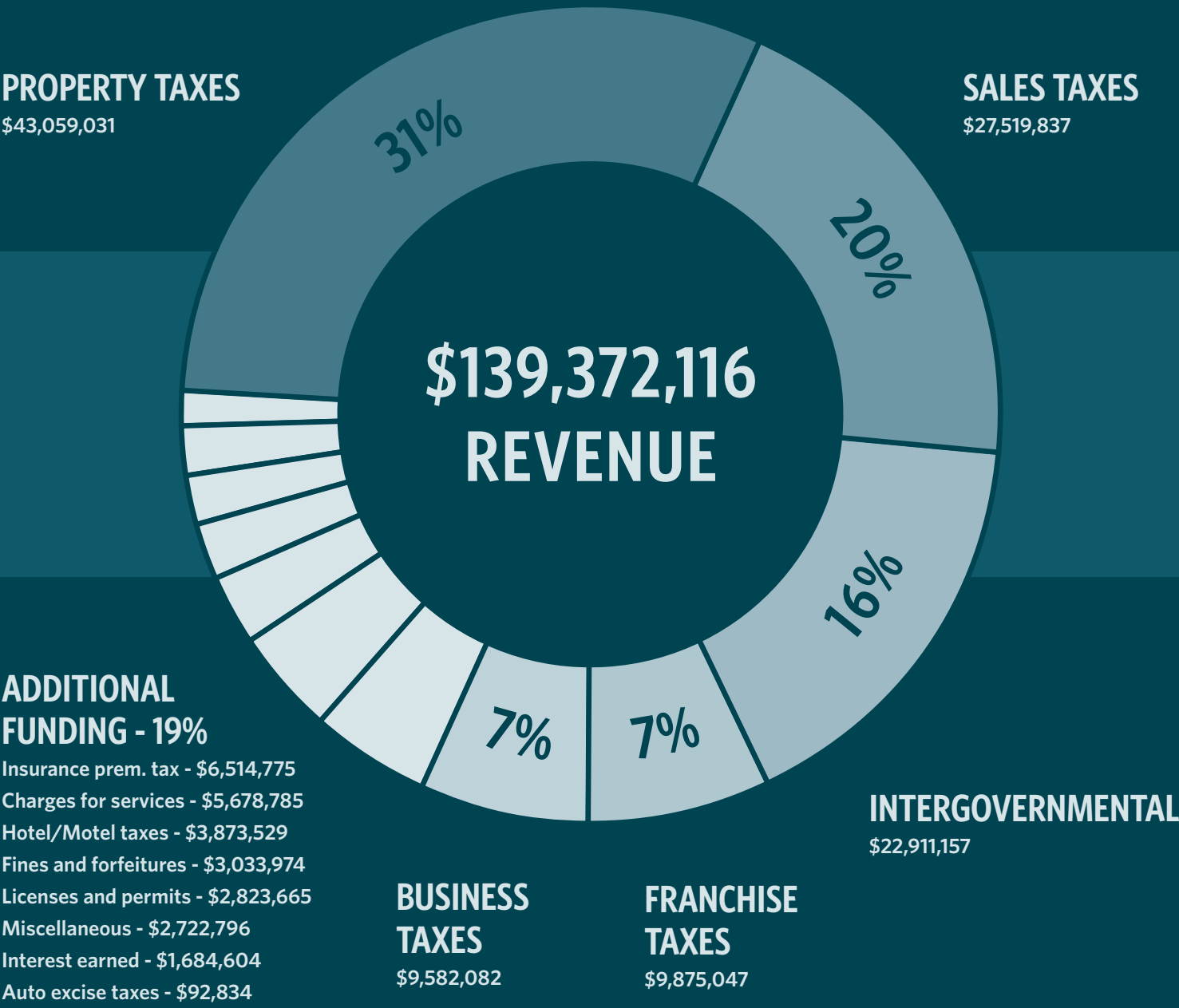


Revenues	2020	2019
Property taxes	\$43,059,031	\$38,183,182
Sales taxes	\$27,519,837	\$28,981,123
Hotel/Motel taxes	\$3,873,529	\$5,681,086
Auto excise taxes	\$92,834	\$101,595
Franchise taxes	\$9,875,047	\$9,626,740
Business taxes	\$9,582,082	\$9,876,057
Insurance premium taxes	\$6,514,775	\$6,724,330
Licenses and permits	\$2,823,665	\$2,977,714
Intergovernmental	\$22,911,157	\$22,830,155
Charges for services	\$5,678,785	\$7,532,520
Fines and forfeitures	\$3,033,974	\$2,919,796
Interest earned	\$1,684,604	\$1,936,622
Miscellaneous	\$2,722,796	\$924,042
Total revenues	\$139,372,116	\$138,294,962

Expenditures	2020	2019
Current		
General government	\$20,692,633	\$18,336,795
Judicial	\$1,342,742	\$1,492,453
Public safety	\$41,065,976	\$42,329,360
Public works	\$33,310,882	\$31,428,914
Culture and recreation	\$10,461,625	\$16,105,238
Housing and development	\$4,399,163	\$6,206,702
Debt service		
Principal	\$3,915,241	\$4,632,679
Interest	\$7,248,183	\$7,379,407
Cost of issuance	\$0	\$81,915
Total expenditures	\$122,436,445	\$127,993,463
Proceeds from sale of capital assets	\$0	\$1,418,406
Proceeds from long-term liabilities	\$0	\$2,872,000
Issuance of notes payable/capital lease	\$0	\$4,287,603
Net change in fund balances	\$16,935,671	\$18,879,508
Fund balances, beginning of year	\$127,578,476	\$108,698,968
Fund balances, end of year	\$144,514,147	\$127,578,476

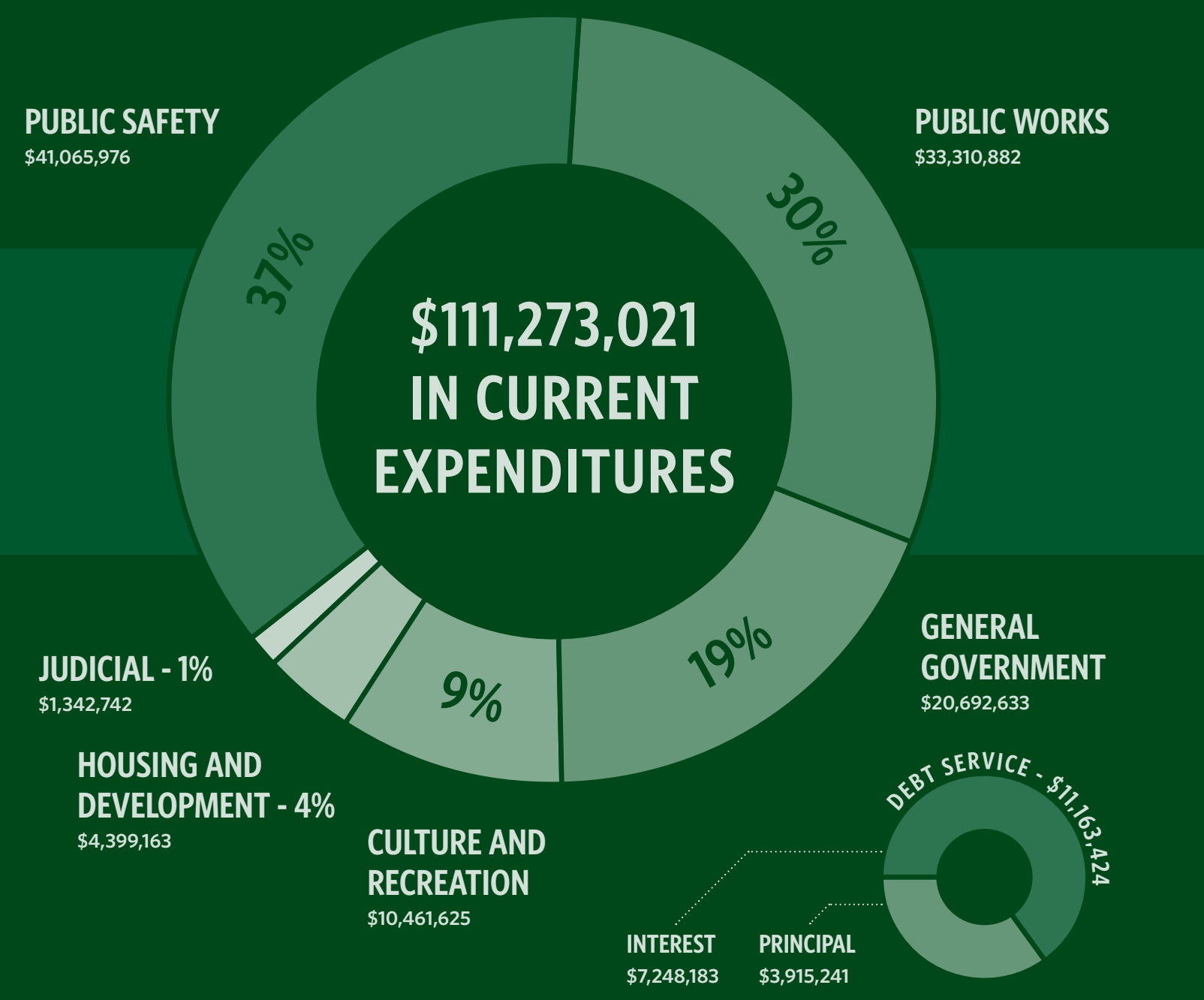
WHERE DID THE MONEY COME FROM?

The chart below represents the total amount of money received in all of the City’s funds during its 2020 fiscal year and breaks down the income sources. The majority of the money the City received was from property taxes and the City’s portion of the 7.75 percent sales tax collected on purchases in Sandy Springs.



HOW WAS THE MONEY SPENT?

The large chart below represents the total amount of money spent from all of the City’s funds during its 2020 fiscal year and breaks down how the money was allocated. The small chart represents the amount of money the City paid against its bond debt. Of the total amount the City spent, only nine percent of it was spent on debt interest.



NET POSITION

Net Position is the difference between what the City owns and what the City owes. Positive net position balances indicate a measure of financial stability. The City’s net position increased from \$424 million in FY 2019 to \$458 million in FY 2020.

The City’s financial activities also include Component Units, which are legally separate organizations for which the City is financially accountable. Financial information for these Component Units is reported separately.

Assets	2020	2019	Variance	Percent
Current assets	\$160,401,408	\$147,142,315	\$13,259,093	9.01%
Capital assets, net of accumulated depreciation	\$489,919,573	\$476,814,762	\$13,104,811	2.75%
Total assets	\$650,320,981	\$623,957,077	\$26,363,904	4.23%
Liabilities				
Current liabilities	\$22,051,387	\$25,128,856	(\$3,077,469)	(12.25%)
Long-term liabilities	\$169,596,375	\$174,660,216	(\$5,063,841)	(2.90%)
Total liabilities	\$191,647,762	\$199,789,072	(\$8,141,310)	(4.07%)
Deferred service concession arrangement receipts	\$265,000	\$360,000	(\$95,000)	(26.39%)
Net Position				
Net investment in capital assets	\$318,342,207	\$297,446,240	\$20,895,967	7.03%
Restricted	\$48,435,304	44,985,095	\$3,450,209	7.67%
Unrestricted	\$91,630,708	81,376,670	\$10,254,038	12.60%
Total net position	\$458,408,219	\$423,808,005	\$34,600,214	8.16%

LONG-TERM DEBT

In 2018, the City transitioned from “renter” to “owner” when it moved into its new City Hall. The 30-year bonds issued to fund City Hall are comparable in layman terms to a 30-year mortgage. The City’s bond debt will continue to decrease as the City pays down the principal.

Long-Term Debt	2020	2019
Bonds payable	\$164,918,678	\$168,635,288
Capital lease payable	\$3,175,473	\$4,140,387
Notes payable	\$4,871,797	\$5,072,124
Total long-term debt	\$172,965,948	\$177,847,799

AA+
Standard & Poors
Aaa
Moody’s Investor Services

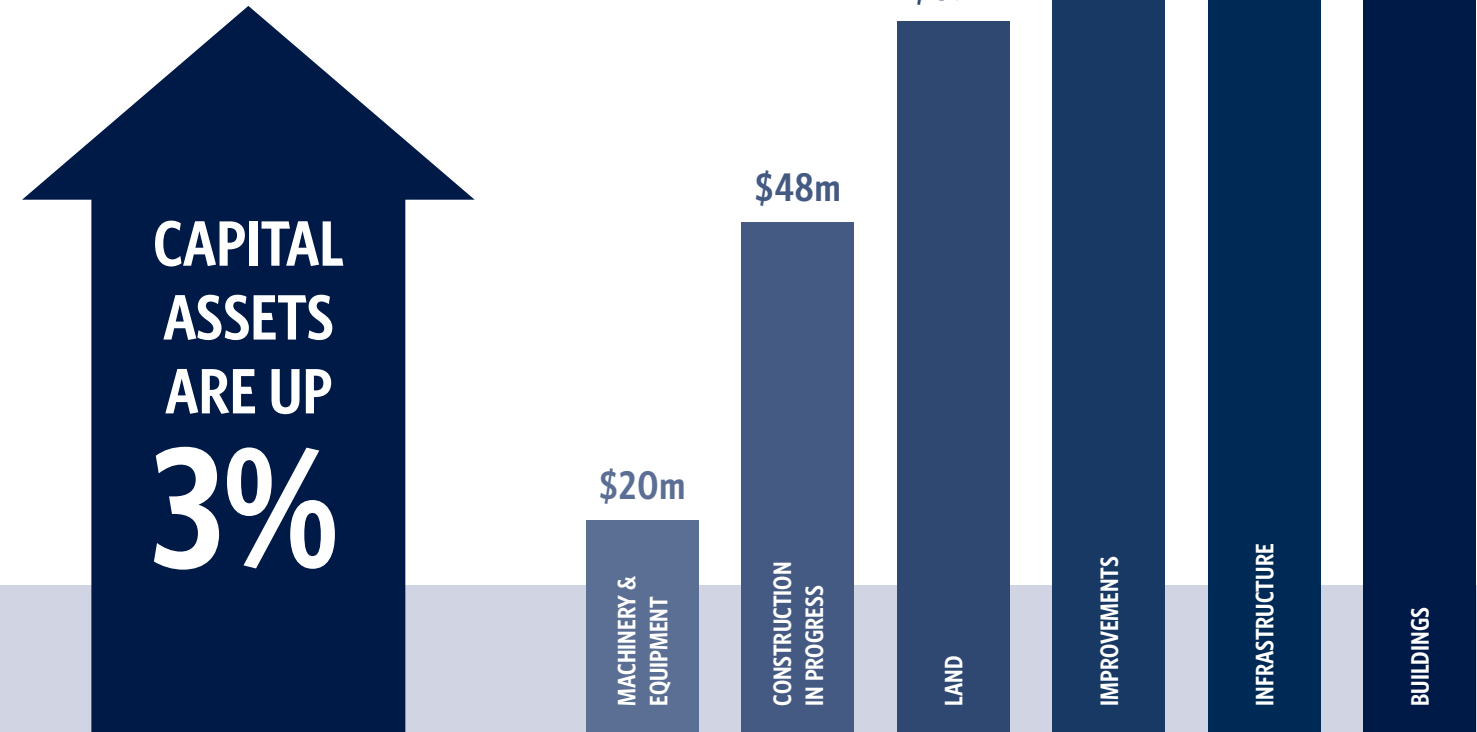


CAPITAL ASSETS

Capital Assets are items the City owns that hold value. The total amount of assets increased three percent in the 2020 fiscal year, as the City continued to invest in projects throughout the community.

As work on construction projects is completed, funds in the Construction in Progress category are reclassified as Land, Buildings, Improvements and Infrastructure assets.

Capital Assets	2020	2019
Land	\$66,922,182	\$64,963,848
Construction in progress	\$47,760,221	\$30,736,116
Buildings	\$138,248,951	\$141,894,007
Improvements	\$80,743,974	\$82,256,995
Machinery & equipment	\$19,727,068	\$20,822,334
Infrastructure	\$136,517,177	\$136,141,462
Total	\$489,919,573	\$476,814,762



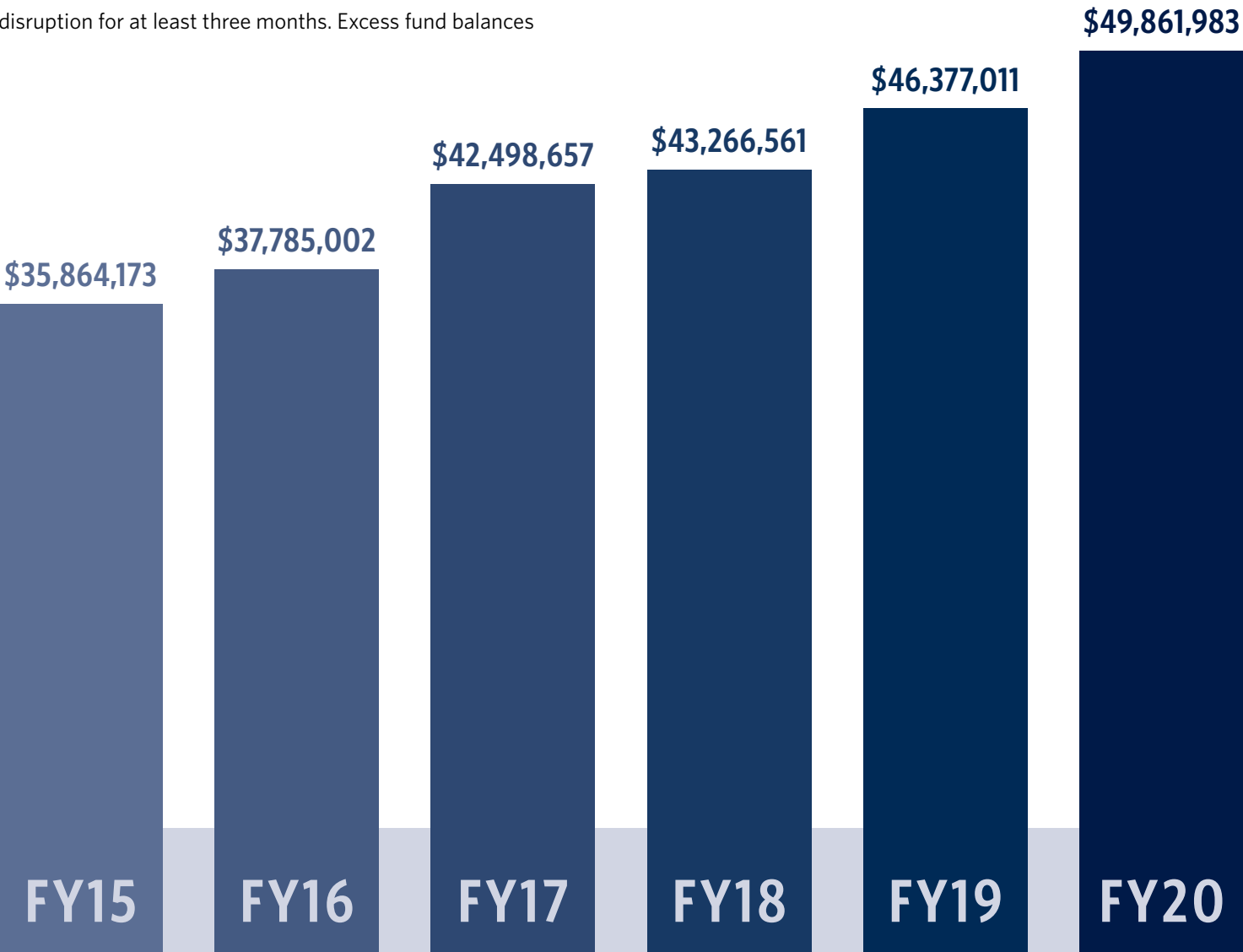
GENERAL FUND BALANCE

The General Fund balance could be considered the City’s “rainy day fund.” It is a good practice to have some extra money tucked away in a savings account and available to use for unexpected expenses.

The City’s policy is to maintain a minimum General Fund balance reserve of \$20.5 million, or 25 percent of operating expenditures, whichever is greater. This is enough money to ensure that the government can continue operations without disruption for at least three months. Excess fund balances

over that requirement are used in subsequent years for pay-as-you-go capital projects and one-time, non-recurring expenditures.

The yearly increase in the General Fund balance is due to a combination of the City being under-budget in its expenses and over-budget in its revenues, an indicator of sound fiscal policy.





WHO WE ARE

The City is home to a diverse population which continues to grow. According to the United States Census Bureau’s American Community Survey, in the past year, the City’s population grew 0.61 percent to 109,466. The demographics have shifted a little as well. The Caucasian population declined from last year’s 69.9 percent of the population to 63.6 percent this year, and the African American population grew from last year’s 17.1 percent to 22.4 percent this year. The percentage of college graduates increased from 66 percent reported last year to 70.5 percent this year. The percentage of residents who own their homes showed a decrease from 50 to 46 percent. The Median Household Income grew by 10 percent to this year’s average of \$83,111, and the Poverty Ratio declined from 5.4 percent to 3.9 percent.

The City with its unique blend of urban energy and southern hospitality is also known for its excellent schools—both private and public, access to the metropolitan area’s top medical facilities, a vibrant restaurant scene, and great shopping. Sandy Springs is a dynamic community where everyone is welcome.



INCORPORATED

2005

SIZE

38 square miles

POPULATION

109,466

Daytime population increases
by 100,000+ people

MEDIAN AGE

37

EDUCATION



96% High School Graduate

71% Bachelors Degree or Higher

DIVERSITY



63.6% Caucasian
22.4% African American
7.9% Asian
2.3% Multiracial
3.8% Other Race

10.3% of the population are of Latin American decent.

INCOME

\$83,111

Median Household Income
in 2019 inflation-adjusted dollars

\$64,554

Per Capita Income
in 2019 inflation-adjusted dollars

Poverty Ratio

3.9%

HOUSING



54%
Renter Occupied

46%
Owner Occupied

MAYOR AND CITY COUNCIL

The City Council is a non-partisan elected body, which sets policy for operations of the City. The City Council meets on the first and third Tuesday of each month.



RUSTY PAUL
MAYOR



JOHN PAULSON
DISTRICT 1



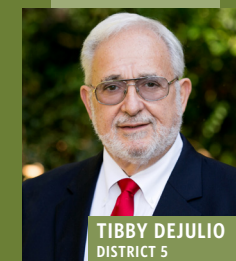
STEVE SOTERIS
DISTRICT 2



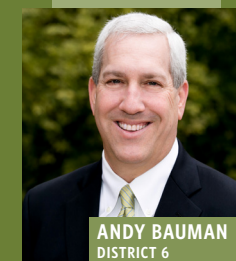
CHRIS BURNETT
DISTRICT 3



JODY REICHEL
DISTRICT 4



TIBBY DEJULIO
DISTRICT 5



ANDY BAUMAN
DISTRICT 6

AWARDS AND RECOGNITIONS

In 2020, the City was recognized by the following organizations:

ATLANTA MAGAZINE

Top 500 - Mayor Rusty Paul

MONEY INC.

Ranked #16 20 Safest Cities in Georgia

SAFEWISE

Ranked #21 in the 50 Safest Cities in Georgia

24/7 WALL ST

Ranked 12 in the top 20 Cheap Cities People are Moving to

RETAILMENOT

Ranked # 15 Best Cities for working from Home

GEORGIA RECREATION AND PARKS ASSOCIATION

Marketing & Visibility for a Single Event: Sparkle Sandy Springs Event
Covid Signage Campaign

SOUTHEAST TOURISM AWARD

Top 20 Festival and Events around the Southeast: Sparkle Sandy Springs Event

U.N. FOOD & AGRICULTURAL ORGANIZATION

Tree City Recognition

THE ARBOR DAY FOUNDATION

Tree City Recognition

GEORGIA PLANNING ASSOCIATION

Distinguished Planning Leadership - Jim Tolbert

GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS (DCA)

PlanFirst - Statewide Distinction



CREATING THE REPORT

The Sandy Springs annual Year in Review is produced by the City’s Communications Department. The Department functions as a local newsroom and as a marketing agency in its efforts to compile and disseminate information to strengthen community engagement.

Sharon Kraun
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REPORT DATA

The City of Sandy Springs operates under a July-June fiscal calendar with financial reports reflecting that period. This 2020 fiscal year report accounts for activity from July 1, 2019, through June 30, 2020. Except where noted, all data in this report are reflective of that period.

PHOTO CREDITS

The majority of the photography for this report was taken by the City’s Communications Department:

Jason Green
Pages 6, 9, 10, 11, 15, 18, 22, 23, 25, 26, 32, 34, 35, 37, 41, 42, 47, 50, 52, 53, 54, 56, 58, 63, 64, 70 and 76

Marla Shavin
Page 2

Haleigh Stinson
Pages 13 and 16

Additional Photography
SSPD - Pages 29, 30 and 31, Kyle and Abby Lawlor - Page 46
Sydney Privitera - Page 49, Recreation and Parks - Page 61

CITY OF SANDY SPRINGS

1 GALAMBOS WAY
SANDY SPRINGS, GA 30328
SANDYSPRINGSGA.GOV

TSPLOST Major Projects for 2020/2021



SANDY SPRINGS™
GEORGIA

TS111 Spalding Drive @ Pitts Road

Traffic Efficiency

- The project consists of additional turn lanes and an upgraded traffic signal at the intersection of Spalding Drive at Pitts Road.
- Budget Estimate: \$2,720,000
 - Design underway
 - ROW Spring 2021
 - Construction Early 2021
 - Duration 24 month

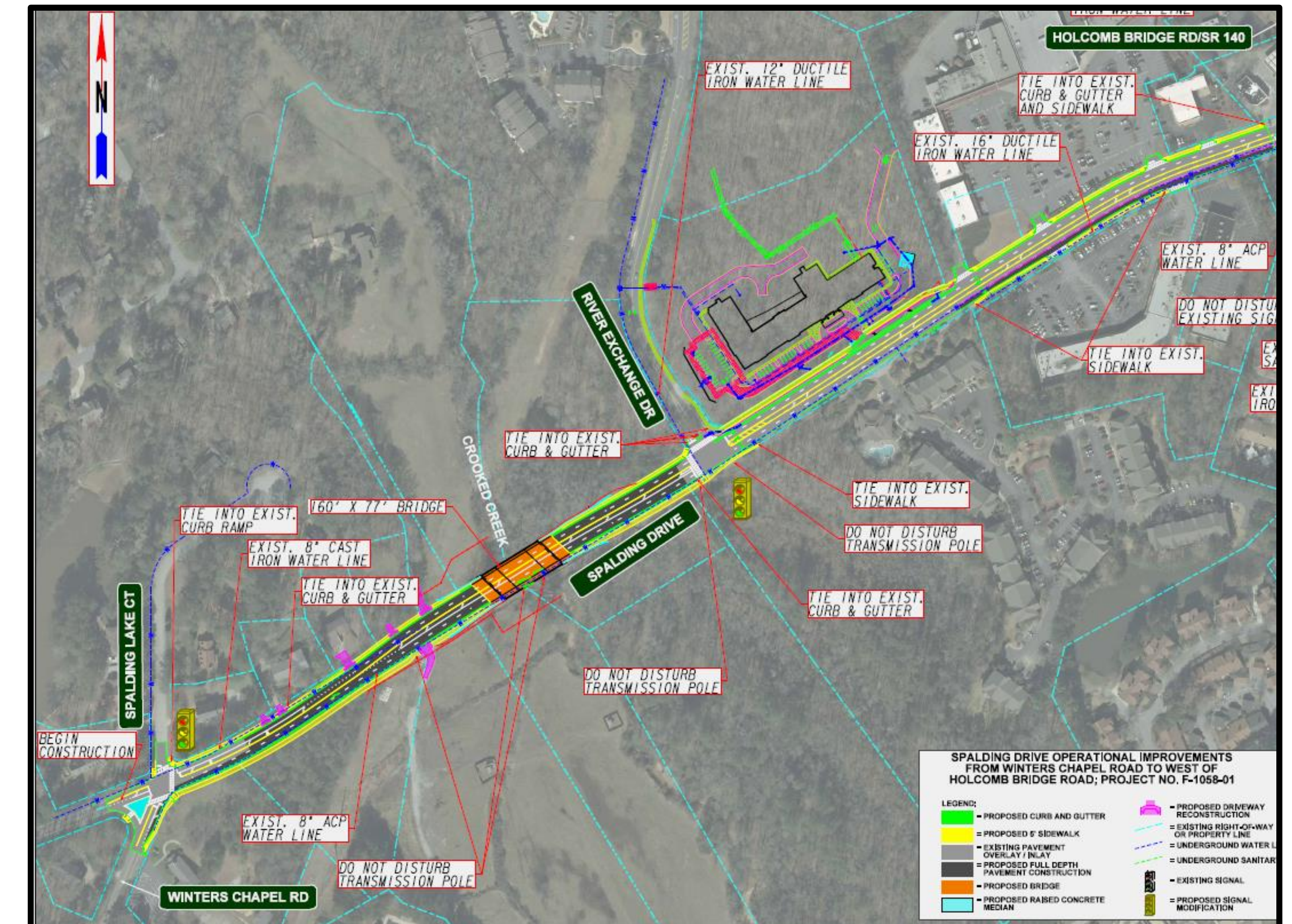


District 1

TS166 Spalding Dr Sidewalk Spalding Lake Ct to Holcomb

District 1

- This project, in cooperation with Gwinnet County, will widen Spalding Drive Spalding Lake Court to Holcomb Bridge Road. The project includes intersection improvements at Spalding Lake Court and River Exchange Drive and a new bridge over Crooked Creek. The project also includes sidewalks and multi-use paths.
- COSS Budget: \$1,750,000
- Construction Underway
 - Complete Spring 2022



TS169 Dunwoody Club Dr. Spalding Dr. to Fenimore Circle

District 1

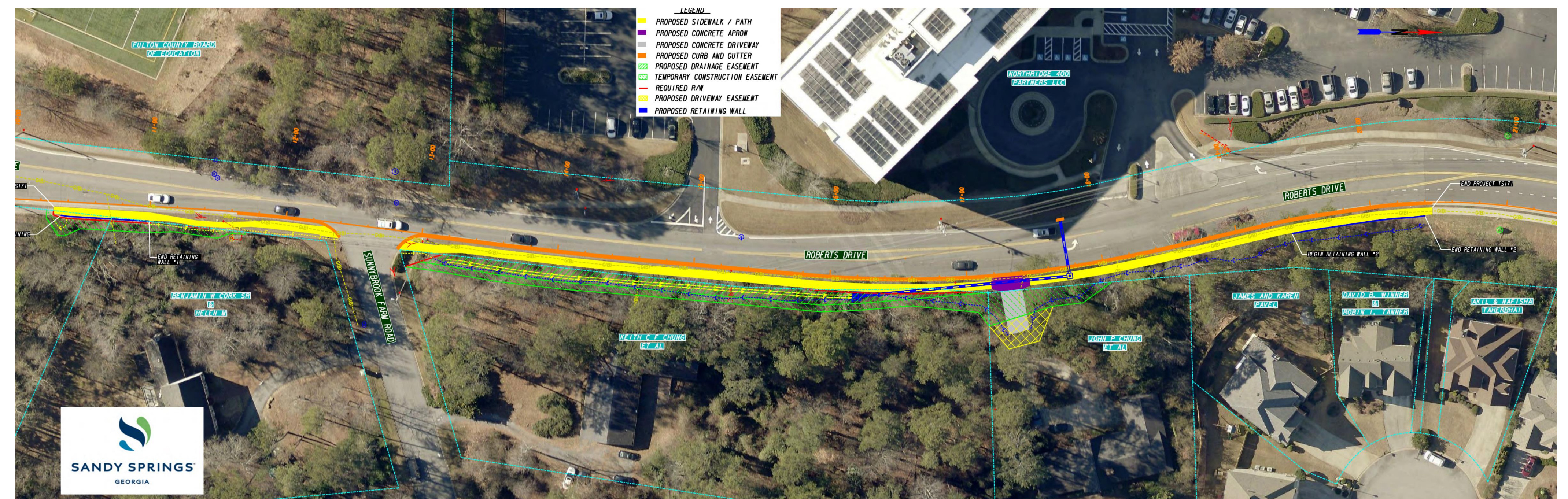
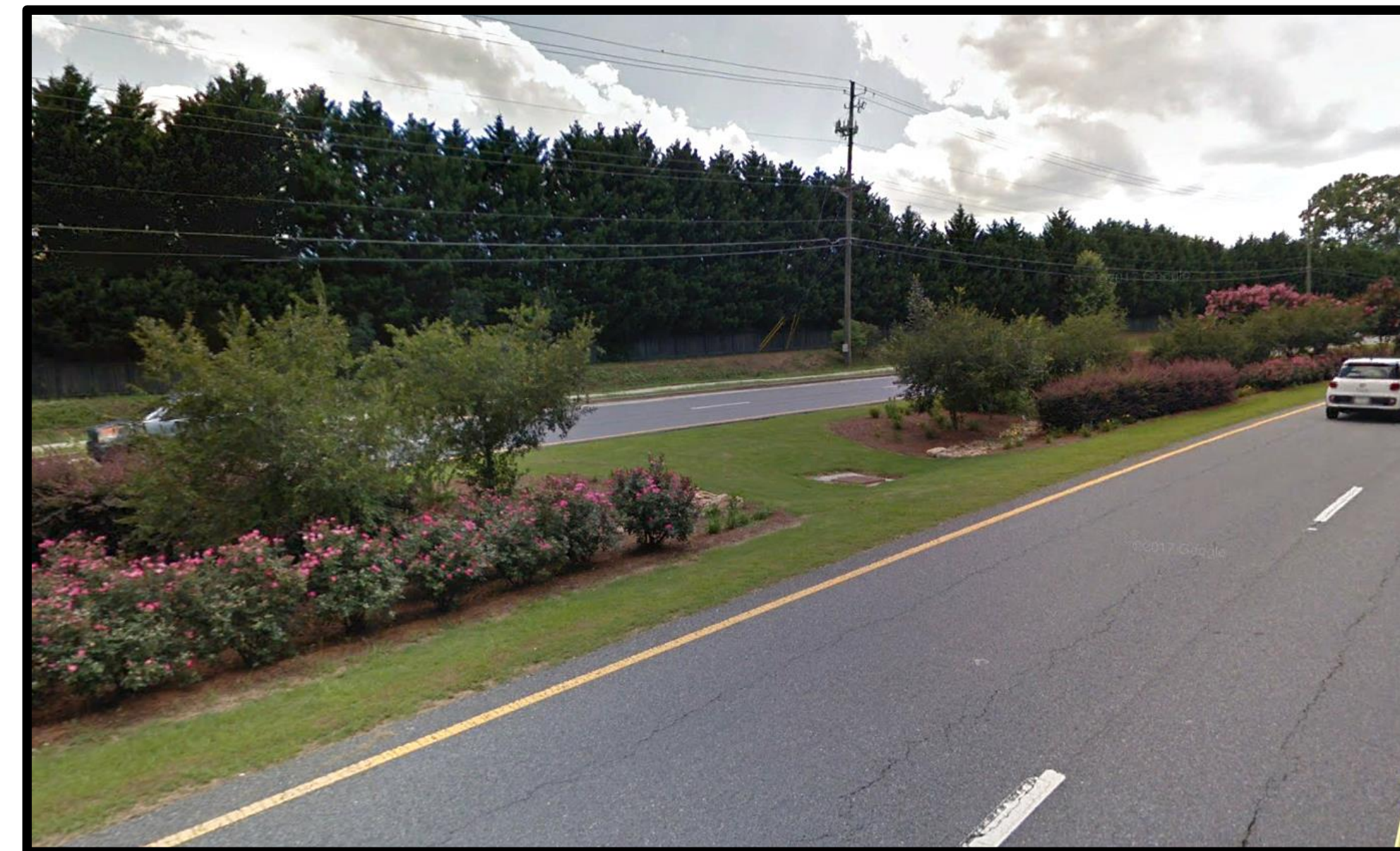
- This project includes 1340 LF of 6-ft sidewalk with 2-ft landscape strip on Dunwoody Club Drive. It also includes 75 LF of 10-ft sidepath on Spalding Drive and a Crosswalk on Dunwoody Club Drive
- Budget: \$1,160,000
- In ROW
- Construction Summer 2021
 - 5-month Duration



TS171 Roberts Drive Northridge Road to Davis Academy

District 1

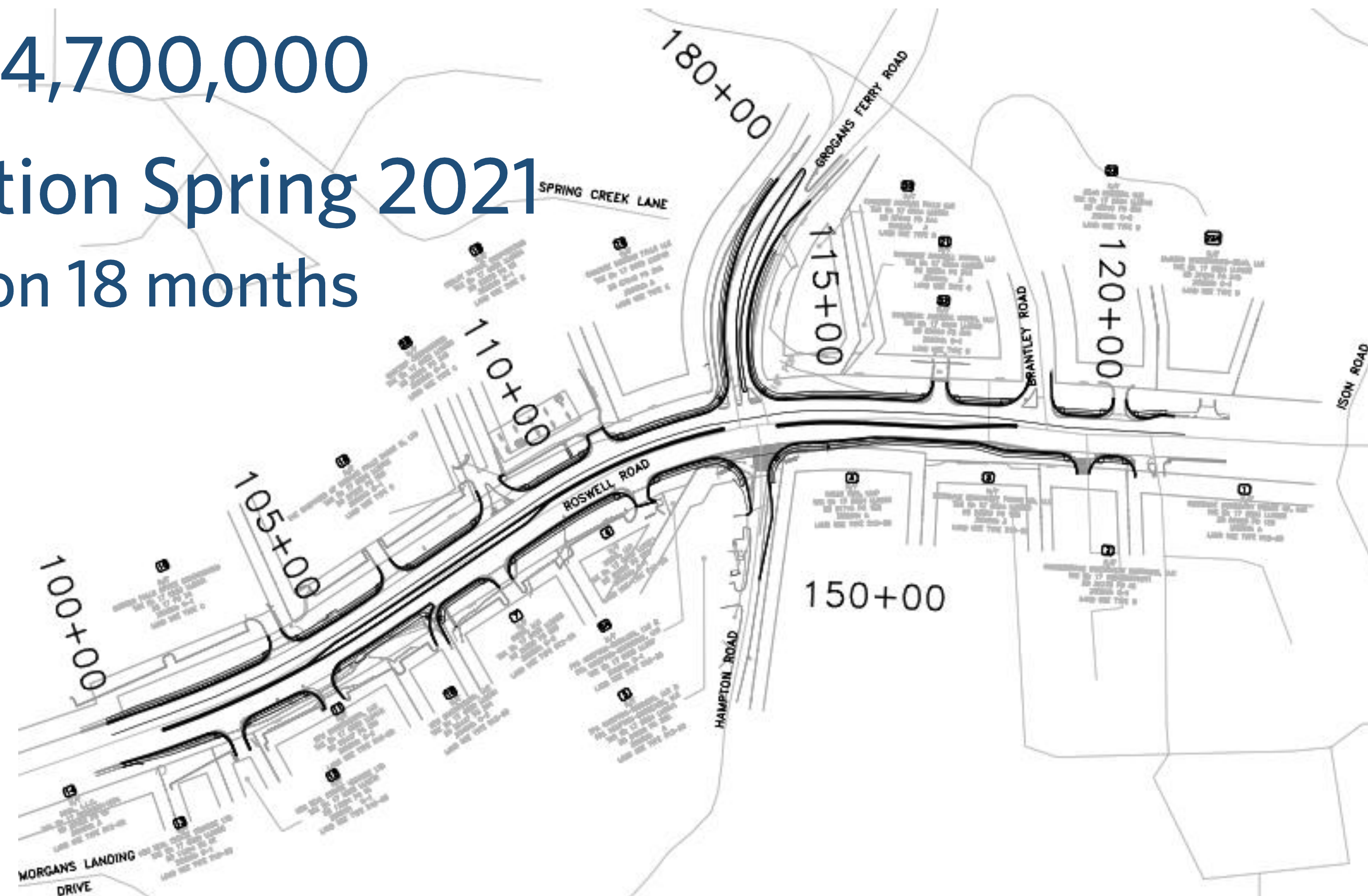
- 880 LF 6-ft sidewalk gap project with 2-ft landscape strip
- Budget: \$530,000
- Construction Spring 2021
- Duration 4 months



TS105 Roswell Rd @ Grogans Ferry Rd Districts 2 & 4

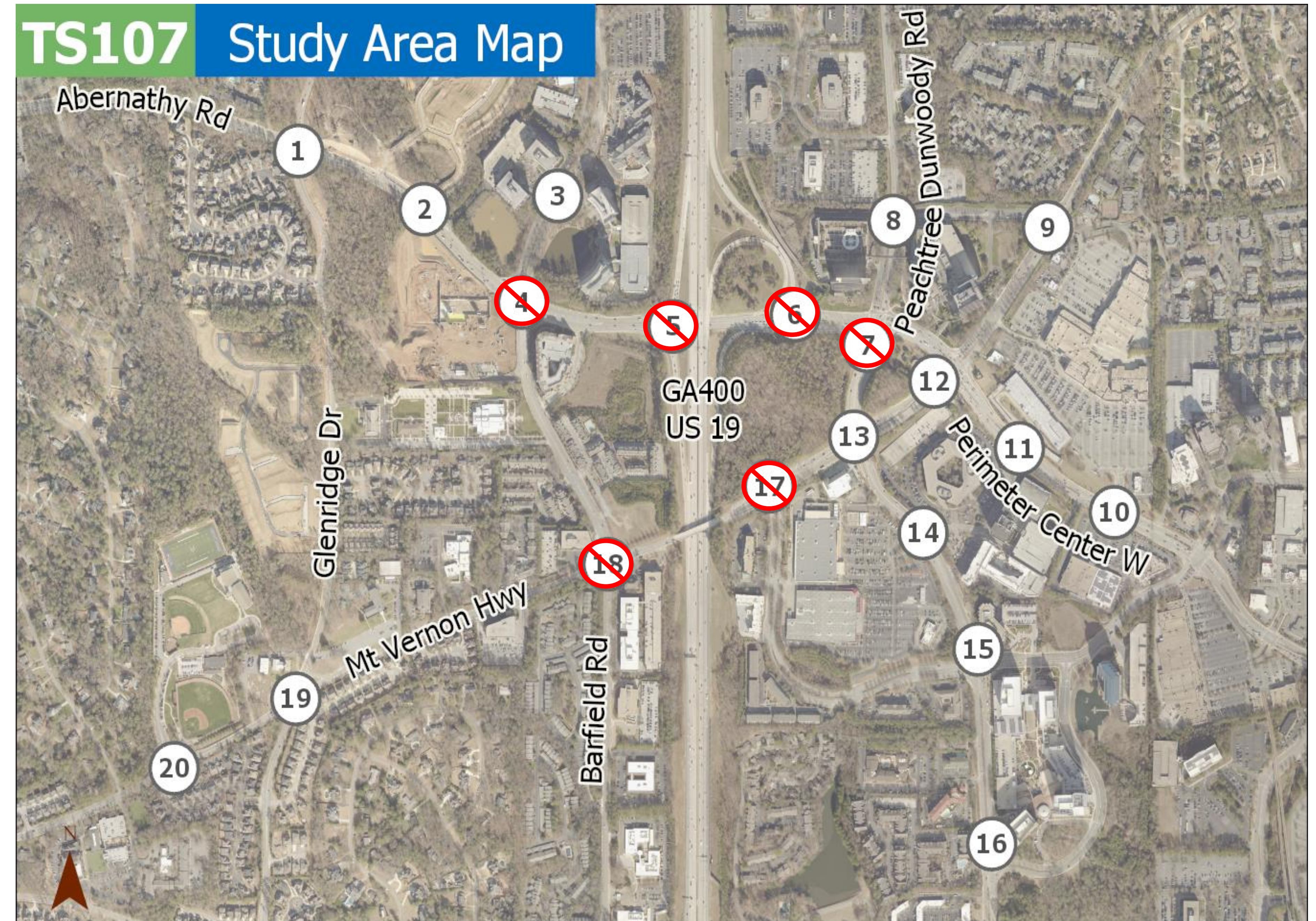
Traffic Efficiency

- Project provides a new traffic signal at Grogans Ferry Road and implements Next Ten access management standards along Roswell Road to correct driveway/safety deficiencies.
- Budget: \$4,700,000
- Construction Spring 2021
 - Duration 18 months



TS107 ATMS-4 SCOOT Intersections in Perimeter Area Traffic Efficiency

- SCOOT Implementation ATMS project, which includes adding system detection and installing an adaptive traffic signal control system and travel time performance metrics tool for approximately 14 inter-connected signals in the Perimeter Community Improvement District (PCID) Regional Traffic Operations Program (RTOP) service area. Reduced from original 20 intersections due to conflicts with GDOT 285/400 Project.
- Budget: \$1,450,000
- Construction and Testing Underway
- Complete Summer 2021



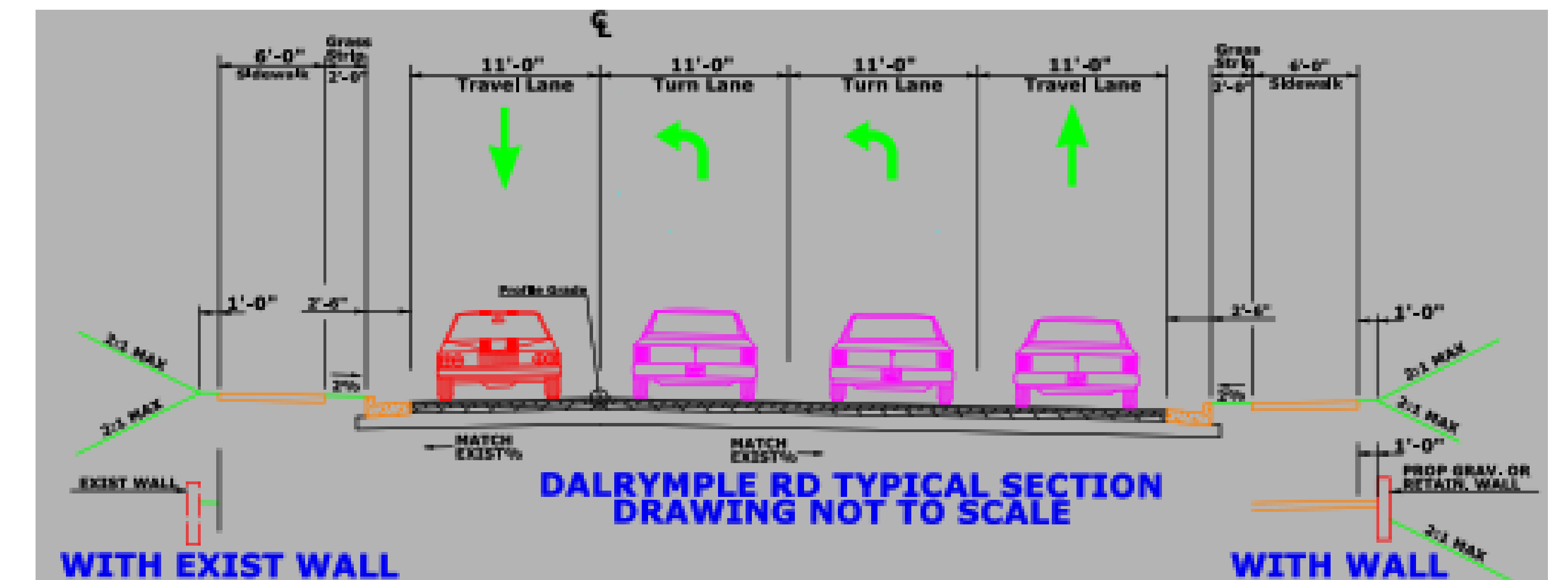
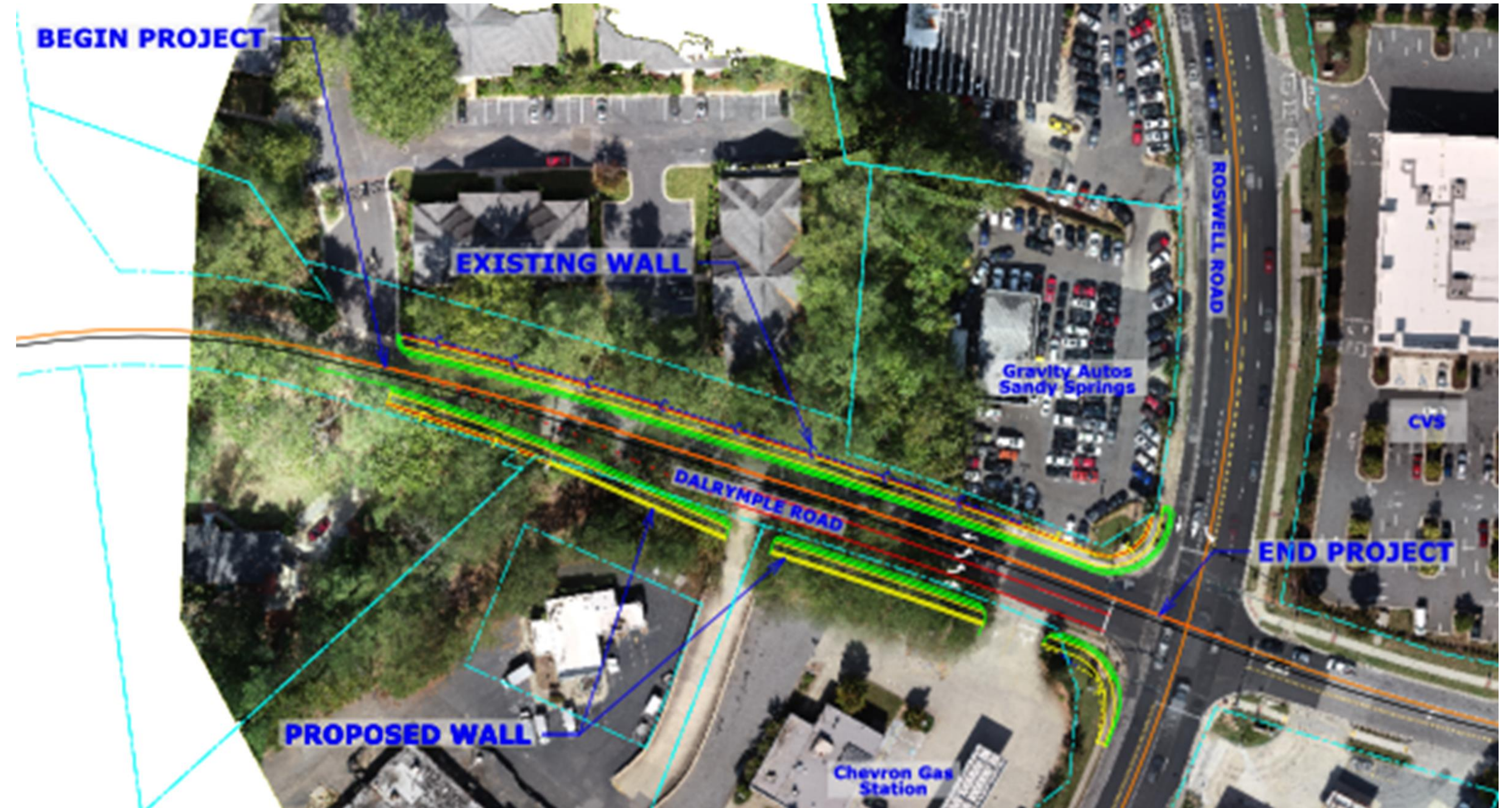
Districts 3 & 4

TS108 Roswell Road at Dalrymple Road

Traffic Efficiency

- The City and our Consultant (KCI) have conceptually identified the need to extend EB left-turn storage and to increase the radii on the NW and SW quadrants to accommodate trucks and buses
- Budget: \$1,840,000
- ROW Underway
- Construction Summer 2021
 - Duration 8 months

Districts 2, 3, & 4



TS168 Dalrymple Road Princeton Way to Duncourtney Dr

Districts 2 & 3

- Budget: \$660,000
- Design Underway
- ROW Spring 2021
- Construction Fall2021



TS161 Johnson Ferry Rd Sidewalk Harleston to Glenridge Dr.

District 3

- Completed December 2019



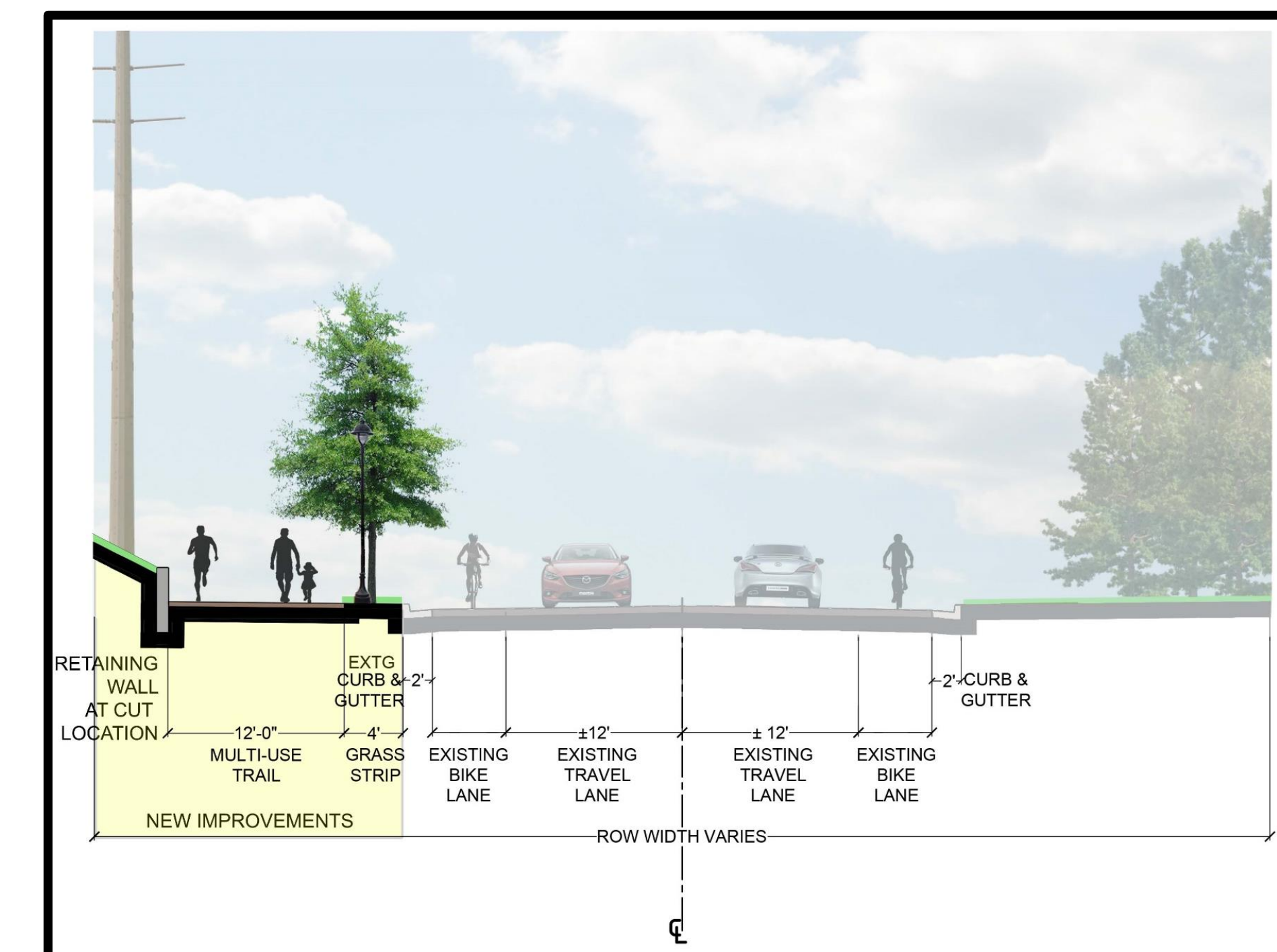
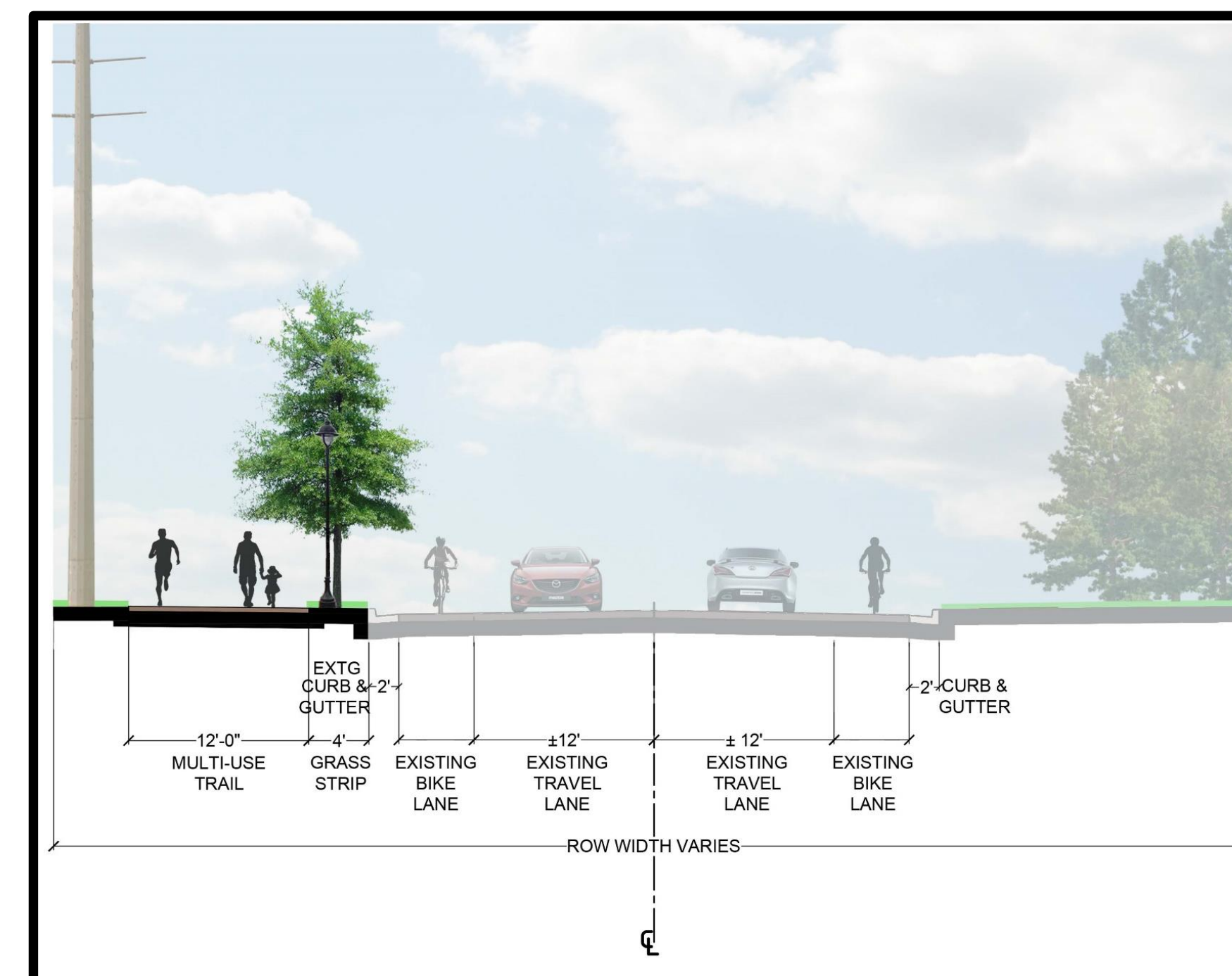
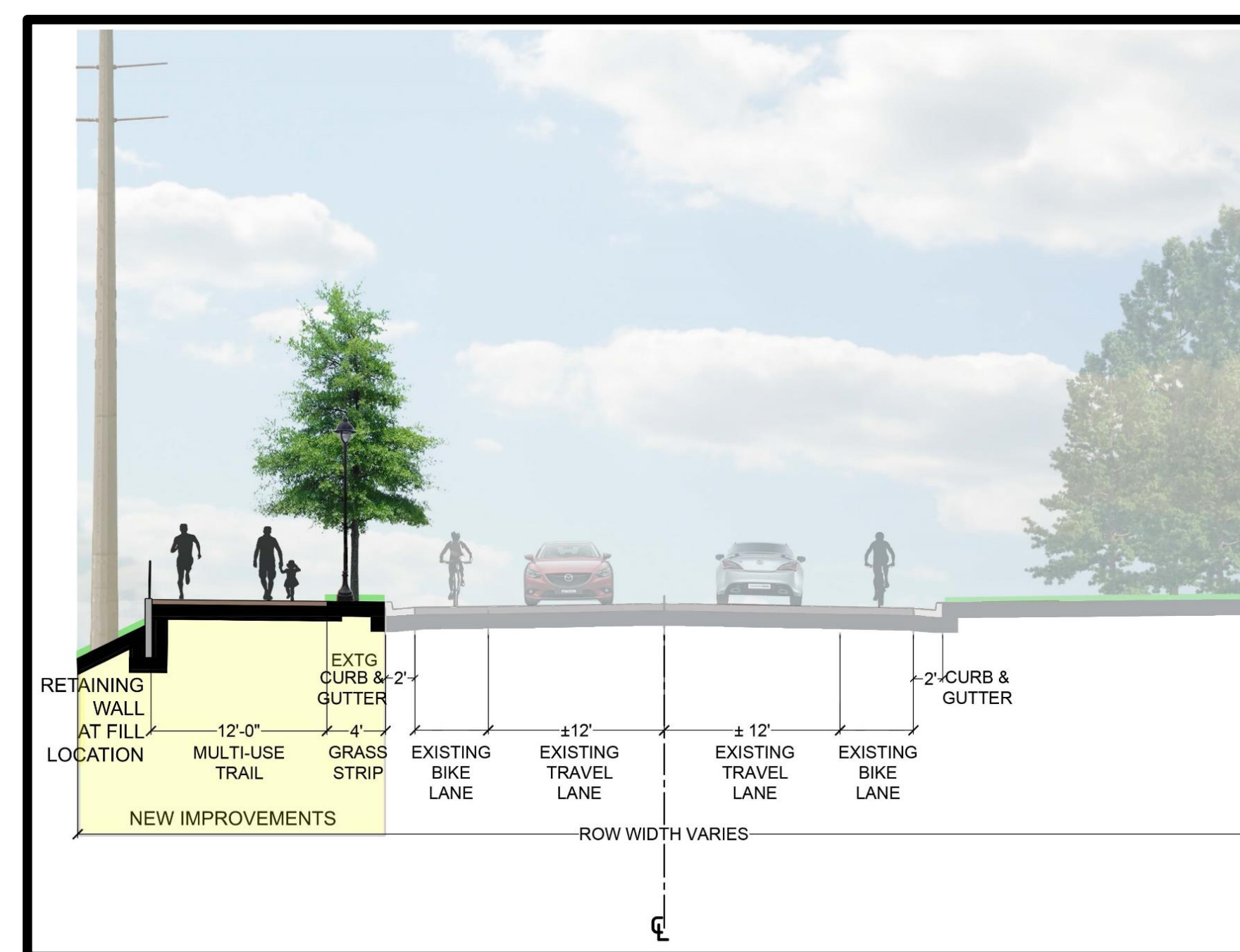
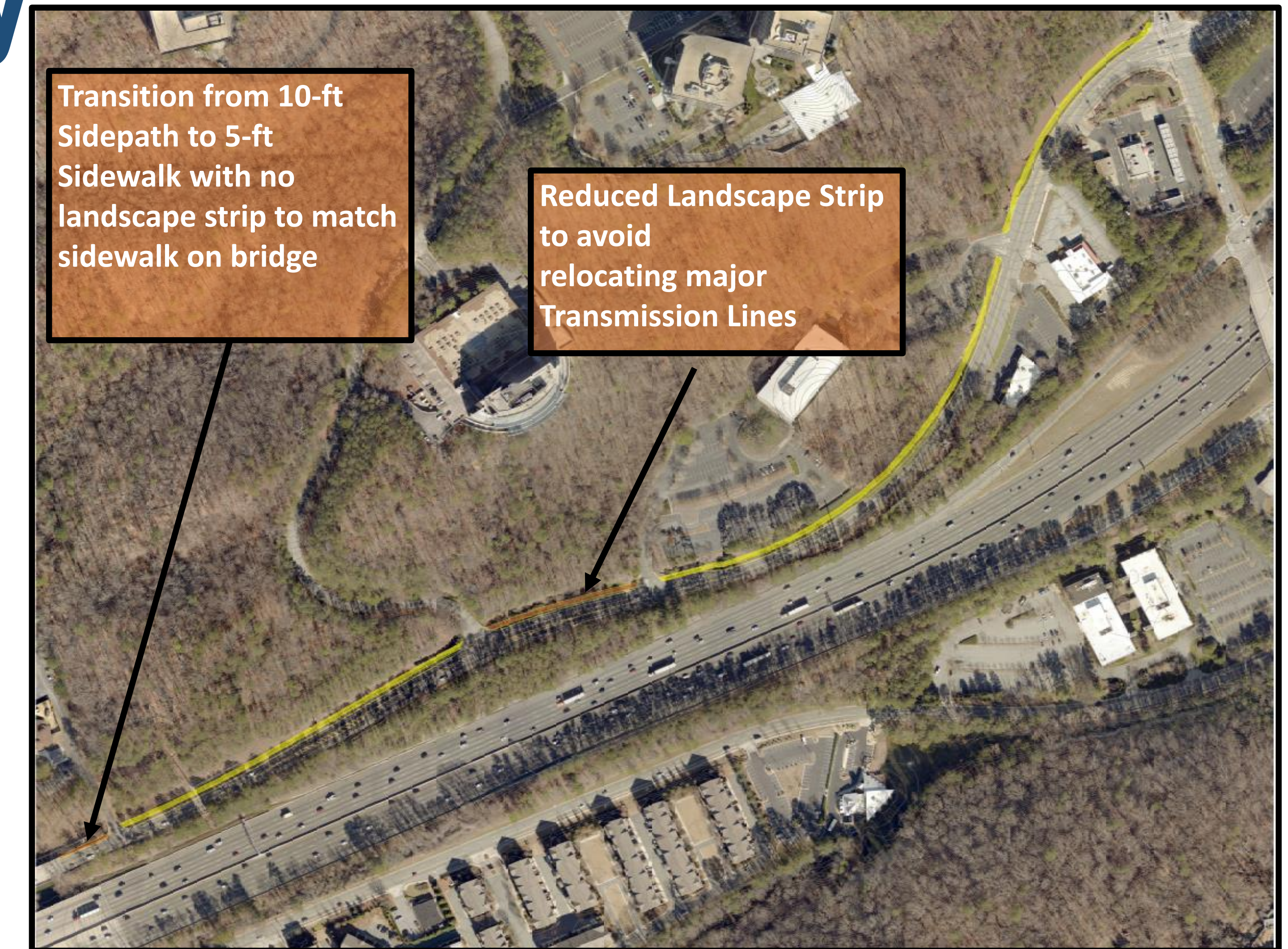
TS167 Brandon Mill Rd. Marsh Creek to Lost Forest

- Budget: \$1,300,000
- Construction Contract Issues
 - Construction Duration 4-6 months



TS170 Interstate North Pkwy City Limit to Northside Dr.

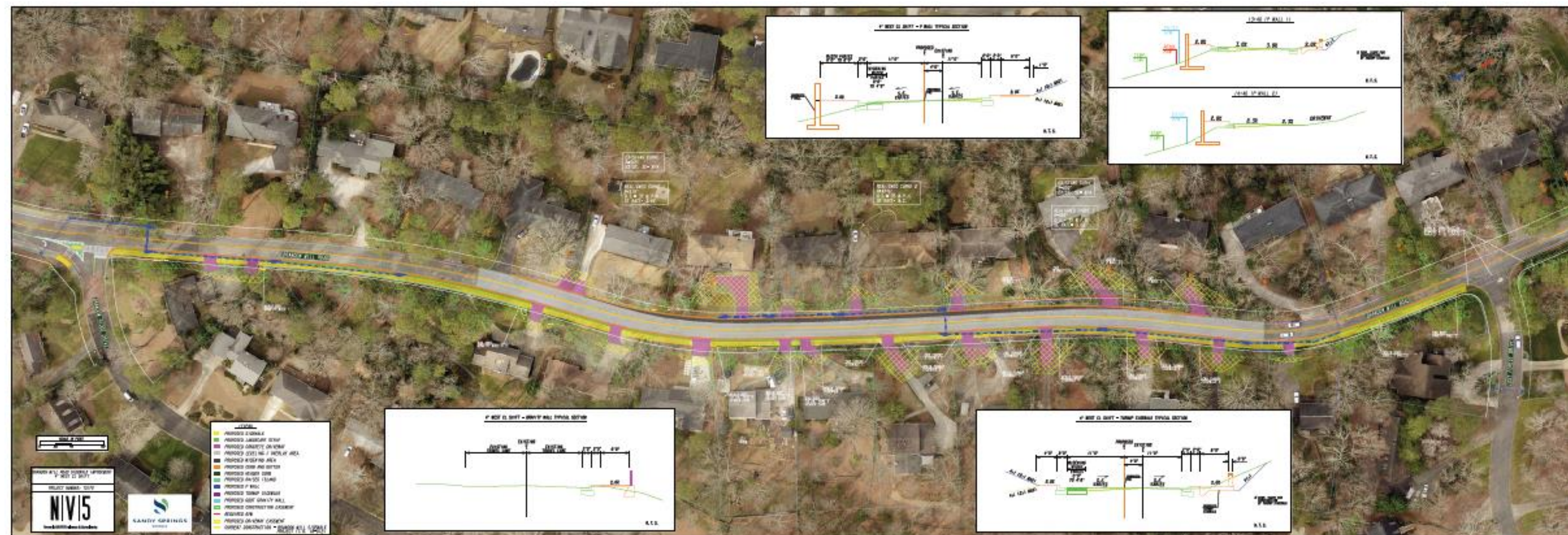
- This project includes 3170 LF of 12-ft side path with 4-ft landscape strip and will connect to existing sidewalk on bridge over Chattahoochee and parks on either side of the river (Cochran Shoals – Powers Island Park in Sandy Springs).
- Budget: \$3,050,000
- ROW Underway
- Construction Spring 2021, duration 6 months



TS172 Brandon Mill Road Lost Forest Drive to Brandon Ridge Dr.

District 3

- 1,765 LF of 6-ft sidewalk with 2-ft landscape to complete the sidewalk on Brandon Mill Rd
- Budget: \$904,000
 - Design Underway
 - ROW Spring 2021
 - Construction Fall 2021
 - Duration 5 months



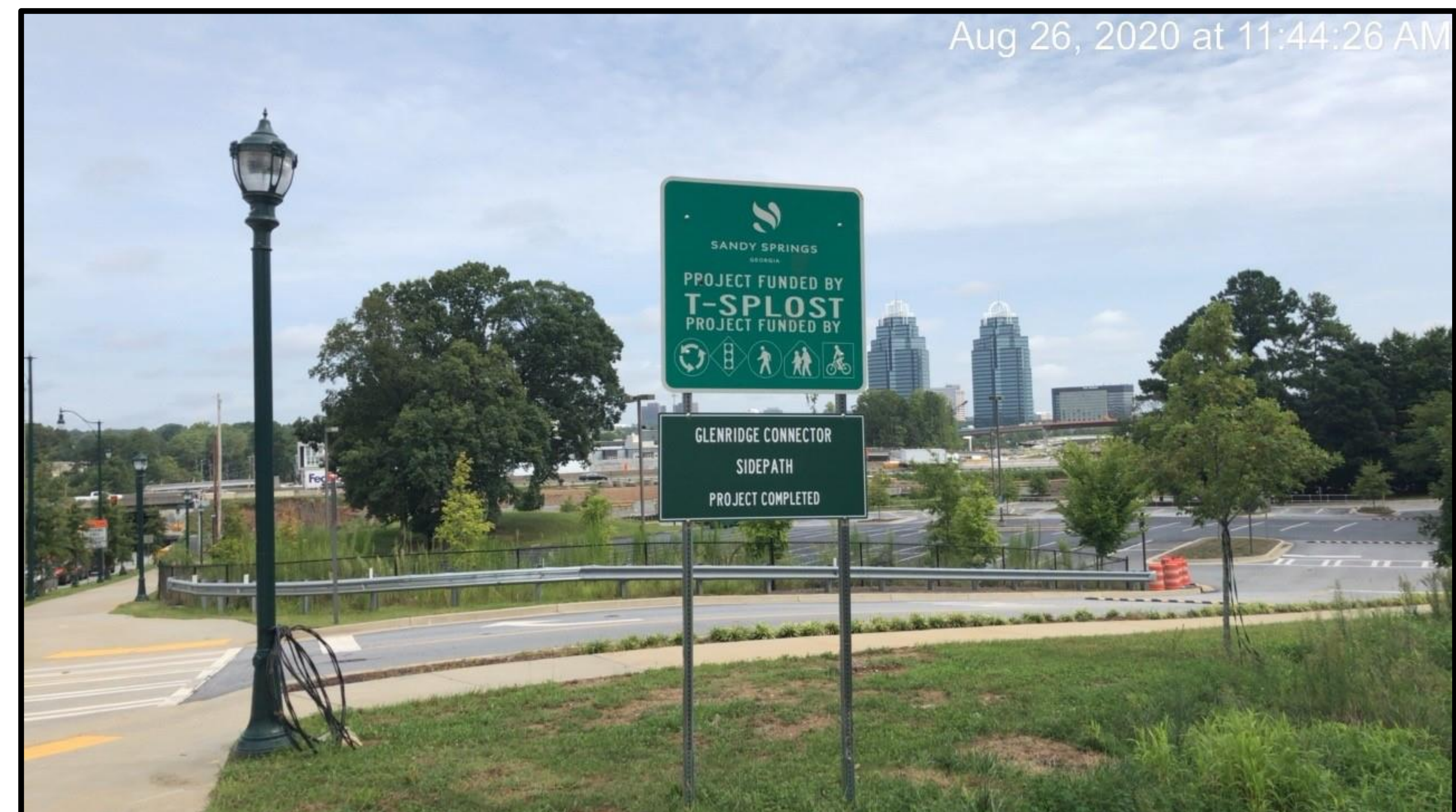
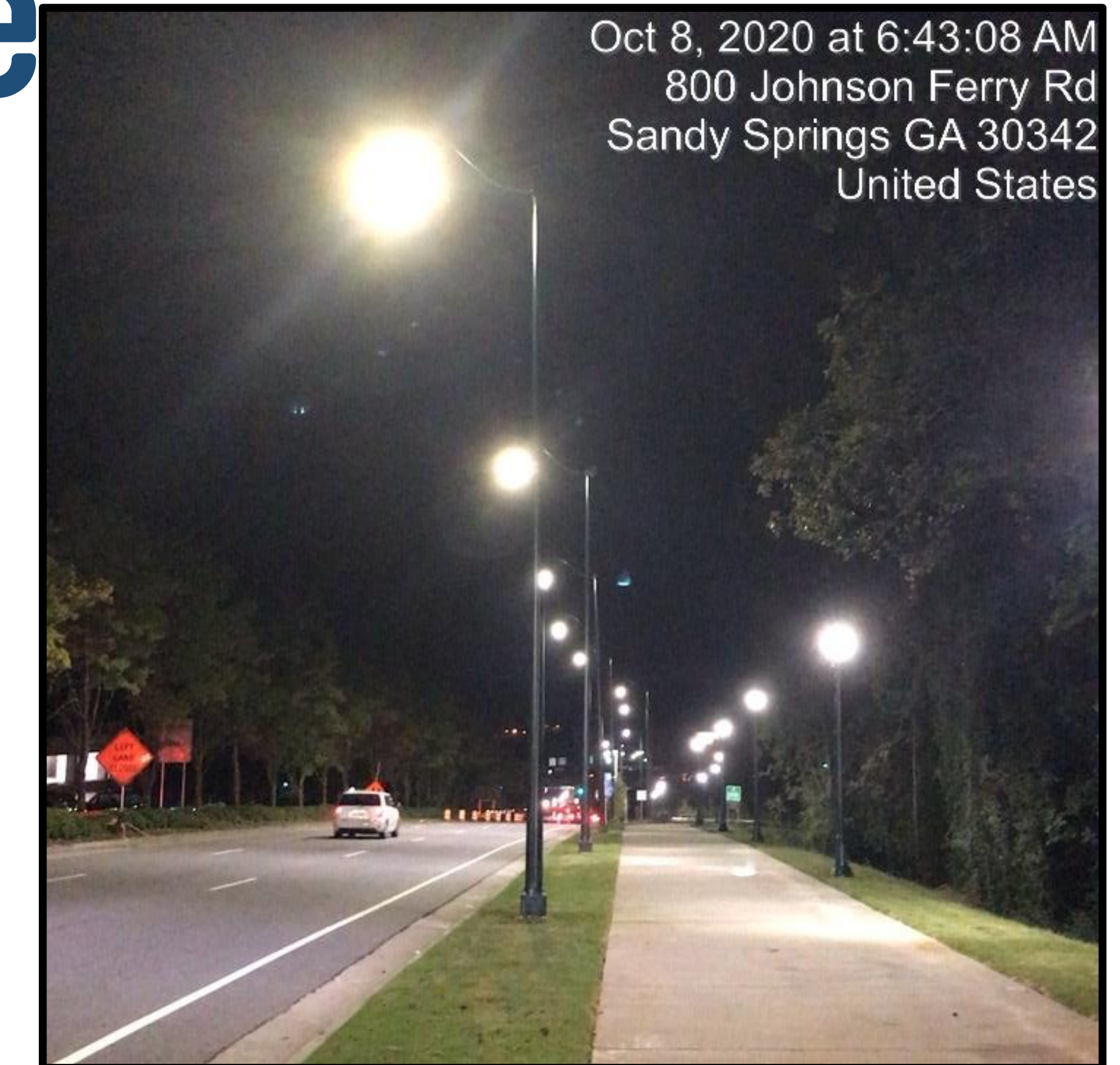
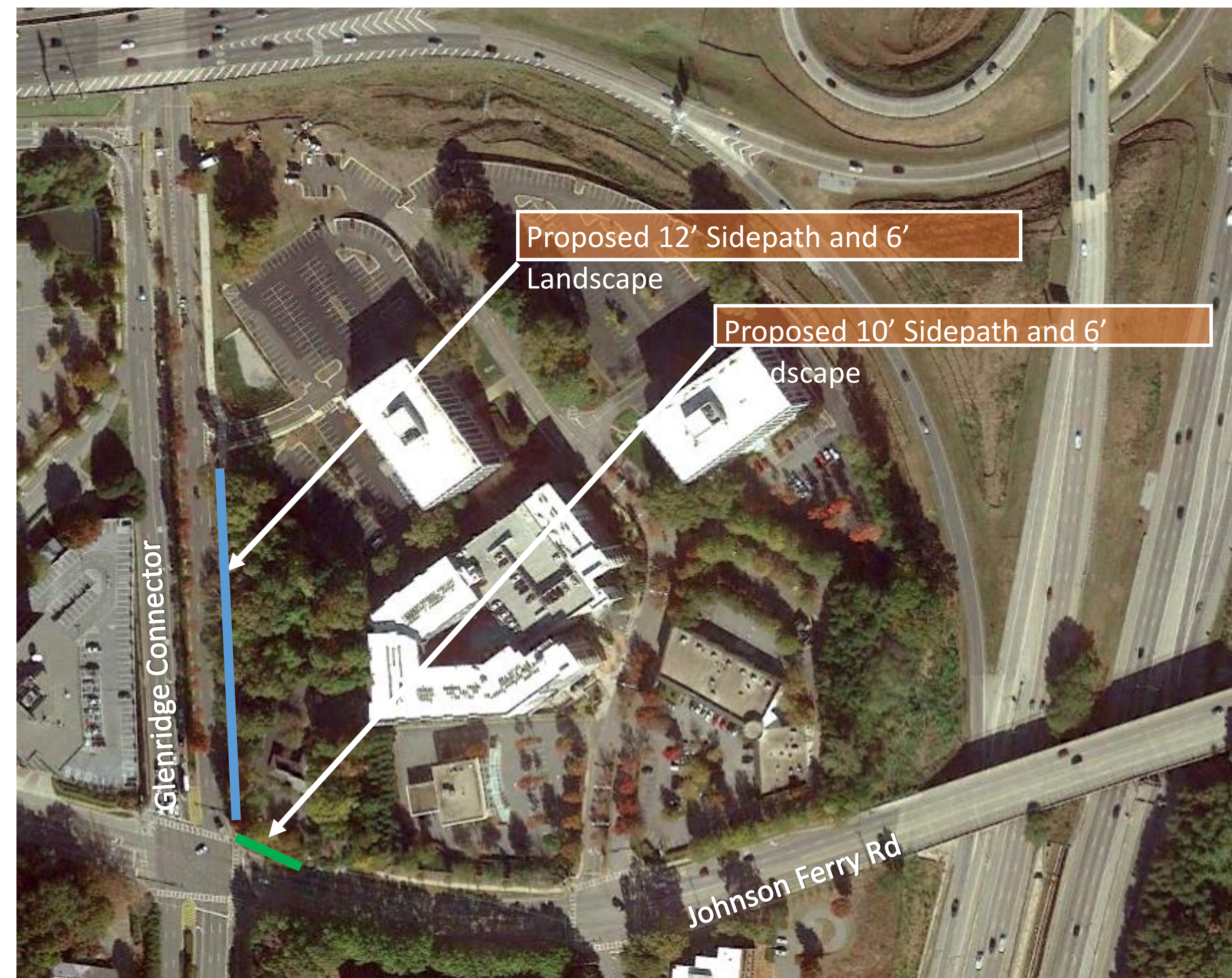
District 4 TS103 Spalding Drive @ Dalrymple-Trowbridge Traffic Efficiency

- Project provides study/concept and design drawings to correct deficiencies. Concepts for traffic signal improvements and roundabouts were analyzed. Based on feedback from the PIOH a signalized intersection was selected as the appropriate project.
- Budget: \$2,580,000
- Construction Complete Spring 2021



TS137 Johnson Ferry Rd at Glenridge Sidewalk Connector

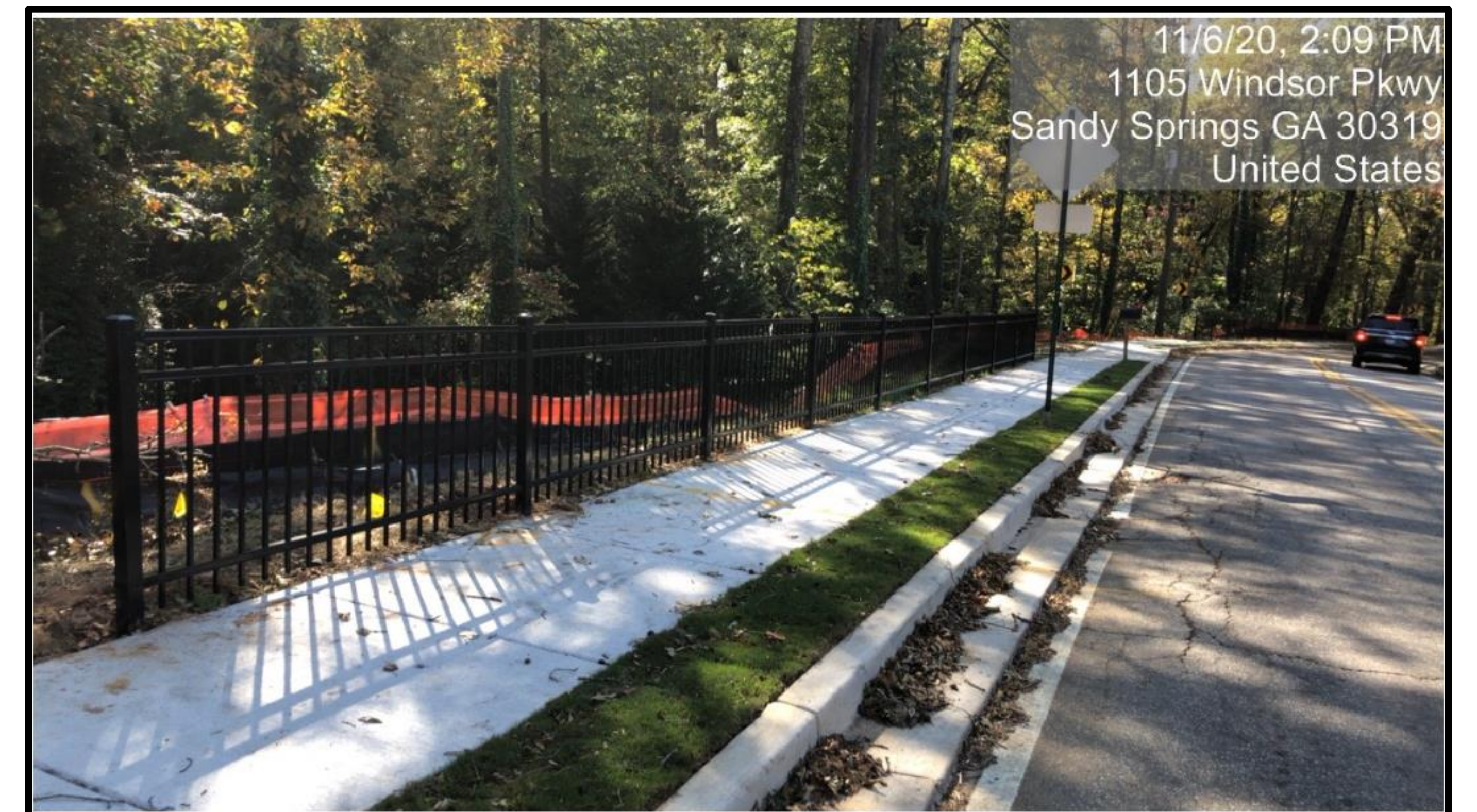
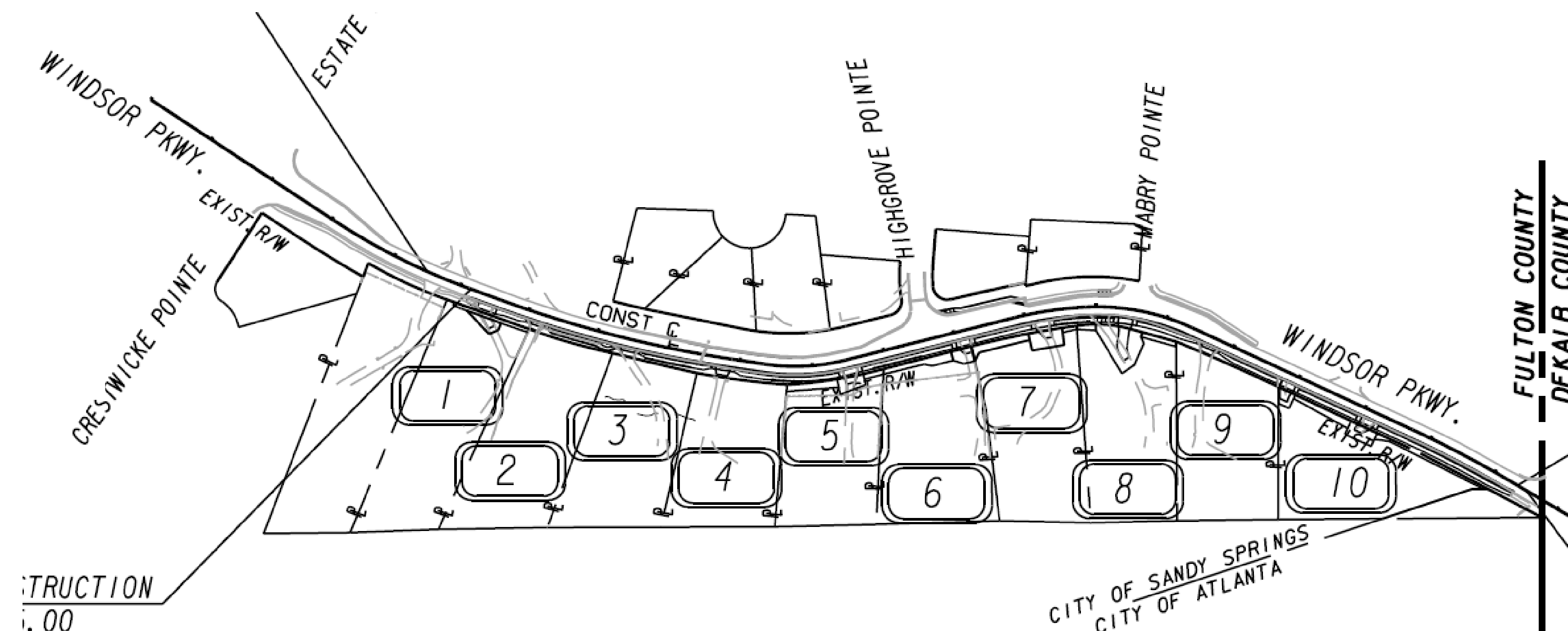
- Construction Complete
- Trees will be planted by Rec & Parks in late January 2021



TS164 Windsor Parkway Sidewalk

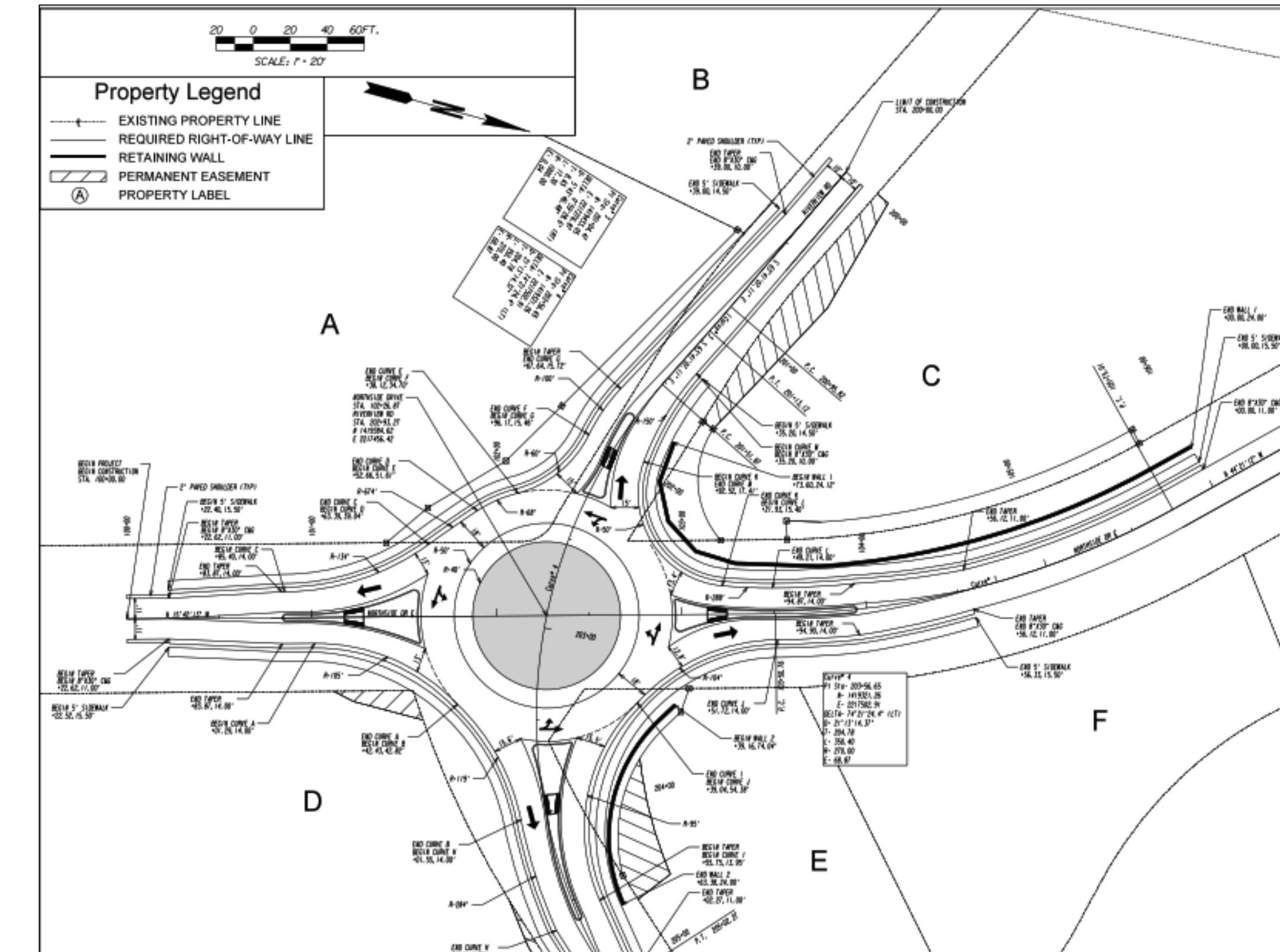
District 5

- Completed December 2020



TS106 Northside Drive @ Riverview/Old Powers Ferry – Traffic Efficiency

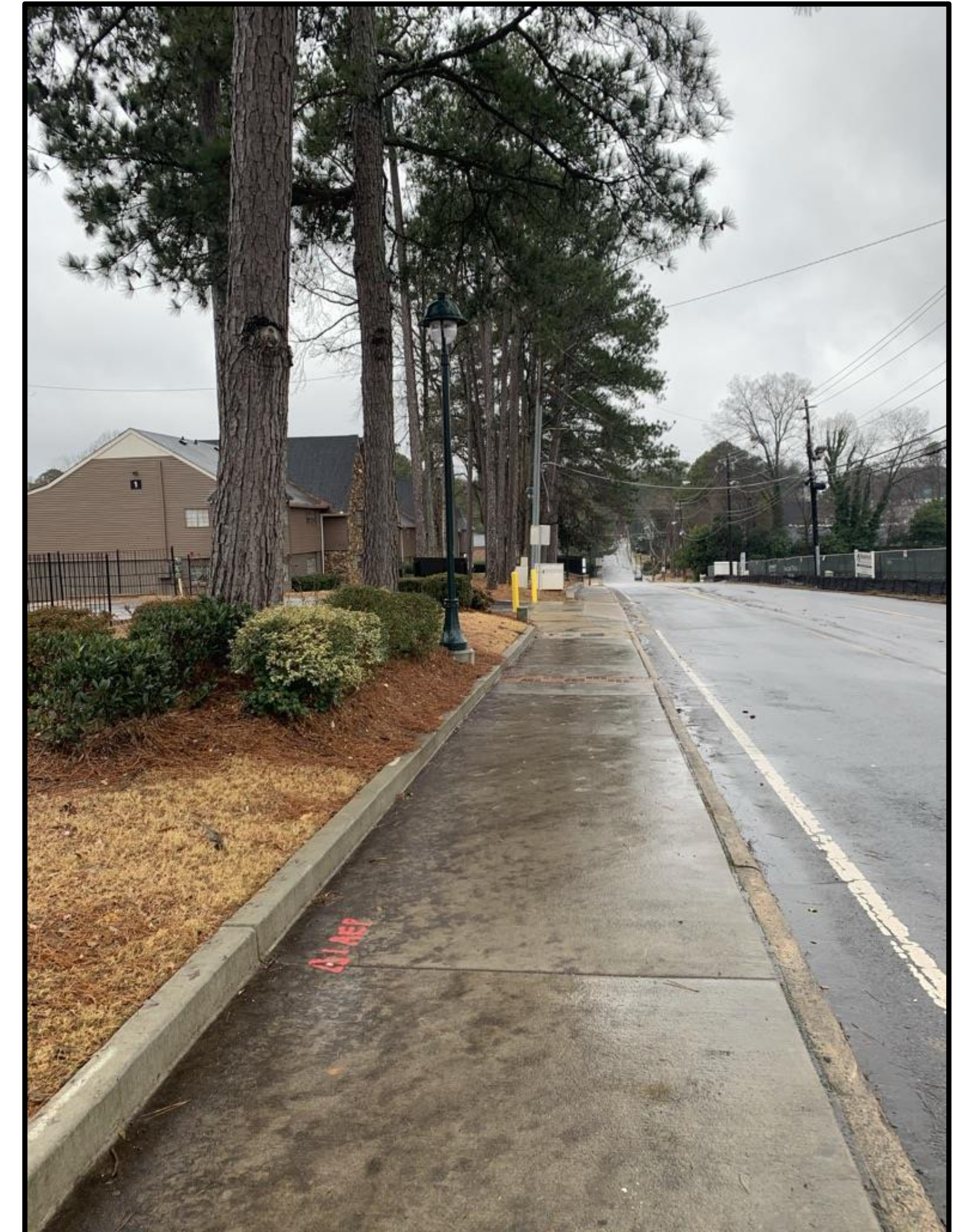
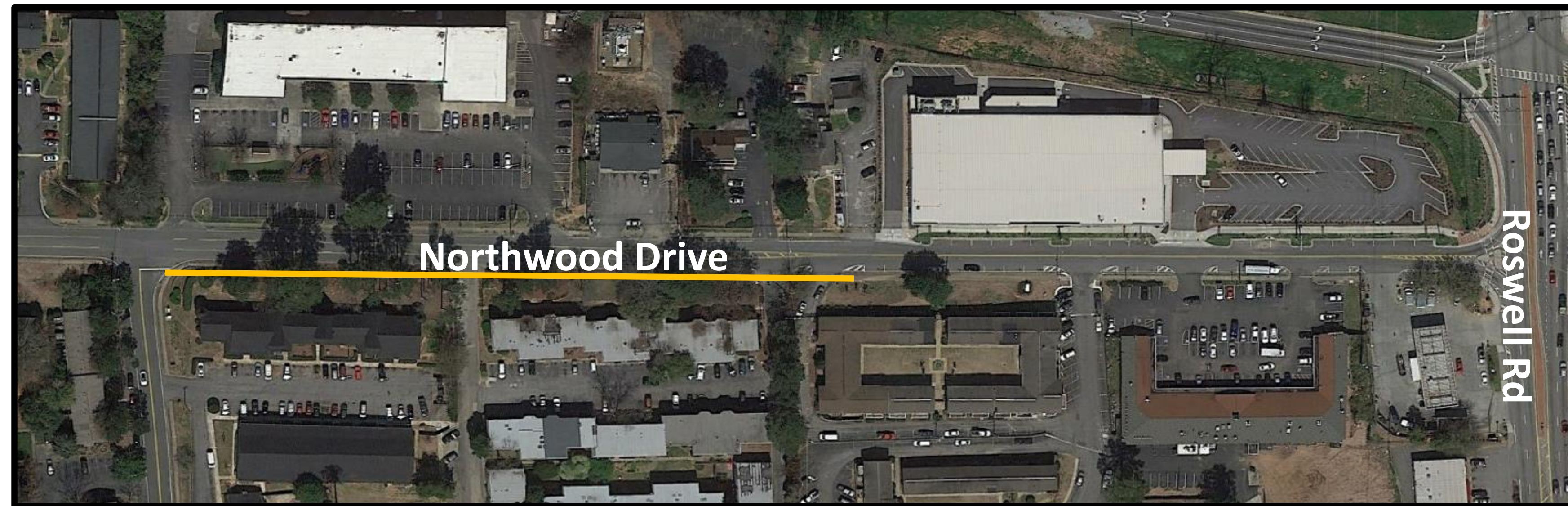
- The project consists of intersection improvements at the intersection of Northside Drive at Old Powers Ferry-Riverview Drive. The selected solution is a roundabout to realign the intersection and improve overall safety including sight distance.
- Budget: \$2,950,000
- ROW underway
- Construction Summer 2021, Duration 12 months



TS165 Northwood Drive Sidewalk Kingsport Dr to Ex. Sidewalk

District 6

- Completed January 2019





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