



SANDY SPRINGS

CITY MANAGER'S OFFICE

2023 CITY COUNCIL RETREAT

Monday, January 30, 2023 – 9:00 a.m.

City Springs – Terrace Meeting Room

1 Galambos Way, Sandy Springs, GA 30328

Live Stream: www.youtube.com/@CityofSandySprings

I. Opening Remarks and 2022 Year in Review Recap

(Presented by Eden E. Freeman, City Manager)

II. Priorities Review and Discussion

(Presented by the City of Sandy Springs Senior Leadership Team)

- A. Set the standard for excellence in CUSTOMER SERVICE and CITIZEN ENGAGEMENT
- B. Deliver the highest quality PUBLIC SAFETY services
- C. Enhance multi-modal TRANSPORTATION ACCESSIBILITY and maintain high COMMUNITY APPEARANCE standards

Morning Break

- D. Create and support targeted ECONOMIC DEVELOPMENT opportunities, with an emphasis on the NORTH END
- E. Provide inclusive and diverse RECREATIONAL and CULTURAL ENRICHMENT
- F. Promote SUSTAINABLE GROWTH and foster ENVIRONMENTAL STEWARDSHIP
- G. Ensure long-term WATER RELIABILITY for all residents and the business community
- H. Council Discussion

Lunch

III. CIP Process Review

(Presented by William H. Martin, Jr., AIA, Public Works Director)

IV. Customer Service and Community Engagement Strategies

(Presented by Kristin Byars Smith, Assistant City Manager and Andrew Allison, Communications Director)

V. MARTA Major Projects and Operations

(Presented by Colleen Kiernan, Assistant General Manager of External Affairs, MARTA)

Afternoon Break and CIP/TSPLOST Walkthrough

VI. Financial Health of the City

(Presented by Doug Gebhardt/Courtney Rogers, Davenport & Co.)

VII. Development Code

(Presented by Kristin Byars Smith, Assistant City Manager, Christy Dodson, Associate Principal, Code Studio, and Lee Einsweiler, Founding Principal, Code Studio)

VIII. Council Discussion

Adjourn

2023 Council Retreat

January 30, 2023



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Council Retreat Agenda

Estimated Time	Agenda Item
9:00 a.m.	I. Opening Remarks and 2023 Highlights
9:10 a.m.	II. 2023 Priorities Review
	<i>Morning Break</i>
	2023 Priorities Review
12:10 p.m.	<i>Lunch</i>
12:40 p.m.	III. CIP Process Review
1:10 p.m.	IV. Customer Service and Community Engagement Strategies
1:55 p.m.	V. MARTA Major Projects and Operations
2:25 p.m.	<i>Afternoon Break and CIP/TSPLOST Walkthrough</i>
2:45 p.m.	VI. Financial Health of the City
3:15 p.m.	VII. Development Code
4:45 p.m.	Council Discussion

2022 Sandy Springs Highlights

2023 Proposed Priorities



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**CUSTOMER
SERVICE & CITIZEN
ENGAGEMENT**

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



2022 Accomplishments

- Enhanced Livestreaming of City Public Meetings
 - On Demand Closed Captioning
- Open Records Request Workflow Tool Upgrade
- Customer Service Satisfaction Survey
- Local Option Sales Tax Educational Campaign
- Permitting Process Improvements

2022 Citizen Engagement Activities



Roswell Road Access
Management Plan



Next 10 Draft
Comprehensive
Plan



City Springs
Master
Plan Update



North End Traffic
Safety Analysis



Old Riverside Park
Master Plan



Annual Business
Community Survey



Windsor Meadows
Park



Customer Service
Satisfaction Survey



Roswell Road
Transit Access

2023 Initiatives

- Records Management
- City Website Enhancements
- Broaden Opportunities for Citizen Engagement
- Citywide Staff Education
- Continue Customer Satisfaction Assessments
- Implement Over the Counter Permit Process

Sandy Springs Call Center



48,052

Calls Handled



1,845

Chats Handled



143 seconds

Average Handle
of Time



24 seconds

Average Speed
of Answer

Top Contact Reasons

1. Building & Permitting
2. Police
3. Alarms (Residential & Commercial)
4. Revenue
5. Recreation & Parks

PUBLIC SAFETY

**Deliver the highest
quality PUBLIC
SAFETY services**



2022 Accomplishments

- Fire Station 2 Completion
- County Hazard Mitigation Plan
- EOP and COOP Revision and Adoption
- Community Events and Outreach
- Crime Reduction Initiatives
- Strengthened partnerships with private and public schools
- Recruitment and Retention

36%
REDUCTION
IN CRIMES
AGAINST PEOPLE
Compared to 2021

CALLS FOR SERVICE



2023 Initiatives - SSPD

- Community Engagement
- Officer Mental, Physical, and Financial Fitness
- Reduce the Number of Injury Crashes and Aggravated Assaults
- Continue Focusing on Retention and Recruitment
- Begin Construction of the Police Headquarters and Municipal Court Complex

2022 SSPD COMMUNITY EVENTS AND CLASSES



Women's Self Defense Class



Public Handgun Safety Classes



Citizens Police Academy



Coffee with a Cop



National Night Out



Pizza with a Cop



Citizen Response to
Active Shooter (CRASE)



Drug Take Back Day

2023 Initiatives - SSFD

- Resilient Workforce
- Mutual and Automatic Aid Agreements
- EMS Operations
- Community Risk Reduction Strategy
- Emergency Preparedness and Community Outreach
- Enhanced Interdepartmental Apartment Inspection Program



**TRANSPORTATION
ACCESSIBILITY &
COMMUNITY
APPEARANCE**

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



2022 Accomplishments

- Capital Improvement Projects
 - Peachtree-Dunwoody at Telford Roadway Safety Improvements
 - Roswell Road at Glenridge Intersection Improvement
- TSPLOST
 - Interstate North Pkwy - Chattahoochee River to Northside Drive
 - Awarded Design Concepts for TSPLOST 2021 Sidewalk Program
 - Substantial Completion of Roswell Road at Grogans Ferry Road
- 1,135 Potholes Repaired
- 621 Sidewalk Repairs
- Awarded Six Multi-year Service Contracts

TSPLOST & CIP PROJECTS 2022



31

Projects in
Design



8

Projects in
Construction



15

Projects
Completed



20.86

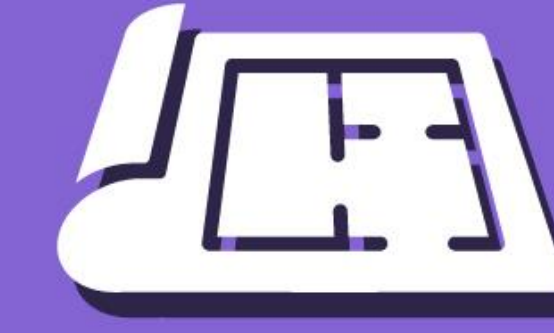
Miles Paved
in 2022

TRANSPORTATION ACCESSIBILITY & COMMUNITY APPEARANCE

2023 Initiatives

- Let 13 Projects for Construction
- Coordinate with GDOT on Bridge Enhancements
- Deliver Roadway Beautification Enhancements
- Identify and Implement Process Improvements
- Advance Capital Project Delivery with GDOT and PCID
- Deliver Capital Paving Program
- Expand Sidewalk Repair and Trip Hazard Removal
- Expand City-owned Fiber Network
- Construct Short-term Signal Upgrades
- Transportation Planning Initiatives

TSPLOST & CIP PROJECTS 2023



32

Projects in
Design



14

Projects in
Construction



21

Projects to be
Completed



16.34

Miles to be
Paved in 2023

TRANSPORTATION ACCESSIBILITY & COMMUNITY APPEARANCE

**Create and support
targeted ECONOMIC
DEVELOPMENT
opportunities, with an
emphasis on the
NORTH END**



2022 Accomplishments

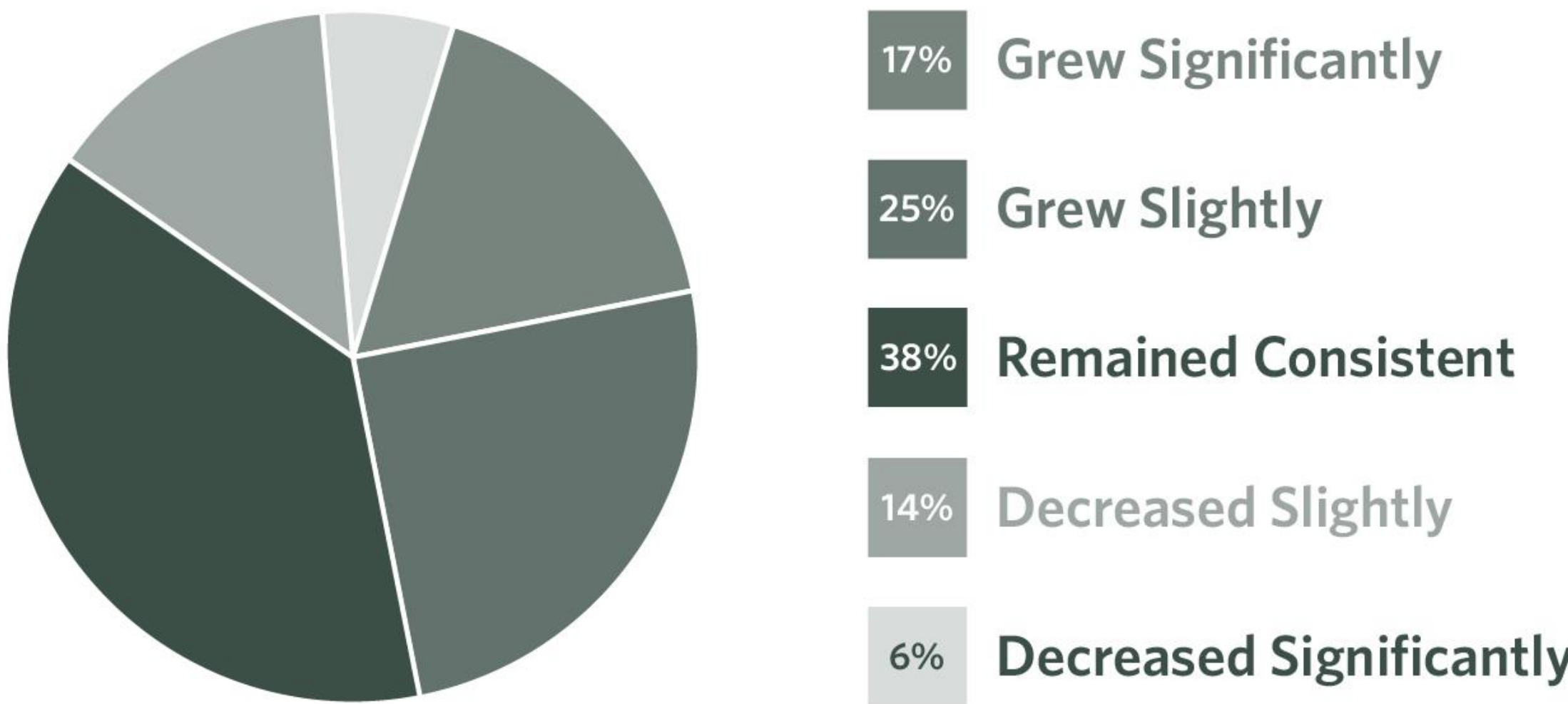
- City Springs Master Plan Update
- City Springs Phase II RFQ
- Know and Grow Small Business Education Program
- Expanded Local and Regional Partnerships
- Launched Inaugural Annual Business Community Survey
- Hosted First Career Fair

Business Survey Results

The survey showed that the majority of business owners felt the City of Sandy Springs provides a favorable environment for business to start, grow, and succeed



Over the last 12 months businesses reported they



2023 Initiatives

- City Springs Phase II Master Developer Selection
- Development Code Updates
- Initiate Design Guidelines Development
- Review and Update Incentive Policies
- Develop Select Sandy Springs Website
- Retail Recruitment Initiative
- Promote Redevelopment Opportunities in City Springs and North End
- Continue and Expand Partnerships
- Host Industry Roundtables
- Small Area Plan Updates

2022 Registered Businesses

5,775

Total
Businesses

88%

Small
Businesses

Top 5 Business Types

818

Professional
Practitioners

614

Insurance
Companies

697

Professional, Scientific,
& Technical Services

579

Other Services
(except Public Administration)

426

Real Estate Rental
and Leasing

RECREATIONAL &
CULTURAL
ENRICHMENT

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



2022 Accomplishments

- Expanded Marketing Efforts for CREATE Programming
- Expanded Attendance and Bookings at Signature Events and the Performing Arts Center and Conference Center
- Partnered with PFM to Enhance Bookings
- Trail Master Plan Segment 2A Groundbreaking
- Park Improvements and Enhancements
- Expanded Programming Opportunities and Increased Participation

Increases in Recreation Program Participation



2023 Initiatives - CREATE

- Broaden Diversity of Genres Presented in the Byers Theatre and Increase Ticket Sales
- Comprehensive Review of Operations
- Increase Memberships
- Relaunch Paver and Seat Back Donor Campaigns
- Increase Outdoor Space Activity
- Deliver Expanded Educational Programming through Outside Partnerships
- Complete Byers Theatre Acoustical Improvements



RECREATIONAL & CULTURAL ENRICHMENT

2023 Initiatives – R&P

- Old Riverside Park Design
- Trail Master Plan Implementation
- Identify Strategic Opportunities to Acquire Park Land
- Initiate Abernathy Greenway South Restoration
- Sandy Springs Tennis Center Operations
- Morgan Falls Athletic Complex Improvements
- Continue to Expand Programming
- Hammond Park Master Plan
- Abernathy Arts Center Operations and Facility Master Plan
- Morgan Falls Dog Park Master Plan



SUSTAINABLE
GROWTH &
ENVIRONMENTAL
STEWARDSHIP

Promote
**SUSTAINABLE
GROWTH & foster
ENVIRONMENTAL
STEWARDSHIP**



2022 Accomplishments

- Strengthened the Tree Fund Program
- Completed the Tree Canopy Study
- Mayor's Monarch Pledge
- Awarded 319(h) Grant and Completed Design for the Nancy Creek Improvements at Windsor Meadows Park
- Completed 12 Stormwater Construction Projects
- Commenced Municipal Separate Storm Sewer System Annual Reporting
 - Inspected Over 2,200 Stormwater Pipes, Ponds, Structures, and Outfalls



SUSTAINABLE GROWTH & ENVIRONMENTAL STEWARDSHIP

2023 Initiatives

- Deliver 12 Stormwater Projects
- Update Stormwater Management Plan
- Green Communities Recertification
- Create Environmental Stewardship Strategy
- Complete the Flood Vulnerability Study and Flood Resilience Plan
- Begin Construction of the Nancy Creek Improvements at Windsor Meadows Park
- Tree Canopy Study Update
- Partner with Keep North Fulton Beautiful on Enhancement Opportunities for the Sandy Springs Recycling Center
- Community Education Series



WATER RELIABILITY

**Ensure long-term
WATER RELIABILITY
for all residents and
the business
community**



History

- The intergovernmental agreements granted by Fulton County to Sandy Springs and Atlanta have expired. Georgia Law requires a City to have an IGA to do business outside its jurisdiction.
- 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 three times the cost of the delivery.

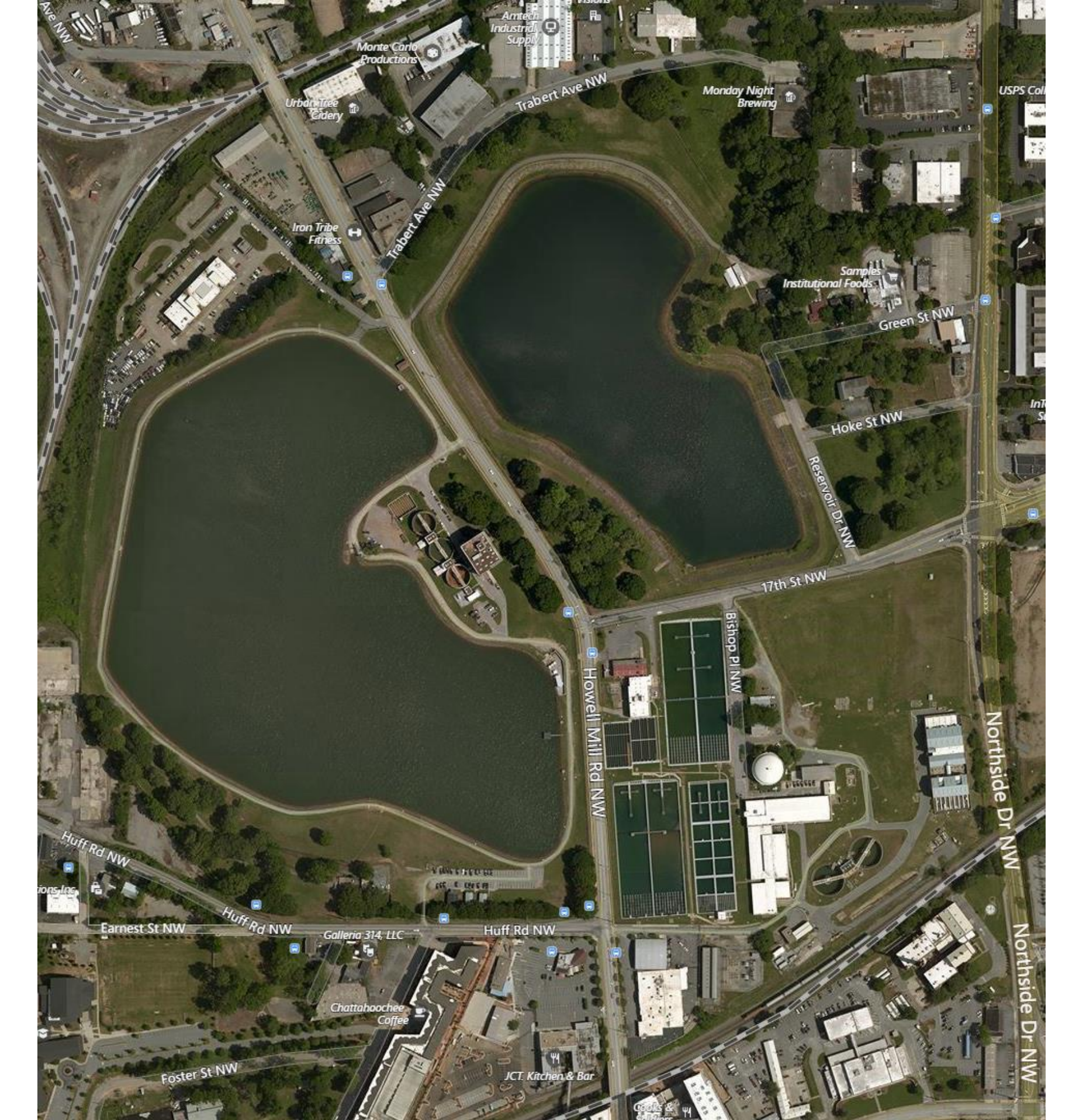


Photo of Roswell Road at Northridge, the site water main break. If this roadway is a regular route, please rethink your morning commute.



Findings and Conditions

- The COSS has developed through Hartman and Associates an in-depth evaluation and appraisal of the system operated in COSS. This entire study has been given to the COA.
- 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. COSS being the only user of this plant in the COA system.
- \$80,000,000 in immediate repairs and upgrades to current water treatment facilities is needed, according to expert review.
- COA cost analysis to determine the justified rate failed to consider that the water to COSS never enters the COA and many costs attributed to the in-town COA customers are not applicable to COSS.



Findings and Conditions

- COSS previously tried through Mayors and attorneys to resolve to no avail.
- The SDS law was enacted for just this situation, coordination of which government delivers which services and at what costs to the residents, avoiding redundancies.
- The cities of Fulton and Fulton County have not had a SDS update since 2009. COSS entered the litigation/arbitration process outlined in the SDS law.
- COA has indicated a willingness to settle all matters related to water delivery in COSS.



Findings and Conditions

- The COSS has negotiated with COA to consolidate the issues into the SDSA.
- The issues to be covered in the settlement
 1. No surcharge and adequate cost analysis to determine rates going forward
 2. Cooperative process to address water issues in COSS ROW, relocations, leaks, hydrants, etc.
 3. CIP per the expert analysis developed by COSS, the implementation may affect water rates
 4. Redundant source



Next Steps

- An outline of the four categories of the settlement have been delivered to COA and we are awaiting a response. Meetings indicate the COA Watershed is trying to coordinate the costing and the CIP portion.
- COA has begun to contract with a private vendor for the repairs and ROW restorations.

Quarterly Progress Report

Enhance multi-modal TRANSPORTATION ACCESSIBILITY & maintain high COMMUNITY APPEARANCE standards		Lead Department	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
Let for Construction Major TSPLOST and CIP Projects		Public Works				
TS106 Northside Drive @ Riverview/Old Powers Ferry	Q1					
TS108 Roswell Road @ Dalrymple Road – Traffic Efficiency	Q2					
TS111 Spalding Drive @ Pitts Road – Traffic Efficiency	Q1					
TS172 Brandon Mill (Lost Forest Dr. to Brandon Ridge Dr.)	Q3					
TS192 Mt. Vernon Highway Corridor Improvements	Q1					
TS191 Johnson Ferry Road @ Mt. Vernon Hwy Improvements	Q2					
S2104 Boylston Drive /Hammond Drive Intersection and Streetscape Improvements	Q3					
S2121 GA400 Multiuse Trail Extension	Q3					
T0033-7 CDBG Roswell Road Phase 2	Q3					
T0069 Peachtree Dunwoody – Windsor Fiber Project	Q2					
T0035 Chattahoochee Pedestrian Bridge support to City of Roswell Management Let	Q4					
T2307 Johnson Ferry Road Pedestrian Lighting Georgia Power Company begin installation	Q1					
T0034 Roswell Road at Glenridge Landscaping Project	Q2					
Coordinate with GDOT on Bridge Enhancements		Public Works				
Coordinate with GDOT to Begin construction S2131 I-285 Bridge Enhancements	Q3					
Coordinate with GDOT Begin construction of Roberts Drive Bridge	Q3					
Coordinate with GDOT Begin construction of Pitts Road Bridge	Q2					
Complete FY23 Bridge Maintenance and Repairs on 17 City owned bridges	Q4					
Deliver Roadway Beautification Enhancements		Public Works				
Right of Way Beautification of Johnson Ferry Road at Abernathy	Q1					
Sidewalk Cleaning Program to be completed in	Q3					
Wildflower Program to be completed in	Q4					
Northside Drive at I-285	Q2					
Advance Capital Projects with GDOT and PCID		Public Works				
Execute Project Framework Agreement with GDOT for Roswell Road North Boulevard	Q3					
Execute Project Agreement with PCID for Peachtree-Dunwoody LMC Project	Q2					
Deliver Capital Paving Program	Q4	Public Works				
Complete FY23 Capital Resurfacing project of 16.3 miles of City streets	Q4					
Maintain and Repair Sidewalk Network	Q4	Public Works				
Complete FY23 Sidewalk Maintenance and Trip Hazard Removal at 1,600+ locations	Q4					
Expand City Owned Fiber		Public Works				
Construct Public Safety Fiber project on Morgan Falls Road	Q2					
Undertake Fiber Design for Ring B – Pitts, Northridge, Spalding, and Roberts Drive	Q4					
Construct short-term signal upgrades with backplates, Flashing Yellow Arrow (FYA), and pedestrian improvements	Q3	Public Works				
Peachtree Dunwoody Road at Hollis Cobb/MARTA	Q3					
Johnson Ferry Road at Hollis Cobb complete	Q3					
Peachtree Dunwoody Road at Northside /St. Joseph's Hospital	Q3					
Transportation Planning Initiatives		Public Works				
Adopt Access Management Plan	Q2					
Undertake Powers Ferry Multimodal Circulation Study	Q2					
Participate in I-285/Roswell Road Innovative Intersection Study with GDOT Planning	Q4					
Conduct citywide traffic safety study	Q2					
Advance Long-term solution for Roswell Road/Abernathy Rd Intersection	Q2	Public Works				
Present options to Council Q2	Q2					
Maintain Compliance with Ga EPD MS4 Program Requirements	Q4	Public Works				
Complete annual reporting requirements to demonstrate compliance	Q4					
Maintain and Repair City Storm Water Management System	Q4	Public Works				
Complete programmed design and construction projects (3 per quarter)	Q4					



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CIP Process Review

2023 City Council Retreat

January 30, 2023



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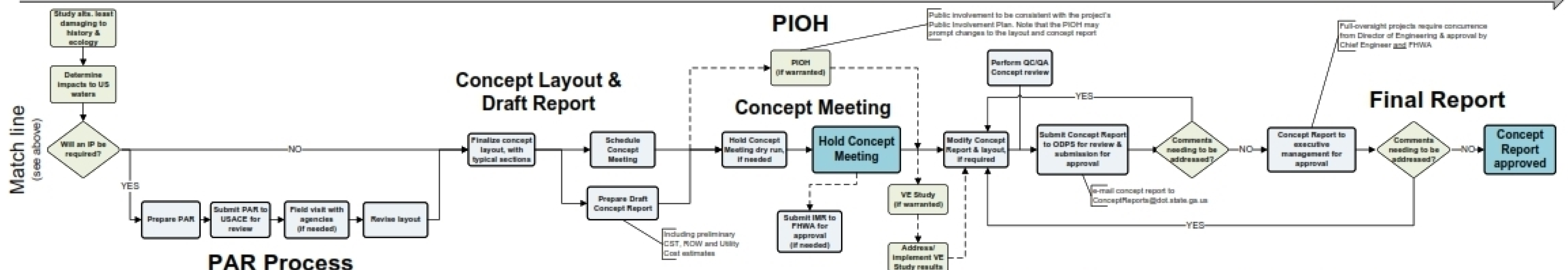
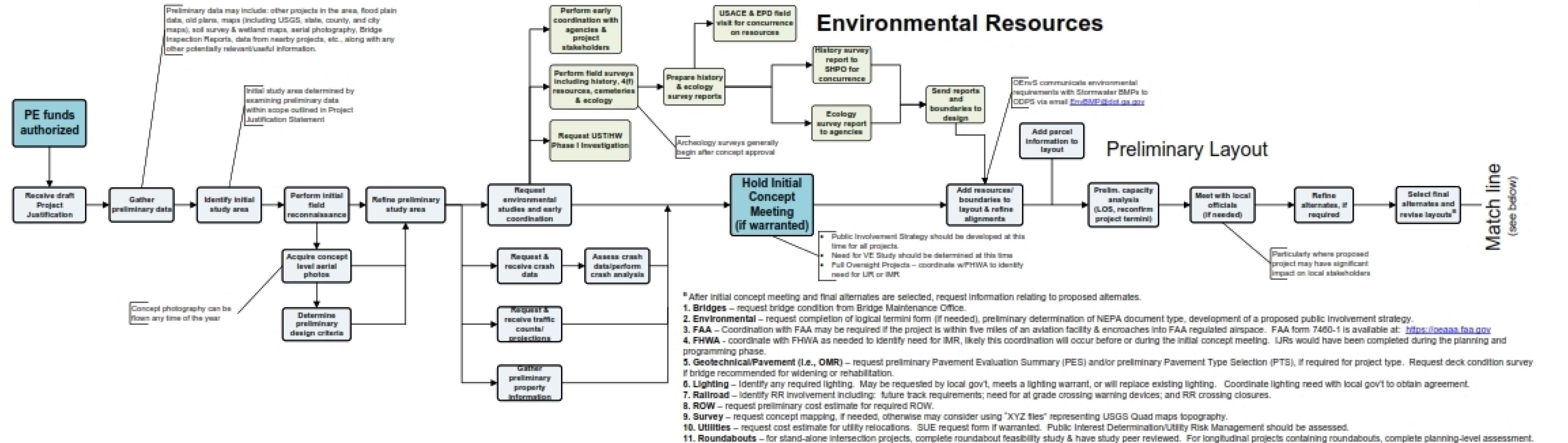
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COSS Capital Transportation Programs

- TSPLOST
 - 59 Active and Completed Projects
 - \$183M
- Capital Improvement Program
 - 13 Active Projects
 - \$32M
- Manage 72 projects valued at \$215M
- Largest program in City History

GDOT Plan Development Process

- Standard for Transportation Project Delivery in Georgia
- Overall Project Delivery Includes
 - Project Identification and Programming
 - Design
 - Right of Way
 - Utility Coordination
 - Construction
- Identifies Three Major Components of Design
 - Concept
 - Preliminary Design
 - Final Design



Note:

- This chart is intended to supplement the PDP by providing an overview the process for developing a concept for a roadway project having a new alignment component. Please refer to the PDP text for further details.
- The level of public involvement required can vary significantly between projects. The process shown here does not reflect the greater level of public involvement normally required for projects within MPOs or other sensitive areas.
- See the PDP text for specific requirements and objectives related to the project Design Data Book, Concept Meetings, Concept Reports and layouts, Public Meetings, etc.

List of Acronyms:

4(f) = Section 4(f) documentation
 DOE = Director of Engineering
 EPD = Environmental Protection Division of Department of Natural Resources
 FAA = US Federal Aviation Administration
 FEMA = Federal Emergency Management Agency
 FHWA = Federal Highway Administration
 HW = Hazardous waste
 IJR = Interchange Justification Report
 IMR = Interchange Modification Report

IP = Individual Permit
 L&D = Location and Design
 LOS = Level of Service
 MPO = Metropolitan Planning Organization
 NEPA = National Environmental Policy Act
 N&P = Need and Purpose
 OEnvS = Office of Environmental Services
 OOPS = Office of Design Policy and Support
 OMR = Office of Materials & Research
 PAR = Practical Alternatives Report
 PDP = Plan Development Process Manual

PE = Preliminary Engineering
 PIOH = Public Information Open House
 PM = Project Manager
 QA = Quality Assurance
 ROW = Right-of-Way
 RR = Railroad
 SHPO = State Historic Preservation Officer
 SUE = Overhead/Subsurface Utility Engineering
 USACE = US Army Corps of Engineers
 USGS = United States Geological Survey
 UST = underground storage tank

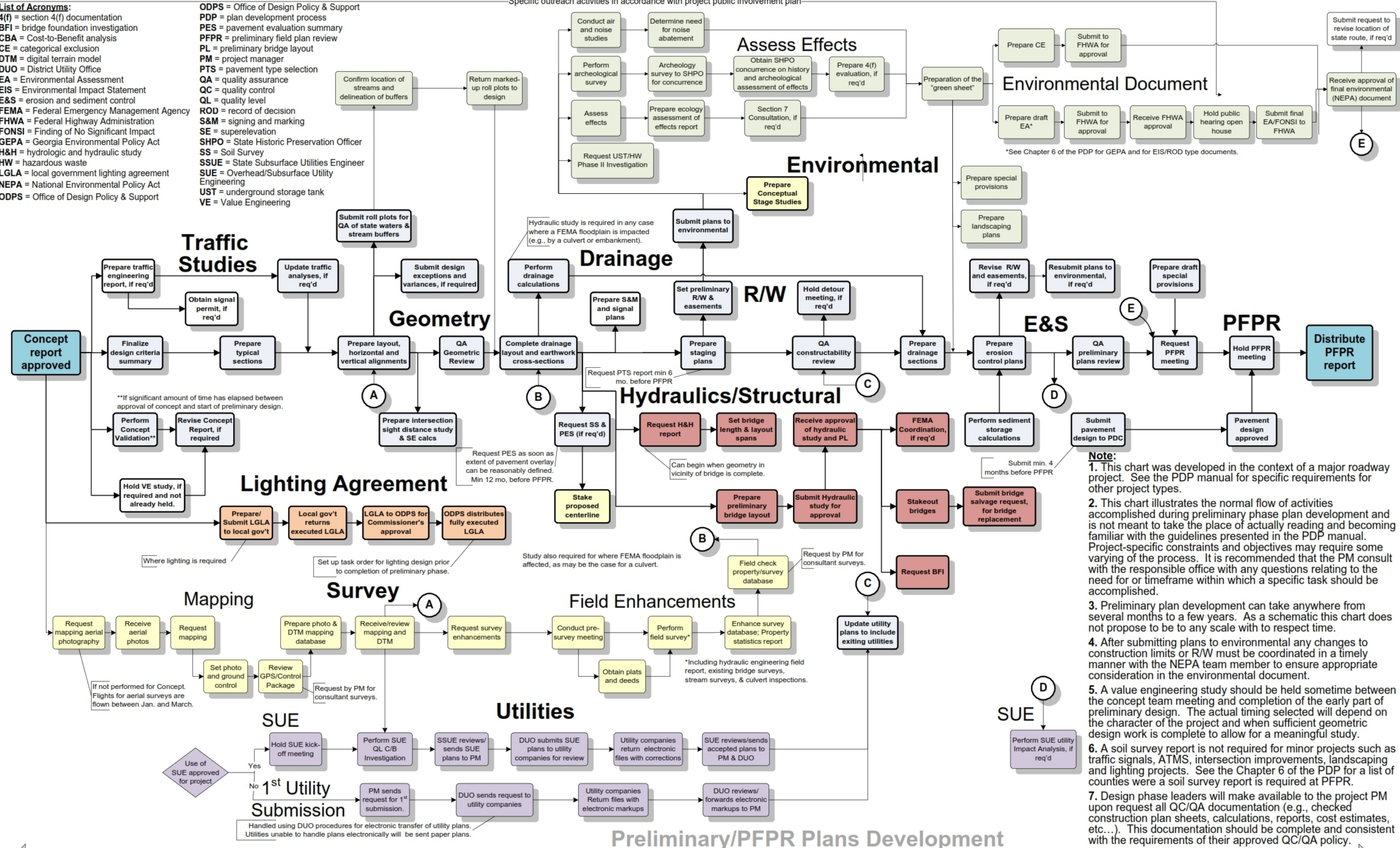
Preliminary Plan Development Process

List of Acronyms:

4(f) = section 4(f) documentation
BFI = bridge foundation investigation
CBA = Cost-to-Benefit analysis
CE = categorical exclusion
DTM = digital terrain model
DUO = District Utility Office
EA = Environmental Assessment
EIS = Environmental Impact Statement
E&S = erosion and sediment control
FEMA = Federal Emergency Management Agency
FHWA = Federal Highway Administration
FONSI = Finding of No Significant Impact
GEPA = Georgia Environmental Policy Act
H&H = hydrologic and hydraulic study
HW = hazardous waste
LGLA = local government lighting agreement
NEPA = National Environmental Policy Act
ODPS = Office of Design Policy & Support

ODPS = Office of Design Policy & Support
PDP = plan development process
PES = pavement evaluation summary
PFPR = preliminary field plan review
PL = preliminary bridge layout
PM = project manager
PTS = pavement type selection
QA = quality assurance
QC = quality control
QL = quality level
ROD = record of decision
S&M = signing and marking
SE = superelevation
SHPO = State Historic Preservation Officer
SS = Soil Survey
SSUE = State Subsurface Utilities Engineer
SUE = Overhead/Subsurface Utility Engineering
UST = underground storage tank
VE = Value Engineering

Specific outreach activities in accordance with project public involvement plan

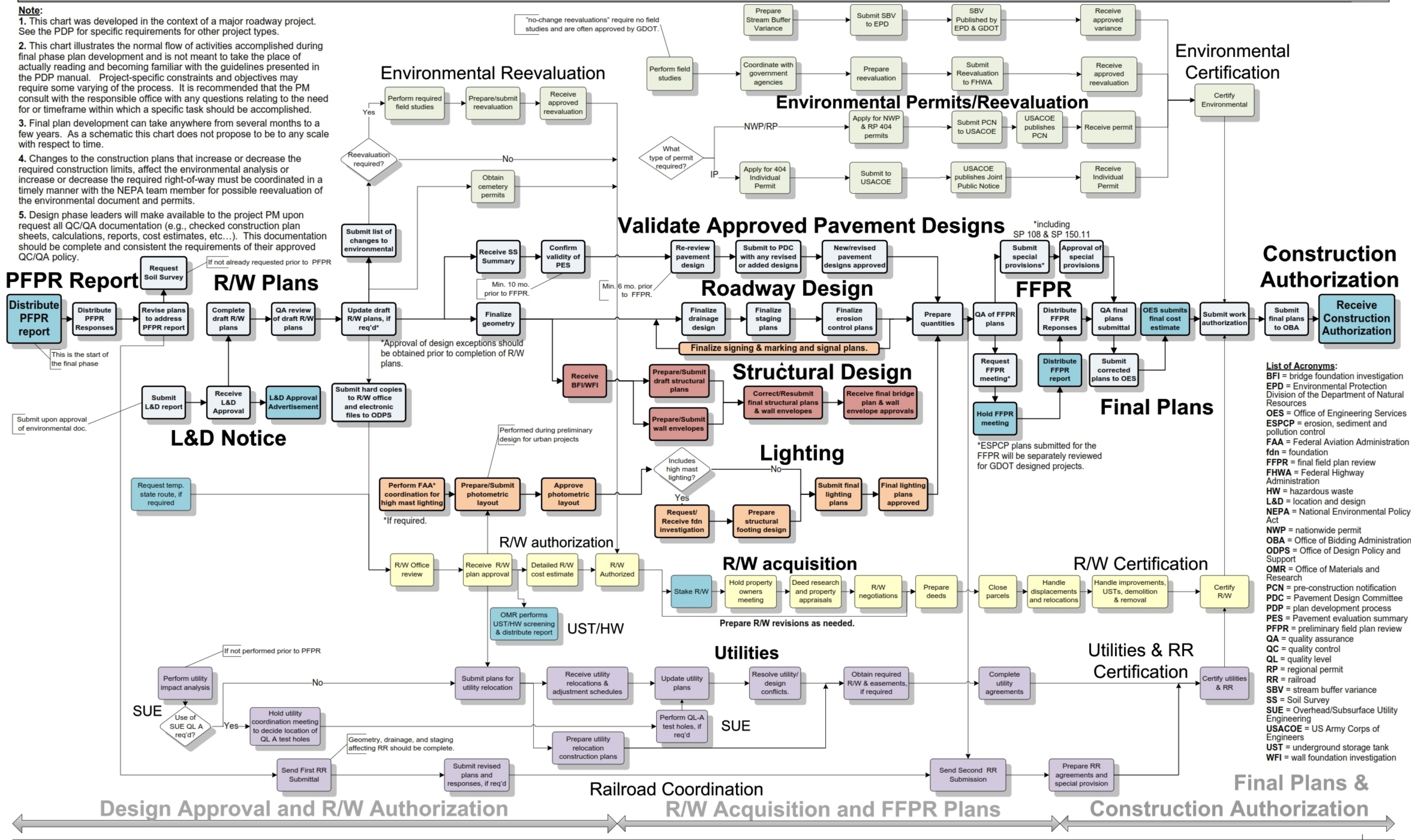


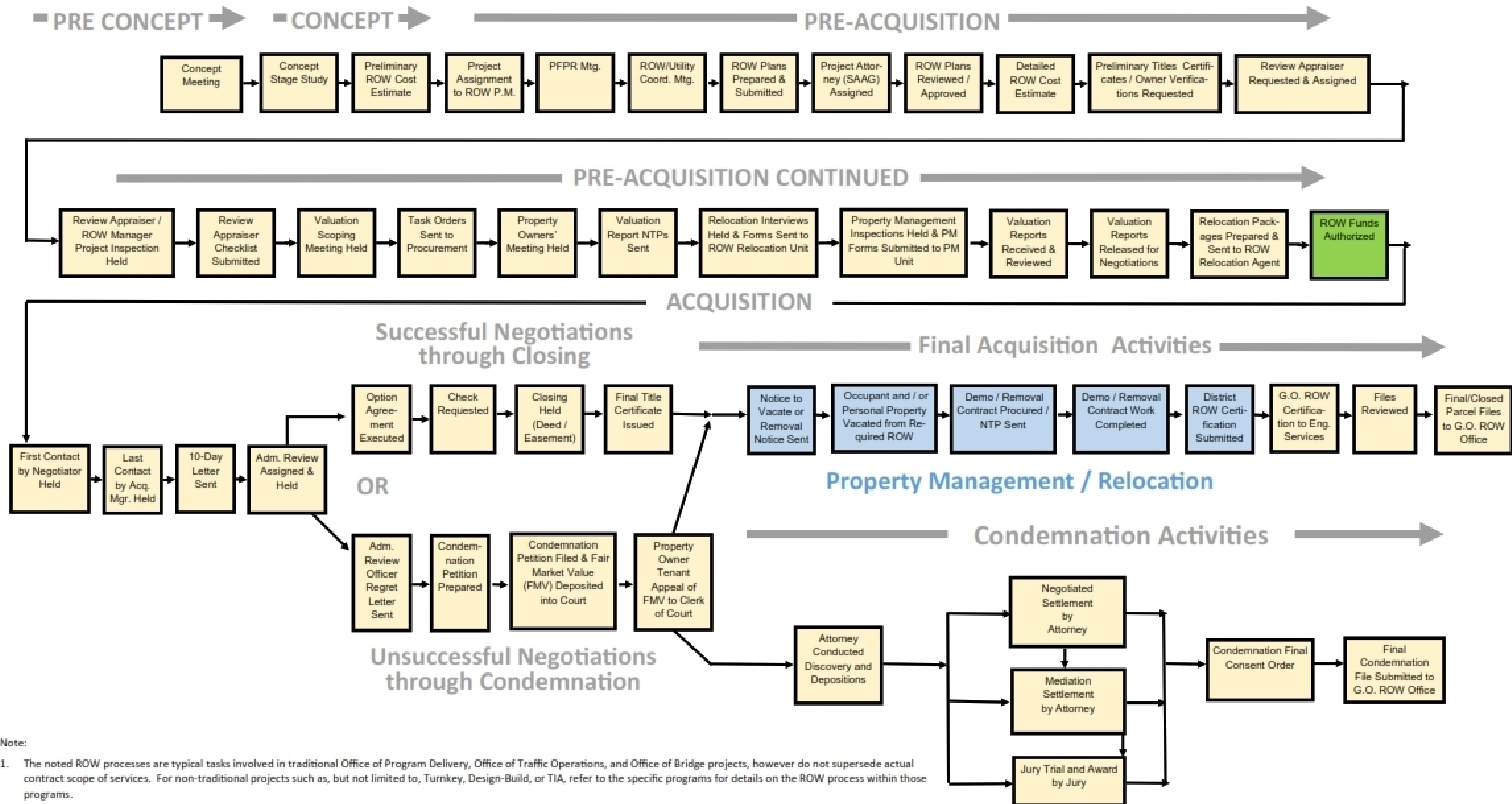
Preliminary/PFPR Plans Development

Final Plan Development Process

Note:

1. This chart was developed in the context of a major roadway project. See the PDP for specific requirements for other project types.
2. This chart illustrates the normal flow of activities accomplished during final phase plan development and is not meant to take the place of actually reading and becoming familiar with the guidelines presented in the PDP manual. Project-specific constraints and objectives may require some varying of the process. It is recommended that the PM consult with the responsible office with any questions relating to the need for or timeframe within which a specific task should be accomplished.
3. Final plan development can take anywhere from several months to a few years. As a schematic this chart does not propose to be to any scale with respect to time.
4. Changes to the construction plans that increase or decrease the required construction limits, affect the environmental analysis or increase or decrease the required right-of-way must be coordinated in a timely manner with the NEPA team member for possible reevaluation of the environmental document and permits.
5. Design phase leaders will make available to the project PM upon request all QC/QA documentation (e.g., checked construction plan sheets, calculations, reports, cost estimates, etc...). This documentation should be complete and consistent the requirements of their approved QC/QA policy.





Note:

1. The noted ROW processes are typical tasks involved in traditional Office of Program Delivery, Office of Traffic Operations, and Office of Bridge projects, however do not supersede actual contract scope of services. For non-traditional projects such as, but not limited to, Turnkey, Design-Build, or TIA, refer to the specific programs for details on the ROW process within those programs.
2. Project-specific constraints and objectives may require some varying of the process. Consultation with the Office of Right of Way is recommended with any questions relating to the need for or timeframe within which a specific task should be accomplished.
3. Changes to the construction plans that increase or decrease the required construction limits, affect the environmental analysis or increase or decrease the required right-of-way must be coordinated in a timely manner with the Environmental Analyst for possible reevaluation of the environmental document and permits.

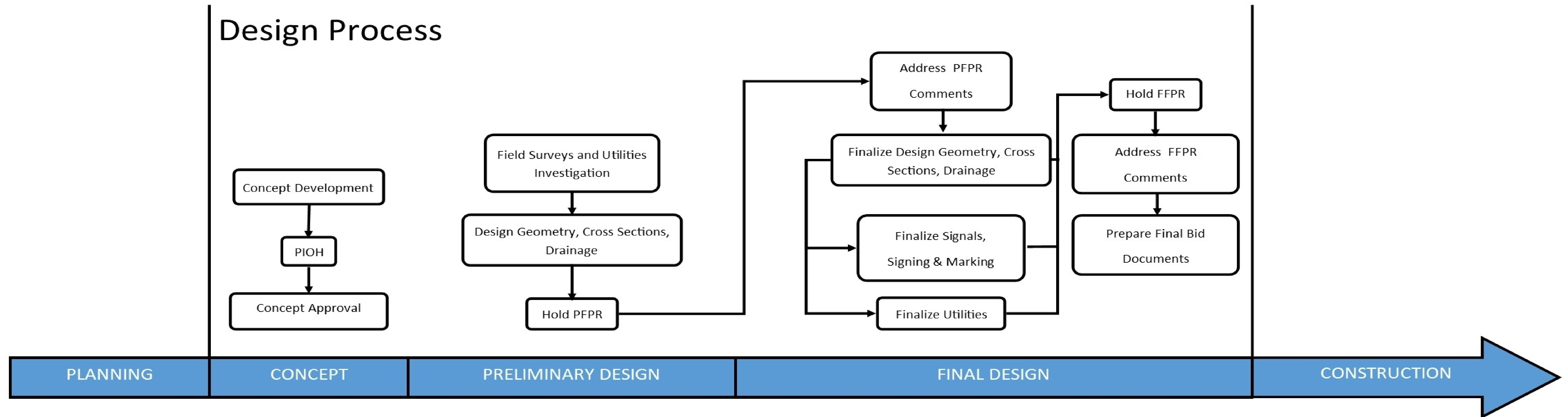
This flowchart is provided as a general guidance tool in conjunction with the PDP Manual and the Right of Way Manual. It does not supersede either document.

Last revised 8/5/2020

COSS Project Delivery Process

- Streamlined Version Of GDOT PDP
- Planning, Project Identification, Budgeting, and Programming
- Scope Development
- Consultant Procurement
 - Design via PDP
- ROW Acquisition
- Utility Adjustments
- Construction Procurement
- Construction Delivery

COSS Design Process



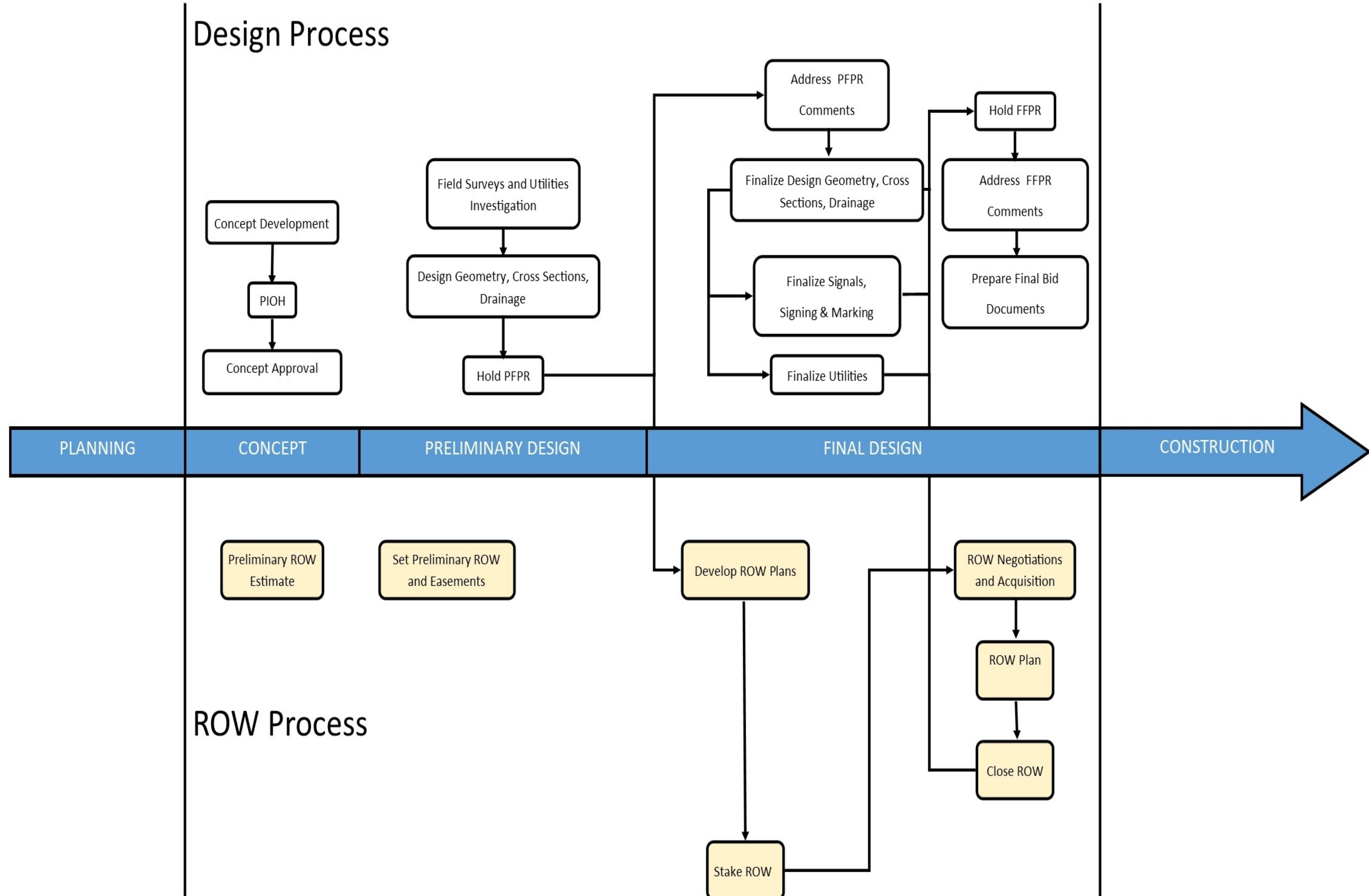
Project Delivery Challenges

- Manage to:
 - Approved Scope
 - Budget
 - Schedule
- Scope – Adjust per studies and other input
- Budget
 - Cost growth
 - Scope changes
- Schedule
 - ROW
 - Utilities
 - Scope changes
 - Managing multiple projects and associated schedules

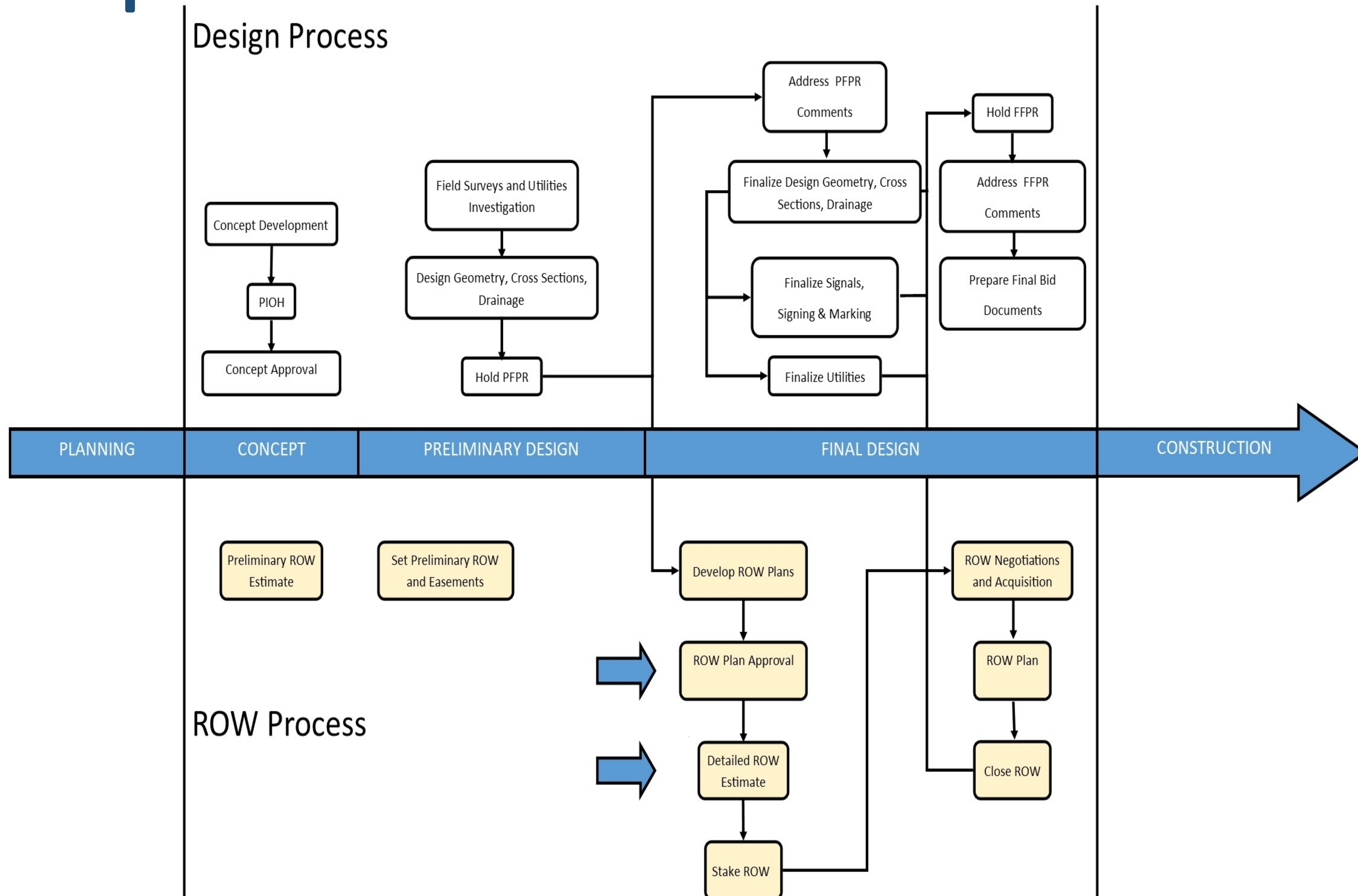
Responses to Project Delivery Challenges

- Scope
 - Increased emphasis on project scoping studies in advance of design procurement
 - Emphasis on supporting plans (Transportation Master Plan, Traffic Studies)
- Budget
 - Annual Cost Estimate Updates
 - Develop alternative funding sources (IIJA, GTIB, GDOT Programs, PCID)
- Schedule
 - Use on-call consultants where possible (reduce procurement schedule)
 - Added utility coordination staff (both staff and field coordination)
 - Added right of way staff (increase support to project teams)

COSS ROW Process



COSS Proposed ROW Process



Typical Project Delivery Services

* Denotes On Call

Consultant Service Support	Planning	Concept	Preliminary	Final	Construction
Transportation Planner	☑	☑			
Traffic Engineer	☑	☑	☑	☑	
Surveyor	☑	☑	☑	☑	☑
Roadway Design Engineer	☑	☑	☑	☑	
Utility Engineer			☑	☑	☑
Traffic Signal Engineer		☑	☑	☑	☑
Structural Engineer		☑	☑	☑	☑
Lighting Engineer		☑	☑	☑	
ROW Estimator		☑	☑		
ROW Appraiser			☑	☑	
ROW Cost to Cure Engineer			☑	☑	
ROW Negotiator				☑	
Landscape Architect		☑	☑	☑	☑
Construction Engineer Inspection					☑
Hydrology Engineer		☑	☑	☑	
Erosion & Sediment Control			☑	☑	☑
Materials Testing					☑

Next Steps in Improving Project Delivery

- Conduct Independent Assessment of Project Delivery Process
- Right of Way Process
 - Add Right of Way Plan Approval step to formalize review and acceptance of proposed right of way plans
 - Add Detailed Right of Way Cost Estimate to the Right of Way Plan Approval
 - Reduce schedule delays due to late plan changes from Right of Way revisions
- Project Controls Specialist
 - Currently over 59 projects being managed to delivery with an overall program value of \$189M
 - Project milestones
 - Consultants
 - Utilities
 - Right of Way
 - Adds ability to better create and track major project milestones
 - Aids in managing project schedules to available budgets
 - Add One Full Time Employee

Customer Service and Community Engagement Strategies

2023 City Council Retreat

January 30, 2023



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Customer Service Survey

Survey Overview

- Less than 2 minutes to complete
- What type of assistance?
- Were you satisfied?
- Who assisted you and would you recommend them?
- Optional comments, questions, and contact information

Customer Service Survey

Please select your date of service:

01/20/2023



MM/dd/yyyy

What type of assistance did you receive? *

☐ Fire Department

☐ Performances, Rentals, or Events

☐ Permitting

☐ Planning & Zoning

☐ Police Department

☐ Public Works

☐ Revenue

☐ Other

Were you satisfied with the service you received? *

-Select-



Based on your experience today, would you recommend the staff member who assisted you? *

☐ Definitely yes

☐ Somewhat yes

☐ Neutral

☐ Somewhat no

☐ Definitely no

What was the name of the staff member who assisted you?

Please provide any additional comments. If you have a specific question or need that requires a response, please include your name and contact information.

Submit

Survey Promotion

- QR code handouts and targeted signage within the Permitting and Revenue Lobby
- Automatically added to all City Staff email signatures



Kristin Byars Smith
Assistant City Manager
☎ 770-206-1407 M 770-375-1050
Kristin.Smith@sandyspringsga.gov
1 Galambos Way, Sandy Springs, GA 30328, USA



Participate in our [customer service survey](#).

PLANNING RESOURCES



PLAN SANDY SPRINGS
Discover where your project is allowed, which permits you need, and estimated cost.
spr.gs/plan



PERMITTING PROCESS
Learn about the permitting process.
spr.gs/permit



BUILD SANDY SPRINGS
Submit an application, pay permit fees, upload drawings for review, and request inspections.
spr.gs/build



MAKE AN APPOINTMENT
Make an appointment with City staff.
spr.gs/qless

SHARE YOUR THOUGHTS



CUSTOMER SERVICE SURVEY
Take our customer service survey.
spr.gs/customerservicesurvey

2022 Results

- 95% positive
- Noted that staff are courteous, professional, helpful, patient, knowledgeable, responsive, and pleasant

“John was very considerate to call me and give me an in-depth explanation of what was being done to rectify the issue I reported to his department.”

“Fast response, professional, pleasant, very well informed.”

“I consistently have exceptional service from the city planning and permitting employees. Even if they can't always resolve an issue, they are always pleasant and friendly and helpful.”

2022 Results

"In the last year we've done work in 14 counties and cities around the metro area. The experience I've had with Brenda Page and the permitting group has been wonderful... The level of cooperation has been fantastic and has exceeded all expectations. This level of cooperation and concern for the well-being of the process and the homeowner has also been delivered by other members of this department.

This is a great team that you have working here. They are a great model for level of customer service that should be mirrored by all departments."

Communications

Telling the Story of Sandy Springs

Customer Service is at the core of our city's mission. We believe that engaging the community through both traditional and non-traditional channels will help us tell the story of Sandy Springs.

Our goal is to tell the story of Sandy Springs through three key audiences:

- Sandy Springs Residents
- The Media
- Internal Stakeholders



Audience 1: Sandy Springs Residents

Strategies to Grow Engagement and Tell Our Story

- **Revamping “City News” on the City’s Website**
 - Rethinking the “City News” page on website to function as more of a “Newsroom”
- **Week in Review Video (Inside Sandy Springs)**
 - Providing residents with a video overview to see their city in action and to provide updates and news on events happening in Sandy Springs.
- **Social Media Strategic Plan**
 - Implementing and maintaining a consistent, accurate and entertaining social media presence.
- **Monthly Newsletter**
 - Including more engaging content and growing readership base.

City News

- Our goal as a communications office is to serve as an in-house newsroom for the City of Sandy Springs.
- We want to be proactive and give residents and the media a one-stop-shop for news.
- Rethinking what constitutes City News and organizing content designed for the media and content designed for citizens appropriately.
- Adding video



Current City News Layout

Social Media Strategy

- Social Media Strategic Plan
 - Adoption of a Social Media Plan that includes strategic goals
 - Plan to increase unified branding across City Department Social Media Pages
 - Implementing Social Media Posting Calendar
 - Providing Social Media Training to Departments
- City Council Meetings
 - Increasing transparency by announcing meetings on social media
 - Pushing out newsworthy Council items via press release/social media
- Inside Sandy Springs (video week in review)
 - Posted to all social platforms

Inside Sandy Springs (Video Week in Review)

- Branded as “Inside Sandy Springs”
 - Recapping the week’s news and events in Sandy Springs
- First launched on January 13, 2023
- Since inception, this series has resulted in increased engagement across all platforms
 - Instagram: 105% increase in engagement
 - Twitter: 11% increase in engagement
 - YouTube: 11% increase in impressions



Monthly Newsletter

- The Communications Department distributes a monthly newsletter of city news and events.
- Our distribution list is currently just over 5,000.
- Our goal is to grow distribution by 10% by the end of Q2
 - Tactic 1: Post segmented stories from the newsletter on social media and drive traffic back to the newsletter/website.
 - Tactic 2: Include video updates and additional photography.
 - Tactic 3: Advertise newsletter on social media and in Inside Sandy Springs.
 - Tactic 4: Rethink newsletter content.

Public Meetings

- During 2022, our office helped facilitate public meetings to solicit citizen feedback on projects, including:
 - Roswell Road Access Management Plan
 - City Springs Master Plan Update
 - North End Traffic Safety Analysis
 - Old Riverside Park Master Plan
 - Windsor Meadows Park Enhancements
- This year we added Xanthe Tilden to the team, who will assist in bilingual outreach.
 - Tailoring audience-specific messages and video updates in Spanish
 - Providing translation services to neighborhood meetings

Audience 2: The Media

- Direct Relationships
- Press Releases
- Providing Background Information
- Facilitating Interview/Statement Requests
- Proactive Pitching of Newsworthy Events
 - In conversations with reporters, they want to be notified ahead of time of important stories, rather than at the last minute or after the fact.
- Utilization of Public Relations Firm to Expand Media Coverage

Public Relations

- Partnered with Visit Sandy Springs to engage public relations services from TK Public Relations
- Secure earned media coverage
 - Clients see an average of 52 national earned media placements annually
- Phase I: Development of 12-month strategic PR plan



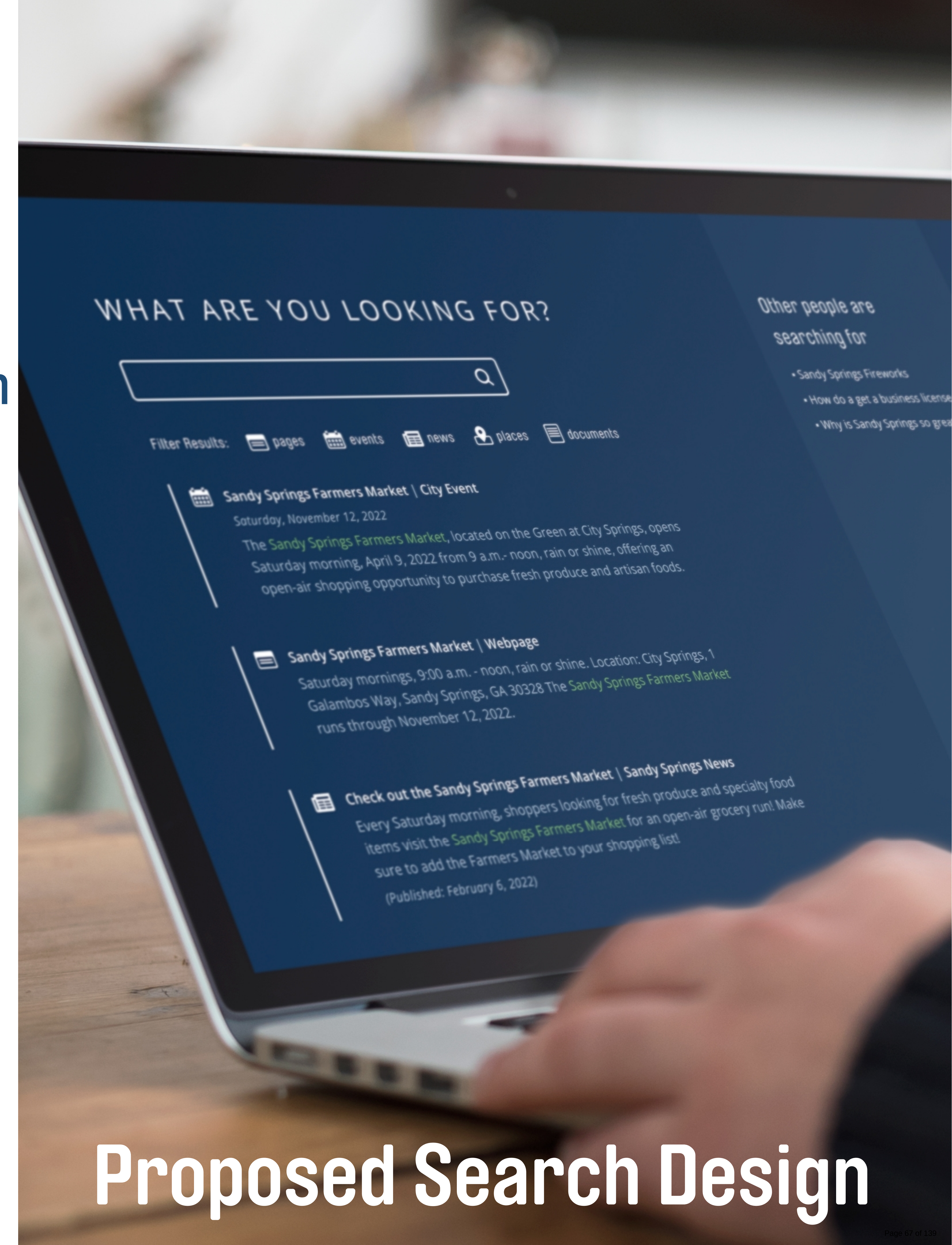
Audience 3: Internal Stakeholders

- The Communications Departments also serves as an in-house creative marketing agency and assists other city departments with artwork, signage, and other printed and digital collateral.
- 2022 Completed Tasks: **1,150**
- Current Tasks in 2023: **246**



Unified Platform

- SandySpringsGA.gov and affiliated websites all operate under Unified Platform
- Improvements coming to SandySpringsGA.gov:
 - Improved Search Functionality
 - Phase 1: Redesign Search Interface (Currently Underway)
 - Phase 2: Search Integration with Civic Clerk
 - Embedding Live Video for Public Meetings
 - SandySpringsGA.gov/stream



Proposed Search Design

Internal Goals

- 12-month Strategic Communications Plan (Q1)
- Phase 1 of website search project completed (Q1)
- Rollout social media and website training for staff (Q1)
- Increase monthly newsletter subscriptions by 10% (Q2)
- Identify target areas and develop public relations campaign strategy with TKPR (Q2)
- Increase social media following across all platforms by 10% (Q4)



SANDY SPRINGS CITY COUNCIL RETREAT

Colleen Kiernan
AGM External Affairs

January 30, 2023



Overview

- MARTA Today
- Lines & Dots
- Innovation & Modernization





MARTA TODAY

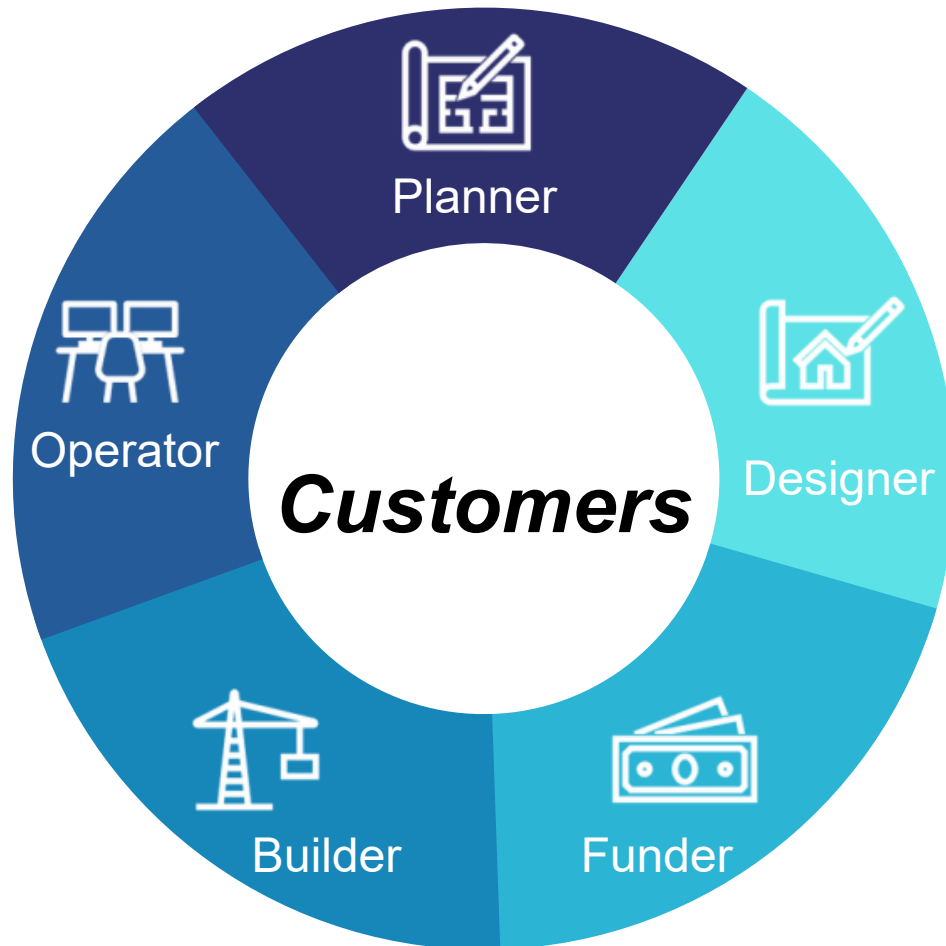
To Ellis Street

EXIT

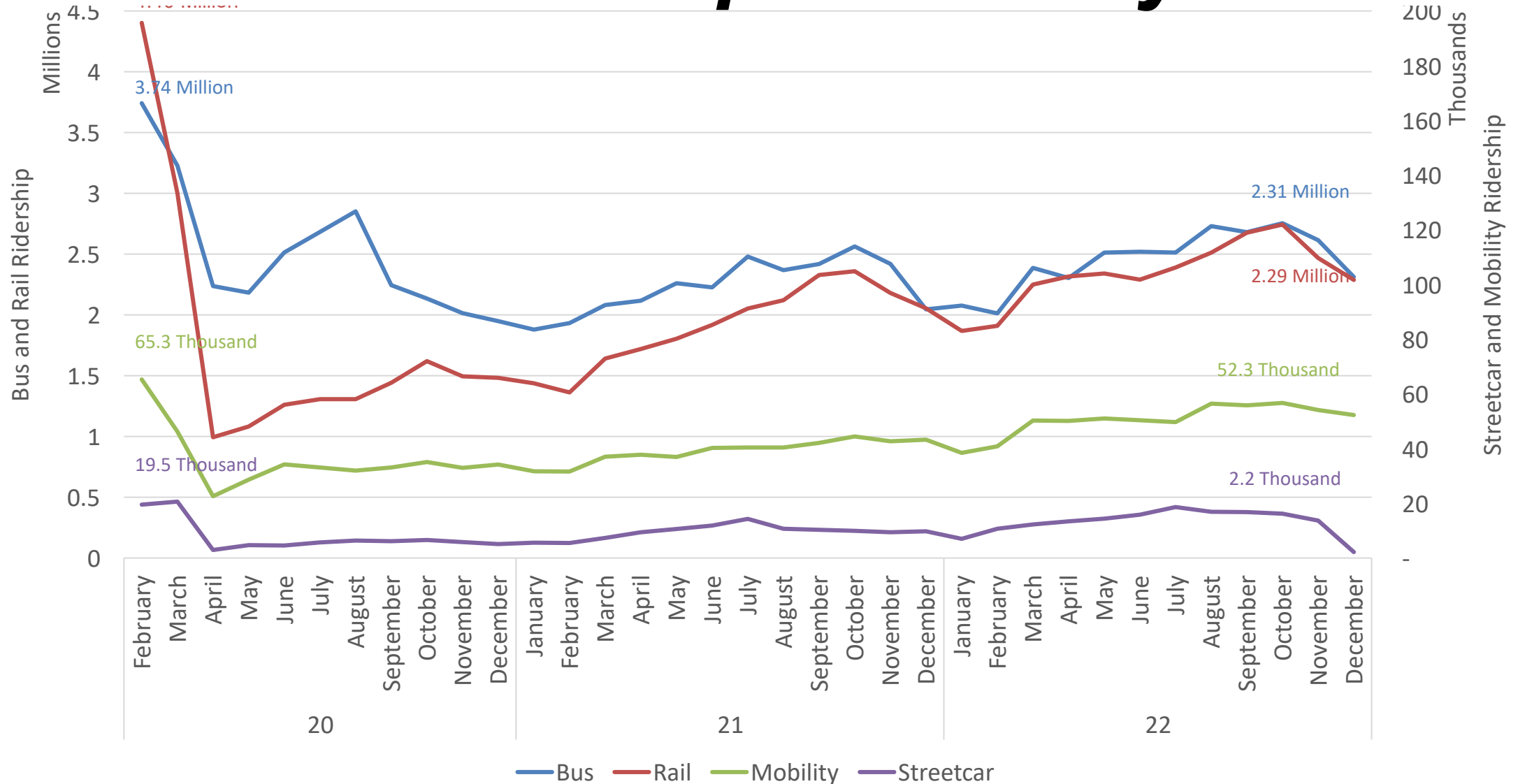
Southbound

To Five Pts, Airport

MARTA At a Glance

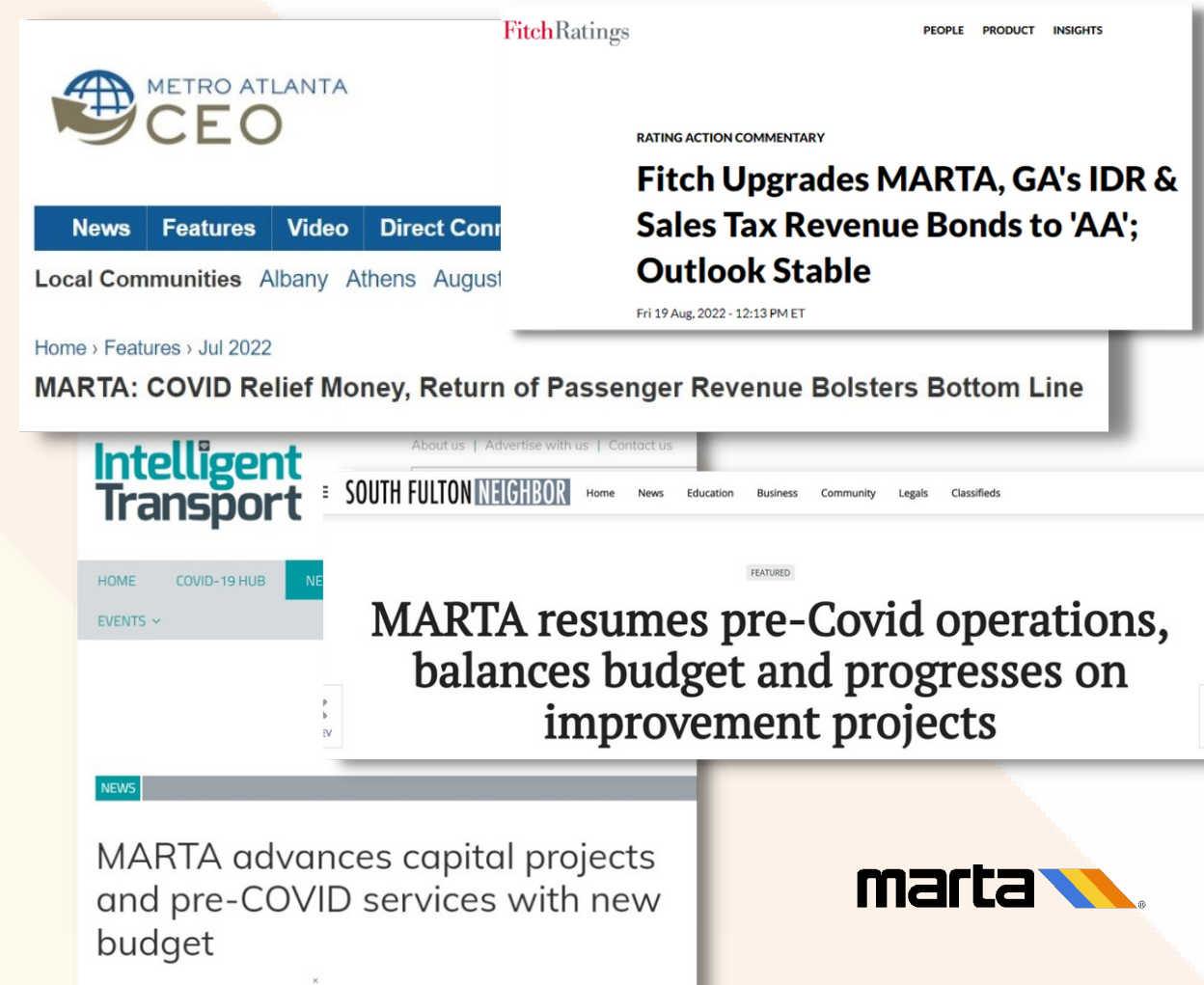


Ridership Recovery



Responsible Financial Management

- Over \$550 million FY23 Capital & Expansion Project Budget
- 160+ Active Capital Projects
- No Fare Increase in 11 Years



Over \$100M Committed Federal Support



\$33M

Bus & Bus Facilities Grant & Earmark
Clayton Operations & Maintenance and
Police Facility

\$29.4M

Low or No Emissions Grant & Earmark
Electric Buses

\$25M

RAISE Grant
Five Points Transformation

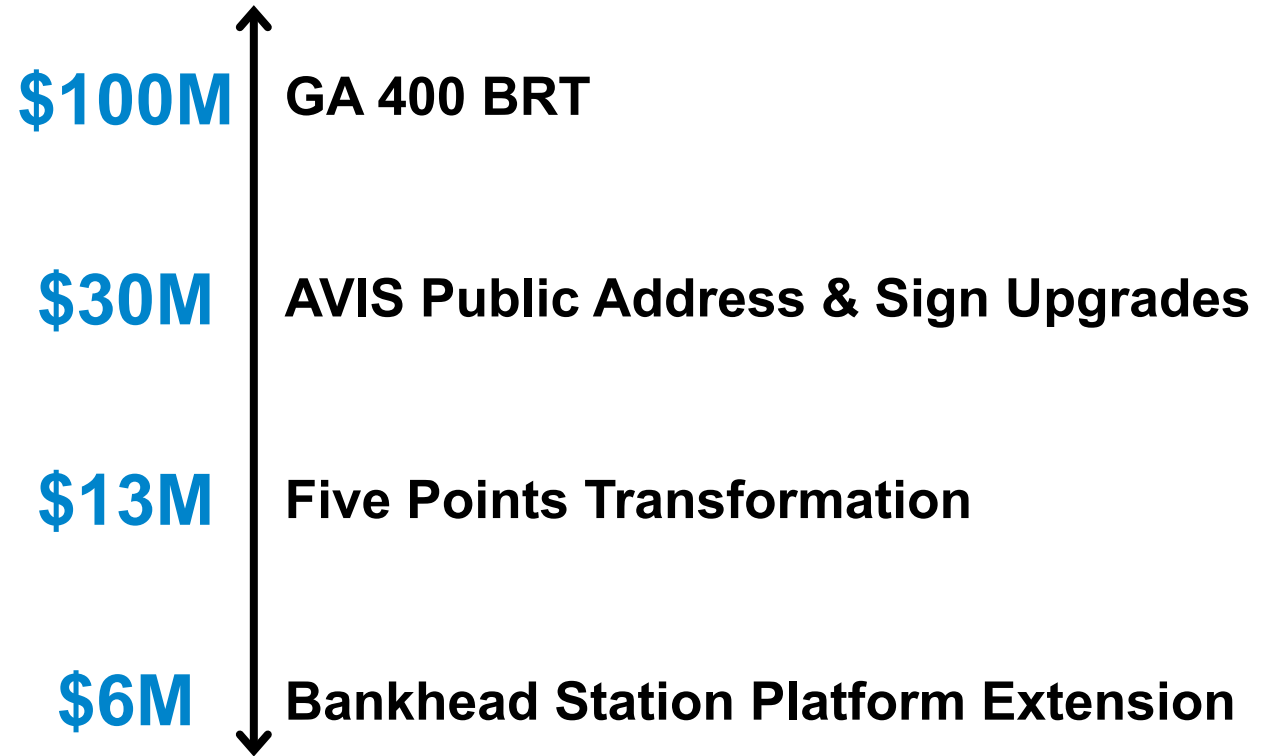
\$12.6M

Tiger Grant
Summerhill BRT

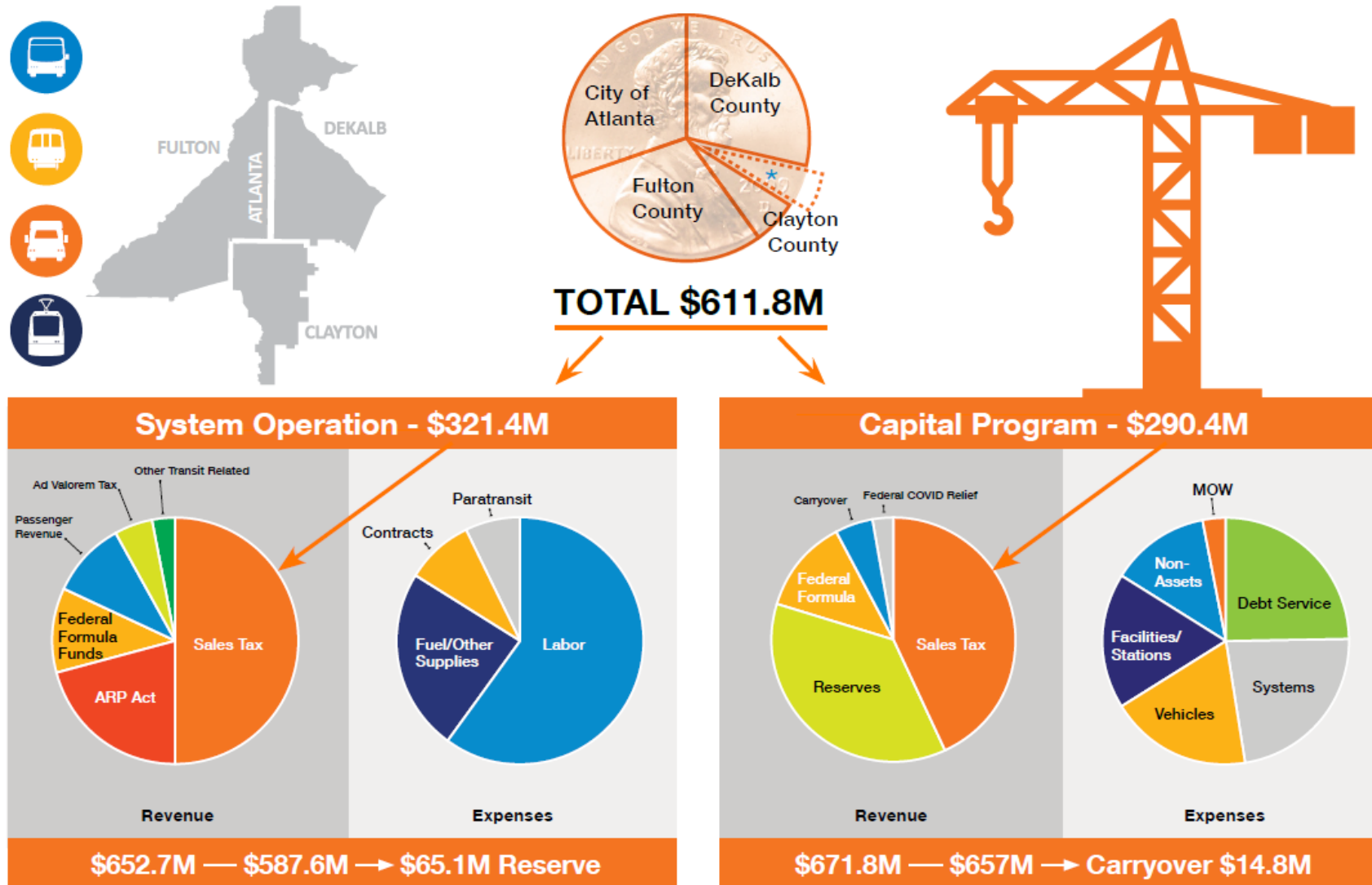
\$1M

Congressional Earmark
Brookhaven Station

Historic Investment at State Level



Local Funding - Core Penny



**Half of the Clayton County sales tax is set aside in escrow until high capacity transit is built (14th Amendment)*

↶ N. Parking

To Street

Visit The Fresh MARTA Market

WEST END - TUESDAYS
May 2 - Nov. 28 • 3:00-7:00 p.m.

H.E. HOLMES - WEDNESDAYS
May 24 - Nov. 29 • 3:00-7:00 p.m.

COLLEGE PARK - THURSDAYS
May 25 - Nov. 30 • 3:00-7:00 p.m.

FIVE POINTS - FRIDAYS
May 12 - Dec. 1 • 3:00-7:00 p.m.

Cash, Credit, EBT/SNAP Accepted

managed by

ORGANIX MATTERS

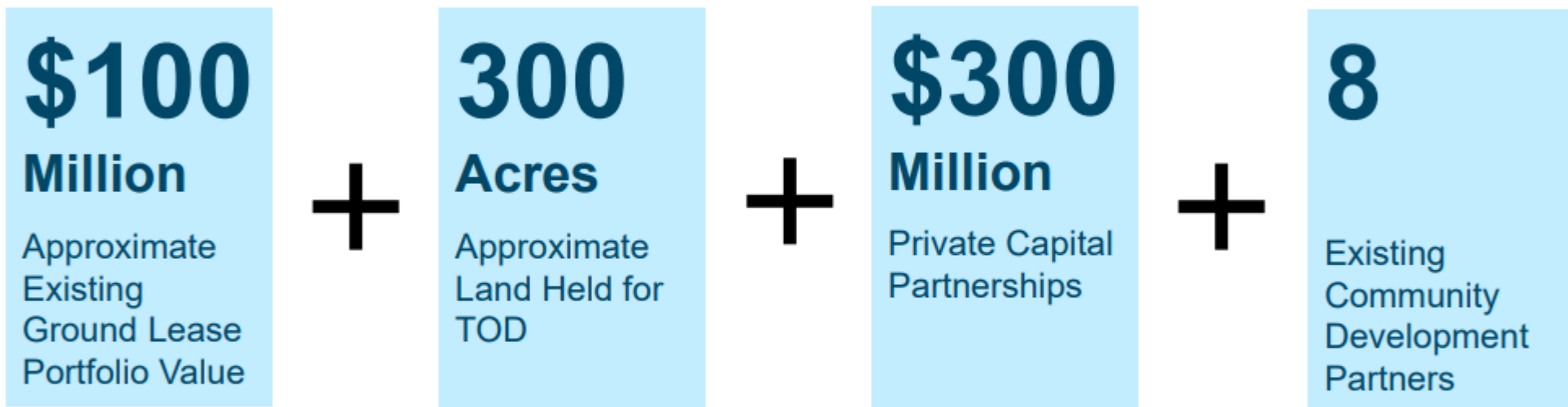


LINES & DOTS



Transit Oriented Development

Public Land Investment Management @ MARTA Systemwide Portfolio Overview



Notes

- (1) FY2022 TOD revenue of \$6.5 million assumes an investor yield of 6.0% to arrive at a \$108 million valuation.
- (2) Private capital partnerships include \$100 million Morgan Stanley commitment toward preservation of affordable housing units around MARTA infrastructure and \$200 million Goldman Sachs commitment toward development of affordable housing units near MARTA infrastructure.
- (3) Eight (8) partners include Invest Atlanta, CAP/ADID, GOODR, PCID, Community Farmers Markets, Station Soccer, NFCID, Global Growers Network.

Transit Oriented Development



Bankhead Station TOD Concept



King Memorial Station Complete TOD



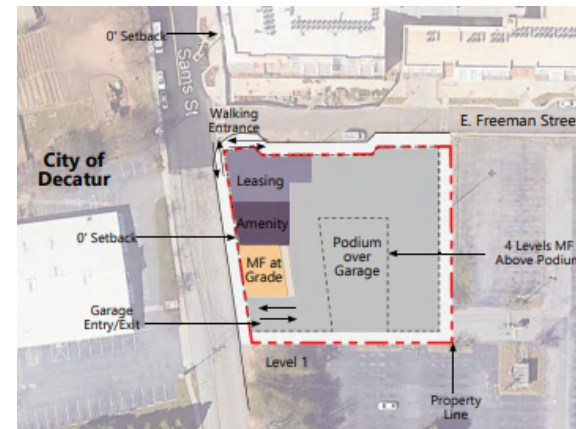
Avondale Station Phase II



Edgewood Candler Station Complete TOD



North Ave Station TOD Concept



Avondale Station Phase II



Community Involvement



\$1M federal grant received from USDA to support MARTA markets





Track Renovations





AFC 2.0

Station Manager Program

hello
May I Help You?

I'm Janet
Your Zone 5
Superintendent

hola
¿Puedo Ayudarlo?

Soy Janet
Su Superintendente
de la Zona 5

My team and I are responsible
for this station and all stations
in Zone 5*

✦ Email us with your comments,
concerns or suggestions at
Zone5@itsmarta.com
or call 404-848-5345

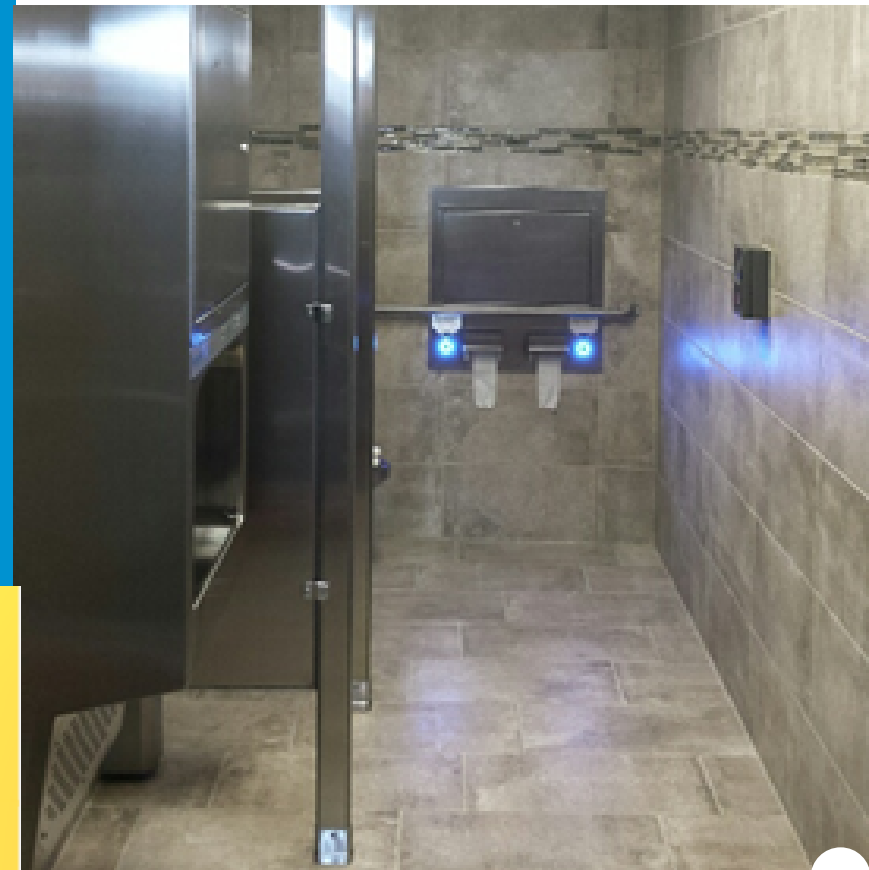
*Zone 5 covers Medical Center – North Springs; Brookhaven – Doraville

Mi equipo y yo somos
responsables de esta
estación y todas las
estaciones de la Zona 5**

✦ Envíenos un correo
electrónico con sus
comentarios, inquietudes
o sugerencias
a Zone5@itsmarta.com,
o llame al 404-848-5345

**La Zona 5 cubre la estación
Medical Center – North Springs;
Brookhaven – Doraville

marta



SMART
Restrooms



INNOVATION & MODERNIZATION



CQ400 Railcars



Electric Buses



First six began service out of Laredo Garage on May 1

Low or No Emissions Grant funding will support 10 routes out of Perry Garage serving disadvantaged communities

Determining charging and operations/maintenance needs for new fleet

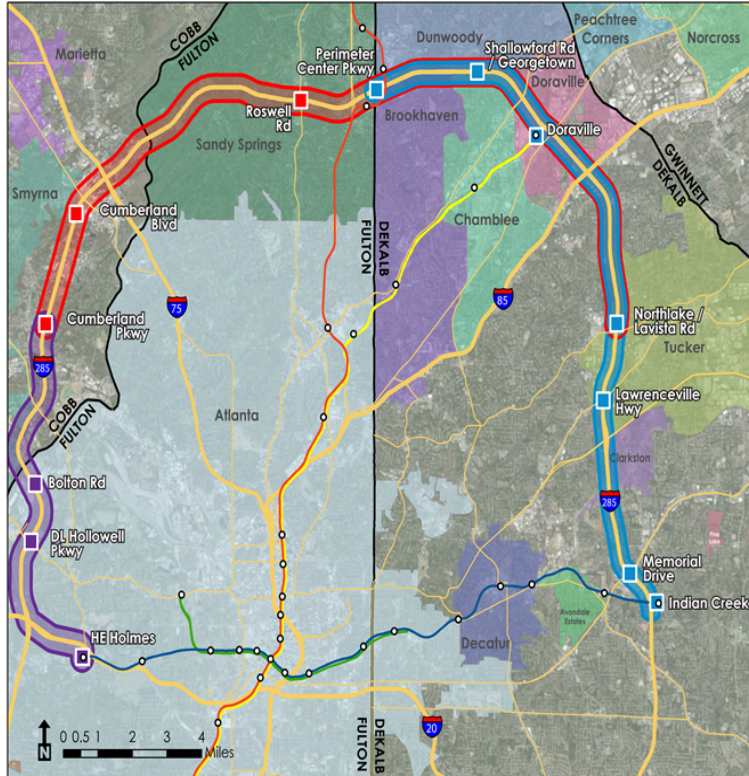
GA 400 Bus Rapid Transit



Top End I-285 Bus Rapid Transit

I-285 BRT Study Areas

- I-285 West
- Top End
- I-285 East
- BRT Stations by Study Agency
 - The ATL
 - MARTA



Project Objective

- The objective of this study is to investigate, analyze, and determine the feasibility of implementing BRT within the interstate and leveraging the investment in Express Lanes infrastructure

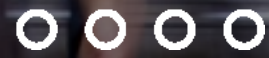
Project Scope

- Visioning
- Conceptual Design Service and Operation Planning
- Data Collection and Existing Conditions
- BRT Alternatives and Evaluation
- Environmental Documentation



 Northbound

THANK YOU





City of Sandy Springs, Georgia

2023 Financial Health Update



SANDY SPRINGS
GEORGIA

January 30, 2023

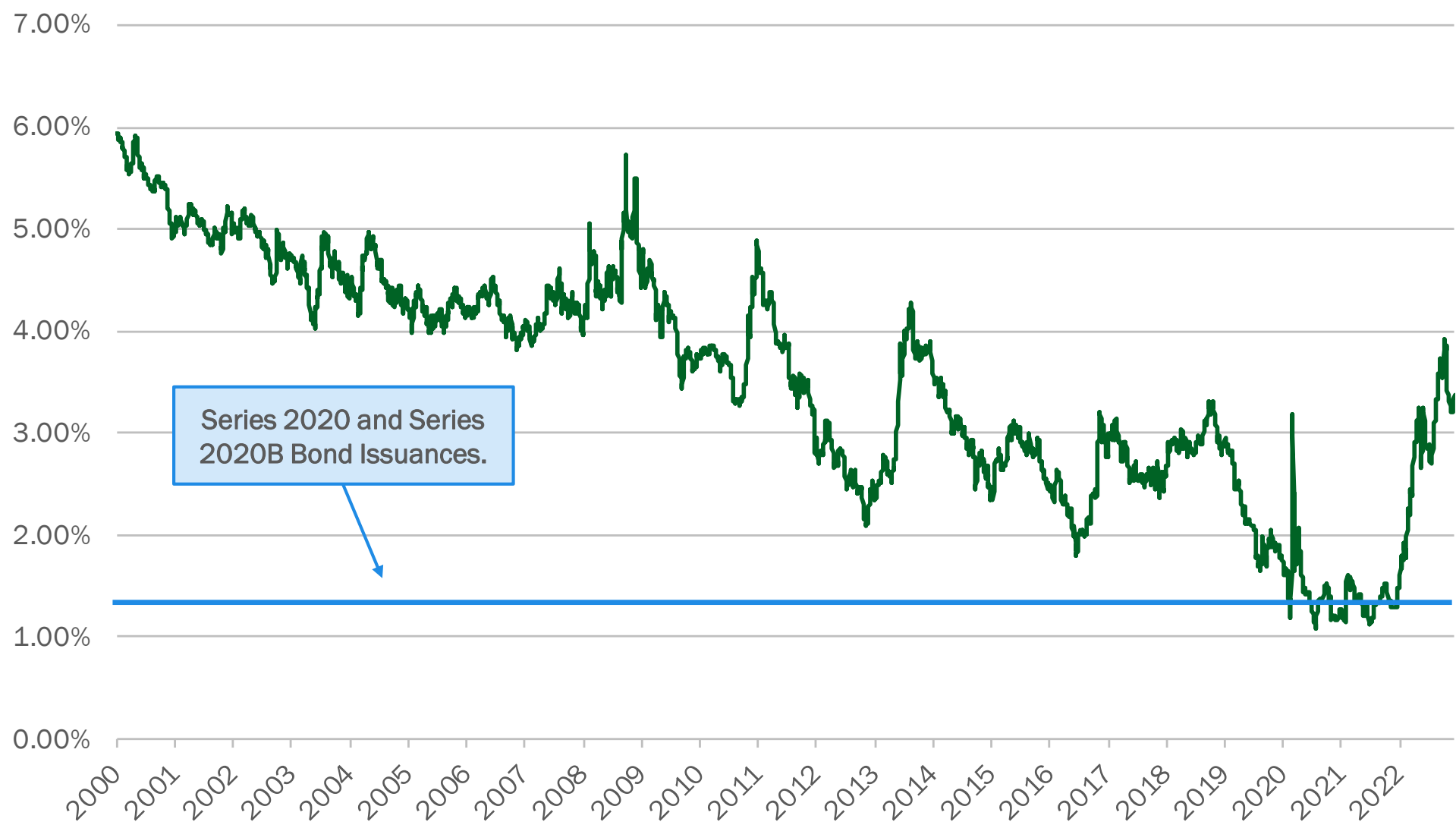
Table of Contents

1	Market Update and Credit Rating Review
2	Historical General Fund Operating Performance
3	Historical Reserves and Fund Balance
4	Debt Management and Debt Capacity / Affordability

Market Update and Credit Rating Review

City of Sandy Springs, Georgia

20 Year AAA Tax-Exempt Rates (Since 2000)



City of Sandy Springs, GA			
Moody's		S&P	
Aaa		AAA	
Aa1		AA+	(Highest)
Aa2		AA	(Middle)
Aa3		AA-	(Lowest)
A1		A+	(Highest)
A2		A	(Middle)
A3		A-	(Lowest)
Baa1		BBB+	(Highest)
Baa2		BBB	(Middle)
Baa3		BBB-	(Lowest)
BB, B, CCC, CC, C, D		5th - 10th Tiers "Below Investment Grade"	
General Obligation Rating			

Top Tier "Highest Possible Rating"

2nd Tier "Very Strong"

3rd Tier "Strong"

4th Tier "Adequate Capacity to Repay"

Considered Investment Grade

Below Investment Grade

In August 2022, Davenport assisted the City in receiving an upgrade from S&P from AA+ to AAA.
With this upgrade, Sandy Springs is now 1 of 6 Cities in Georgia that has a Aaa/AAA designation from both Moody's and S&P.

S&P Observations – Upgraded AAA Rating

August 18, 2022

Credit Overview:

- S&P Global Ratings raised its long-term rating on the Sandy Springs Public Facilities Authority, Ga.'s general obligation (GO) equivalent debt, issued for Sandy Springs, to 'AAA' from 'AA+'.
- Sandy Springs has demonstrated fiscal prudence and economic resilience, while continuing to leverage its large, diverse, growing tax base over its 15-year life as a city, producing consistently strong financial results and growing its very strong financial position. Despite some softening of the broader US economy, S&P believes Sandy Springs will continue to exhibit economic and financial strength, with the fiscal capacity and forward-looking financial management strategies to absorb budgetary pressures, should any arise.

Summary Rating Rationale:

- The 'AAA' long-term rating reflects S&P's view of the city's:
 - Consistent and sustainable economic growth, and benefits from access to a broad and diverse metropolitan statistical area (MSA);
 - Formalized financial management practices and conservative practices facilitate financial and overall credit stability and very strong institutional framework score;
 - Positive financial results over the last 8 fiscal years, with year-over-year growth in fund balance, demonstrates established fiscal strength and prudence; and
 - Manageable debt burden with a focus on pay-go capital financing and no near-term debt plans.
- S&P revised their assessment of the city's financial management policies and practices to strong from good following receipt of additional policies and planning documentation.

Moody's New Methodology

- On November 2nd, 2022, Moody's Investor Services published a revised rating methodology for US Cities and Counties which included the following changes:

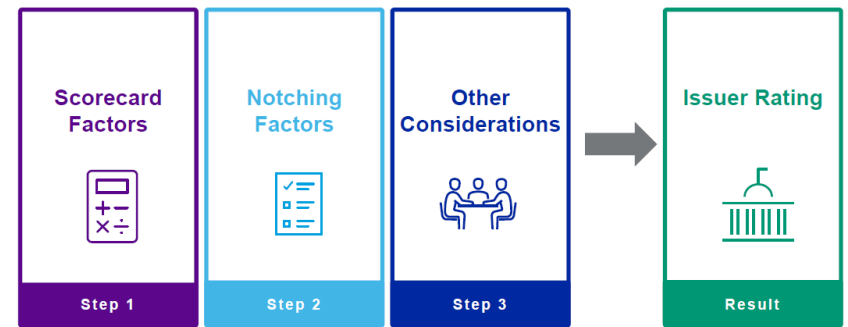
- 1) Updated Rating Scorecard
- 2) Revised Notching Factors
- 3) Other Considerations

Sandy Springs was not one of the 346 cities that was placed under review as part of the new methodology.

At this time Davenport does not anticipate any changes in the City's ratings as a result of this methodology change.

New Moody's Rating Methodology

Arriving at the issuer rating



Historical General Fund Operating Performance

City of Sandy Springs, Georgia

Historic General Fund Results

	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Total General Fund Revenues	\$98,687,425	\$104,553,442	\$106,359,037	\$115,442,249	\$122,970,825
Total General Fund Expenditures	\$73,152,133	\$81,371,726	\$76,209,326	\$81,943,567	\$85,871,097
Excess (deficiency) of revenues over (under) expenditures	\$25,535,292	\$23,181,716	\$30,149,711	\$33,498,682	\$37,099,728
Non-Operating Sources/(Uses)					
Transfer In / Other Revenues	\$4,607,152	\$5,375,709	\$2,721,411	\$16,020,200	\$2,980,930
Transfers out	(29,374,540)	(25,446,975)	(29,386,150)	(29,725,315)	(50,091,807)
Total other financing sources (uses)	(\$24,767,388)	(\$20,071,266)	(\$26,664,739)	(\$13,705,115)	(\$47,110,877)
Net change in fund balances	\$767,904	\$3,110,450	\$3,484,972	\$19,793,567	(\$10,011,149)
Fund Balances, Beginning of Year	\$42,498,657	\$43,266,561	\$46,377,011	\$49,861,983	\$69,655,550
Fund Balances, End of Year	\$43,266,561	\$46,377,011	\$49,861,983	\$69,655,550	\$59,644,401
Transfer to Capital Projects Fund	\$15,747,490	\$15,695,325	\$19,625,000	\$6,923,785	\$36,533,882
Transfer to PFA (Debt Service)	\$9,752,050	\$9,751,650	\$9,761,150	\$11,531,724	\$12,624,640
Transfer to PFA (One-Time Capital)	\$3,875,000	\$0	\$0	\$11,269,807	\$933,285

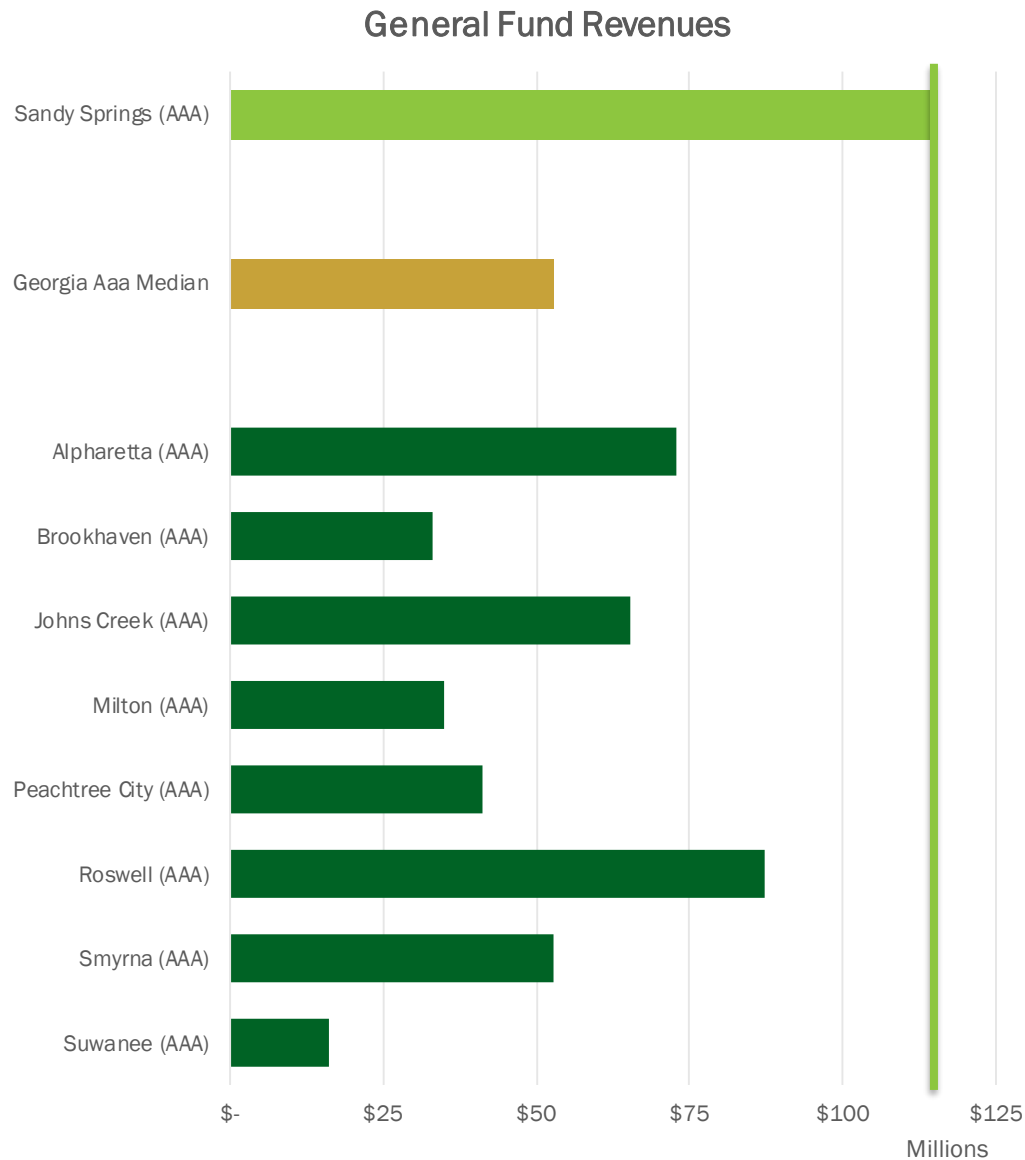
The rating agencies want to distinguish the transfers that are reoccurring from one-time occurrences that could be forgone in the event of an unforeseen emergency / shortfall. The transfers out to the Capital Project fund would qualify as a one-time purpose.

General Fund – Budget vs. Actual Results

	Final Budget 2021	Actual Results 2021	Variance From Final Budget	Final Budget 2022	Actual Results 2022	Variance From Final Budget
Total Revenues	\$103,672,326	\$115,442,249	\$11,769,923	\$114,430,456	\$122,970,825	\$8,540,369
Total Expenditures	\$102,181,799	\$81,943,567	(\$20,238,232)	\$94,067,905	\$85,871,097	(\$8,196,808)
Excess (deficiency) of revenues over (under) expenditures	<u>\$1,490,527</u>	<u>\$33,498,682</u>	<u>\$32,008,155</u>	<u>\$20,362,551</u>	<u>\$37,099,728</u>	<u>\$16,737,177</u>
Non-Operating Sources/(Uses)						
Transfers In / Other Revenues	\$15,939,011	\$16,020,200	\$81,189	\$1,120,000	\$2,980,930	\$1,860,930
Transfers out	<u>(29,725,316)</u>	<u>(29,725,315)</u>	<u>1</u>	<u>(50,091,807)</u>	<u>(50,091,807)</u>	<u>-</u>
Total other financing sources (uses)	<u>(13,786,305)</u>	<u>(13,705,115)</u>	<u>81,190</u>	<u>(48,971,807)</u>	<u>(47,110,877)</u>	<u>1,860,930</u>
Net change in fund balances	(\$12,295,778)	\$19,793,567	\$32,089,345	(\$28,609,256)	(\$10,011,149)	\$18,598,107

The General Fund's actual results have historically outperformed the Final Budget which means that revenues come in over budget and expenditures come in under budget.

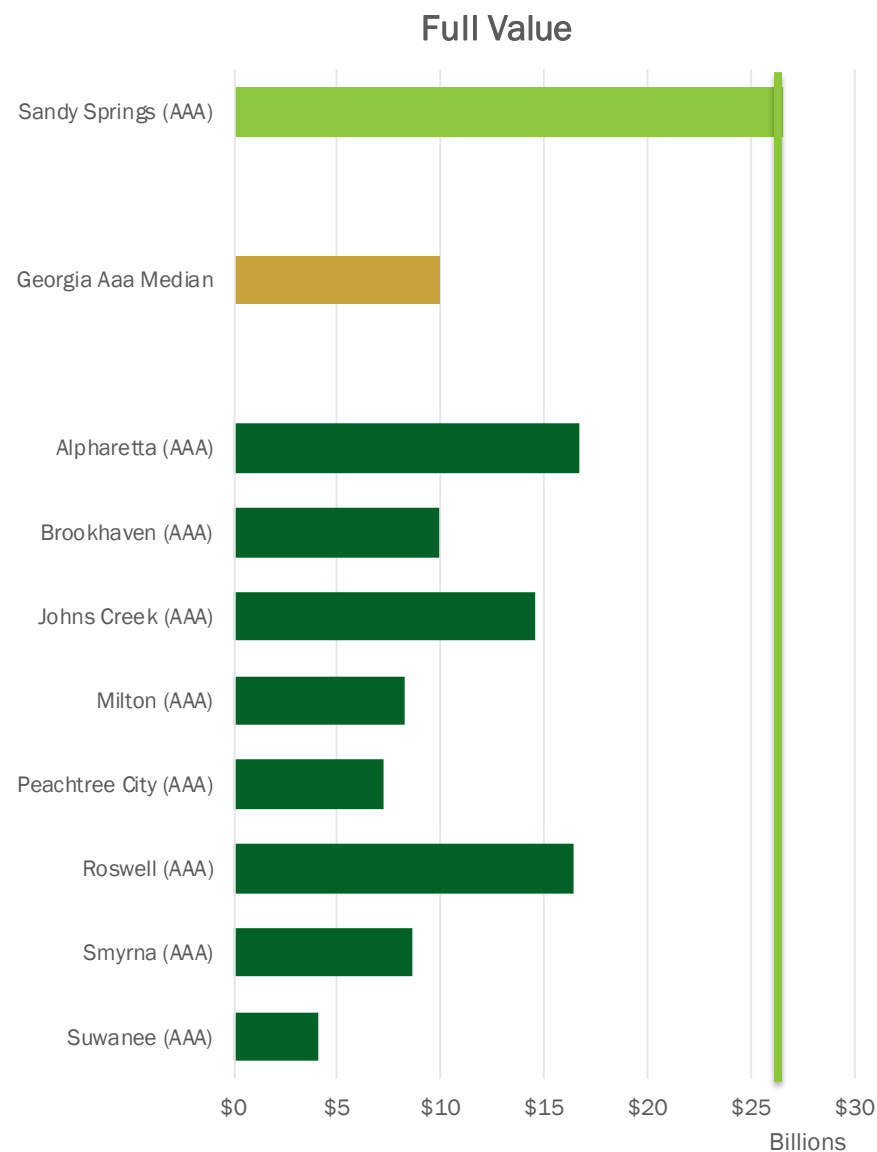
Peer Comparison – General Fund Revenues



Tax Digest – Full Value of Property

Tax Digest					
	2018	2019	2020	2021	2022
Residential	\$5,135,578,590	\$5,569,524,370	\$5,707,436,650	\$6,226,269,420	\$6,566,498,830
Agricultural	232,280	87,520	97,960	103,080	104,200
Conservation Use	1,363,400	1,109,480	1,003,040	1,991,040	781,260
Brownfield Property	18,985,000	27,403,920	28,111,880	26,122,930	23,077,080
Commercial	3,444,871,510	4,062,572,960	4,116,993,840	4,165,935,530	4,193,729,340
Industrial	8,913,270	10,010,190	10,963,440	13,957,880	13,237,520
Utility	52,462,513	62,154,443	65,922,482	71,512,260	77,336,730
Motor Vehicle	57,197,080	40,913,220	30,398,740	22,570,250	18,835,730
Heavy Equipment	<u>44,529</u>	<u>25,600</u>	<u>96,788</u>	<u>0</u>	<u>33,200</u>
Gross Digest	\$8,719,648,172	\$9,773,801,703	\$9,961,024,820	\$10,528,462,390	\$10,893,633,890
Less Bond Exemptions	<u>0</u>	<u>(268,721,681)</u>	<u>(270,593,977)</u>	<u>(283,986,180)</u>	<u>(270,542,119)</u>
Total Taxable Assessed Value	\$8,719,648,172	\$9,505,080,022	\$9,690,430,843	\$10,244,476,210	\$10,623,091,771
Actual Full Value	\$21,799,120,430	\$23,762,700,055	\$24,226,077,108	\$25,611,190,525	\$26,557,729,428
% Change	14.51%	9.01%	1.95%	5.72%	3.70%

Peer Comparison – Actual Taxable Value (Full Value)



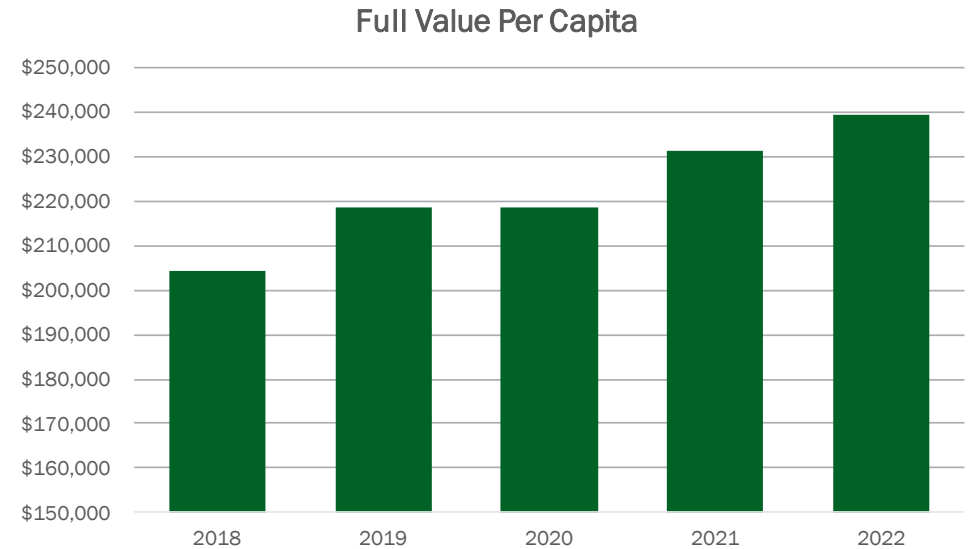
Note: “Full Value” is the actual value of all property in the City’s jurisdiction whereas the “Assessed Value” is 40% of the Full Value.

The City levies property taxes based upon the Assessed Value.

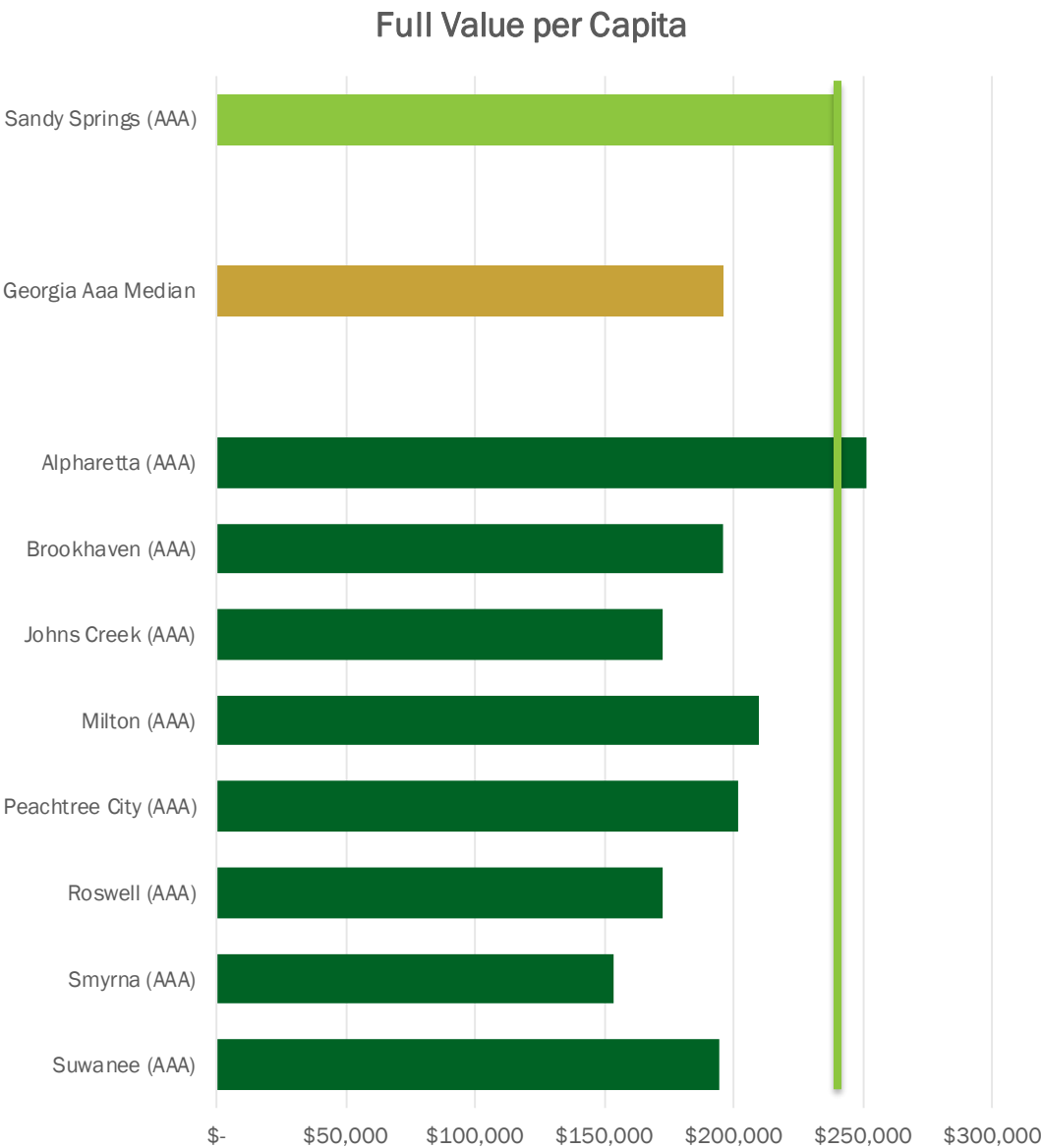
Because not all local governments assessed at 40%, the rating agencies use the Full Value in order to create an apples to apples comparison.

Full Value Per Capita

Full Value Per Capita			
Tax Year	Full Value	Population	Full Value Per Capita
2018	\$21,799,120,430	106,739	\$204,228
2019	23,762,700,055	108,797	218,413
2020	24,226,077,108	110,779	218,688
2021	25,611,190,525	110,664	231,432
2022	26,557,729,428	110,926	239,418



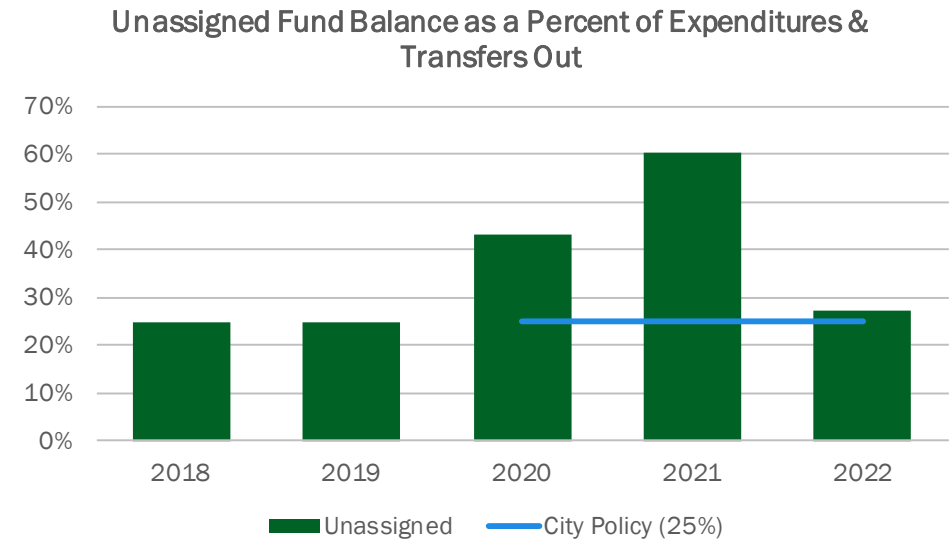
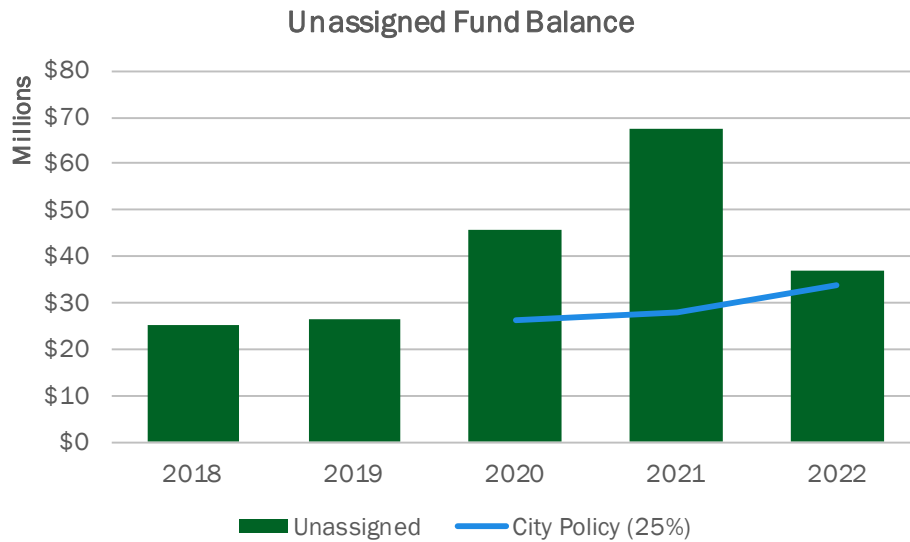
Peer Comparison – Full Value Per Capita



Historical Reserves and Fund Balance

City of Sandy Springs, Georgia

Unassigned General Fund Balance



Fiscal Year	Unassigned General Fund Balance	General Fund Operating Expenditures & Transfers Out
2018	\$25,373,013	\$102,526,673
2019	26,616,192	106,818,701
2020	45,710,692	105,595,476
2021	67,349,843	111,668,882
2022	37,076,382	135,962,904

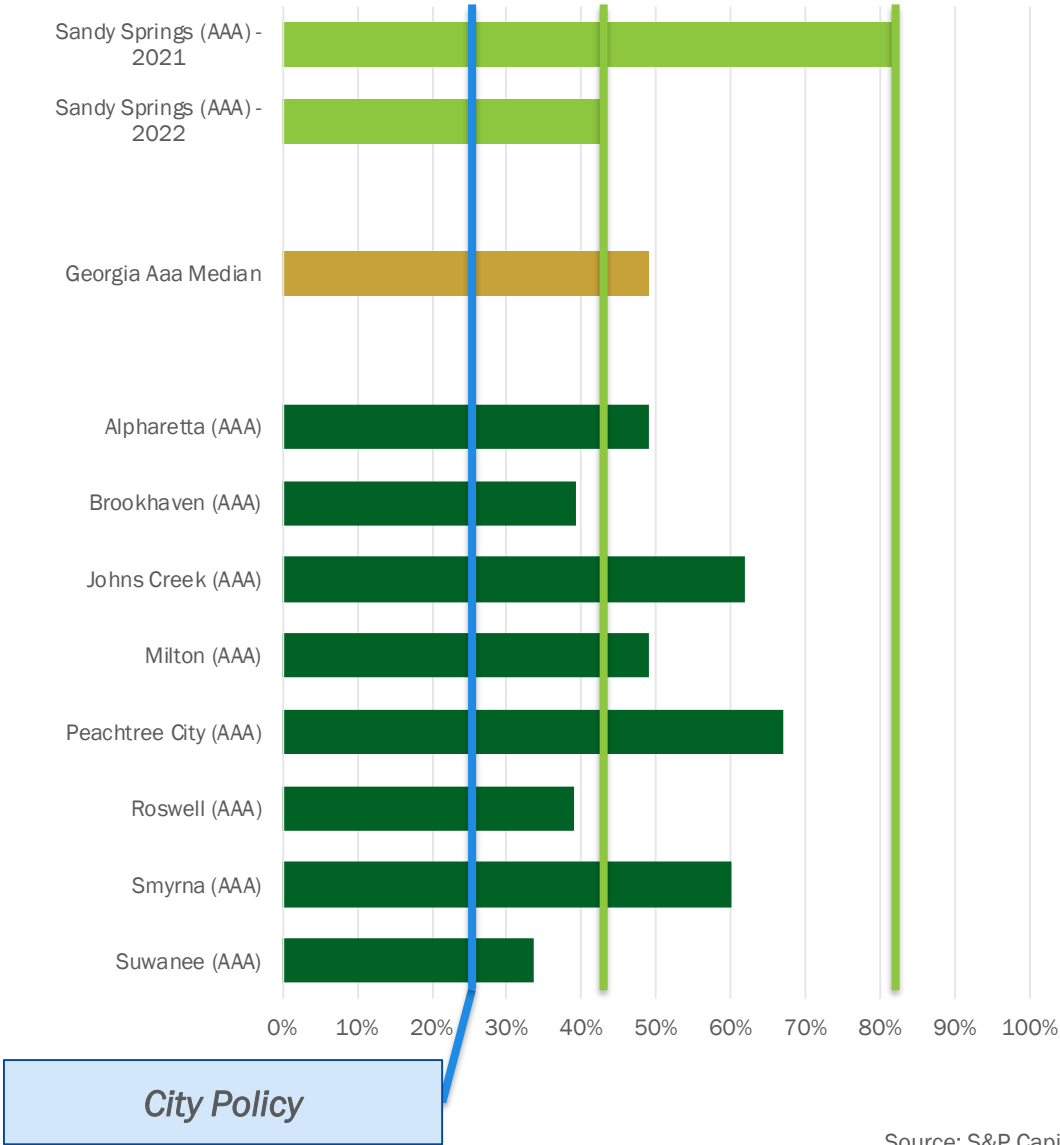
Unassigned Fund Balance vs. Operating Expenditures & Transfers Out	City Policy
24.7%	N/A - Old Policy
24.9%	N/A - Old Policy
43.3%	25.0%
60.3%	25.0%
27.3%	25.0%

Adopted Policy: The City will maintain a minimum unassigned fund balance in the General Fund to three months (25%) of regular, on-going operating expenditures (including transfers out). Furthermore, the City implemented a replenishment policy as well as how surplus reserves will be spent.

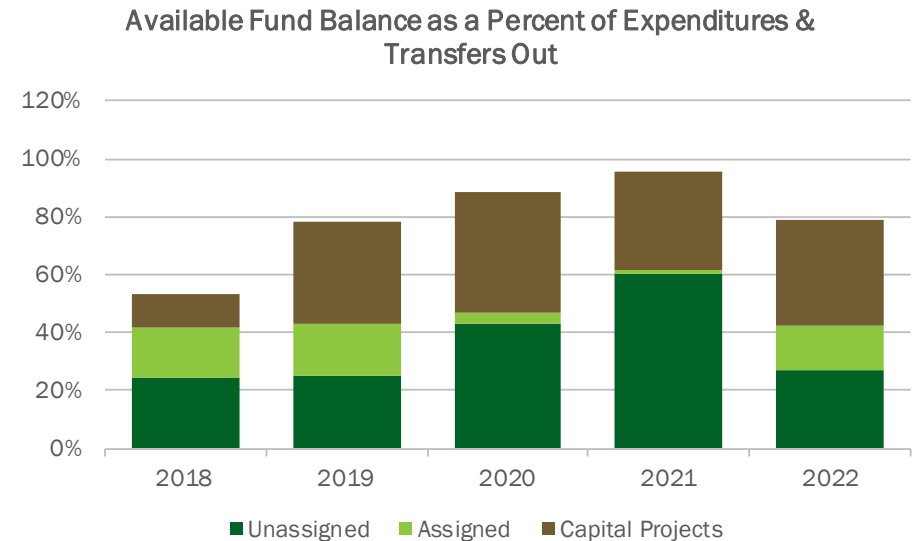
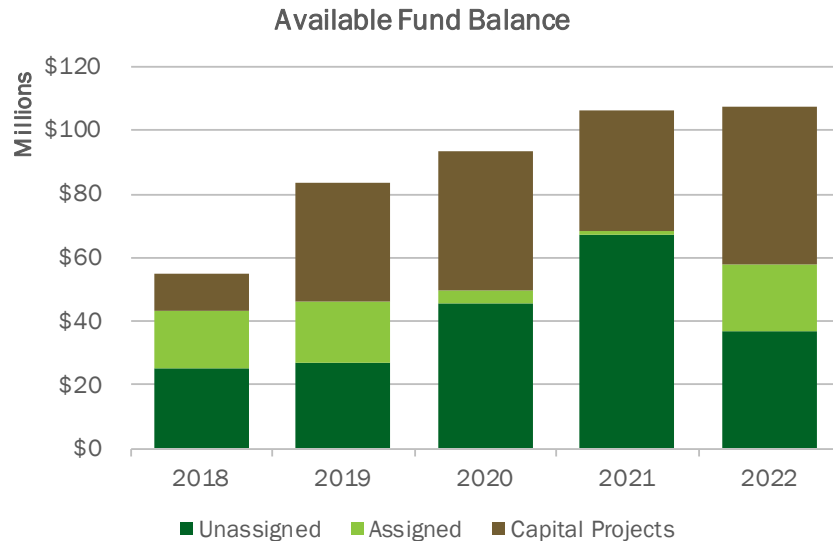
Peer Comparison – Unassigned General Fund Balance as a Percentage of Operating Expenditures

Unassigned Fund Balance as a % of Operating Expenditures (Excl. Transfers)

Note: Please note that this comparison excludes all transfers out of the General Fund.



Available Fund Balance



Fiscal Year	Unassigned General Fund Balance	Assigned General Fund Balance	Available General Fund Balance	Capital Projects Fund Balance	Overall Available Fund Balance	General Fund Operating Expenditures & Transfers Out
Key	A	B	A + B	C	(A + B) + C	D
2018	\$25,373,013	\$17,584,554	\$42,957,567	\$11,812,923	\$54,770,490	\$102,526,673
2019	26,616,192	19,616,830	46,233,022	37,336,789	83,569,811	106,818,701
2020	45,710,692	3,792,605	49,503,297	44,166,751	93,670,048	105,595,476
2021	67,349,843	1,212,505	68,562,348	37,900,230	106,462,578	111,668,882
2022	37,076,382	20,929,552	58,005,934	49,466,759	107,472,693	135,962,904

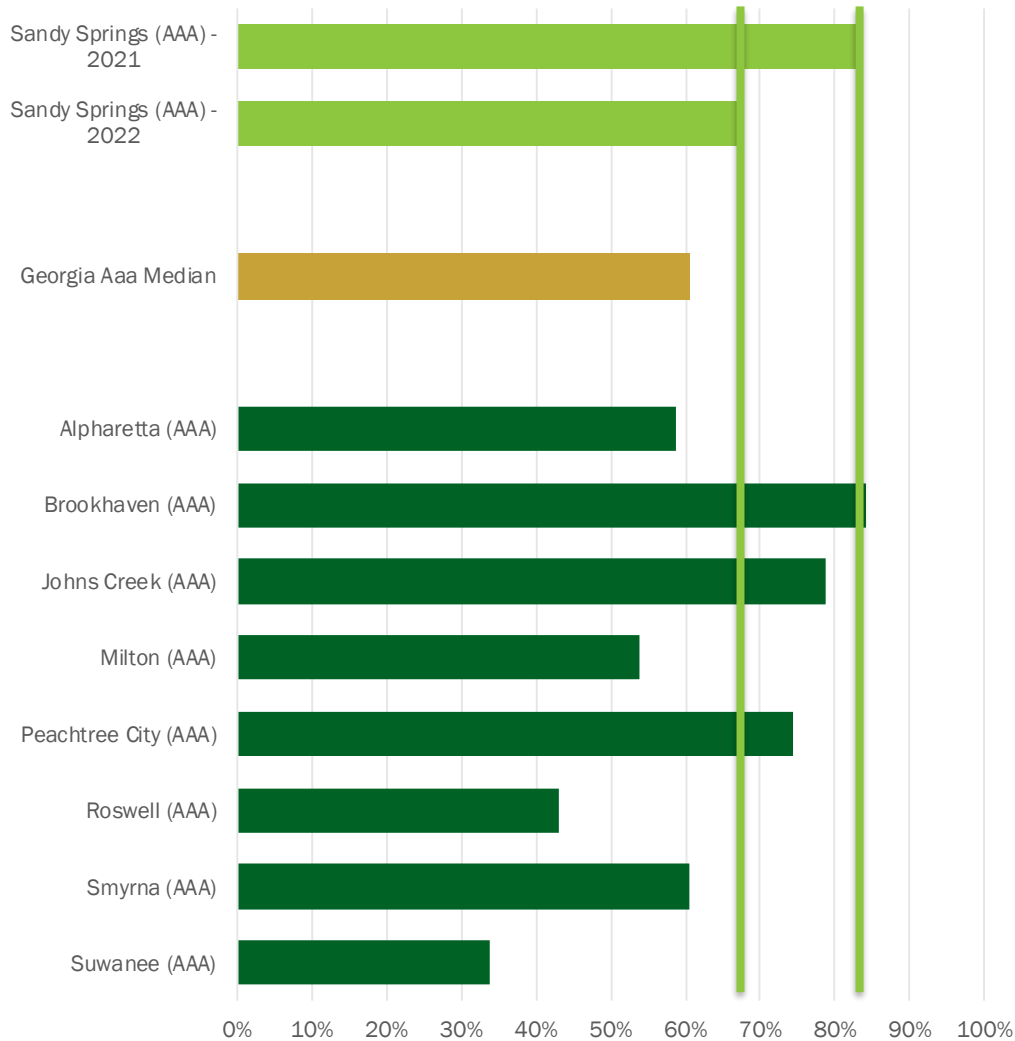
Available General Fund Balance as a % of Operating Expenditures & Transfers Out	Overall Available Fund Balance as a % of Operating Expenditures & Transfers Out
(A + B) / D	((A + B) + C) / D
41.9%	53.4%
43.3%	78.2%
46.9%	88.7%
61.4%	95.3%
42.7%	79.0%

The Available General Fund Balance will be the selected peer comparison metric displayed on the subsequent page.

Peer Comparison – Available Fund Balance as a Percentage of Operating Expenditures

Available Fund Balance as a % of Operating Expenditures
(Excl. Transfers)

Note: Please note that this comparison excludes all transfers out of the General Fund.



Use of Reserves in the Budget Process

	FY 2022 Adopted Budget	FY 2023 Adopted Budget	Increase/ Decrease	% Change
Sources				
Revenue				
Taxes	\$92,200,000	\$101,730,000	\$9,530,000	10.3%
Licenses and Permits	2,520,000	3,262,000	742,000	29.4%
Charges for Services	475,000	390,000	(85,000)	-17.9%
Federal Grants	6,934,152	0	(6,934,152)	-100.0%
Other Revenues	3,976,120	4,308,420	332,300	8.4%
General Fund Revenues	\$106,105,272	\$109,690,420	\$3,585,148	3.4%
Use of Prior Year Fund Balance	\$1,212,506	\$20,929,551	\$19,717,045	1626.1%
Total General Fund Funding Sources	\$107,317,778	\$130,619,971	\$23,302,193	21.7%
Uses				
Expenditures				
City Council	\$231,227	\$239,758	\$8,531	3.7%
City Manager	1,002,648	1,051,249	48,601	4.8%
City Clerk	811,186	569,047	(242,139)	-29.8%
Finance	2,215,145	2,737,997	522,852	23.6%
Legal	1,205,955	1,238,645	32,690	2.7%
Information Technology	2,757,351	3,362,329	604,978	21.9%
Human Resources	618,688	801,438	182,750	29.5%
Facilities	5,352,517	6,213,888	861,371	16.1%
Communications	1,657,232	1,999,320	342,088	20.6%
General Administration	3,135,043	3,046,894	(88,149)	-2.8%
Court	1,247,724	1,549,977	302,253	24.2%
Police	22,956,861	27,026,039	4,069,178	17.7%
Fire	14,718,867	16,551,969	1,833,102	12.5%
Emergency Management	1,213,389	1,311,647	98,258	8.1%
Public Works	11,769,690	13,475,951	1,706,261	14.5%
Fleet	321,482	359,135	37,653	11.7%
Recreation and Parks	3,825,164	3,970,339	145,175	3.8%
Community Development	4,115,805	5,781,394	1,665,589	40.5%
Economic Development	352,107	623,630	271,523	77.1%
Other Financing Uses	27,809,697	38,709,325	10,899,628	39.2%
Total General Fund Expenditures	\$107,317,778	\$130,619,971	\$23,302,193	21.7%
Total Revenues Over (Under) Exp.	\$0	\$0		

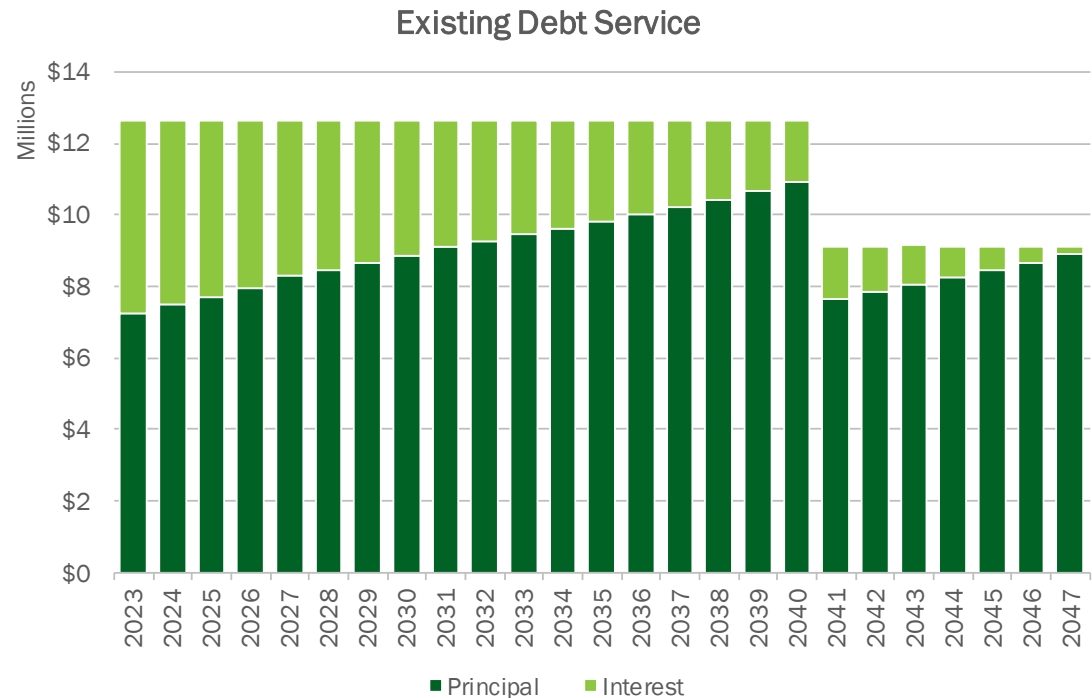
The City budgeted prior year surpluses (i.e. 2021 actual results) for capital projects in Fiscal Year 2023.

Debt Management and Debt Capacity / Affordability

City of Sandy Springs, Georgia

Existing Tax Supported Debt Service

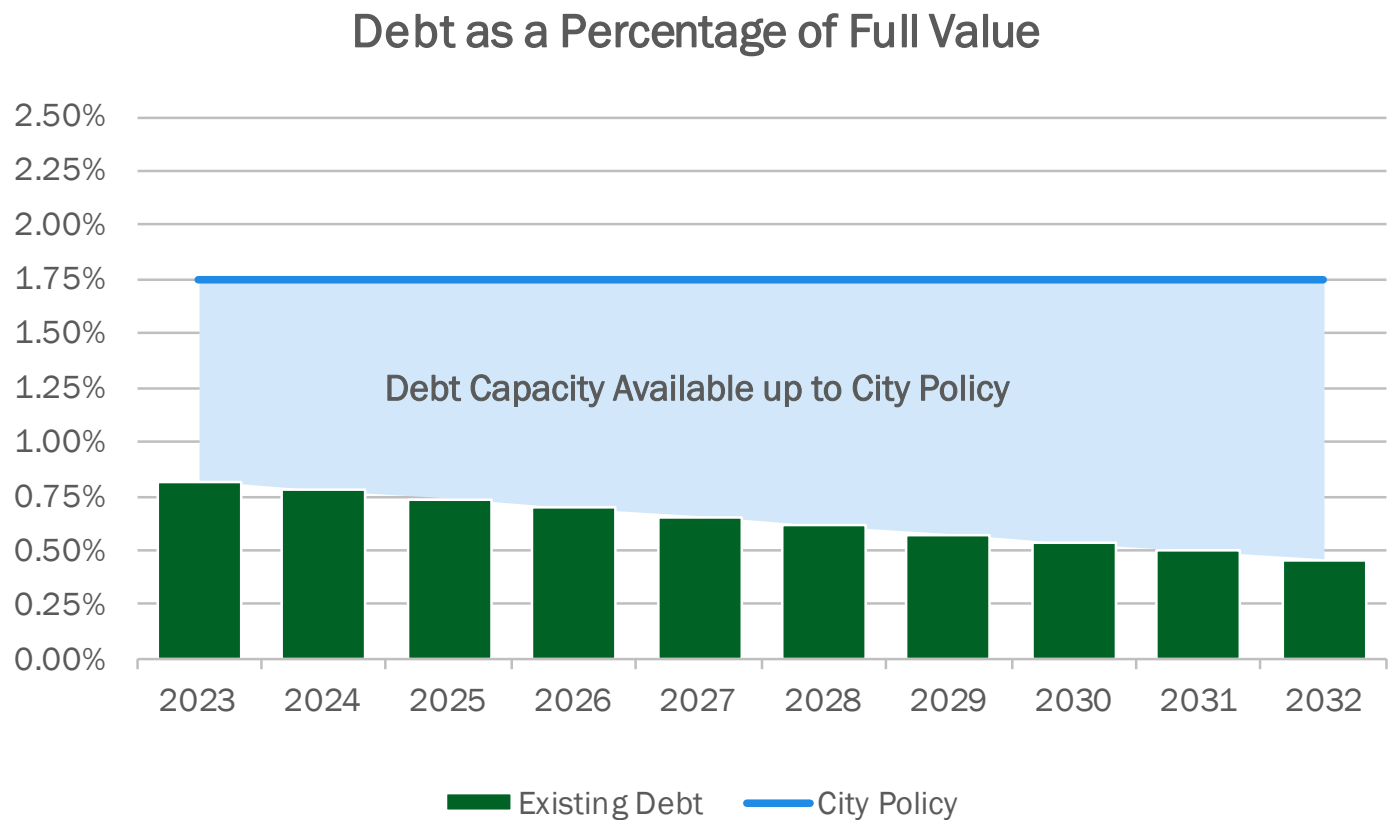
Existing Debt Service				
Fiscal Year	Principal	Interest	Total	Payout Ratio
2023	\$7,250,000	\$5,376,075	\$12,626,075	3.26%
2024	7,510,000	5,113,318	12,623,318	6.65%
2025	7,690,000	4,936,133	12,626,133	10.11%
2026	7,975,000	4,645,377	12,620,377	13.70%
2027	8,295,000	4,334,497	12,629,497	17.43%
2028	8,475,000	4,154,571	12,629,571	21.25%
2029	8,675,000	3,954,951	12,629,951	25.15%
2030	8,880,000	3,742,202	12,622,202	29.15%
2031	9,105,000	3,515,738	12,620,738	33.25%
2032	9,285,000	3,331,622	12,616,622	37.43%
2033	9,455,000	3,166,290	12,621,290	41.69%
2034	9,630,000	2,991,435	12,621,435	46.02%
2035	9,820,000	2,806,743	12,626,743	50.44%
2036	10,010,000	2,611,687	12,621,687	54.95%
2037	10,220,000	2,406,007	12,626,007	59.55%
2038	10,435,000	2,189,016	12,624,016	64.25%
2039	10,660,000	1,963,883	12,623,883	69.05%
2040	10,905,000	1,719,271	12,624,271	73.96%
2041	7,660,000	1,469,007	9,129,007	77.41%
2042	7,850,000	1,282,869	9,132,869	80.94%
2043	8,045,000	1,092,114	9,137,114	84.56%
2044	8,245,000	884,553	9,129,553	88.28%
2045	8,460,000	671,832	9,131,832	92.09%
2046	8,680,000	453,564	9,133,564	95.99%
2047	8,900,000	229,620	9,129,620	100.00%
Total	\$222,115,000	\$69,042,374	\$291,157,374	



Issuer Overview

Issuer/Project	Original Par	Outstanding		Interest Rate	Final Maturity	Call Date
		6/30/2022				
PFA Revenue Bonds, Series 2015 (Unrefunded)	\$159,475,000	\$13,405,000		2.25 - 5.00%	5/1/2026	5/1/2026
PFA Taxable Revenue Bonds, Series 2020	161,770,000	158,940,000		0.35 - 2.58%	5/1/2047	5/1/2030
PFA Revenue Bonds, Series 2020B	53,170,000	49,770,000		2.00 - 5.00%	5/1/2040	5/1/2030
Total	\$374,415,000	\$222,115,000				

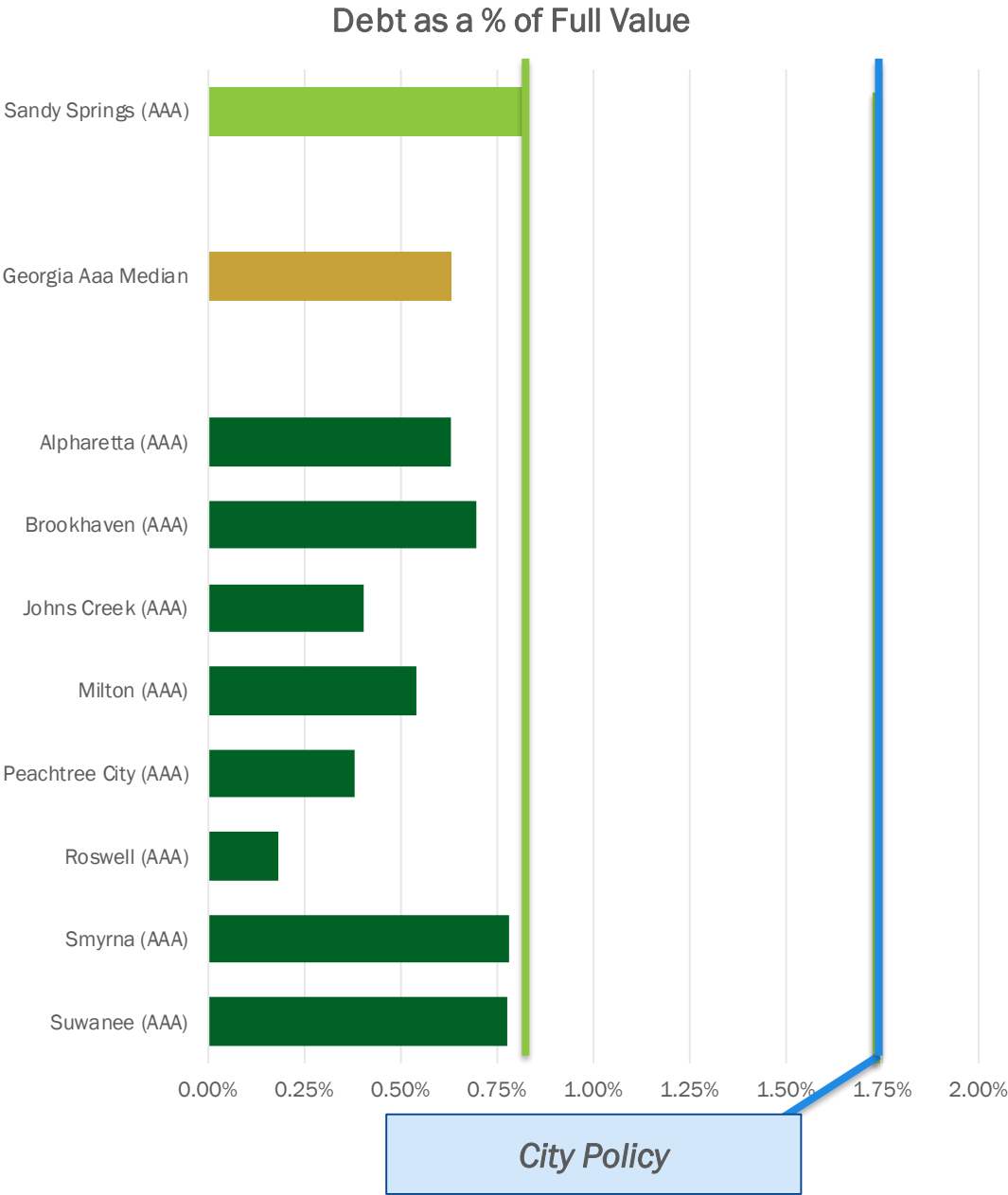
Key Debt Ratio: Debt as a Percentage of Full Value



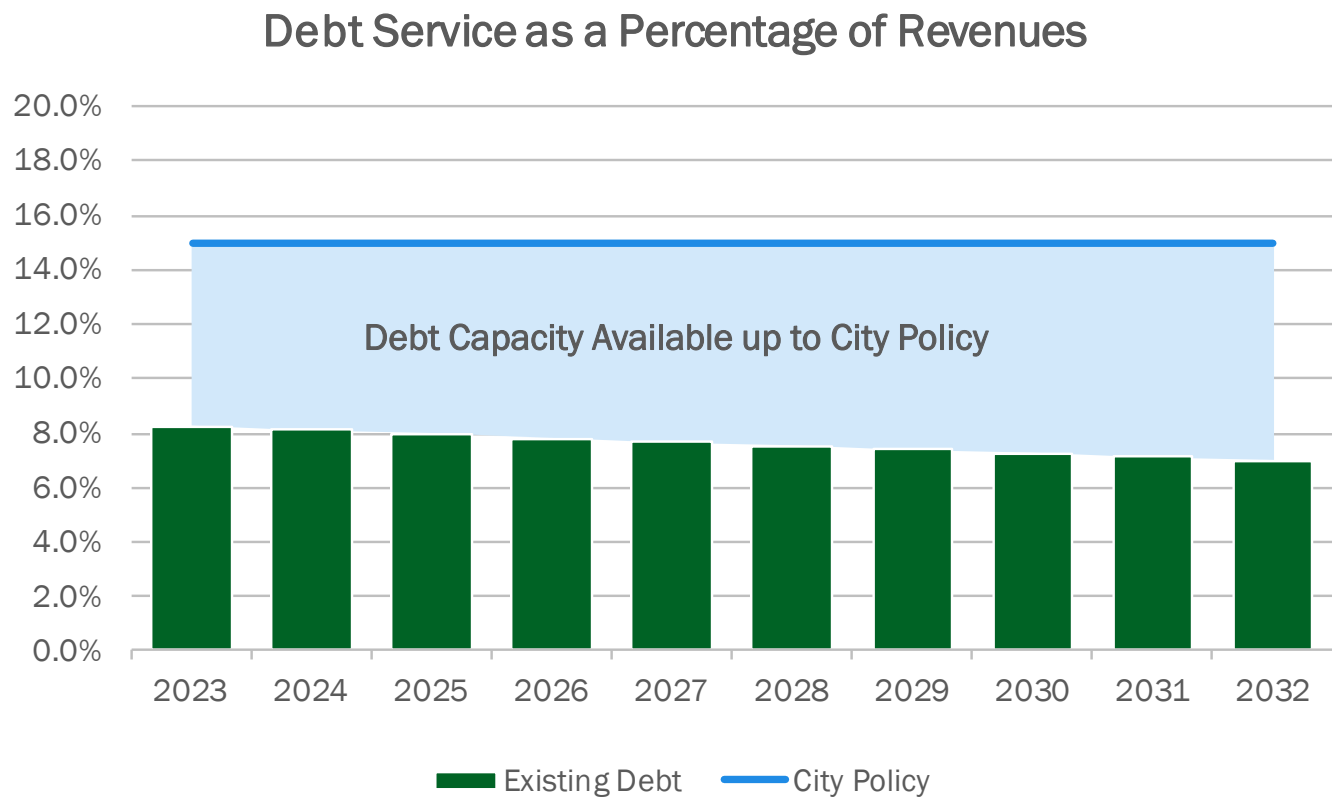
Adopted Policy: The City adopted the following policy that the City’s tax-supported debt outstanding shall not exceed 1.75% of the digest full value.

Note: Full Values are assumed to grow 2.0% annually beginning in Fiscal Year 2023.
Source: Sandy Springs ACFRs.

Peer Comparison – Debt vs. Full Value



Key Debt Ratio: Debt Service as a Percentage of Revenues



Adopted Policy: The City adopted the following policy that the City’s annual tax-supported debt service shall not exceed 15% of the City’s budgeted governmental revenues*.

*Note: Governmental Revenues exclude T-SPLOST Revenues.

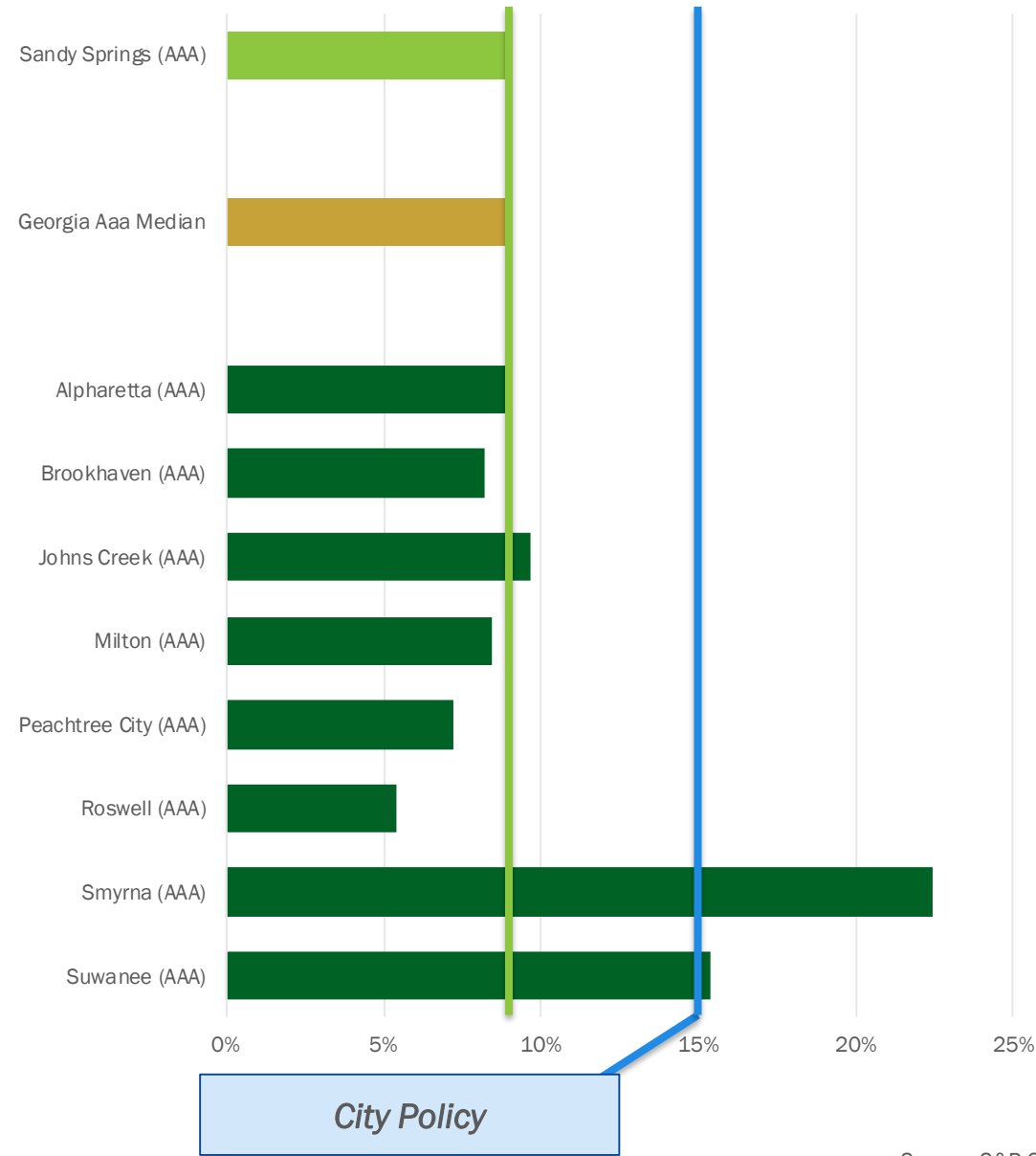
Note: Governmental Revenues are assumed to grow 2.0% annually beginning in Fiscal Year 2023.

Source: Sandy Springs ACFRs.

Peer Comparison – Debt Service as a Percentage of Expenditures

Debt Service as a % of Operating Expenditures

Note: Please note that this comparison is a percentage of expenditures and not revenues like the City's Adopted Policy.



Debt Capacity – 5.00% Interest Rate

- Of the key debt ratios, Debt Service vs. Revenues is the limiting factor for the City.
- Assuming a 20-year level debt service issued at 5.00% and operating revenue growth at 2.00% annually beginning in Fiscal Year 2023, the City could issue tax-supported debt up to the amounts shown below without exceeding its 15% financial policy not to exceed limit:

5% Interest Rate					
Future Debt Capacity					
First 5 Years					
	2023	2024	2025	2026	2027
Annual Capacity	\$104,810,319	\$12,617,467	\$3,988,110	\$3,351,989	\$3,105,415
Second 5 Years					
	2028	2029	2030	2031	2032
Annual Capacity	\$3,194,521	\$3,191,844	\$3,287,285	\$3,208,474	\$3,229,871
First 5 Years		Second 5 Years		10-Year Total	
\$127,873,300		\$16,111,995		\$143,985,295	

Note: Unused amounts can slide out but the amounts in the out years can't be pulled forward.

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

Development Code

2023 City Council Retreat

January 30, 2023



SANDY SPRINGS™

GEORGIA

Development Code Updates

Presented by
Lee Einsweiler + Christy Dodson

CODE STUDIO

Project Summary

- **Step 1:** Consult Stakeholders About Issues with Existing Development Code and New Ideas for the City

- **Step 2:** Confirm Revision Direction with City

- **Step 3:** Draft Revisions to Development Code
- **Step 4:** Discuss Revisions with the Community
- **Step 5:** Make Changes as Needed
- **Step 6:** Adopt Updated Development Code

Stakeholder Engagement

- City Council and Planning Commission Small Group Meetings
- **16** Topical stakeholder meetings held to-date
- **12** Additional topical stakeholder meetings scheduled

City of Sandy Springs

Development Code Update

The City of Sandy Springs is planning to revise the City's Development Code and wants to know your thoughts! Discuss any issues with the current code and help decide what the Sandy Springs of the future will look like.

Topics of discussion will include:

Building Heights

The locations and extents of allowed additional maximum building heights, including clarification of bonus heights and incentives for developers.

Future Land Use

Including new Mixed-Use development, outparcel redevelopment and the repurposing of underutilized or vacant sites.

Public Amenity Spaces

The design standards and requirements for providing outdoor amenity spaces that can be enjoyed by everyone.

Housing Types

Allowing additional flexibility in housing development to provide "missing middle" housing.

Street Design

New street design standards that could improve the pedestrian experience and the public realm.

Parking

Reassessment of parking requirements and the design standards for parking areas and garages.

The Future of Fuel

The design of gas stations and electric vehicle charging stations.



What We've Heard So Far

Part One

Housing

- More Affordable Homeownership Opportunities
 - Currently limited options for first-time home buyers
 - Need opportunities for wealth-building
- Market is Demanding More Variety in Housing Choices
 - Need options beyond single-family homes and large-scale apartment buildings such as: townhouses, multiplexes, cottage clusters, mid-rise buildings
 - Desire to bring children back to Sandy Springs to raise their families
 - Allow empty nesters to downsize and remain in their neighborhood

Height

- More Height is Desired in Select Places
 - City Springs
 - Roswell Road – Northwood / Prado
 - Edges of Perimeter Center
 - MARTA North Springs Station Area
 - Powers Ferry
 - Roswell Road at Chattahoochee River

Bonuses

- Drastic Recent Market Changes and Continued Change Expected
 - **Example:** Rising interest rates and reduced office demand
- Existing Bonuses Inadequate to Incentivize Development
 - **Example:** No use of Perimeter Height Bonuses to-date. The North End Bonus Option is under consideration for North River rezoning
 - Need to make more height available in select places for bonuses to work
 - Be cautious of tying bonuses to restricting conditions such as requiring at-grade units

Construction Technology

- “Concrete and Steel” Requirement Stops Development Projects
 - Additional cost is a key barrier to development projects that would otherwise be possible under the Development Code
 - Projects need ability to build additional height, beyond what is allowed in the Development Code, to justify additional cost
- “Concrete and Steel” Limits New Technology
 - Materials such as mass timber (cross-laminated timber) are prohibited under the current requirement

Conversion of Office to Residential

- Investigate Conversion of Office Space to Residential Units
 - Powers Ferry
 - Perimeter Center
- Anticipate and Foster Replacement of Aging Offices with Residential
- Better Accommodate Incremental Redevelopment
 - Modify thresholds in the Development Code to support redevelopment of shopping centers and office parks in phases

What We've Heard So Far

Part Two

Parking Standards

- Consider Reducing Parking Standards
 - Select **Locations**
 - City Springs
 - Perimeter Center-Adjacent
 - MARTA Station Areas
 - Select **Uses**
 - Affordable Housing
 - Commercial buildings built before a certain year

Gas Stations

- Net New Gas Stations Not Allowed Under Current Rules
- Select Locations may be Appropriate for New Gas Stations
 - Many older gas stations do not reflect current market demand
 - New gas stations may put pressure on existing stations to “up their game”
- Consider Expansion of Existing Pumps

Electric Vehicle (EV) Charging

- Challenge Associated with “Sale of Electricity”
 - Current state law restricts right to Georgia Power alone
- Need Other Revenue Streams for EV Charging
 - Some communities have allowed businesses to advertise on EV charging stations in trade for free electricity
- Standards for EV Charging Stations
 - Current chargers often require hours to charge fully
 - Create standards for screening from view along public rights-of-way
- EV Requirements in New Development
 - Should EV charging stations be required in new development?
 - Some communities require “EV ready” only

Outdoor Amenity Space

- Outdoor Amenity Space Requirements may not be sufficient
 - Currently required everywhere except most residential districts
 - Do not require spaces to be dynamic
 - **Examples:** Plazas, dog parks, trails, outdoor grill areas, children's play areas

Design Guidelines

- Consider Design Guidelines for Areas with Distinct Character
 - Design guidelines would help communicate the City's expectations to the development community beyond what is controlled in the Development Code
 - **Examples:** Materials, architectural design of specific elements like entrances, windows, and doors

Break-Out Sessions

2 Groups @ 30 Minutes Each

Housing, Height, Bonuses, Construction Technology, and Office to Residential Conversion

- *Facilitated by Christy Dodson (Code Studio, Atlanta)*

Parking Standards, Gas Stations, EV Charging Stations, and Amenity Space

- *Facilitated by Lee Einsweiler (Code Studio, Austin)*

