



SANDY SPRINGS

CITY MANAGER'S OFFICE

2024 CITY COUNCIL RETREAT
Tuesday, January 30, 2024 – 9:00 a.m.
City Springs – Terrace Meeting Room
1 Galambos Way, Sandy Springs, GA 30328
Live Stream: www.sandyspringsga.gov/stream

I. Opening Remarks and 2023 Highlights

(Presented by Eden E. Freeman, City Manager)

II. 2024 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
- D. Create and support targeted ECONOMIC DEVELOPMENT opportunities with a focus on redevelopment;
- 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. Multifamily Housing Inspection Program Progress

(Presented by Ginger Sottile, Director of Community Development, City of Sandy Springs, and Jonathan Livingston, Building Official/Building Department Manager, City of Sandy Springs)

IV. Financial Health of the City

(Presented by Walter Goldsmith, President & COO, First Tryon, and David Cheatwood, Managing Director, First Tryon)

V. Homestead Exemption Analysis

(Presented by Walter Goldsmith, President & COO, First Tryon, and David Cheatwood, Managing Director, First Tryon)

VI. Capital Improvement Project Delivery Assessment Update

(Presented by James Flick, Senior Consultant, Raftelis, and Scott Parker, Senior Manager, Raftelis)

VII. Council Discussion

Adjourn

2024 Council Retreat

January 30, 2024



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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. 2024 Priorities Review
	<i>Morning Break</i>
	2024 Priorities Review Continued
12:30 p.m.	<i>Lunch</i>
1:00 p.m.	III. Multifamily Housing Inspection Program Progress
1:30 p.m.	IV. Financial Health of the City
2:00 p.m.	V. Homestead Exemption Analysis
2:30 p.m.	<i>Afternoon Break - Major Projects</i>
3:10 p.m.	VI. Capital Improvement Project Delivery Assessment Update
4:10 p.m.	Council Open Discussion

2023 Sandy Springs Highlights

2024 Proposed Priorities



SANDY SPRINGS
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**CUSTOMER SERVICE
AND CITIZEN
ENGAGEMENT**

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



2023 Accomplishments

- **Sandy Springs Citizens' Leadership Academy**
- **New Regular Video Updates**
- **Website Search Tool**
- **Bilingual Engagement and Newsletter**
- **Over the Counter Permitting Process**
- **Customer Service Leadership Training**
- **Exploration of Artificial Intelligence**
- **Annual Comprehensive Financial Report**
- **Enhanced Customer Service**



70,679 FACEBOOK VISITS
186% INCREASE IN USER ENGAGEMENT ON
FACEBOOK, COMPARED TO 2022



3,312 PROFILE VIEWS
891% INCREASE IN USER ENGAGEMENT ON
INSTAGRAM, COMPARED TO 2022



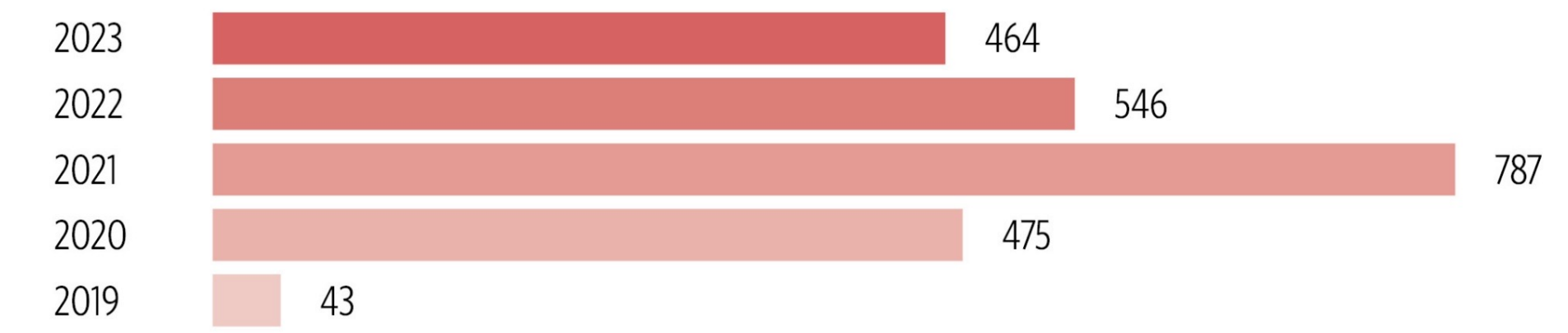
- 49 INSIDE SANDY SPRINGS
- 15 THE ROAD AHEAD
- 11 SPECIAL PROJECTS
- 10 SPOTLIGHT SANDY SPRINGS

2024 Initiatives

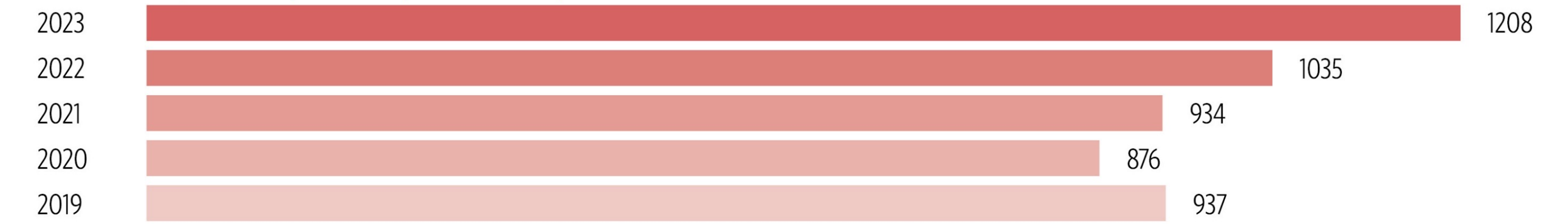
- OpenGov Permitting Software
- Engagement on Social Media Platforms
- Strengthen Neighborhood Engagement
- Customer Service Survey
- Enhance Service Delivery through Artificial Intelligence
- Rebid Call Center Services
- Pursue Government Finance Officers Association's Distinguished Budget Award

TOTAL PERMITS ISSUED

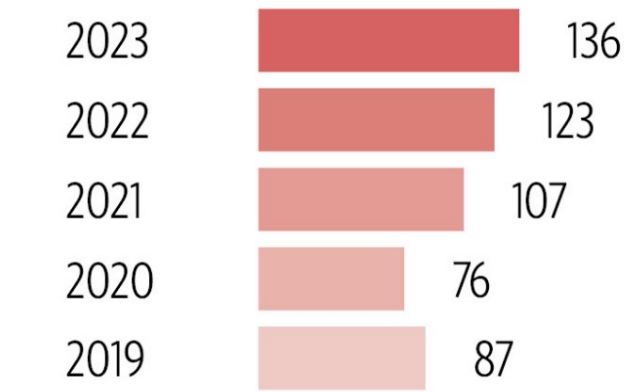
TREE REMOVAL



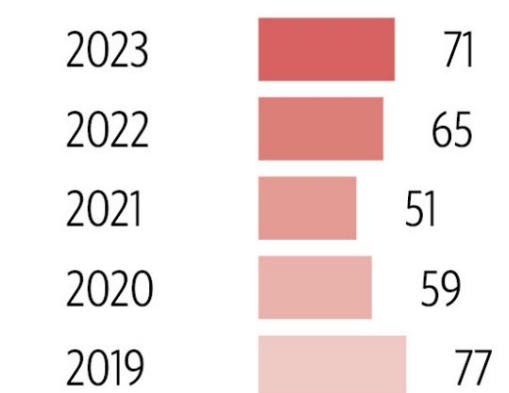
TRADE (MECH/ ELEC/ PLUMB)



POOL



LAND DISTURBANCE



BUILDING RESIDENTIAL



BUILDING COMMERCIAL



PUBLIC SAFETY

**Deliver the highest
quality PUBLIC
SAFETY services**



2023 Accomplishments

Sandy Springs Police Department

- Police Headquarters and Municipal Court Building
- Fleet Enhancement Center
- Sandy Springs Police River Patrol
- Public Safety and Community Violence Reduction Grant
- City Court Collaboration with Victim Advocates
- Improved Recruiting Efforts
- Officer Mental, Physical, and Financial Fitness



CALLS FOR SERVICE

2021	Citizen Initiated	43,378
	Officer Initiated	62,014
	Total	105,392
2022	Citizen Initiated	43,842
	Officer Initiated	57,858
	Total	101,700

2023 Accomplishments

Sandy Springs Fire Department

- Fire Station 5
- Structure Fire Policy and Hi-Rise Policies
- Insurance Services Office (ISO) Evaluation
- Multi-agency Active Shooter Tabletop Exercise and Plan
- Multifamily Rental Housing (MRH) Ordinance Passed



CALLS FOR SERVICE

2021	Good Intent	6,531
	False Alarms	1,275
	Incidents	7,165
	Total	14,971
2022	Good Intent	5,029
	False Alarms	1,343
	Incidents	7,065
	Total	13,437

2024 Initiatives

Sandy Springs Police Department

- Enhance Community Engagement
- Leadership Training
- Reduce Person and Property Crime
- Violent Crime Reduction Program
- Police Headquarters and Municipal Building
- Fleet Enhancement Facility



2024 Initiatives

Sandy Springs Fire Department

- Multifamily Rental Housing (MRH) Inspection Implementation
- Complete Construction of Fire Station 5
- Severe Weather Planning and Special Event/Venue Risk Management
- Increase Community Engagement
- Expand CPR Education and AED Program
- Community Risk Reduction and Fire Prevention
- Prevent Work Related Injuries
- Pending Council Approval
 - Comprehensive Fee Schedule (Non-emergency Response)
 - Medical Response Unit



**TRANSPORTATION
ACCESSIBILITY
AND COMMUNITY
APPEARANCE**

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



2023 Accomplishments

- **Capital Improvements Program**
 - PATH400
 - Bridge Enhancements
- **TSPLOST**
 - Northside Drive Roundabout
 - Mt. Vernon Highway/Johnson Ferry Road/Roswell Road
- **Transportation Planning**
- **Expanded Sidewalk Repair and Trip Hazards**
- **Delivered Roadway Beautification Enhancements**
- **Advanced Capital Project Delivery with GDOT and PCID**

TSPLOST & CIP PROJECTS 2023



31
PROJECTS IN
DESIGN



16
PROJECTS IN
CONSTRUCTION



11
PROJECTS
COMPLETED



18
MILES OF ROADS
RESURFACED IN 2023



95
AFTER HOURS
INCIDENTS



297
STREETLIGHTS
REPAIRED

TRANSPORTATION ACCESSIBILITY AND COMMUNITY APPEARANCE

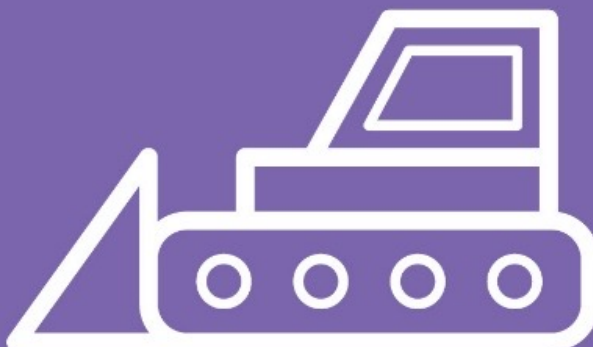
2024 Initiatives

- Major TSPLOST and CIP Projects
- Advance Projects with Partners
 - GDOT
 - PCID
- Roadway Beautification Enhancements
- Capital Paving Program
- Sidewalk and Trip Hazard Maintenance
- Short-term Signal Upgrades
- Transportation Plans and Traffic Studies
- Safe Streets for All Program
- Grant Funding Initiatives
- Implement Process Improvements

TSPLOST & CIP PROJECTS 2024



22
PROJECTS IN
DESIGN



9
PROJECTS IN
CONSTRUCTION



17
PROJECTS
COMPLETED



21.2
MILES OF ROADS
RESURFACED IN 2024

**ECONOMIC
DEVELOPMENT
AND
REDEVELOPMENT**

**Create and support
targeted ECONOMIC
DEVELOPMENT with a
focus on
REDEVELOPMENT**



2023 Accomplishments

- City Springs Phase II Progress
- City's Brand and Promotion
- Sandy Springs Connects!
- Incentive Program Review with Georgia Tech
- Updated Crossroads Small Area Plan
- Comprehensive Development Code Updates

SANDY SPRINGS CONNECTS EXPO



EMPLOYER SURVEY

100% OF PARTICIPATING EMPLOYERS MET JOB SEEKERS WHO MET THEIR QUALIFICATIONS	75% OF PARTICIPATING EMPLOYERS WILL OR HAVE SCHEDULED INTERVIEWS WITH JOB SEEKERS MET AT EXPO	38% OF PARTICIPATING EMPLOYERS HAVE ALREADY EXTENDED AN OFFER OF EMPLOYMENT TO A JOB SEEKER THEY MET
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JOB SEEKER SURVEY

64% OF JOB SEEKERS INDICATED THEY CONTINUED CONVERSATIONS WITH EMPLOYERS AFTER EXPO	45% OF JOB SEEKERS INDICATED THEY ARE STILL CURRENTLY UNDER CONSIDERATION FOR EMPLOYMENT WITH EMPLOYERS THEY MET	91% OF JOB SEEKERS INDICATED THEY WOULD RECOMMEND THIS EVENT TO OTHER JOB SEEKERS
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2024 Initiatives

- **Design Guidelines Development Phase I**
- **City Springs Phase II**
- **Incentive Program Review and Incentive Policies**
- **Select Sandy Springs Website Rollout**
- **City's Brand and Promotion**
- **Retail Recruitment**

2023 SNAPSHOT



35

NUMBER OF
STORIES



523M

TOTAL POTENTIAL
MEDIA REACH



\$1M

TOTAL AVE



6

TOTAL NUMBER OF
MEDIA VISITS

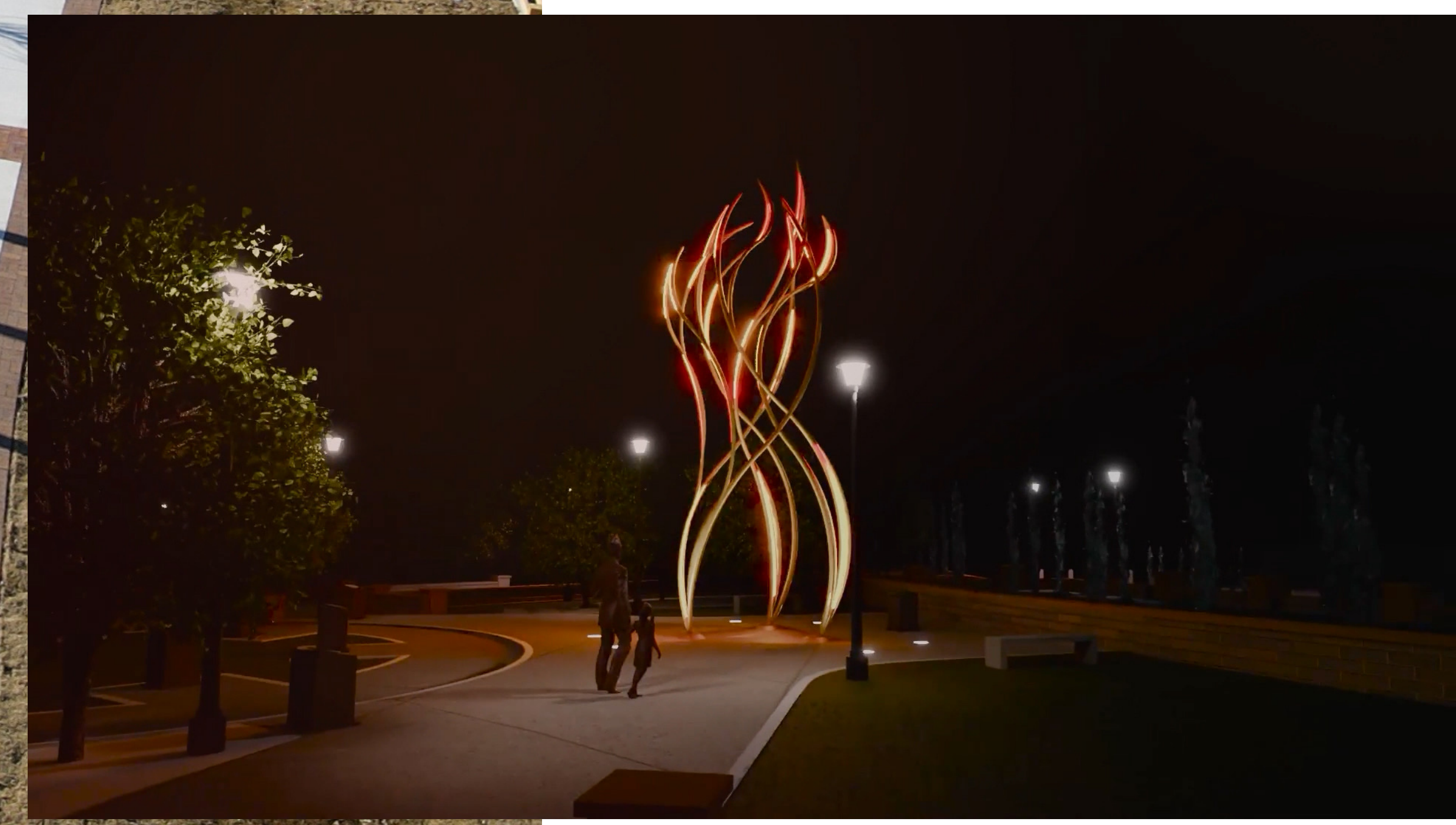
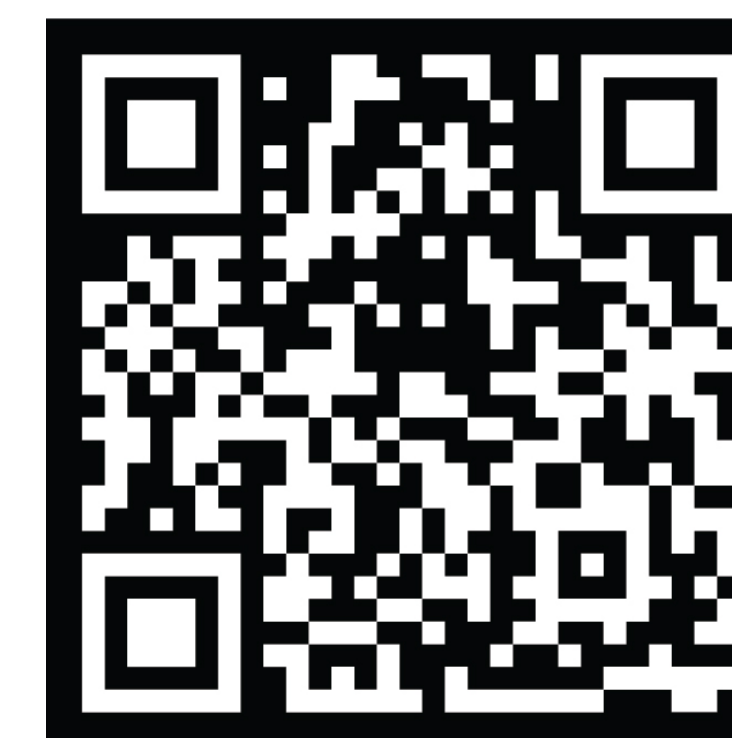
RECREATIONAL
AND CULTURAL
ENRICHMENT

Provide inclusive and
diverse
RECREATIONAL and
CULTURAL
ENRICHMENT





SANDY SPRINGS
FOUNDATION



RECREATIONAL AND CULTURAL ENRICHMENT

2023 Accomplishments Recreation and Parks

- River Shore Meadows Pocket Park
- Morgan Falls Athletic Complex Phase I
- Completed Bid Process to Select Operators
 - Sandy Springs Racquet Center
 - Hammond Park Gymnastics Facility
- Abernathy Arts Center Programming
- Expanded Adaptive Programming
- Pickleball Courts
- Trail Segment 2A/Springway

GROWTH IN PROGRAMS

PROGRAM	PARTICIPANTS	
	2022	2023
YOUTH SOCCER	649	770
SANDY SPRINGS TRACK	73	90
YOUTH BASKETBALL	117	168
CAMP SANDY SPRINGS	350	465
A.M. CRUSH FITNESS	147	163
PHOTOGRAPHY CLUB	104	117
SANDY SPRINGS CROCHET BUDDIES	103	127
DINO EGG HUNT FOR CHILDREN WITH DISABILITIES	110	203
PAWS AND PASTRIES	115	120
BACK TO SCHOOL BASH	600	1200
IMAGINATION PLAYGROUND	54	73

2023 Accomplishments Performing Arts Center

- Increased Outdoor Space Activity
- Expanded Educational Programming
- Comprehensive Review and Implementation of Operations Efficiencies
- Byers Theatre Acoustical Improvements
- Inaugural Skate City Springs
- Point-of-Sale System
- Updated Membership Program
- Wedding and Event Marketing and Promotions
- City Springs Website Redesign
- Facility Improvements

SKATE SANDY SPRINGS



65
DAY HOLIDAY
EXPERIENCE



16K
TOTAL ICE RINK
TICKETED GUESTS



66%
VISITED BETWEEN
DEC 15-JAN 3



57%
OF VISITORS WERE
SANDY SPRINGS
RESIDENTS



2024 Initiatives Performing Arts Center

- City Springs and Heritage Band Shells
- City Springs Website
- Increase Sales
 - Bookings
 - Food and Beverage
 - Ticket Sales
- CityBar. Relaunch
- New Signature Event
- Participant Engagement
- Expanding Educational Programming



RECREATIONAL AND CULTURAL ENRICHMENT

2024 Initiatives

Recreation and Parks

- **Springway Trail**
 - Segment 2A
 - Segment 2C
 - Segment 2E
- **Complete Design and Begin Permitting**
 - Old Riverside Park
 - Abernathy South Greenway Enhancements
 - Morgan Falls Athletic Phase II
- **Morgan Falls Dog Park Master Plan**
- **Abernathy Art Center Site Master Plan**
- **Temporary Abernathy Arts Center Facility**
- **City Springs City Green Synthetic Turf**



RECREATIONAL AND CULTURAL ENRICHMENT

**SUSTAINABLE
GROWTH AND
ENVIRONMENTAL
STEWARDSHIP**

**Promote
SUSTAINABLE
GROWTH and foster
ENVIRONMENTAL
STEWARDSHIP**



2023 Accomplishments

- **Green Communities Recertification**
- **Completed 2021 Tree Canopy Study**
- **Adopted Tree Fund Use Policy**
- **Nancy Creek Improvements at Windsor Meadows Park**
- **Planted 416 trees**
- **Treated Invasive Species**
- **Capital Stormwater Projects**
 - 4711 Northside Drive
 - 5375 Long Island Drive
- **Municipal Separate Storm Sewer System Inspection Audit**
- **Updated Stormwater Management Plan**

CAPITAL STORMWATER PROJECT HIGHLIGHTS



6

ENGINEERING PROJECTS
AWARDED VALUING OVER
\$100,000



14

CONSTRUCTION
PROJECTS FINISHED



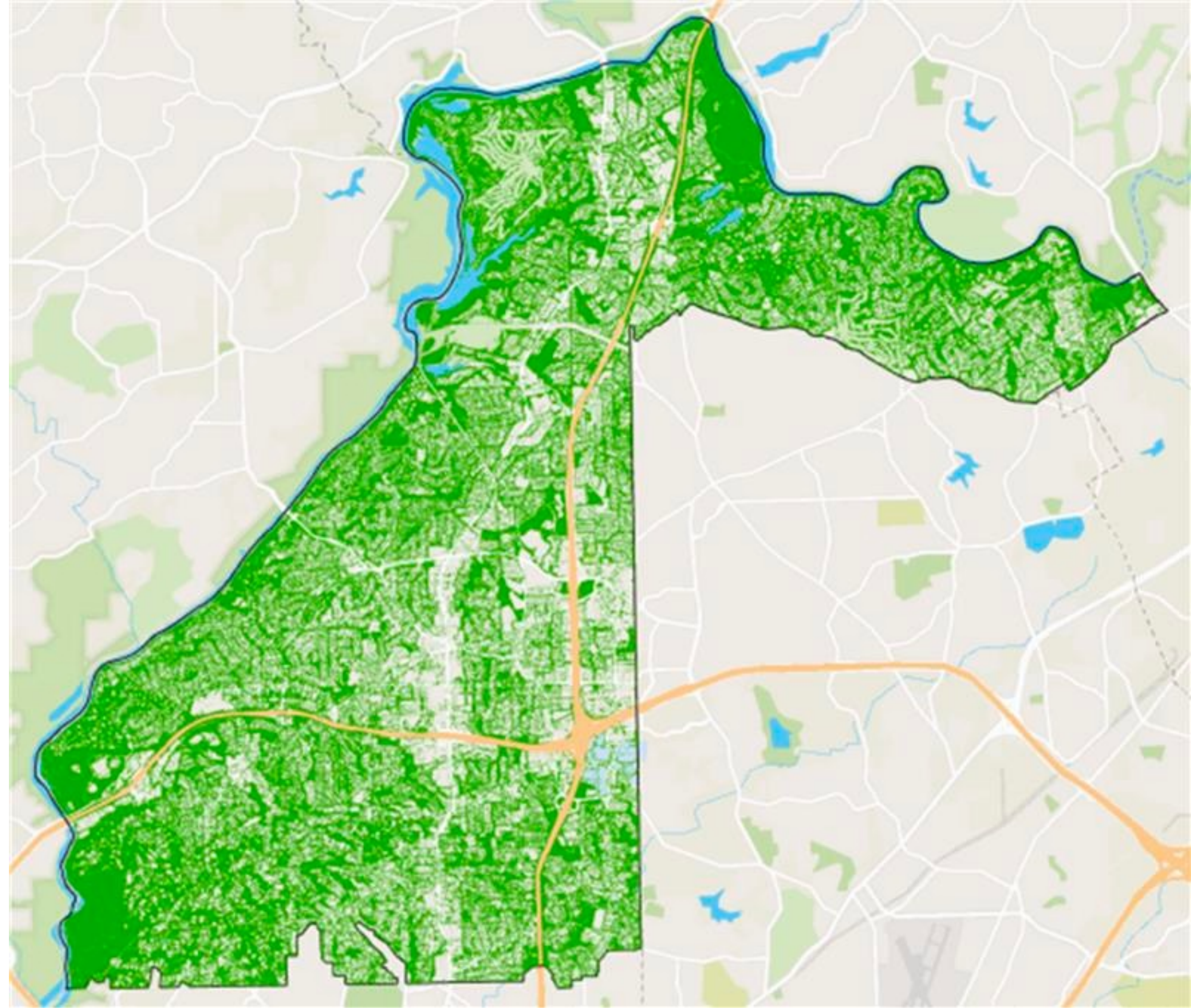
13

CONSTRUCTION PROJECTS
AWARDED VALUING OVER
\$2,300,000

SUSTAINABLE GROWTH AND ENVIRONMENTAL STEWARDSHIP

2024 Initiatives

- **Deliver 12 Stormwater Projects**
- **Implement Stormwater Management Plan**
- **Plant 300 new trees**
- **Complete Construction of the Nancy Creek Improvements at Windsor Meadows Park**
- **Tree Canopy Study Update**
- **Community Education Series**



SUSTAINABLE GROWTH AND ENVIRONMENTAL STEWARDSHIP

**WATER
RELIABILITY**

**Ensure long-term
WATER RELIABILITY,
RATES, and SERVICE
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.**

 **Sandy Springs, GA**
@SandySpringsGA

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, in trust, for the users.
- Major system parts, including 1/2 of Johns Creek Treatment Facility, are valued at \$90,000,000. COSS is 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. (This number is 2 years old)
- 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.**



Outline of Settlement Proposal

- **The COSS has negotiated with COA to consolidate the issues into the SDSA.**
 - 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

- **While conversations indicate COA is trying to coordinate the costing of the CIP portion and watershed has made strides toward completing service tickets, we do not have an IGA.**
- **The Judge has asked for agreeable dates for a hearing in March.**



SANDY SPRINGS
GEORGIA

TS131 Peachtree Dunwoody Road Bike/Pedestrian Trail

Adding a bicycle/pedestrian side path on the west side of Peachtree Dunwoody Road from Hammond Drive to Mt. Vernon Highway.

Cost:

Estimated total: \$6.1 million

Status:

PCID to provide 50% of project funding

TSPLOST funds to provide 50% of the funds and managed by COSS

Schedule:

Design NTP 1/18/24

ROW Spring 2025



TS191 Johnson Ferry Road at Mt. Vernon Highway Improvements

Improve safety and traffic efficiency from Roswell Road to Mt. Vernon School.

- Two-way traffic with a center two-way left-turn lane
- Multi-use paths and six-foot-wide sidewalks are proposed on the outside shoulders
- New north-south connector road east of the library with signals at both ends

Cost:

TSPLOST budget: \$27.3 million

Status:

GPC Transmission Relocation – Complete
GPC Distribution Aerial-To-Underground – Ongoing
\$15.9M Construction Contract Awarded December 19

Schedule:

Construction to begin February 2024



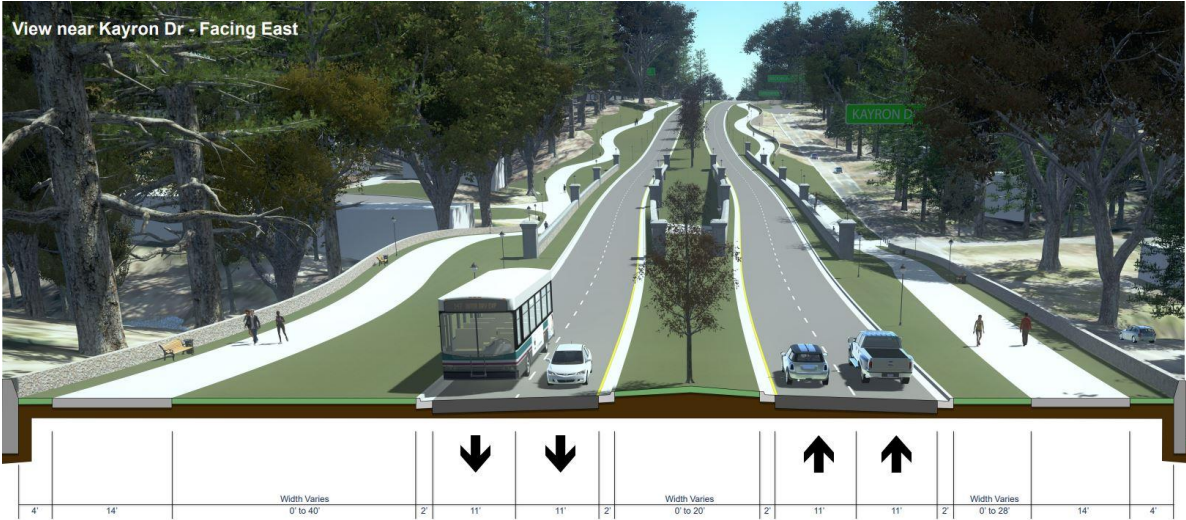
S2193 Hammond Drive Corridor

Multi-modal opportunities within the approximately one-mile corridor between Roswell Road and Glenridge Drive including increased vehicular capacity, transit/shuttle provisions, multi-use trail, sidewalks, potential wide median, and roundabouts

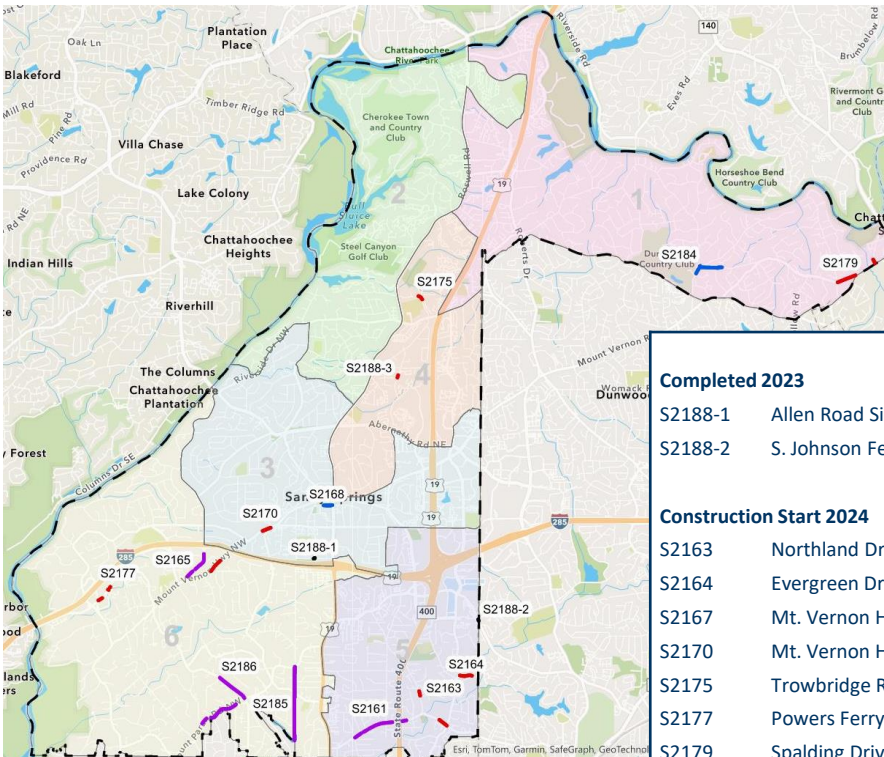
Cost:
TSPLOST 2021 budget: \$38.5 million

Status:
Right of Way

Schedule:
Right of Way early 2024
Construction 2025



TSPLOST 2021 Sidewalk Projects



Cost:
\$9M in value in progress

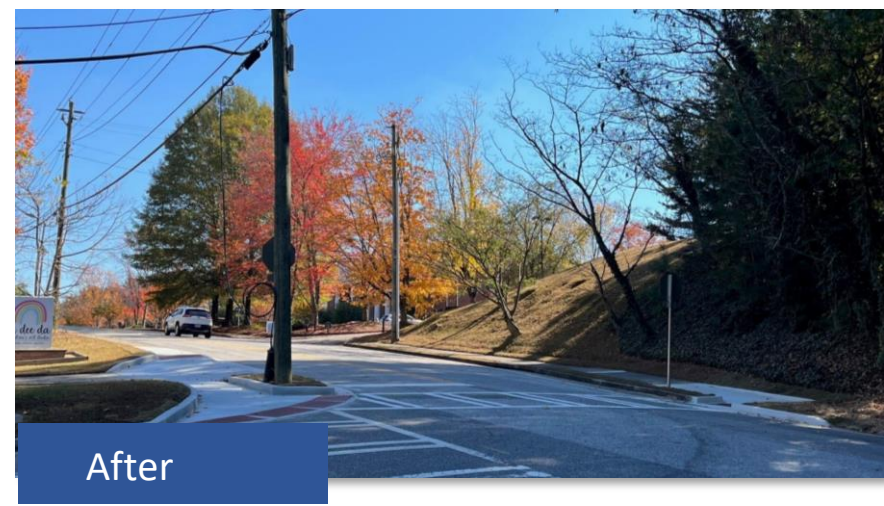
Status:
2 segments completed; 3 segments currently in construction; and 14 segments in active design.

Schedule:
Anticipated construction start dates for are shown on the project list

- Completed 2023**
 - S2188-1 Allen Road Sidewalk (@ NE corner of SSC intersection & to ex. SW)
 - S2188-2 S. Johnson Ferry Road Sidewalk (Existing SW to Brookhaven City Limit)
- Construction Start 2024**
 - S2163 Northland Drive Sidewalk (Landmark Drive to Ex. SW at Northland Ridge Trail)
 - S2164 Evergreen Drive Sidewalk (Ex SW at Greenwood Close to PDR)
 - S2167 Mt. Vernon Highway Sidewalk (Glen Errol Road to Ex. SW at 500 Mt. Vernon)
 - S2170 Mt. Vernon Highway Sidewalk (Ex. SW at DeClaire Court to Long Island Drive)
 - S2175 Trowbridge Road Sidewalk (Spalding Trail to Trowbridge Lake Drive)
 - S2177 Powers Ferry Road Sidewalk (New Northside Drive to 6201 Powers Ferry Road)
 - S2179 Spalding Drive Sidewalk (Nesbit Ferry to Spalding Lake Court)
 - S2188-3 Glenridge Drive Sidewalk (Messina Way to Ex. SW at Spalding Trace)
 - S2188-4 River Exchange Drive Sidepath (3000 River Exchange Drive Ex. SW to Spalding)
 - S2188-5 Windsor Parkway Sidewalk (YMCA 940 Windsor Pkwy to Peachtree Dunwoody)
- Construction Start 2025**
 - S2168 Hilderbrand Police gym to Roswell Road (both sides)
 - S2184 Jett Ferry Road/Spalding Drive (Jett Ferry Court to Dunvegan Close)
 - S2185 Phase 1 - Lake Forrest Drive (Mt. Paran Road to Long Island Drive)
- Construction Start 2026**
 - S2161 Windsor Parkway Sidewalks
 - S2165 Riverside Sidewalk (South of 285 to Mt Vernon Highway)
 - S2185 Phase 2 - Lake Forrest Drive Phase 1 (City Limits to Mt. Paran Road)
 - S2186 Mt. Paran Road and Powers Ferry Road (Rebel Trail to Carol Lane)



Before



After

S2121/T0060 GA400 Multiuse Trail Extension

Project will provide an extension of the existing trail with a 12' multi-use trail along the east side of SR400 from Loridans Drive to north of the Glenridge Connector. Total design project length is 2.3 miles (0.5 miles in Atlanta and 1.8 miles in Sandy Springs).

Cost:

TSPLOST 2021 budget: \$4,000,000

Federal funds: \$15,327,384

CST funded: \$19,327,384

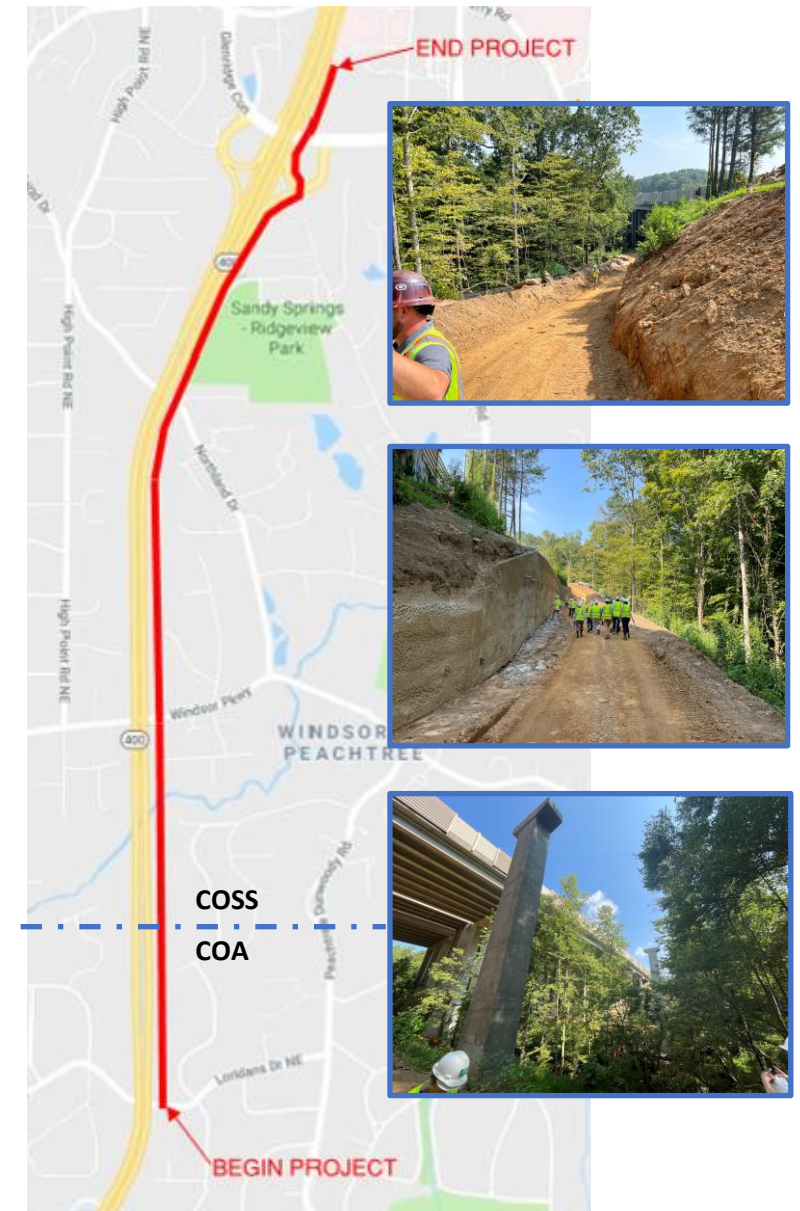
Status:

COSS First Construction Phase

Schedule:

GDOT NTP for Advertisement received 1/9/2024. Scheduled Advertisement Date 1/31/24.

Construction Start Expected mid 2024 following GDOT Construction Authorization



T2208 Peachtree Dunwoody Road and Lake Hearn Connectivity Improvements

Improve bicycle and pedestrian facilities between the Dunwoody and Medical Center MARTA stations and extend the SR400 Multiuse PATH project

Cost:

Federal fund: \$3,841,984.80

PCID fund: \$960,496.20

Status:

MARTA Subgrant Agreement approved

PCID Agreement approved

Concept plan complete

Schedule:

PIOH planned for February 2024



S2131 I-285 Bridge Enhancements

Mt. Vernon Bridge over I-285

Cost:

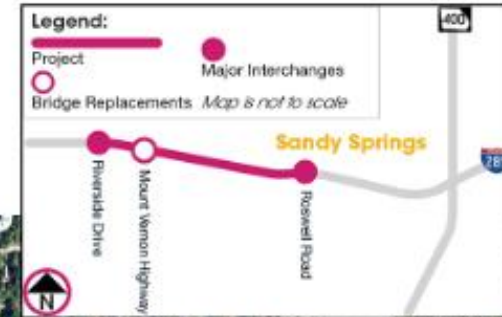
TSPLOST 2021 fund: \$3,203,000

Status:

- Awarded to Archer Western/Heath & Lineback on 5/27/22 for \$34,729,200
- Enhancements along with the sidewalk and the multiuse path will be completed for full opening of the bridge in Summer of 2024.
- Mount Vernon Road bridge is closed to motorist. Abutment on the north side of the bridge is completed and grading under the north abutment. Will be working on the abutment on the south side.
- Mockups for form liner will be ready to review soon.

Schedule:

- NTP 3 (construction) began on 7/10/2023
- Open to traffic in 4/2024
- Sidewalk and multiuse path will be opened in summer.
- Intermittent overnight lane closures for the work continues
- Deck concrete pour will be in late January



Mt Vernon Hwy Bridge construction began on 9/5/23

T2001 - GA 400 Bridge Enhancements – Phase I

Enhancements for Pitts Road, Roberts Drive, and Spalding Drive bridges

Cost:

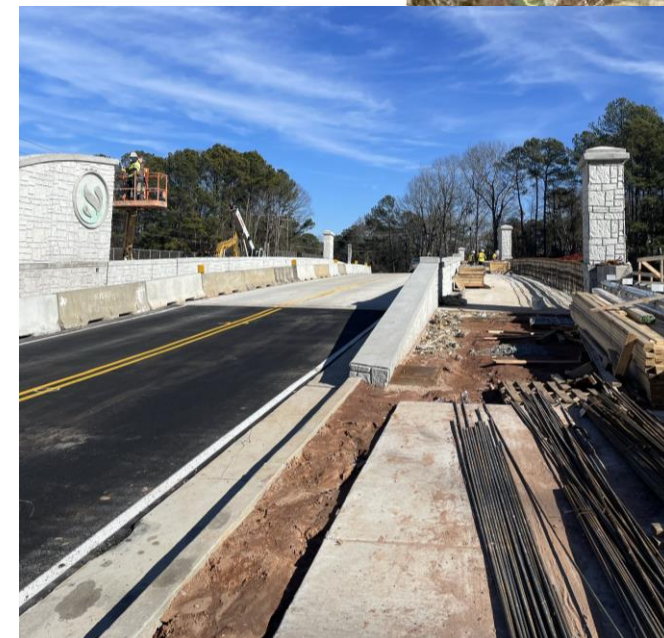
GDOT fund: \$5,900,940

Status:

- Pitts Road and Roberts Drive Bridges will be constructed as part of Phase I Design Build.
- Spalding Drive Bridge will be constructed as part of Phase II with the remaining Express Lane project.

Schedule:

- Phase I Design-Build Team NTP: 8/1/22 with performance period of 633 calendar days.
- Phase I – Roberts Drive construction began 3/23 and will be completed in Q1 2024.
 - Beginning 4/17, traffic shift began on the bridge and left turn lane from Pride Place removed until the project is completed.
 - Pride Place and Roberts Drive intersection reconstruction completed and open.
- Phase I - Pitts Road Bridge closure for construction from 6/12/23 through 4/26/24.
- Phase I Completion – late 2024



Multifamily Rental Housing Updates

January 30, 2024



SANDY SPRINGS™

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WHAT HAVE WE DONE?

Ordinance Development

- Worked on developing the new Multifamily Rental Housing (MRH) Ordinance for over a year
- Collaboration with the Building Department, Code Enforcement, and Fire Marshal's Office
- Consolidated all the MRH requirements into one section of code for greater clarity and transparency



Life Safety Requirements

- Reviewed statistical data and fire trends that led to the adding additional life safety requirements
 - Automatic door closures
 - Vertical chase protection
 - Non-combustible siding for exterior shared breezeways



Life Safety Requirements

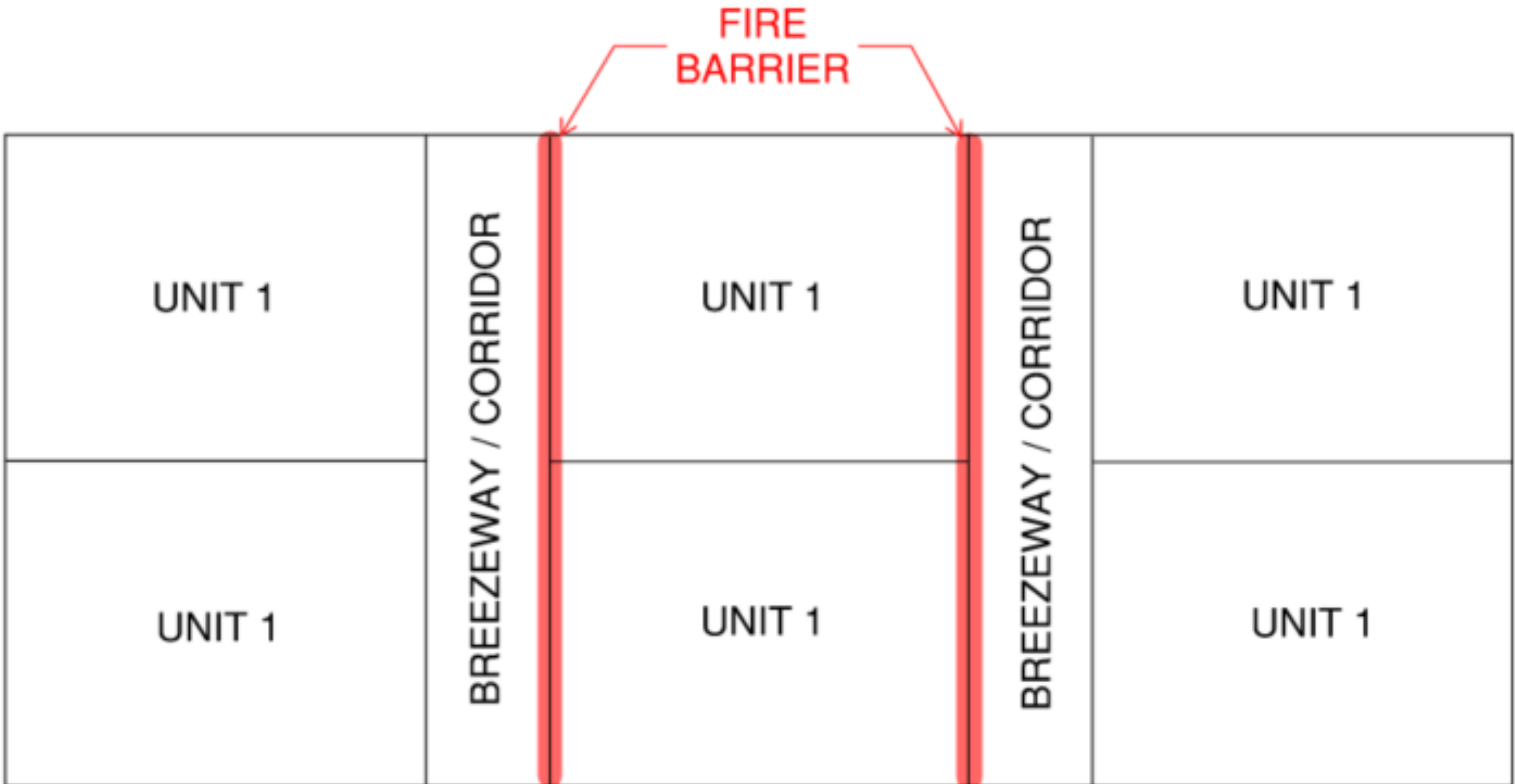
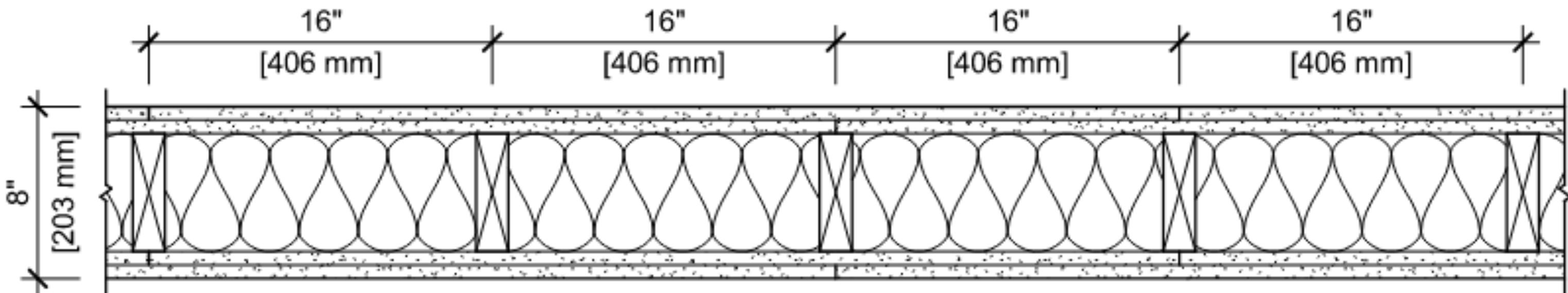
- Acknowledged the difficulty with the installation of intumescent paint and developed more reliable and cost-efficient options
 - Fire Barrier
 - Sprinkler System
 - Intumescent Paint



UL U301 - 2-HOUR FIRE RATING

ASSEMBLY REQUIREMENTS:

- GYPSUM PANELS: TWO LAYERS 5/8" [15.9 MM] SHEETROCK® GYPSUM PANEL (UL TYPE SCX)
- WOOD STUDS: 2" X 6" [38 X 140 MM] WOOD STUDS, 16" [406 MM] O.C.
- INSULATION: 5-1/2" [140 MM] FIBERGLASS INSULATION
- GYPSUM PANELS: TWO LAYERS 5/8" [15.9 MM] SHEETROCK® GYPSUM PANEL (UL TYPE SCX)



Revenue Coordination

- We developed a coordinated effort with Revenue to verify MRH code compliance before issuing the Occupational Tax Certificate
- All MRH properties are now required to submit the following before obtaining their Occupational Tax Certificate
 - Code Compliance Certificate
 - Property Manager Certification
 - Certificate of Insurance
- This coordinated effort creates a series of checks and balances to keep the MRH properties compliant

Summary

- More accurately reflects the actual inspection needs of the City to maintain a safe multifamily dwelling for its residents
- New MRH Ordinance adopted by City Council on September 5, 2023
 - Subpart B - Land Development, Chapter 105
 - Buildings & Building Regulations, Article IV
 - Property Maintenance & Housing Standards, Division 2 - Multifamily Rental Housing



WHERE ARE WE NOW?

MRH Property Statistics

- There are 96 MRH properties
 - 90 rental (95% of total rental units)
 - 6 Retirement/Independent Living (7% of total rental units)
- Assisted Living and Memory Care facilities that provide 24-hour care services are not part of the MRH



MRH Property Statistics

- Approximately 1,300 structures
- Over 25,000 rental units
- 70% of apartments are 20 years old or older
- Automatic Sprinkler Systems
 - 47% do not have an automatic sprinkler system
 - 25% are partially sprinklered
 - 28% are fully sprinklered

Property Manager Training

- The MRH ordinance requires all on-site property managers to attend a Property Manager Training seminar every year to stay current with the ordinance
- We have presented 4 Property Manager Training seminars
 - Tuesday, October 17, 2023
 - Thursday, November 9, 2023
 - Thursday, December 7, 2023
 - Tuesday, January 23, 2024
- To date, 73 out of 96 properties have attended the training seminar




Certified Building Inspector (CBI) Training

- The MRH ordinance requires all CBI to attend a Property Manager Training seminar every year to stay current with the inspection requirements.
- We have presented 4 Certified Building Inspector (CBI) Training seminars
 - Monday, October 23, 2023
 - Monday, November 20, 2023
 - Monday, December 18, 2023
 - Tuesday, January 29, 2024
- 16 CBI inspectors have attended the CBI training seminar
 - This represents 10 separate CBI companies to date with more expected in the future.



Certified Building Inspector (CBI) Training

- We developed a standard checklist that all CBI must use that will allow the City to run statistical data and trends
 - Developed from reviewing and combining previous CBI reports, identifying common deficiencies, and feedback from the CBIs
 - Consists of 98 questions organized by inspection category



**CERTIFIED BUILDING INSPECTOR
RENTAL UNIT INSPECTION REPORT**

INSPECTION DATE: _____

RENTAL PROPERTY INFORMATION			
Property Name			
Property Address			
Building #		Unit #	
Is the unit occupied?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Can the unit be inspected?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
If no, provide a reason			

CERTIFIED BUILDING INSPECTOR INFORMATION	
Inspector Name	
Company Name	
Company Address	
Phone Number	
Email	
Certification Type	
License Number	
License Expiry Date	

In accordance with the new ordinance: Part 1 - Subpart B - Chapter 105 - Article IV - Multifamily Rental Housing, all multifamily rental units will be inspected annually for the following conditions:

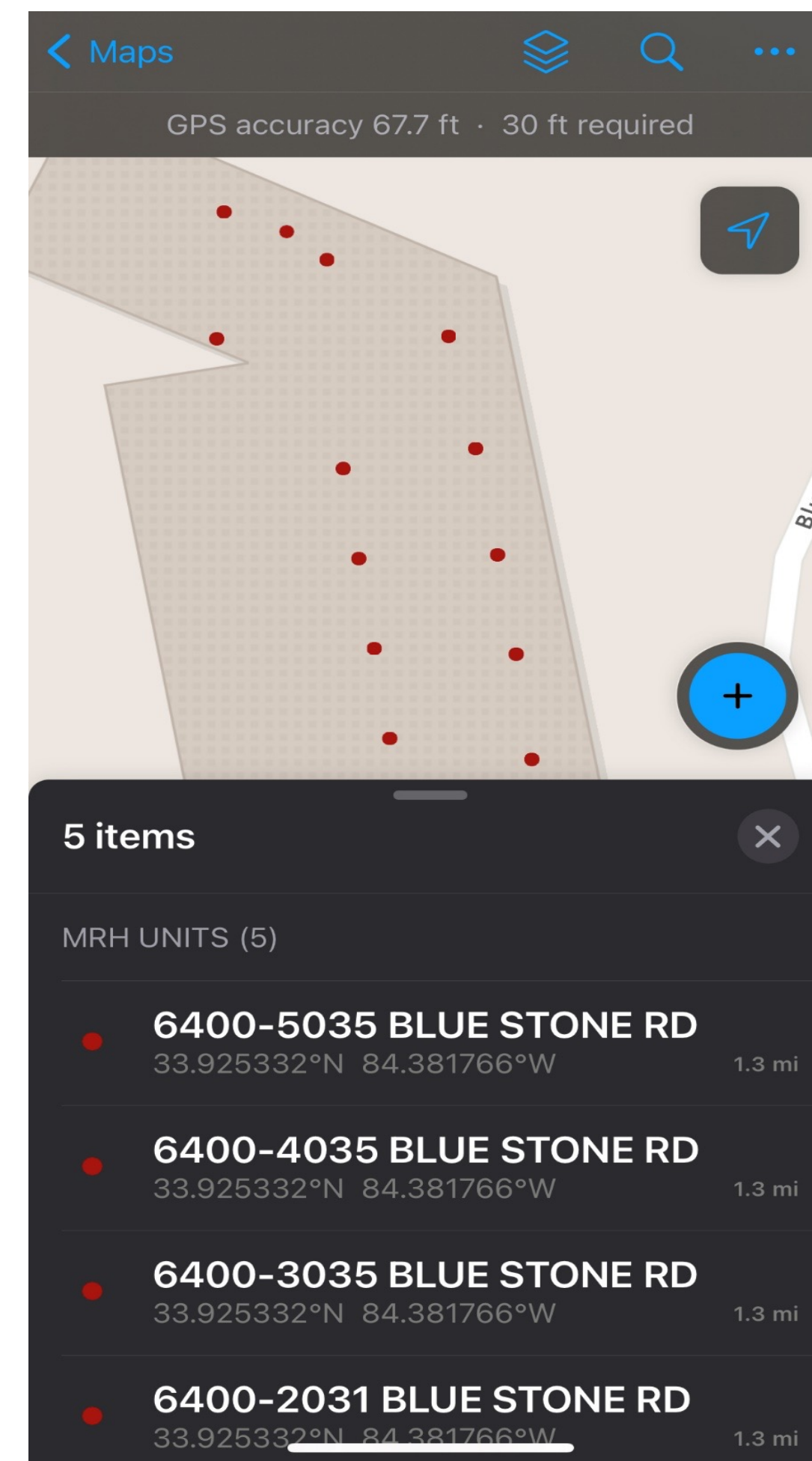
INTERIOR UNIT INSPECTION					
Doors / Windows					
No.	Minimum Standards for Basic Equipment & Facilities	N/A	Pass	Fail	Required Action
1	All <u>exterior entry doors are operational</u> and properly aligned and installed in the door frame (provide "failed" location(s) if applicable).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2	All <u>exterior entry doors have privacy locks</u> and are in good working order (no double-keyed locks are allowed).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3	All <u>exterior entry doors providing access to egress corridors, breezeways, or stairs are self-closing and fully latch.</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4	All <u>interior doors are operational</u> and properly aligned and installed in the door frame (provide "failed" location(s) if applicable).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Certified Building Inspector (CBI) Training

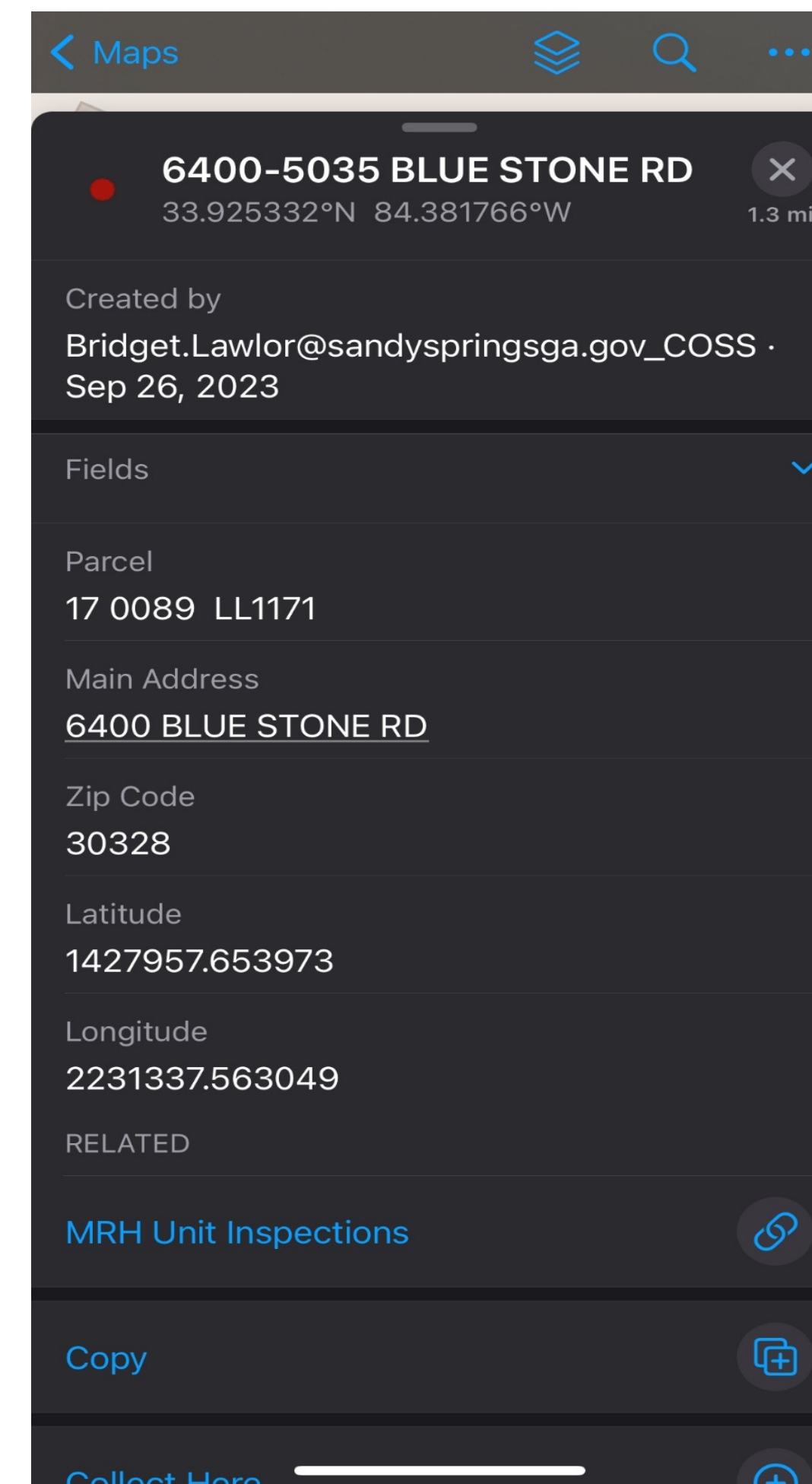
- Developed an in-house location-based inspection software which allows the inspectors to easily identify where they are on a particular property



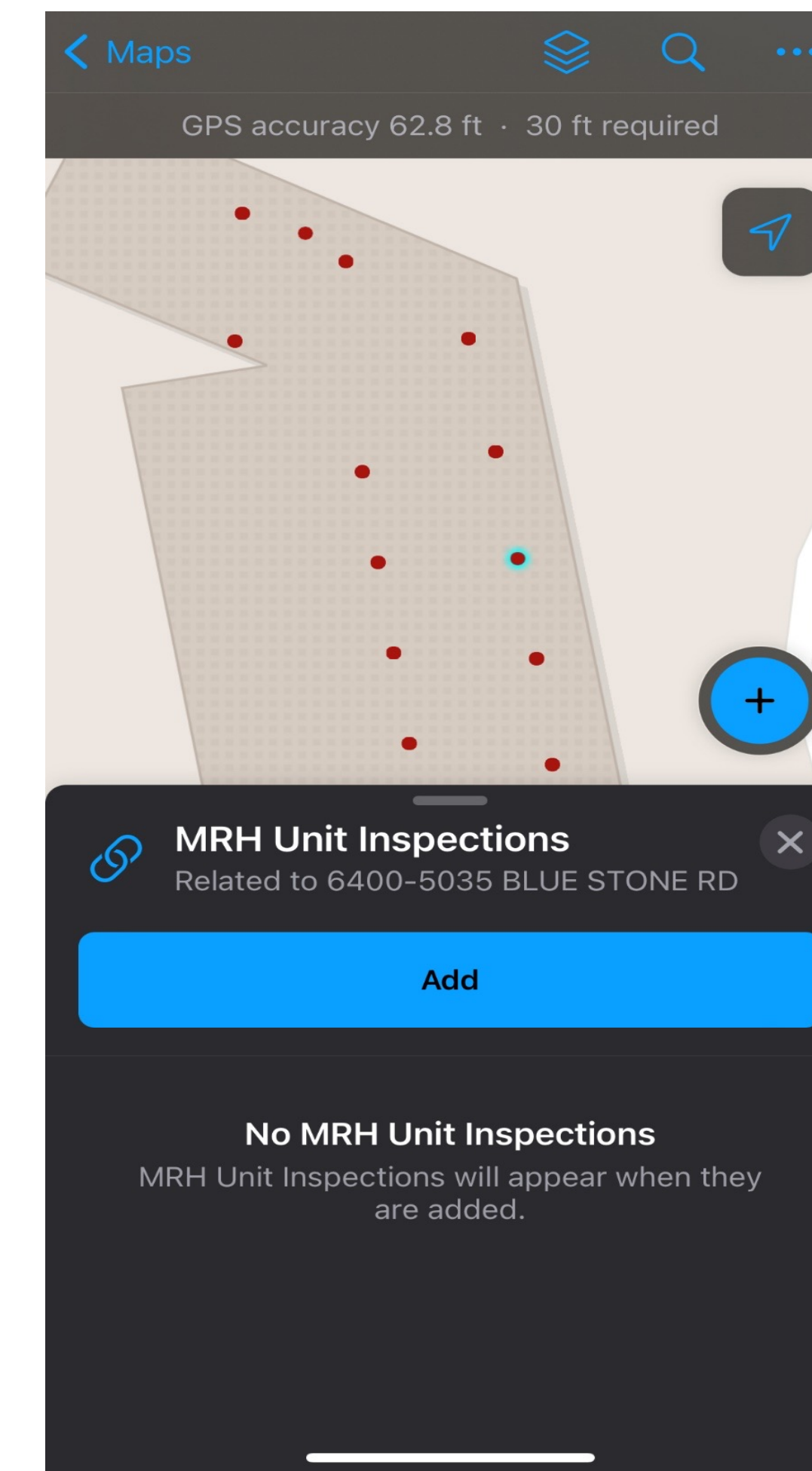
1) Select the location



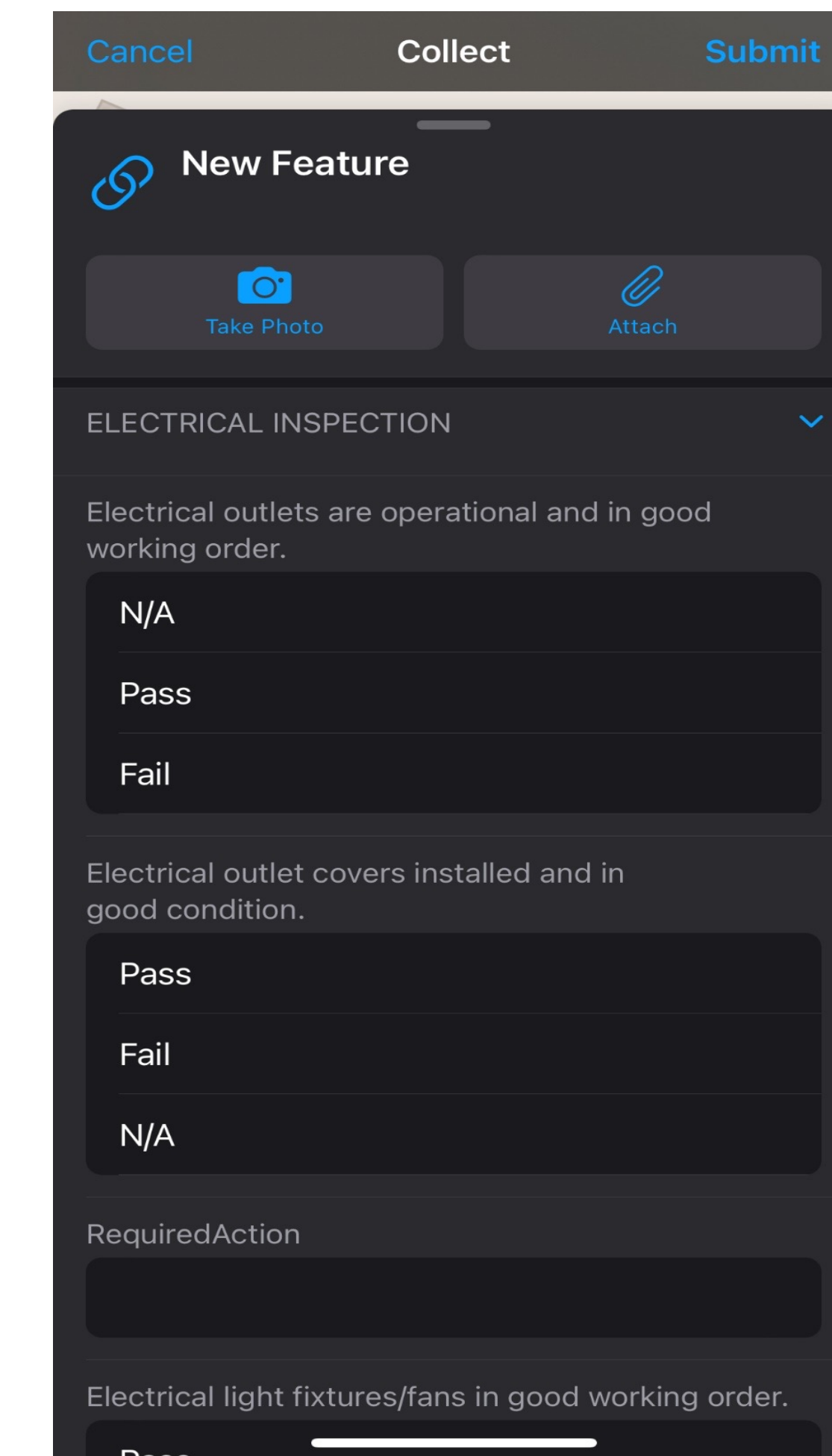
2) Select the unit



3) Property Information



4) Add a report



5) Fill out the report

Future Training Seminars

- **Quarterly Property Manager Training seminars throughout the year for any new property managers and/or recertifications**
 - **February 2024 (Make-Up Seminar TBD)**
 - **Tuesday, April 9, 2024**
 - **Tuesday, July 9, 2024**
 - **Tuesday, October 8, 2024**
- **Quarterly CBI Training seminars throughout the year for any new CBI inspectors and/or recertifications**
 - **Tuesday, April 16, 2024**
 - **Tuesday, July 16, 2024**
 - **Tuesday, October 15, 2024**

SUMMARY

Current MRH Deadline Summary

- **All 2023 inspections were required to be completed by December 31, 2023**
 - Only the 20% required by the previous code was required to be completed in 2023
 - The 2023 inspections apply for the 2024 Occupational Tax Certificate Year
- **2023 Occupational Tax Certificate expired December 31, 2023**
- **2024 Occupational Tax Certificate must be filed no later than March 31, 2024**

2024 Occupational Tax Certificate Requirements

1. **2024 Occupational Tax Certificate Application**
2. **Property Manager Certification issued by the City prior to March 31, 2024**
 - **Property Manager must be physically located on the property or assigned to the property**
3. **Certificate of Compliance issued by the City for the 2023 inspections**
 - *Only the 20% required by the previous code is required to be completed in 2023*
4. **Current Certificate of Insurance**

QUESTIONS



First Tryon Advisors

SIMPLIFYING PUBLIC FINANCE

DAVID CHEATWOOD
MANAGING DIRECTOR
Office: 704.926.2447
Email: dcheatwood@firsttryon.com
6101 Carnegie Blvd Suite 210
Charlotte NC 28209

WALTER GOLDSMITH
PRESIDENT & COO
Office: 704.926.2453
Email: wgoldsmith@firsttryon.com
6101 Carnegie Blvd Suite 210
Charlotte NC 28209

Executive Summary

➤ Interest rates reached their highest levels in over 10-years in October 2023 but have since declined by approximately 1.00%.

➤ The City continues to maintain the highest credit ratings possible (Aaa / AAA), further cemented by continued economic growth and its strong FY2023 financial performance.

➤ The City's revenues continue to grow allowing it to fund increasing operating and capital expenditures while still maintaining significant reserves.

➤ The City is in compliance with its debt policies and has the capacity within those policies to issue additional debt.



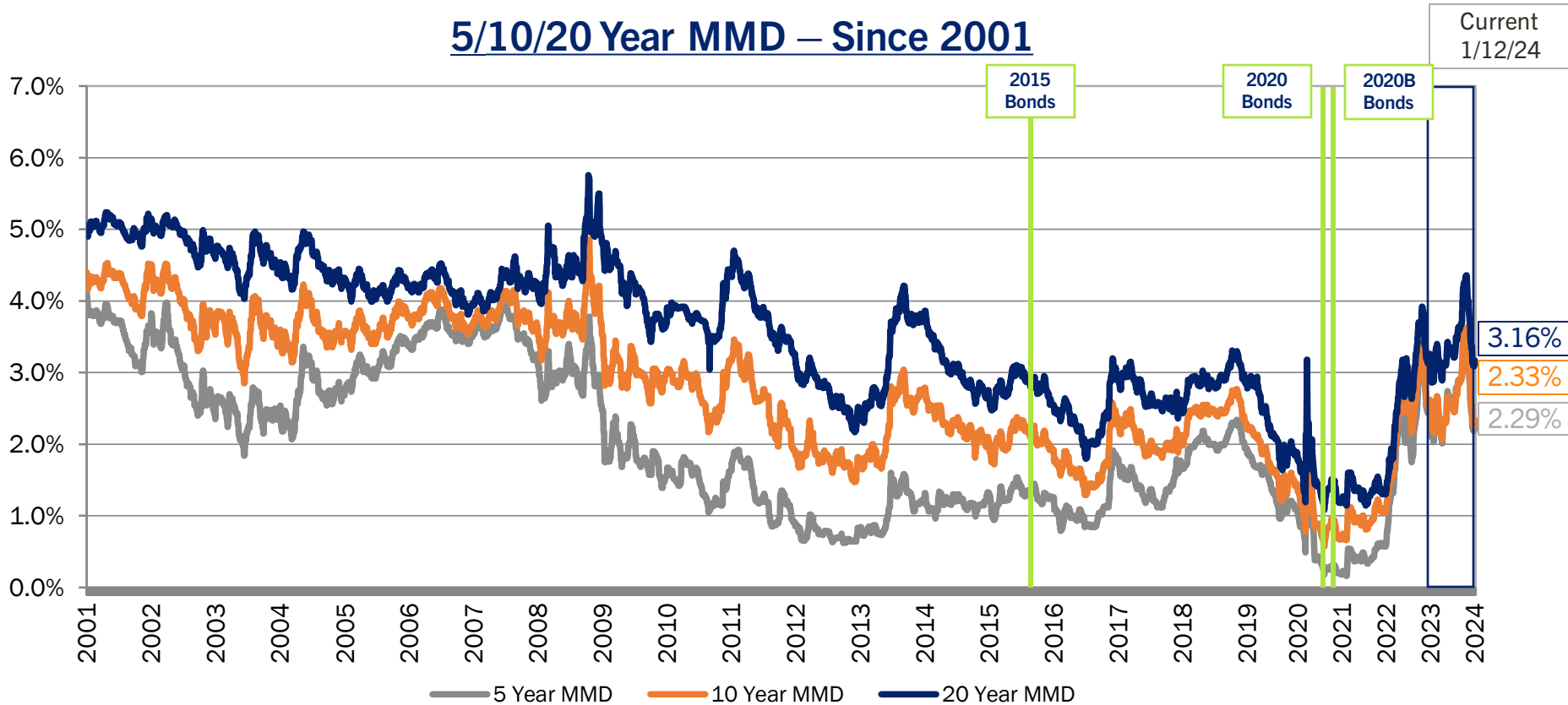
Agenda

- 1) Market Update**
- 2) Credit Rating Overview
- 3) Financial Overview
- 4) Debt Overview



Tax-Exempt Rates – Historical Trends

5/10/20 Year MMD – Since 2001



Observations

- After an extended period of a very low interest rate environment, interest rates began to increase in 2022 reaching their highest levels in over 10 years in October 2023.
- Interest rates in 2023 remained relatively stable until late summer when they began to rise due to economic data exceeding expectations and the Federal Reserve resuming its tightening cycle.
- As inflation and jobs reports began to signal a cooling of the economy, interest rates decreased by over 100 basis points in November/December 2023.



Interest Rate Projections

Short Term Interest Rate Projections

- ▶ The Federal Funds rate is an overnight lending rate that drives interest rates on the short end of the yield curve.
- ▶ The Federal Reserve last met on December 13th and maintained the upper end of its targeted rate range at 5.50%.
- ▶ The market is forecasting that the Fed Funds rate will decline by up to 1.50% by the end of the year.

		FOMC Meeting Date							
		31-Jan	20-Mar	1-May	12-Jun	31-Jul	18-Sep	7-Nov	18-Dec
Target Rate (Upper Bound)	6.00%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	5.75%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	5.50%	97.9%	52.9%	15.2%	0.6%	0.1%	0.0%	0.0%	0.0%
	5.25%	2.1%	46.2%	50.9%	16.7%	2.7%	0.3%	0.1%	0.0%
	5.00%	0.0%	1.0%	33.1%	50.2%	21.1%	4.6%	2.0%	0.5%
	4.75%	0.0%	0.0%	0.7%	31.8%	47.8%	23.8%	12.3%	4.1%
	4.50%	0.0%	0.0%	0.0%	0.6%	27.7%	45.8%	32.6%	16.3%
	4.25%	0.0%	0.0%	0.0%	0.0%	0.6%	25.0%	37.4%	33.6%
	4.00%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	15.2%	33.0%
	3.75%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	12.2%
	3.50%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
3.25%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
3.00%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

*Current Target Rate is 5.25 - 5.50%

Long Term Interest Rate Projections

- ▶ While banks/economists project that short-term rates will decline significantly by year-end, many see long-term rates holding steady to current levels as highlighted in a weekly report from JP Morgan Research group.

Metric	1/12/2024	1Q2024	2Q2024	3Q2024	4Q2024
Fed Funds*	5.500%	5.500%	5.250%	4.750%	4.250%
SOFR	5.310%	5.350%	5.350%	4.850%	4.350%
5 Year T-Note	3.830%	3.800%	3.650%	3.450%	3.350%
10 Year T-Note	3.950%	3.950%	3.800%	3.750%	3.650%
30 Year T-Bond	4.200%	4.200%	4.150%	4.150%	4.150%
5 Year MMD	2.250%	2.300%	2.200%	2.100%	1.950%
10 Year MMD	2.280%	2.500%	2.300%	2.400%	2.200%
30 Year MMD	3.450%	3.800%	3.650%	3.800%	3.550%

*Upper bound



Agenda

1) Market Update

2) Credit Rating Overview

3) Financial Overview

4) Debt Overview



Credit Profile

- ▶ The City currently maintains General Obligation Bond equivalent ratings of Aaa / AAA from Moody's and S&P, respectively.
- ▶ The City was last formally rated by Moody's in September 2020.
- ▶ The City was last formally rated by S&P in August 2022 when it upgraded the City from AA+ to AAA.
- ▶ Below is a summary of the key information noted in both rating reports.

Key Information Noted in Last Rating Reports

Strengths

- Sizable tax base with strong socioeconomic profile, ample reserves, and manageable fixed costs
- Significant budgetary flexibility
- Adherence to formalized financial long-term policies and planning

Challenges


- Locally imposed property tax cap
- Reliance on economically sensitive revenues

Upside Scenario

- Not Applicable

Downside Scenario

- Significant declines in fund balance and liquidity
- Erosion of the City's tax base and demographic profile

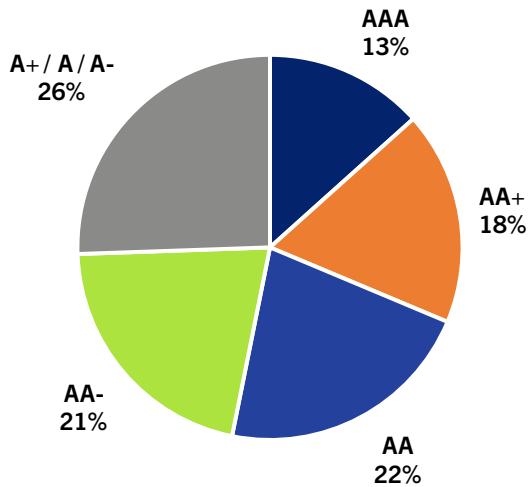
Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		
 GO Equivalent		



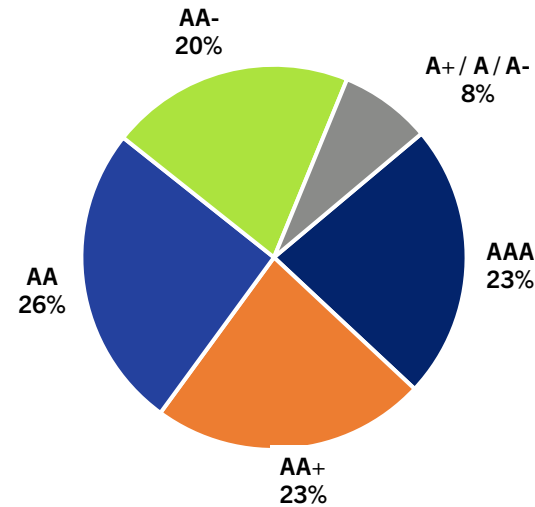
Credit Rating Peers (S&P Rating)

- S&P maintains general obligation or general obligation equivalent ratings on over 2,300 cities and towns nationwide, of which 317 (13%) are rated AAA.
- Within the State of Georgia, S&P maintains general obligation or general obligation equivalent ratings on 39 Georgia cities and towns, of which 9 (23%) are rated AAA.

S&P National Rated Cities & Towns



S&P GA Rated Cities & Towns



National	# of Credits	% of Credits
AAA	317	13%
AA+	426	18%
AA	518	22%
AA-	505	21%
A+ / A / A-	606	26%

GA	# of Credits	% of Credits
AAA	9	23%
AA+	9	23%
AA	10	26%
AA-	8	21%
A+ / A / A-	3	8%



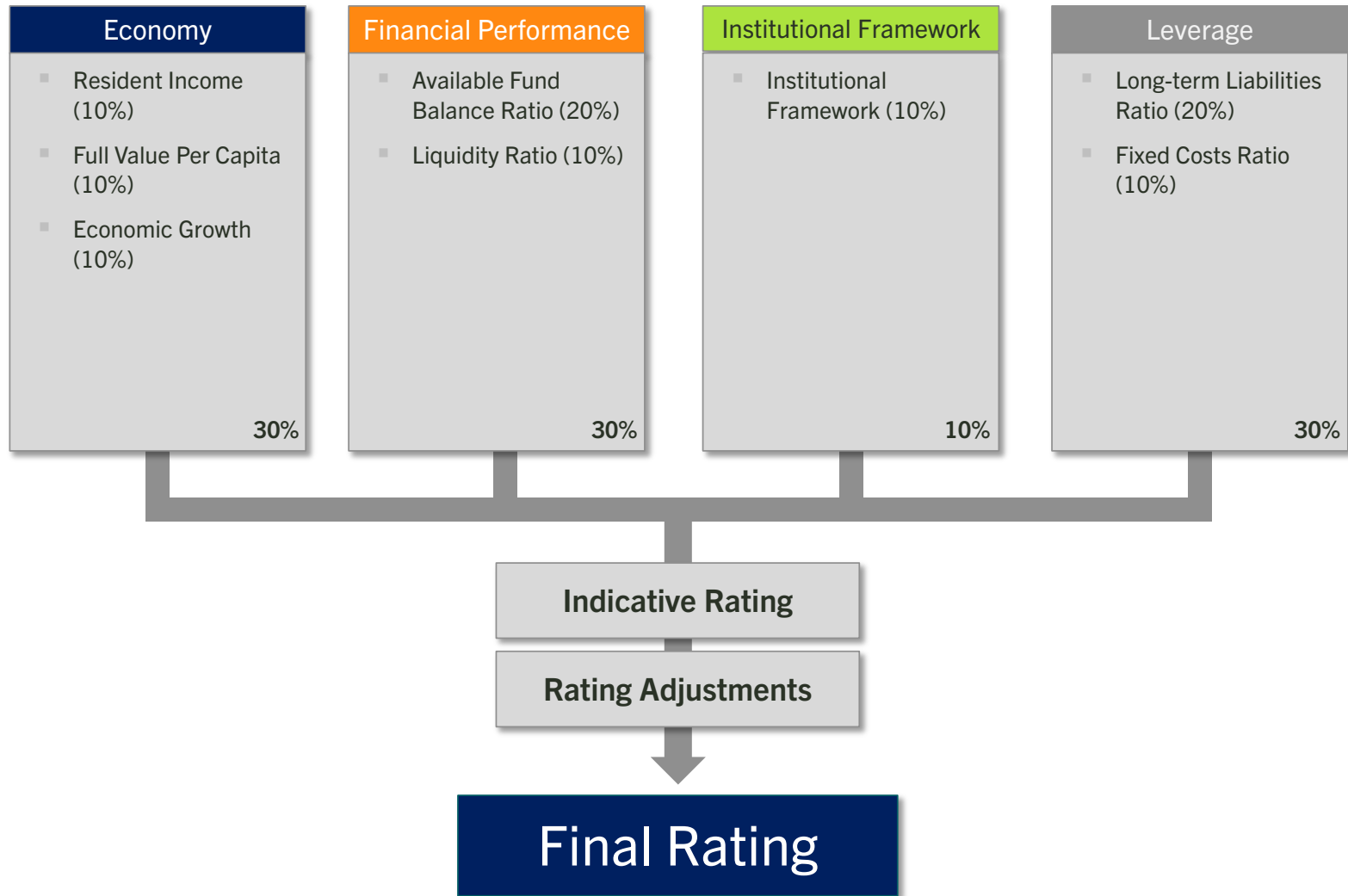
Credit Rating Peers (S&P Rating)

➤ Below is the list of the 39 Georgia cities and towns rated by S&P:

City/Town	Rating	City/Town	Rating
Alpharetta	AAA	Cartersville	AA
Brookhaven	AAA	College Park	AA
Johns Creek	AAA	Douglasville	AA
Milton	AAA	Gainesville	AA
Peachtree City	AAA	Garden City	AA
Roswell	AAA	Jefferson	AA
Sandy Springs	AAA	Lawrenceville	AA
Smyrna	AAA	St. Mary's	AA
Suwanee	AAA	Calhoun	AA-
Atlanta	AA+	East Point	AA-
Avondale Estates	AA+	Macon	AA-
Chamblee	AA+	Moultrie	AA-
Columbus	AA+	Oakwood	AA-
Decatur	AA+	Riverdale	AA-
Helen	AA+	Rome	AA-
Marietta	AA+	Villa Rica	AA-
Savannah	AA+	La Grange	A+
Woodstock	AA+	Hogansville	A
Augusta	AA	Thomasville	A
Braselton	AA		



Moody's General Obligation Rating Criteria



Moody's GO Credit Rating Scorecard

Moody's

Broad Rating Factors	Factor Weighting	Rating Subfactors	Subfactor Weighting	Weighted			
				Value	Score	Scale	Implied Rating
Economy	30%	(1) Resident Income (% of USA)	10%	126.51%	1.42	0.14	Aaa
		(2) Full Value Per Capita	10%	243,956	1.21	0.12	Aaa
		(3) Economic Growth (vs. USA)	10%	0.89%	1.06	0.11	Aaa
Finances	30%	(4) Available Fund Balance Ratio (%)	20%	64.55%	0.50	0.10	Aaa
		(5) Liquidity Ratio (%)	10%	116.75%	0.50	0.05	Aaa
Management	10%	(6) Institutional Framework	10%	GA	1.00	0.10	Aaa
Leverage	30%	(7) Long-Term Liabilities Ratio (%)	20%	130.68%	2.42	0.48	Aa1
		(8) Fixed-Costs Ratio (%)	10%	9.49%	1.45	0.14	Aaa
Total	100%		100%			1.25	Aaa

Source: Moody's MFRA; 2023 Financials

Note: Certain demographic information is based on prior years

Observations

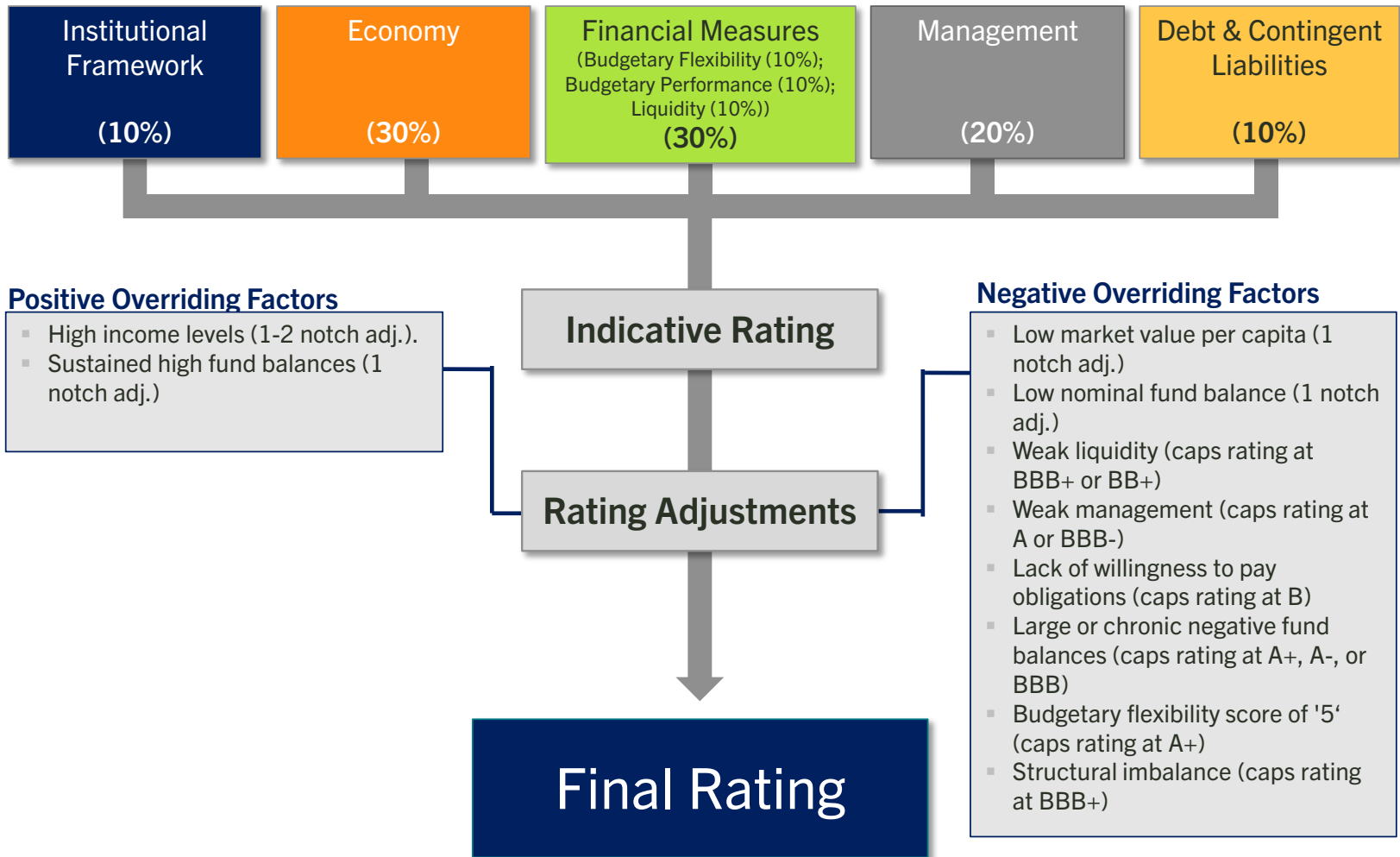
- Based on the City's FY2023 financials, the City's quantitative analysis scores at the Aaa level.
- The City is strong in all rating subfactors of the Moody's credit rating scorecard.
- The only subfactor that is not rated Aaa is Long-term Liabilities Ratio, which scores at Aa1.

Moody's Scorecard Ratings

Min	Max	Implied Rating
0	1.5	Aaa
1.5	2.5	Aa1
2.5	3.5	Aa2
3.5	4.5	Aa3
4.5	5.5	A1
5.5	6.5	A2
6.5	7.5	A3
7.5	8.5	Baa1
8.5	9.5	Baa2
9.5	10.5	Baa3
10.5	11.5	Ba1
11.5	12.5	Ba2
12.5	13.5	Ba3
13.5	14.5	B1
14.5	15.5	B2
15.5	16.5	B3 and below



S&P General Obligation Rating Criteria



S&P GO Credit Rating Scorecard

Factor	Weight	Score	Weighted Score
Institutional Framework	10%	1	0.10
Economic	30%	1	0.30
Management Score	20%	1	0.20
Financial Measures:			
Budgetary Flexibility	10%	1	0.10
Budgetary Performance	10%	2	0.20
Liquidity	10%	1	0.10
Debt and Contingent Liabilities	10%	3	0.30
Preliminary Score			1.30
Indicative Rating			AAA

Source: S&P Ratings; 2023 Financials

Note: Certain demographic information is based on prior years

Observations

- Based on the City’s FY2023 financial statements, the City’s quantitative analysis scores at the AAA level.
- The strengths of the City are its economy, management, budgetary flexibility, and liquidity.
- Similar to Moody’s, the “worst” (highest) scoring factor is the City’s debt and contingent liabilities.

Factor Score Weighted Average	Indicative Rating
1.00 - 1.64	AAA
1.65 - 1.94	AA+
1.95 - 2.34	AA
2.35 - 2.84	AA-
2.85 - 3.24	A+
3.25 - 3.64	A
3.65 - 3.94	A-
3.95 - 4.24	BBB+
4.25 - 4.54	BBB
4.55 - 4.74	BBB-
4.75 - 4.94	BB
4.95 - 5.0	B



Agenda

- 1) Market Update
- 2) Credit Rating Overview
- 3) Financial Overview**
- 4) Debt Overview



General Fund Results - Historical

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Revenues	104,553,442	106,359,037	115,442,249	122,970,825	136,310,590
Total Expenditures	81,371,726	76,209,326	81,943,567	85,871,097	96,535,867
Excess (Deficiency) of Revenues over Expenditures	23,181,716	30,149,711	33,498,682	37,099,728	39,774,723
Other Financing Sources (Uses)					
Proceeds from Sale of Capital Assets	1,418,406	-	-	-	-
Issuance of Financed Purchase	-	-	2,958,011	-	-
Issuance of Lease Liability	-	-	-	-	1,736,791
Transfers In	3,957,303	2,721,411	13,062,189	2,980,930	3,439,477
Transfers Out	(25,446,975)	(29,386,150)	(29,725,315)	(50,091,807)	(40,710,368)
Total Other Financing Sources (Uses)	(20,071,266)	(26,664,739)	(13,705,115)	(47,110,877)	(35,534,100)
Net Change in Fund Balances	3,110,450	3,484,972	19,793,567	(10,011,149)	4,240,623
Fund Balance, Beginning of Year	43,266,561	46,377,011	49,861,983	69,655,550	59,644,401
Fund Balance, End of Year	46,377,011	49,861,983	69,655,550	59,644,401	63,885,024
Transfer to Capital Projects Fund	15,695,325	19,625,000	6,923,785	36,533,882	27,095,940
Transfer to PFA (Debt Service)	9,751,650	9,761,150	11,531,724	12,624,640	12,609,146
Transfer to PFA (One-Time Capital)	-	-	11,269,806	933,285	1,005,282

Observations

- General Fund revenues have increased by approximately 30% since FY2019, while General Fund expenditures have increased by only 19%.
- The City has increased its General Fund total fund balance by approximately \$17.5 million since FY2019, or 38%.
- A majority of the transfers out of the General Fund are to the Capital Project Fund, which would qualify as “one-time” occurrences that could be eliminated if the City experienced an unexpected shortfall.



General Fund – Budget vs. Actual

	Final Budget FY 2022	Actual FY 2022	Variance	Final Budget FY 2023	Actual FY 2023	Variance
Total Revenues	114,430,456	122,970,825	8,540,369	111,339,787	136,310,590	24,970,803
Total Expenditures	94,067,905	85,871,097	(8,196,808)	102,463,865	96,535,867	(5,927,998)
Excess (Deficiency) of Revenues over Expenditures	20,362,551	37,099,728	16,737,177	8,875,922	39,774,723	30,898,801
Other Financing Sources (Uses)						
Proceeds from Sale of Capital Assets	-	-	-	-	-	-
Issuance of Financed Purchase	-	-	-	-	-	-
Issuance of Lease Liability	-	-	-	-	1,736,791	1,736,791
Transfers In	1,120,000	2,980,930	1,860,930	1,074,600	3,439,477	2,364,877
Transfers Out	(50,091,807)	(50,091,807)	-	(40,710,368)	(40,710,368)	-
Total Other Financing Sources (Uses)	(48,971,807)	(47,110,877)	1,860,930	(39,635,768)	(35,534,100)	4,101,668
Net Change in Fund Balances	(28,609,256)	(10,011,149)	18,598,107	(30,759,846)	4,240,623	35,000,469

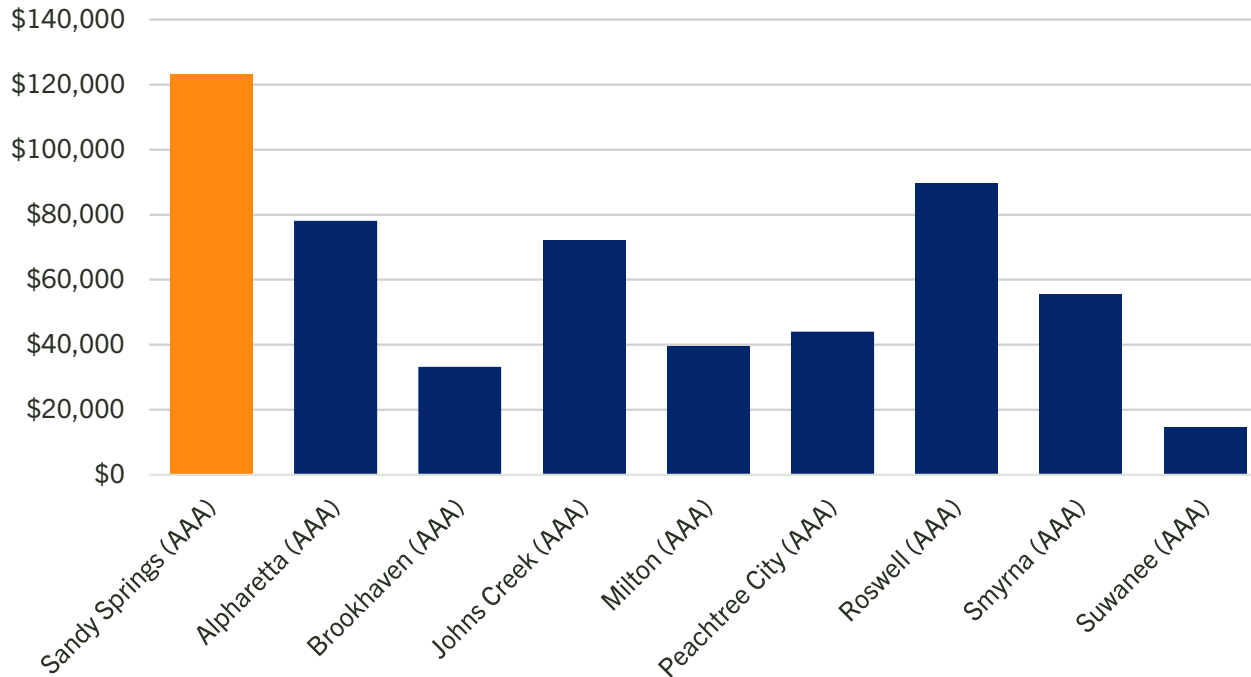
Observations

- In both FY2022 and FY2023, the City’s actual revenues were over budget while actual expenses were under budget creating significant positive variances.



General Fund Revenues – Peer Comparison

General Fund Revenues (Millions)



Observations

- ▶ The City had higher General Fund Revenues than the other AAA rated Georgia cities in FY2022.



Assessed Value / Full (Market) Value

Assessed Value and Estimated Actual Value of Taxable Property

	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Residential Property	5,209,552,730	5,569,524,370	5,754,347,030	6,226,269,420	6,566,498,830
Commercial Property	3,542,347,870	4,062,572,960	4,045,474,710	4,165,935,530	4,193,729,340
Industrial Property	8,934,839	10,010,190	10,963,440	13,957,880	13,237,520
Agricultural Property	232,280	87,520	97,960	103,080	104,200
Motor Vehicles	57,197,080	40,913,220	30,398,740	22,570,250	18,835,730
Other*	53,479,113	90,693,443	85,978,670	99,626,230	101,228,270
Less: Tax Exempt Real Property	889,548,811	974,401,936	947,687,936	1,191,907,854	1,225,602,081
Total Taxable Assessed Value	7,982,195,101	8,799,399,767	8,979,572,614	9,336,554,536	9,668,031,809
Estimated Actual Taxable Value	19,955,487,753	21,998,499,418	22,448,931,535	23,341,386,340	24,170,079,523

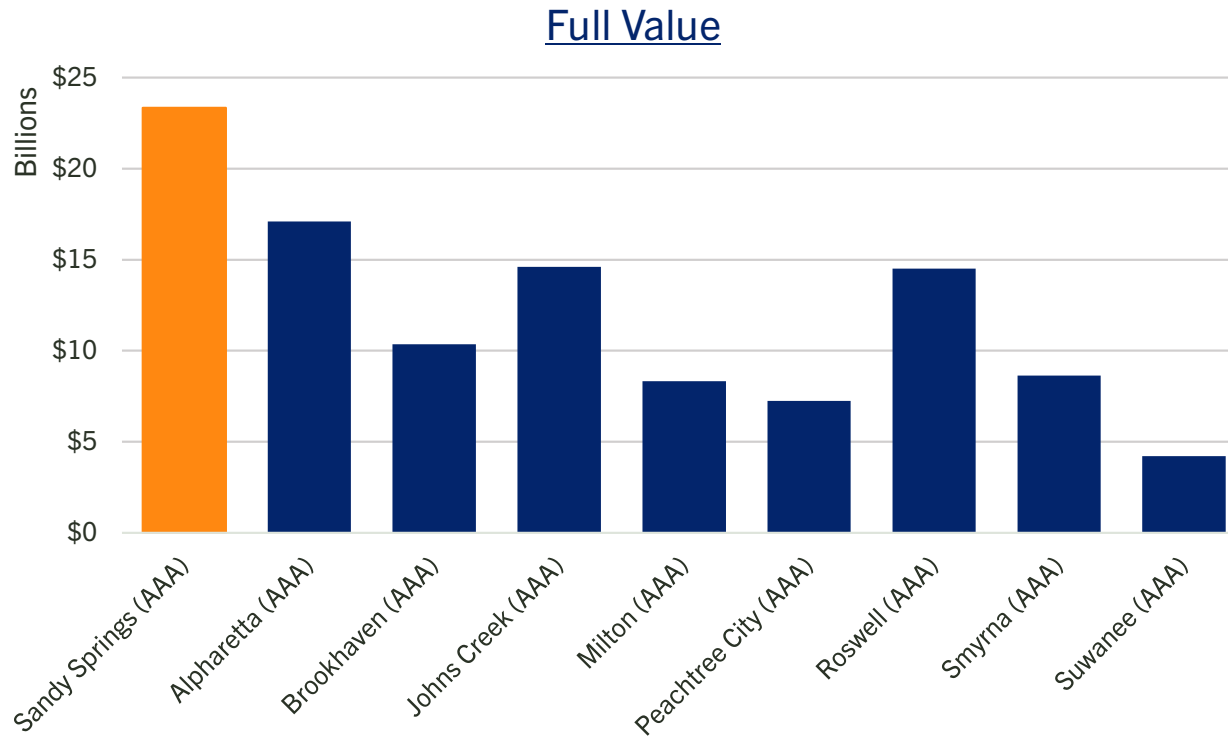
*Reflects conservation use

Observations

- Since 2018, the City's taxable value has increased by approximately 21%.
- A key driver in the growth of actual taxable value has been residential property, which has increased by approximately \$1.4 billion since 2018.



Full (Market) Value – Peer Comparison

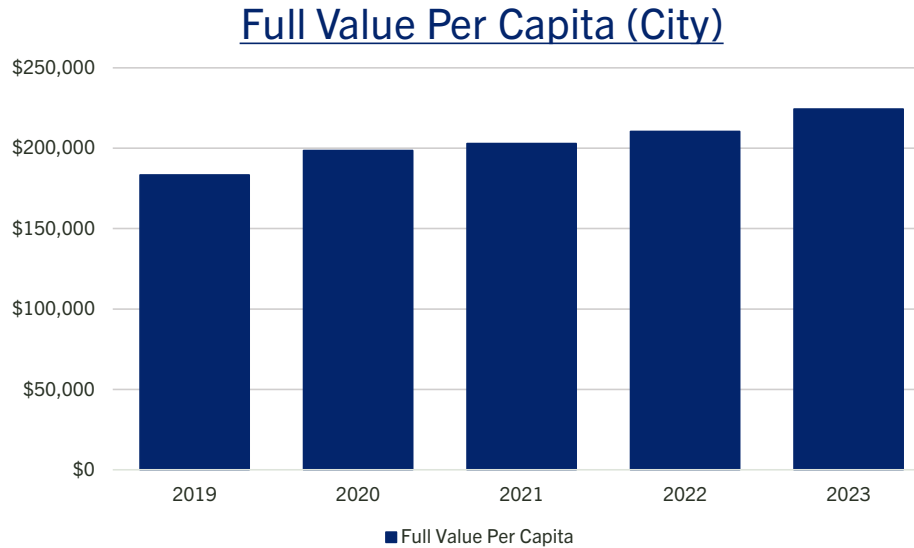


Observations

- The City's Full (Market) Value in FY2022 was higher than that of AAA rated cities in Georgia.

Source: S&P Ratings (FY2022 Data); Peachtree City FY2022 Audit

Full Value Per Capita



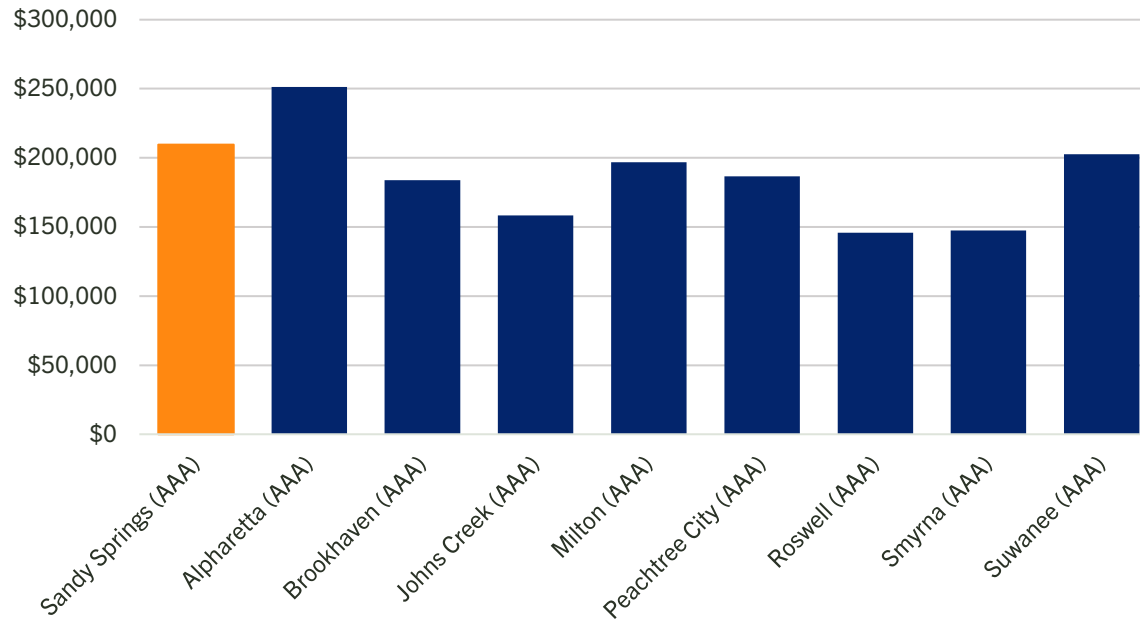
FY	Full Value	Population	Full Value Per Capita
2019	19,955,487,753	108,797	183,419
2020	21,998,499,418	110,779	198,580
2021	22,448,931,535	110,664	202,857
2022	23,341,386,340	110,926	210,423
2023	24,170,079,523	107,763	224,289

Observations

- The City's full value per capita has grown year over year as its value has grown while population has held steady.

Full Value Per Capita – Peer Comparison

Full Value Per Capita (Peer Comparison)



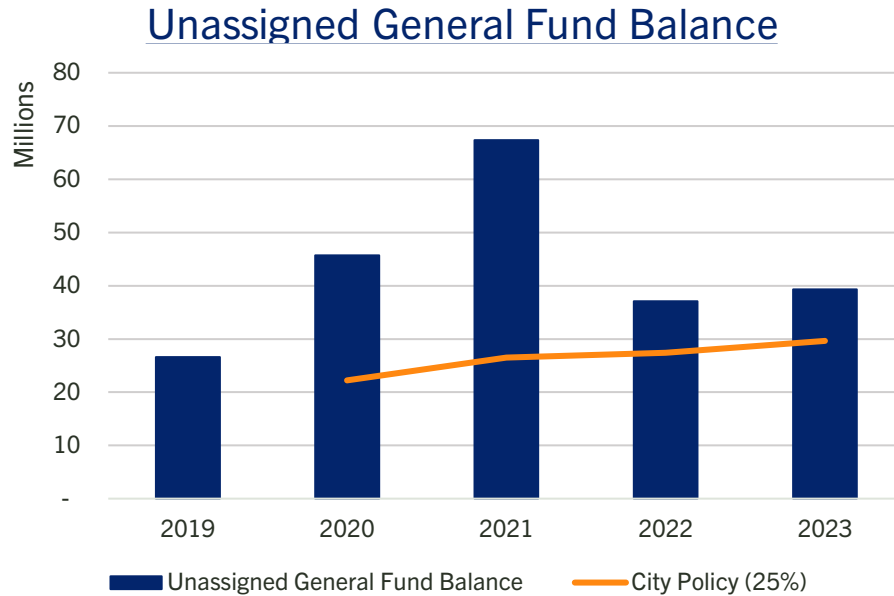
Observations

- ▶ The City's full value per capita in FY2022 was the 2nd highest among its AAA rated peers in Georgia.

Source: S&P Ratings; Peachtree City 2022 Audit (FY 2022 Data)



Unassigned General Fund Balance



FY	Unassigned General Fund Balance	General Fund Revenues*
2019	26,616,192	98,391,770
2020	45,710,692	88,925,120
2021	67,349,843	106,105,272
2022	37,076,382	109,690,420
2023	39,335,782	118,518,880

Unassigned Fund Balance as % of General Fund		
FY	Revenues	City Policy
2019	27.1%	N/A
2020	51.4%	25.0%
2021	63.5%	25.0%
2022	33.8%	25.0%
2023	33.2%	25.0%

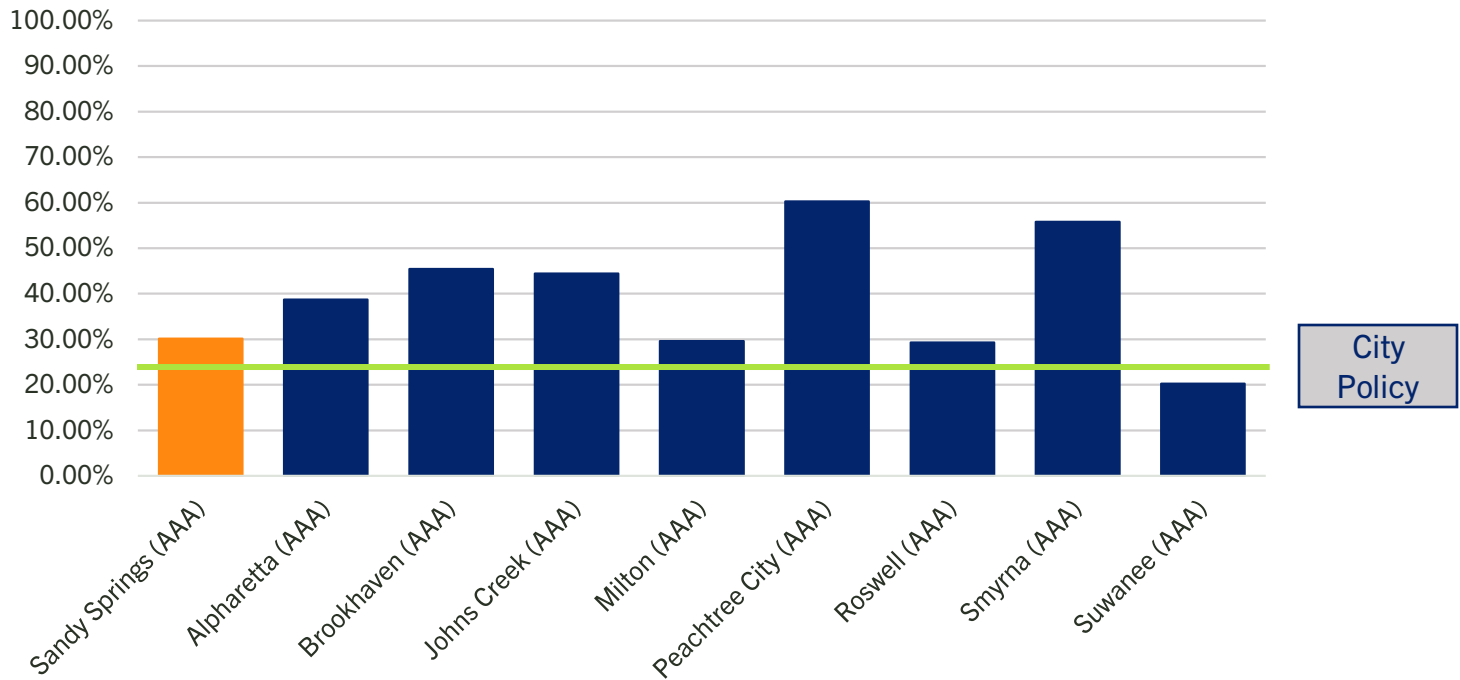
*Assumes General Fund Revenues from the next year's budget.

Adopted Policy: The City will maintain a minimum unassigned fund balance in its General Fund of 25% of the subsequent year's budgeted revenues.



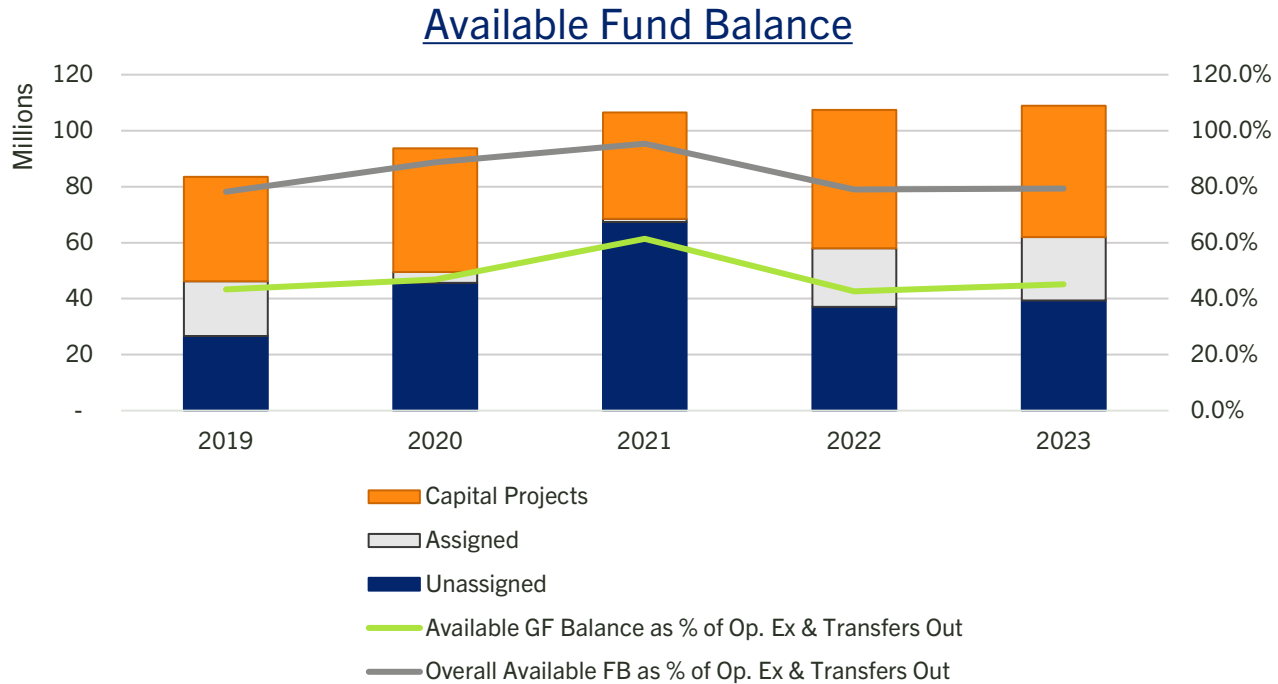
Unassigned General Fund Balance as % of General Fund Revenues— Peer Comparison

Unassigned General Fund Balance as % of General Fund Revenues



Source: S&P Ratings (FY 2022 Data); Peachtree City FY2022 Audit

Available Fund Balance



FY	Unassigned	Assigned	Available General Fund Balance*	Capital Projects	Overall Available Fund Balance**	General Fund Operating Expenditures & Transfers Out	Available GF Balance as % of Op. Ex & Transfers Out	Overall Available FB as % of Op. Ex & Transfers Out
2019	26,616,192	19,616,830	46,233,022	37,336,789	83,569,811	106,818,701	43.3%	78.2%
2020	45,710,692	3,792,605	49,503,297	44,166,751	93,670,048	105,595,476	46.9%	88.7%
2021	67,349,843	1,212,505	68,562,348	37,900,230	106,462,578	111,668,882	61.4%	95.3%
2022	37,076,382	20,929,552	58,005,934	49,466,759	107,472,693	135,962,904	42.7%	79.0%
2023	39,335,782	22,685,951	62,021,733	46,925,844	108,947,577	137,246,235	45.2%	79.4%

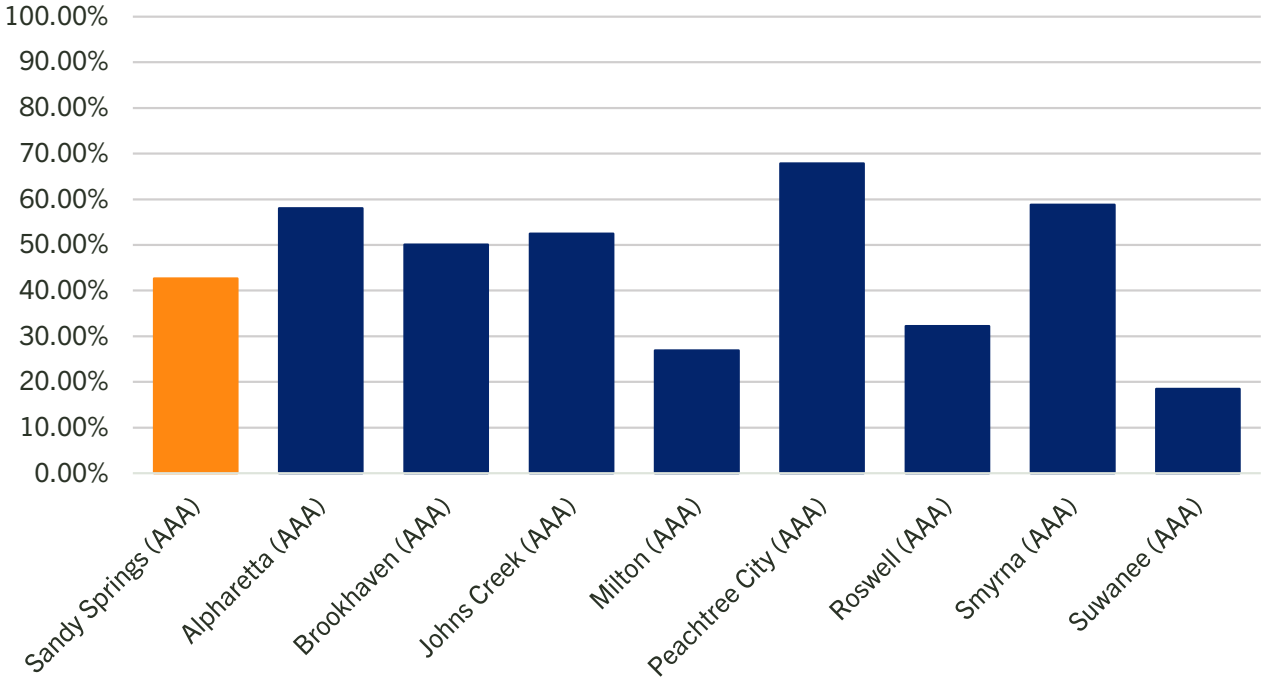
*Available General Fund Balance is equal to Unassigned plus Assigned Fund Balance.

**Overall Available Fund Balance is equal to Available General Fund Balance plus Capital Projects Fund Balance.



Available Fund Balance as % of Operating Expenditures – Peer Comparison

Available General Fund Balance as % of Operating Expenditures & Transfers Out



Source: S&P Ratings (FY 2022 Data); Peachtree City FY2022 Audit

Agenda

- 1) Market Update
- 2) Credit Rating Overview
- 3) Financial Overview
- 4) Debt Overview**

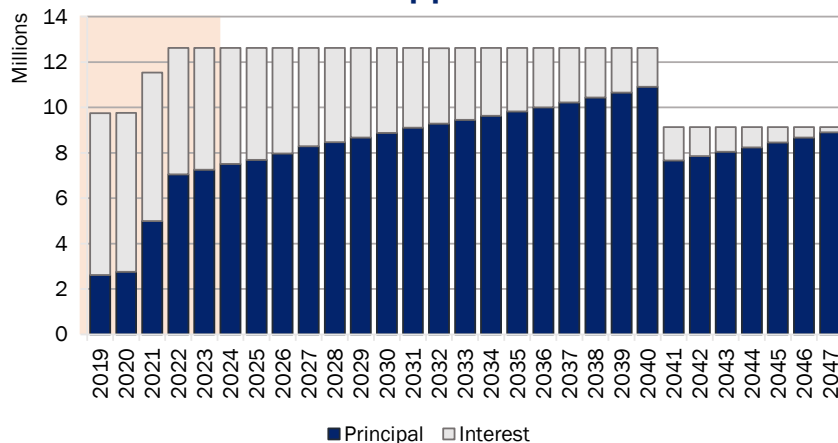


Debt Profile of the City (Existing Debt Profile)

Tax Supported Debt						
Series	Description	Par Outstanding	Final Maturity	Call Provision	Avg. Coupon	Purpose
Series 2015	Public Facilities Authority Revenue Bonds	10,275,000	5/1/2026	Non-Callable	4.599%	City Center Project
Series 2020	Public Facilities Authority Taxable Refunding Revenue Bonds	156,795,000	5/1/2047	5/1/2030 @ 100%	2.057%	Refunding
Series 2020B	Public Facilities Authority Revenue Bonds	47,795,000	5/1/2040	5/1/2030 @ 100%	2.963%	Public Facilities Project
Subtotal		214,865,000			2.380%	

In addition to the Tax Supported Debt above, the City also had \$3,470,984 of Financed Purchases, \$3,676,485 of Notes Payable, and \$2,075,433 of Leases outstanding, as of June 30, 2023.

Annual Debt Service Requirements (Tax Supported Debt)



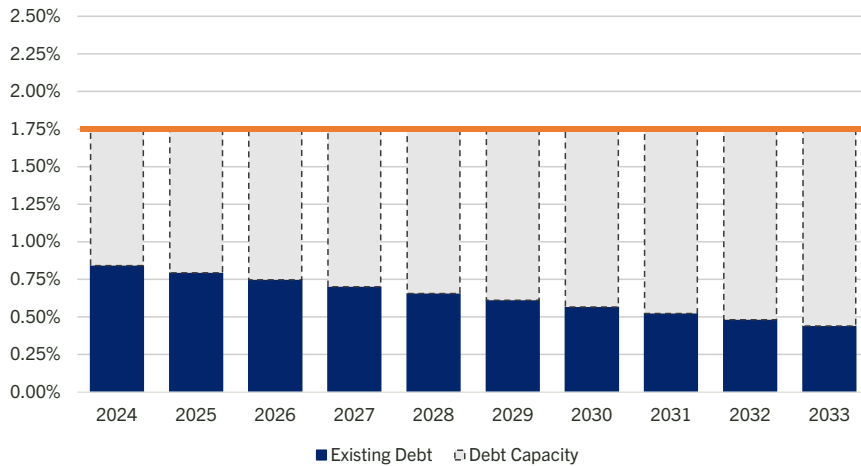
Overview

- As of June 30, 2023, The City has approximately \$215 million of outstanding Tax Supported debt consisting of the Series 2015, 2020 and 2020B Public Facilities Authority Revenue Bonds.
 - The City paid down \$7,250,000 of principal during FY2023.
- The tax supported debt portfolio has an average coupon of 2.380%, a 10-year payout ratio of 40%, and a final maturity in FY 2047.
- The City also has Financed Purchases, Notes Payable, and Leases outstanding.



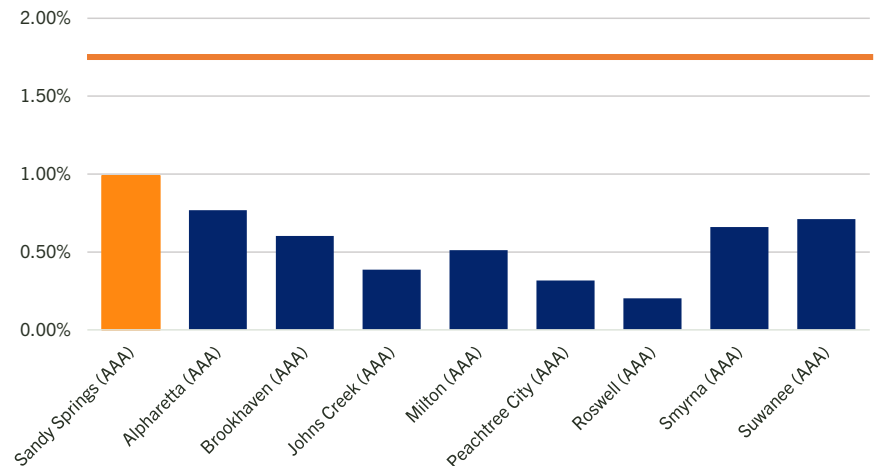
Debt as a Percentage of Full Value (Existing Debt Profile)

Debt as a Percentage of Full Value (City)



Note: Full value is assumed to grow at 2.00% per year beginning in FY2024.

Debt as a Percentage of Full Value (Peer Comparison)



Source: S&P Ratings (FY2022 Data); Peachtree City FY2022 Audit

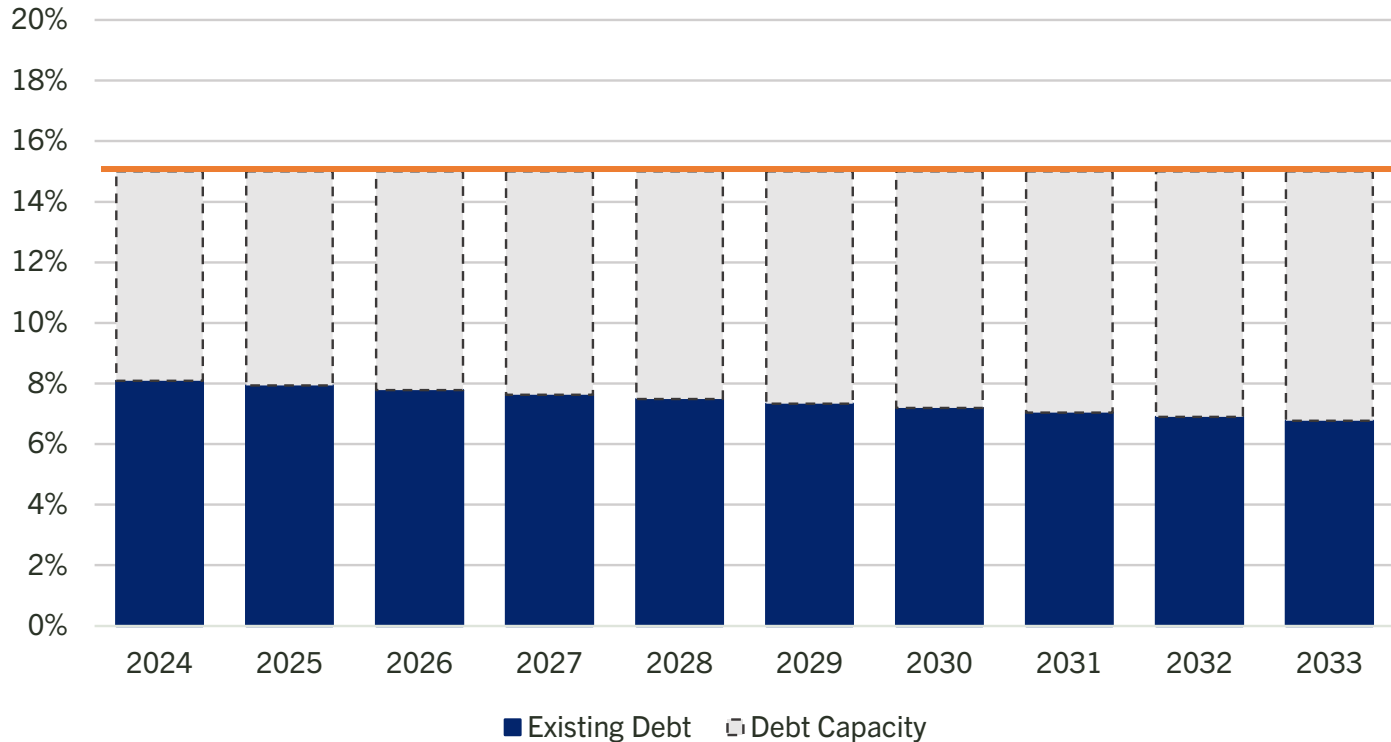
Observations

- The City's debt as a percentage of full value is above its AAA peers in Georgia but below its policy of 1.75%.



Debt Service as a Percentage of Revenues (Existing Debt Profile)

Debt Service as a Percentage of Revenues



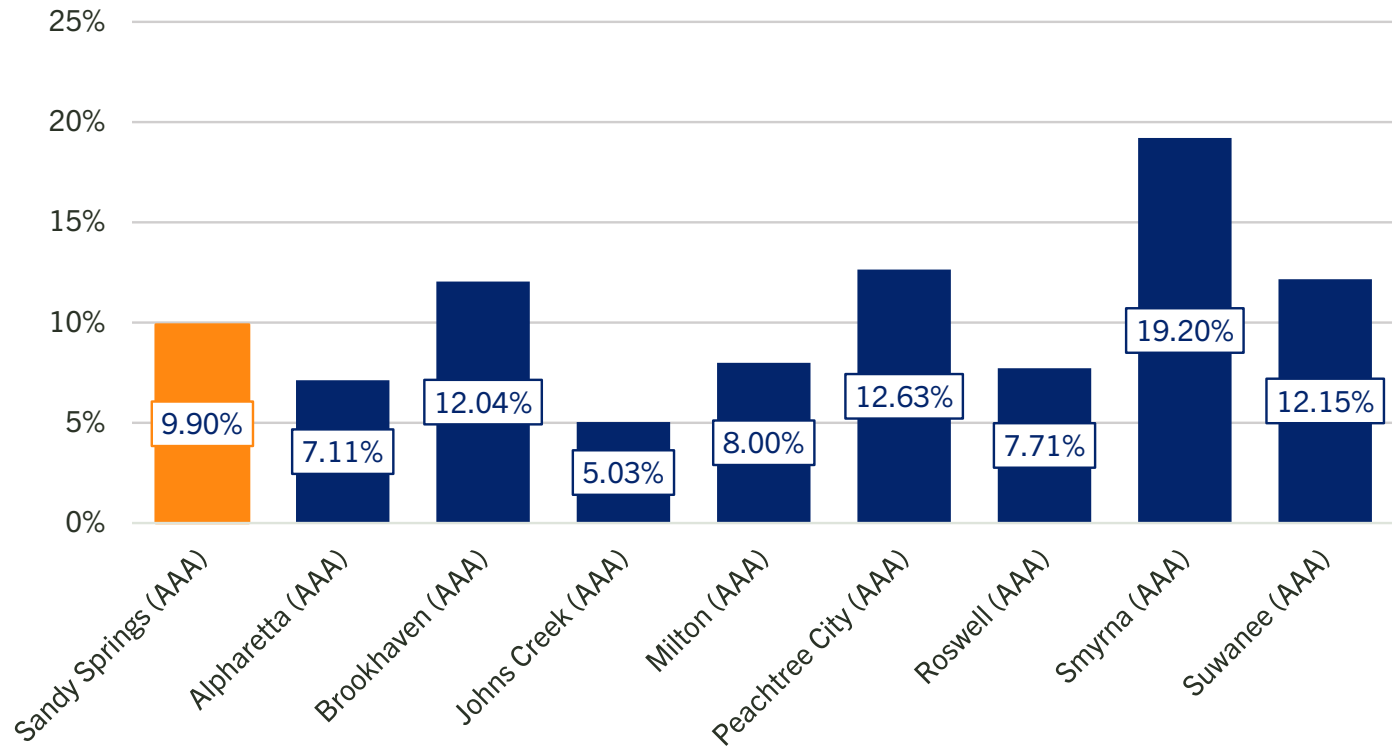
Observations

- The City's debt service as a percentage of budgeted governmental revenues (excluding TSPLOST revenues) of approximately 8% is below its policy limit of 15%.

Note: Governmental revenues are assumed to grow at 2.00% per year beginning in 2024.

Peer Comparison – Debt Service as a Percentage of Expenditures (Existing Debt Profile)

Governmental Debt Service as a Percentage of Expenditures



Observations

- ▶ The City's debt service as a percentage of expenditures (S&P ratio) is in line with the other AAA rated cities in Georgia.

Source: S&P Ratings (FY2022 Data); Peachtree City FY2022 Audit



Debt Capacity / Affordability

- There are different ways for the City to evaluate its debt capacity, including:
 - The amount of affordable debt service under existing revenue streams.
 - The amount of debt that can be issued while maintaining credit ratings.
 - The amount of debt that can be issued under legal or self-imposed limits (i.e. policies / financial targets / legal constraints).
- The City’s estimated debt capacity is analyzed on the following slide assuming FY2023 revenues and expenditures (shown below) and additional debt with the following financing assumptions:

	FY 2023
Total Revenues	136,310,590
Total Expenditures	96,535,867
Excess (Deficiency) of Revenues over Expenditures	39,774,723
Other Financing Sources (Uses)	
Proceeds from Sale of Capital Assets	-
Issuance of Financed Purchase	-
Issuance of Lease Liability	1,736,791
Transfers In	3,439,477
Transfers Out	(40,710,368)
Total Other Financing Sources (Uses)	(35,534,100)
Net Change in Fund Balances	4,240,623

Additional Debt Assumptions	
Term	20 Years
Interest Rate	5.00%
Amortization	Level Debt Service
Closing Date	15-Aug-24
Interest Payments	5/1 & 11/1, beginning 11/1/2024
Principal Payments	5/1, beginning 5/1/2024



Debt Capacity / Affordability

Affordable Debt Service

- In FY 2023, the City generated a \$4,240,623 surplus in its General Fund.
- Assuming FY 2023 revenues remain the same going forward, the City can afford up to the amount of the surplus in additional debt service.
- Under the financing assumptions listed on the previous slide, it is projected that the City could issue approximately \$50,000,000 of additional debt and continue to generate a slight surplus in the General Fund.

Debt Capacity While Maintaining Credit Ratings

- It is projected that the City could issue up to \$47,000,000 of additional debt while maintaining its current ratings with both Moody's and S&P.
 - Please note that First Tryon's scorecard analysis projects indicative ratings based on quantitative analysis. Scorecard analysis does not necessarily predict the final rating.

Debt Capacity Under the City's Policies

- Debt as a Percentage of Full Value Policy: The City's tax-supported revenue debt shall not exceed 1.75% of the digest full value.
 - The City could issue approximately \$205,000,000 of additional debt and remain in compliance with this policy.
- Debt Service as a Percentage of Budgeted Governmental Revenues: The City's annual tax-supported debt service shall not exceed 15% of the City's budgeted governmental revenues.
 - The City could afford approximately \$10,000,000 of additional debt service and remain in compliance with this policy. This equates to approximately \$125,000,000 of additional debt.



Base Homestead Exemption Scenarios - Summary

Overview

- The City of Sandy Springs (the “City”) currently has a base homestead exemption of \$15,000 plus the lesser of 3% or CPI.
- Fulton County (the “County”) provided the analysis below to show the City’s 2023 property tax revenues from homesteaded properties assuming the current \$15,000 base exemption as well as base exemptions of \$25,000 and \$40,000.
- The analysis is based on all homesteaded properties and their values as of January 10, 2024.
- The analysis shows homesteaded property tax revenues with and without an \$18,000 Governor’s Credit.
 - The Governor’s Credit is only expected to have been available in 2023.

	Base Homestead Exemption	Total Tax (\$)	
FY2023 Exemption Level	\$15,000 (including \$18,000 Governor's Credit)	15,926,548.85	<u>\$15,000 to \$25,000:</u> Difference of \$769,592.18
	\$25,000 (including \$18,000 Governor's Credit)	15,156,956.67	
	\$40,000 (including \$18,000 Governor's Credit)	14,035,925.46	<u>\$15,000 to \$40,000:</u> Difference of \$1,890,623.39

	Base Homestead Exemption	Total Tax (\$)	
FY2023 Exemption Level less Governor's Credit	\$15,000 (Excluding \$18,000 Governor's Credit)	17,335,599.13	<u>\$15,000 to \$25,000:</u> Difference of \$782,733.92
	\$25,000 (Excluding \$18,000 Governor's Credit)	16,552,865.21	
	\$40,000 (Excluding \$18,000 Governor's Credit)	15,389,420.12	<u>\$15,000 to \$40,000:</u> Difference of \$1,946,179.01

Source: Fulton County, GA
 Note: Taxes calculated based on 40% of fair market value even for those under appeal.



Base Homestead Exemption Scenarios – Taxpayer Impact

	\$15,000 Base Exemption (with Governor's Credit)			
Fair Market Value of Home	\$ 400,000	\$ 600,000	\$ 800,000	\$ 1,000,000
	40%	40%	40%	40%
Assessed Value of Home	160,000	240,000	320,000	400,000
Base Homestead Exemption	15,000	15,000	15,000	15,000
Governor's Credit	18,000	18,000	18,000	18,000
Taxable Value	127,000	207,000	287,000	367,000
Millage Rate	0.004731	0.004731	0.004731	0.004731
Property Tax	\$ 601	\$ 979	\$ 1,358	\$ 1,736

	\$15,000 Base Exemption (without Governor's Credit)			
Fair Market Value of Home	\$ 400,000	\$ 600,000	\$ 800,000	\$ 1,000,000
	40%	40%	40%	40%
Assessed Value of Home	160,000	240,000	320,000	400,000
Base Homestead Exemption	15,000	15,000	15,000	15,000
Governor's Credit	-	-	-	-
Taxable Value	145,000	225,000	305,000	385,000
Millage Rate	0.004731	0.004731	0.004731	0.004731
Property Tax	\$ 686	\$ 1,064	\$ 1,443	\$ 1,821

	\$25,000 Base Exemption (with Governor's Credit)			
Fair Market Value of Home	\$ 400,000	\$ 600,000	\$ 800,000	\$ 1,000,000
	40%	40%	40%	40%
Assessed Value of Home	160,000	240,000	320,000	400,000
Base Homestead Exemption	25,000	25,000	25,000	25,000
Governor's Credit	18,000	18,000	18,000	18,000
Taxable Value	117,000	197,000	277,000	357,000
Millage Rate	0.004731	0.004731	0.004731	0.004731
Property Tax	\$ 554	\$ 932	\$ 1,310	\$ 1,689

	\$25,000 Base Exemption (without Governor's Credit)			
Fair Market Value of Home	\$ 400,000	\$ 600,000	\$ 800,000	\$ 1,000,000
	40%	40%	40%	40%
Assessed Value of Home	160,000	240,000	320,000	400,000
Base Homestead Exemption	25,000	25,000	25,000	25,000
Governor's Credit	-	-	-	-
Taxable Value	135,000	215,000	295,000	375,000
Millage Rate	0.004731	0.004731	0.004731	0.004731
Property Tax	\$ 639	\$ 1,017	\$ 1,396	\$ 1,774

	\$25,000 Base Exemption (with Governor's Credit)			
Fair Market Value of Home	\$ 400,000	\$ 600,000	\$ 800,000	\$ 1,000,000
	40%	40%	40%	40%
Assessed Value of Home	160,000	240,000	320,000	400,000
Base Homestead Exemption	40,000	40,000	40,000	40,000
Governor's Credit	18,000	18,000	18,000	18,000
Taxable Value	102,000	182,000	262,000	342,000
Millage Rate	0.004731	0.004731	0.004731	0.004731
Property Tax	\$ 483	\$ 861	\$ 1,240	\$ 1,618

	\$25,000 Base Exemption (without Governor's Credit)			
Fair Market Value of Home	\$ 400,000	\$ 600,000	\$ 800,000	\$ 1,000,000
	40%	40%	40%	40%
Assessed Value of Home	160,000	240,000	320,000	400,000
Base Homestead Exemption	40,000	40,000	40,000	40,000
Governor's Credit	-	-	-	-
Taxable Value	120,000	200,000	280,000	360,000
Millage Rate	0.004731	0.004731	0.004731	0.004731
Property Tax	\$ 568	\$ 946	\$ 1,325	\$ 1,703

Source: Fulton County, GA

Note: Taxes calculated based on 40% of fair market value even for those under appeal.



First Tryon Advisors

SIMPLIFYING PUBLIC FINANCE

FIRSTTRYON.COM

MSRB Registrant

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City of Sandy Springs

Public Works Assessment Project Update

January 2024

Project Purpose



Project Purpose



Assess operations, organizational structure, staffing levels, policies, and procedures related to the capital planning process and Public Works



Identify challenges and opportunities related to project management/timelines and operations



Generate staff capacity through structure, technology, process improvements, and policy enhancements



Define recommendations to improve efficiency and effectiveness

Work Completed to Date



- Conducted Kick-off meeting
- Conducted interviews with 26 staff members



- Began review of the City's financial, staffing, workload, and asset data
- Initiated best practice research



- Completed initial analysis of operations and capital improvement project process
- Developed initial observations and recommendations
- Compiling draft report

Observations



General Observations

- **High-functioning organization**
 - › People know how to do what they are being asked to do
 - › Work is largely of good quality
- **The initial government structure was unique by relying on contracted services for day-to-day operations**
 - › Started with a single contract
 - › Then utilized multiple contractors
- **Transition to City staffing resulted in significant employee turnover**
 - › Resulted in some inefficiencies that have had to be progressively addressed through staffing, supporting contracts and training
- **Customer service focus**
 - › The City was founded on providing a high level of customer service
 - › Messaging to both internal and external stakeholders is curated with the customer service focus in mind

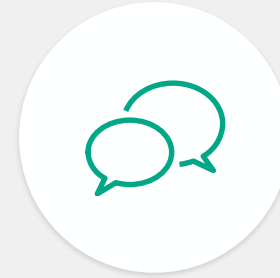
General Observations

- **The history of utilizing contracts has impacted the perception of the capital improvement process**
 - › It is sometimes perceived as “slower”
 - › Different delivery models:
 - Consultants have specific tasks and deliverables
 - City staff have additional considerations and regulations to consider
- **As the City has matured, the number of capital projects and complexity of projects has increased**
 - › Many early projects were "low hanging fruit" and could move faster
 - › Projects now are often more complex, which impacts project timelines and requires a different project management approach

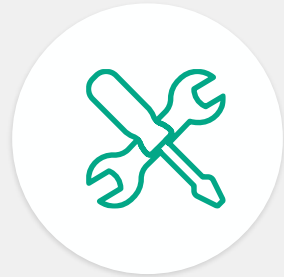
Strengths to Build Upon



**Experienced and
Knowledgeable Staff**



**High Volume of
Communication**



Tools Available to Staff



Customer Service

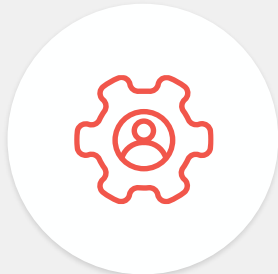
Opportunities



**ROW Acquisition Process
Enhancements**



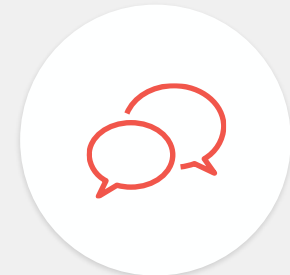
**Proactively Address
Stormwater Infrastructure
Needs**



**Software Training and
Enhanced Usage**



**Technology Integration
and Data Alignment**



Effective Communication

Preliminary Recommendations



Process and Planning

- **Develop a clear understanding among staff regarding the ROW acquisition and condemnation process**
 - › Identify the roles and responsibilities of each Department/staff member involved
 - › Lay out the various timelines needed throughout the process
- **Continue efforts to involve ROW acquisition staff as early as possible in capital projects**
 - › Helps identify challenges and constraints at the design concept level before they become critical issues
 - › Promotes effective communication/collaboration across City staff and Departments

Process and Planning

- **Conduct a total cost of ownership for the stormwater system assets and consider establishing a stormwater utility**
 - › Provides an evaluation tool for the full lifecycle costs of existing stormwater assets
 - › Stormwater utility can provide a sustainable funding mechanism for investments and maintenance

Structure and Staffing

- **Monitor the need for additional project managers for capital improvement projects**
 - › Changes to current processes should result in increased staff capacity
 - More time for contractor oversight and project management
 - › Over time, may need additional project managers based on the complexity and number of projects



Structure and Staffing

- **Consider creating a dedicated real estate unit within Public Works**
 - › History of contracted services has led to a matrix organizational structure
 - › Benefits of aligning real estate staff include:
 - Combining resources within the Department to assist with ROW acquisition
 - Help with communication issues between project teams, legal, and land acquisition people
 - May help reduce delays in projects
 - Improve internal team collaboration

Technology

- **Dedicate a staff member to project coordination and empower them to become a power user of the project management systems**
 - › Staff have access to powerful tools with many features that are currently underutilized
 - › Provides a dedicated resource to ensure projects are completed on time and on budget and for using systems efficiently and effectively
- **Provide training to staff on project management systems and develop standard operating procedures**
 - › Staff should get additional training to utilize more of the available features
 - › Standard operating procedures should be created to help train future staff and ensure consistency
 - Should be reviewed at a regular time interval once created

Technology

- **Pursue opportunities to further integrate data information systems**
 - › Increases opportunities for automation
 - › Improves data and information alignment



Communications

- **Evaluate alternatives to streamline project update status information and more efficiently present to internal and external stakeholders**
 - › Utilize tools that pull data automatically versus manual creation/updating spreadsheets or PowerPoint presentations
 - Examples:
 - GIS Story Maps
 - Power BI Dashboard

Q&A

Thank you!

Contact:

Scott Parker, Senior Manager
513 221 0500 / sparker@raftelis.com

James Flick, Senior Consultant
513 512 4910 / jflick@raftelis.com