

AUDIT UNIVERSE FOR FY23 AUDIT SELECTION

Department	Office	Description	Primary Risks	Notable Initiatives/Goals	Most Recent Audit
City Council	Council President / City Council Members	Serves as legislative branch of government. Adopts ordinances to establish city policy and law; adopts resolutions to express legislative intent.	<ul style="list-style-type: none"> • Tone at the top • Conflicts of interest • Failure to develop and maintain a positive relationship with the community 	Review and take necessary action to fill the City Council-appointed vacancies on the city's boards, authorities, commissions, etc. and sunset any organizations no longer necessary Develop and approve a redistricting plan Oversee the implementation of a new electronic legislative management system Update the status of departmental compliance with the most recent three years of audit commitments	Employee Reimbursements (2015) Council Expenditures (2009)
City Council	City Council Staff	Reviews and analyzes proposed legislation, coordinates communications, technology, contracts, and procurement for councilmembers.	<ul style="list-style-type: none"> • Transactions undergo less scrutiny 	Chair of the Committee on Council to conduct a mid-year review of the Interim Council Staff Director and Municipal Clerk by October 2022 Populate vacancies in the offices of the Office of the Municipal Clerk & the Office of Research and Policy Analysis Explore expanding the Office of Research and Policy Analysis to assign one dedicated legislative analyst and legislative assistant for each committee	Citywide Cash Handling (2022) Direct Payments (2022)
City Council	City Clerk	Maintains the central repository for information regarding all legislative actions and administers election-related matters.	<ul style="list-style-type: none"> • Lack of transparency 	Chair of the Committee on Council to conduct a mid-year review of the Interim Council Staff Director and Municipal Clerk by October 2022 Populate vacancies in the offices of the Office of the Municipal Clerk & the Office of Research and Policy Analysis	
Executive Offices	Mayor	Heads executive branch of government.	<ul style="list-style-type: none"> • Tone at the top • Conflicts of interest • Failure to develop and maintain a positive relationship with the community 	TSLPOST 2.0 and Public Improvement Bond represent \$750 million toward improvements across this city Greenspace Advisory Council and new park on Chattahoochee River "Light up the Night" campaign to install 10,000 lights Policing Alternatives and Diversion (PAD) Affordable Housing Strike Force to oversee creation or preservation of 20,000 affordable housing units over 8 years Mayor's Internship Program	
Executive Offices	Chief of Staff	Provides advice and guidance to the Mayor on legislative and political issues, liaises with public and private sectors. Operates the following divisions: <ul style="list-style-type: none"> • Intergovernmental Affairs • Communications • Constituent Services • Equity, Diversity, and Inclusion • Cultural Affairs • International Affairs • Film & Entertainment • Special Events 	<ul style="list-style-type: none"> • Tone at the top • Transactions undergo less scrutiny • Inherent risk of fraud 		Citywide Cash Handling (2022) Direct Payments (2022) Liquor Licensing and Enforcement (2021)
Executive Offices	Chief Operating Officer	Provides policy direction and executive management over the public service and operational functions of the city. Divisions/ Initiatives include: <ul style="list-style-type: none"> • Office of Contract Compliance • Emergency Preparedness 	<ul style="list-style-type: none"> • Tone at the top • Transactions undergo less scrutiny 		Office of Contract Compliance (under way) Oracle Time and Labor Implementation (under way) BeltLine Special Service District Financial Review (2022)

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		<ul style="list-style-type: none"> Innovation & Performance Violence Reduction and pre-arrest diversion Housing & Homelessness 			Office of Contract Compliance (2021 and 2022) WorkSource Atlanta (2020) Super Bowl LIII Emergency Preparedness and Cost Capture (2019)
AIM	Administration/Operations	Protects information assets; supports applications and end-users, maintains IT infrastructure; oversees governance of projects with a technology component.	<ul style="list-style-type: none"> Tone at the top Failure to maintain and protect data and record systems Business continuity No comprehensive list of systems Unable to fill critical positions timely Change Management 	Define IT operating model with clear accountability & department engagement Improve IT skills and talent acquisition/sourcing Simplify application portfolio landscape by eliminating redundant and ineffective systems Develop and implement IT standards, processes, and procedures Improve enabling processes (Enterprise Architecture, Change Control, and Cloud Governance) Re-establish AIM services model and increased service levels Define enterprise systems and standards Define vendor sourcing strategy and management processes Develop a 3-5 Year IT Strategic Plan Develop comprehensive Cloud Strategy	NIST Cybersecurity (2021) ISO/IEC 27001 ISMS Precertification Audit (2018)
Law	City Attorney	Provides legal advice to the Mayor, City Council members, city officials and departments, represents the city in litigation and commercial transactions (financing, real estate, and land use), supervises and administers claims against the city, reviews contracts.	<ul style="list-style-type: none"> Tone at the top Use of outside counsel 	Reduce settlements and other litigation payouts Reduce outside legal costs by having DOL lawyers, instead of outside counsel handle legal matters Work proactively to reduce liability to the city	Citywide Cash Handling (2022) Direct Payments (2022) Management of Live Nation Lease Agreement (2020) MLK Jr Recreation and Aquatic Center (2019) Renew Atlanta Bond Program Contract Language (2016) Watershed Claims Review (2011)
Corrections	Administration/ Correctional Services/Detention Facilities	Operates Detention Center, including inmate work detail program. Operates warming centers and senior citizen and youth meal programs.	<ul style="list-style-type: none"> Failure to plan and prepare for change 	Ensure the facility environment is safe, secure, humane, and efficiently managed	Detention Center Proposal Review (2010) Department of Corrections (2009)
Finance	Administration	Manages and administers department.	<ul style="list-style-type: none"> Tone at the top 		Forensic Audit Services (2021)
Finance	Budget & Fiscal Policy	Provides centralized budgeting, monitoring, and analysis for general, capital, and enterprise-funded departments. Monthly and quarterly financial variance reporting. Prepares annual budgets and Five-Year plan.	<ul style="list-style-type: none"> Weak budgetary controls 	Re-engineer budgeting process for a bottom-up/zero based process	Extra Help (2022) Direct Payments (2022)
Finance	Controller	Processes payments, including payroll, manages accounting records and financial reporting.	<ul style="list-style-type: none"> Overreliance on approval as a control Inherent risk of fraud/error 	Streamline grants reimbursement process Improve process for tracking contract retainage payable	Direct Payments (2022) Northside Drive Pedestrian Bridge (2020) Payroll Processing (2018) Continuous Audit (ongoing)
Finance	Treasury Services	Manages debt, cash, and investment functions, including debt issuances, continuing disclosure, long-term financial	<ul style="list-style-type: none"> Compliance with external regulations 	Improve cash & investment reconciliations efficiencies utilizing the cash management module	BeltLine Special Service District Financial Review (2022) Cash Pool (2013)

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		planning, analysis and management of existing debt, cash flow forecasting, liaising with financial advisors, bond rating agencies and investors.			
Finance	Revenue & Collections	Manages billing and collection, business licensing, revenue assurance and auditing, revenue anticipation, forecasting, reporting, analysis, accounts receivable, and lien recordings.	<ul style="list-style-type: none"> • Decentralization • Inherent risk of fraud/error 		Business Licensing (under way) Citywide Cash Handling (2022) Comcast Franchise Fees (2020) Continuous Audit (ongoing)
Finance	Risk Management	Evaluates, identifies, and analyzes potential risk exposures and recommends appropriate risk control and mitigation measures. Also administers the city's self-insured Workers' Compensation program	<ul style="list-style-type: none"> • Overreliance on third-party 	<p>Improve, restructure and re-imagine OCIP 5 (the Owner Controlled Insurance Program) which supports the Capital Projects Program at Hartsfield Jackson Atlanta International Airport</p> <p>Implement a Small Business Surety Program to increase opportunity for small businesses to engage in the work at Hartsfield Jackson Atlanta International Airport</p> <p>Implement a new tool to better evaluate financial responsibility of vendors doing business with the City of Atlanta</p> <p>Implement new tracking tools for Performance and Payment Bonds</p>	Controls Over CARES Act and FEMA Funding (2021) Workers' Compensation (2013)
Finance	Financial Systems	Maintains and supports ATL Cloud. Validates new financial systems software and/or modifications to existing systems.	<ul style="list-style-type: none"> • Overreliance on third-party 	Multiple ATLCloud implementations of modules and tools to further improve and enhance efficiency	Northside Drive Pedestrian Bridge (2020) Continuous Audit (ongoing)
Procurement	Contract Administration	Oversees the process of soliciting and issuing contracts for services and construction.	<ul style="list-style-type: none"> • Lack of competition • Inherent risk of fraud • Pressure to speed up processes 	<p>Standardizing procurement processes and procedures across the enterprise</p> <p>Streamlined processes leading to efficiency and higher productivity</p> <p>Reduced procurement cycle times</p>	Aviation Construction Contract Solicitation (2018)
Procurement	Purchasing	Oversees the process of soliciting and issuing all commodities, small purchases, and micro-purchase contracts and	<ul style="list-style-type: none"> • Lack of competition • Inherent risk of fraud • Pressure to speed up processes 	Standardizing procurement processes and procedures across the enterprise	Expired Contracts and Cooperative Agreements (2019) Continuous Audit (ongoing)
Public Works	Administration	Administers and manages department including human resources and labor relations, budget and fiscal management, procurement, and performance management.	<ul style="list-style-type: none"> • Tone at the top • Lack of segregation of duties • Change management 	Procure software to manage warehouse inventory and supplies	Citywide Cash Handling (2022)
Public Works	Solid Waste Services	Collects and disposes of solid waste within the city. Also responsible for waste reduction and recycling; landfill post-closure management; solid waste management and analysis; education and enforcement; street sweeping and cleaning; right of way mowing and cleaning; dead animal removal; facilitating the Keep Atlanta Beautiful Commission program and assisting with city-wide emergency operations.	<ul style="list-style-type: none"> • Cost inefficiencies • Poor service-delivery 	<p>Establish DPW Operation Center to observe the movement of vehicles and monitoring of illegal dumping surveillance cameras</p> <p>Procure vehicle routing software to plan the daily routing of service vehicles and the collection of the associated data</p>	Audit under way Solid Waste Safety Practices (2014)

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Public Works	Fleet	Acquires, maintains, and manages motorized equipment fleet. Also purchases and dispenses fuel.	<ul style="list-style-type: none"> Inherent risk of theft 	Upgrade solid waste truck reserve fleet	APD Fleet Acquisition and Maintenance (2019) Controls Over Fuel Inventory (2012)
Parks & Recreation	Administration	Administers and manages department including procurement, budget development, purchasing, financial planning and analysis, trust funds and grants.	<ul style="list-style-type: none"> Tone at the top Compliance with grant/trust agreements 	Regain accreditation through the Commission of Accreditation for Parks and Recreation Agencies Purge Trust Funds in accordance with recommendation from City Auditors Office Complete fee study exercise in Aquatics, Gated Park Events, Field & Pavilion/Shelter Rentals, and Youth Athletics Complete contract audit and create templates to ensure consistent and efficient partner agreements are set forth Create a citywide trail master plan	Parks & Recreation Fees (2021) Tree Trust Fund (2020)
Parks & Recreation	Parks	Maintains parks and related facilities. Responsible for street trees.	<ul style="list-style-type: none"> Poor service delivery 	Develop staff training program Prepare succession plan in Skilled Services Division Collaborate with Atlanta Police Department to implement general safety and security planning to include site assessments, installation of security cameras, improved lighting, and landscaping	Park Maintenance (2017)
Parks & Recreation	Recreation	Provide recreational services and programs.	<ul style="list-style-type: none"> Poor service delivery 	Restore, expand, and create various programming	Parks & Recreation Fees (2021) Management of Live Nation Lease Agreement (2020)
Parks & Recreation	Parks Design	Park and facility planning, acquisition, project management and design.	<ul style="list-style-type: none"> Cost overruns Compliance with external regulation 	Prioritize and implement voter approved 2022 Infrastructure Bond & TSPLOST 2.0 projects in coordination with other city departments Play a part in city-wide development of Chattahoochee Brick Company site Participate in the Mayor's Greenspace Advisory Council Agenda in collaboration with Park Pride to move forward Activate ATL action items Resolve LWCF Compliance at Cleveland Park and North Camp Creek Parkway Nature Preserve In coordination with the Department of City Planning and other regional partners, participate in the development of the Chattahoochee Riverlands plan Complete ADA Transition Plan. To date, 93% violations addressed	MLK Jr Recreation and Aquatic Center (2019)
Watershed Management	Commissioner	Overall management of department	<ul style="list-style-type: none"> Tone at the top Compliance with external regulation Unable to fill critical positions timely Change management 	Expand service delivery metrics tracking to include administrative/supporting offices Achieve 100% of distribution or wastewater collections licensure compliance for crew supervisor level positions and above Complete succession plans for all offices and streamline the on-boarding process for mission-critical positions Reduce Overtime Payments by 33% by creating additional positions and adding new outside/private contracts (as needed) to support operations, all without overall budget increase Reduce the vacancy rate and time to fill by 30%. Improve retention of wanted staff by 10% Consistently conduct performance reviews of key organizational areas and critical functions to identify key	Citywide Overtime (2019) DWM Efforts to Reduce Water Loss (2017)

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				performance indicators (KPIs), assess performance, and recommend improvements Increase internal performance metrics to 95%, and JD Powers satisfaction score improvement by 5%	
Watershed Management	Water Treatment & Reclamation	Responsible for drinking water production and wastewater treatment	<ul style="list-style-type: none"> Compliance with external regulation Maintenance of critical infrastructure 	Focus preventative maintenance within linear infrastructure and treatment facilities	Water Quality Testing (2018)
Watershed Management	Watershed Engineering	Oversees the city's drinking water, wastewater, and combined sewer systems capital program implementation from planning and design through construction.	<ul style="list-style-type: none"> Cost overruns 	Initiate construction for several capital projects Continue the successful solicitation of construction services for the Environmental Impact Bond (EIB) projects Implement capital improvements that will result in reductions of operation and maintenance expenditures	DWM Capital Projects Contract Management (2020)
Watershed Management	Customer Care and Billing	Manages customer service operations including customer relations, meter field operations, and billing.	<ul style="list-style-type: none"> Inherent risk of fraud/error 	Continue to develop and implement customer contact center, as well as customer conveniences such as self-service options via web, mobile app, kiosk, and additional service locations Implement Automated Metering Infrastructure & Automated valve pilot Complete enQuesta upgrade to enhance billing system capabilities	Water Meter Reading, Estimates and Adjusted Billings (2013)
Watershed Management	Watershed Protection	Oversees the stormwater management program, including MS4 permits, FOG program, and industrial pretreatment.	<ul style="list-style-type: none"> Compliance with external regulation Inherent risk of regulatory operation 	Maintain full compliance with Safe Drinking Water Act Execute and ensure full compliance with the new CSO permit requirements Continue implementation strategies and processes that will enable the city to complete its commitments under the first amended consent decree within the current schedule Continue planning and implementation of roadmap for Integrated Biosolids & Zero Waste Initiative	
Watershed Management	Financial Administration	Manages financial planning and budgeting, rate-setting, inter-jurisdictional billing, accounting, collections, and tracking expenditures.	<ul style="list-style-type: none"> Rates are too high or too low Write-offs of delinquent accounts 	Centralizing procurement functions within DWM Continue focus on receivable portfolio to expedite cash flow	Water-Sewer Rate Model (2012)
Watershed Management	Asset, Inventory and Facilities Mgt	Manages warehouse operations and fleet.	<ul style="list-style-type: none"> Inherent risk of fraud/error 	Optimize inventory of parts and equipment to complete preventive maintenance activities and to address emergency maintenance Continue to expand the use of security cameras throughout the Department's identified locations Complete the Upgrade to the Video Management Platform Software for the Security Operations Center Complete security fencing survey and upgrades	Watershed Management Inventory and Fixed Assets (2022)
Watershed Management	Linear Infrastructure Operations	Responsible for operating, maintaining, and repairing the city's 2,790 miles of water distribution lines; 2,150 miles of wastewater collection system sewers, and system appurtenances.	<ul style="list-style-type: none"> Maintenance of critical infrastructure 	Focus preventative maintenance within linear infrastructure and treatment facilities	DWM Efforts to Reduce Water Loss (2017) Workorder Management (2016)
Aviation	Administration	GM Internal Audit Public Information Finance and accounting	<ul style="list-style-type: none"> Compliance with external regulation 		

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Aviation	Aviation Capital Planning	Responsible for planning, design, and construction of all capital and large-scale renewal and replacement projects.	<ul style="list-style-type: none"> • Cost overruns 	The airport's capital improvement program, ATLNext, is programmed to see over \$500 million of work completed in FY23	Current request Airport Development Program (2007)
Aviation	Security & Maintenance	Maintains runways, taxiways, roadways, and support facilities. Operates automated people mover systems Ensures safe and secure operations around the clock.	<ul style="list-style-type: none"> • Compliance with external regulation • Maintenance of critical infrastructure 		Plane Train (under way) Facilities Management Staffing and Scheduling (2022) Aviation Security (2020)
Aviation	Aviation General Business	Responsible for optimizing revenues through efficient asset management; manages non-aeronautical customer-facing services, products and programs; develops and maintains new passenger and cargo routes to ATL; leads the department's marketing and branding efforts and manages all airline relationships, leases, and property holdings at the airport.	<ul style="list-style-type: none"> • Inherent risk of fraud/error 		Concessions Management (2016)
Judicial Agencies	Court Administration	Administers overall operation of court, maintains official court records, including citations, case filings and court orders. Manages collection and processing of court issued fines and fees.	<ul style="list-style-type: none"> • Inherent risk of fraud/error 	Enhance communication with defendants to include text messaging and email technology Enhance the Municipal Court website to include user friendly access to defendants and attorneys	Municipal Court Operations (2011)
Human Resources	Administration/Operations	Partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce.	<ul style="list-style-type: none"> • Tone at the top • Inefficiencies • Unable to fill critical positions timely • Inequitable treatment • Ineffective management of employee performance 	Leverage Citywide Employee Classification and Compensation Study to ensure that all positions within the City of Atlanta are internally equitable and externally competitive Partner with operating departments to implement strategies and solutions to drive business objectives through targeted talent acquisition and employee retention efforts Establish a framework to identify and prepare a leadership pipeline to fill gaps created by retirements and turnover Develop a streamlined approach aimed at facilitating frequent and meaningful conversations about performance and development between employee and manager through full implementation of ATLCLOUD Performance Management	Employee Benefits (2022) Extra Help (2022) Police Hiring Practices (2021) Hiring Process (2020) Actuarial Audit (Defined Benefit Pension Plans (2020) Continuous Audit (ongoing)
Fire	Administration	Provides overall direction for the department and includes Offices of Investigative Services (Fire Investigations, the Office of Professional Standards, and Homeland Security), Member Services, Office of Chaplaincy, Business Affairs, and the Communications Office.	<ul style="list-style-type: none"> • Tone at the top. • Inherent risk of regulatory function • Lack of segregation of duties 	Enhance revenue operations for services currently provided in both fund areas: General Fund and Enterprise Fund	AFRD Financial Transactions (under way) Citywide Cash Handling (2022) Citywide Overtime (2019)
Fire	Operations	Responds to, prevents, and mitigates disastrous incidents, including fire suppression, hazardous materials response, technical rescue service, Risk and Safety Manager's Office, and other special services and activities. The division has six battalions and thirty-one fire stations throughout the city.	<ul style="list-style-type: none"> • Public safety 	Maintain adequate supplies and equipment to sustain the City of Atlanta during emergency responses or special events within the city Maintain response times to typical fire risks providing four firefighters within five minutes Maintain response times to emergency medical services providing two Emergency Medical Technicians (EMTs) within five minutes	AFRD Inventory Management of Medical Supplies (2019) Fire/Rescue Staffing (2011)

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Fire	Technical Services	Manages resources including fire station maintenance and repair (in coordination with the Department of Enterprise Asset Management), warehouse, equipment, and fleet. The division also houses the Fire Marshal's Office, Special Events and Community Risk Reduction, which include Fire Inspections and Community Education, Constituent Service.	<ul style="list-style-type: none"> Inherent risk of regulatory function Lack of segregation of duties 	<p>Enhance stations and facilities to address employee safety and quality of life issues</p> <p>Implement Geographic Information System (GIS) to enhance fire hydrant database in partnership with Watershed Management</p>	<p>AFRD Inventory Management of Medical Supplies (2019)</p> <p>Renew Atlanta Fire Station Renovations (2018)</p>
Fire	Support Services	Fire Training Academy, Accreditation Section, Assessment and Planning Section, Background and Recruitment.	<ul style="list-style-type: none"> Unable to fill critical positions timely 	Create Standard Operating Procedures (SOP) for ARFF training, FAA Par 139 Inspection Preparations, and Aviation Fire Division Operational Procedure	
Police	Chief of Police	Provides overall direction for the department.	<ul style="list-style-type: none"> Tone at the top Failure to develop and maintain a positive relationship with the community 		
Police	E911 Operations	Operates the Communications Center which receives, classifies, and prioritizes calls from the public and dispatches the calls that require police and/ or fire response.	<ul style="list-style-type: none"> Public Safety Unable to fill critical positions timely 	Complete Implementation of a new Computer– Aided Dispatch (CAD) System	E911 Communications Center (2013)
Police	Criminal Investigations	Consists of investigative units whose primary responsibility is to investigate and follow-up on crimes committed against persons or property in the city. This division includes Homicide, Homeland Security, Narcotics, the Gang Unit, Special Victims, Larceny, and the Fugitive Unit.	<ul style="list-style-type: none"> Mismanagement of evidence 		
Police	Field Operations	Comprises the uniformed patrol force organized into six geographic zones. Officers patrol city streets, answer calls for service, and work with the community to solve trending problems. Also includes the Body-Worn Camera Unit.	<ul style="list-style-type: none"> Public Safety Use of force 		<p>Citywide Overtime (2019)</p> <p>APD Body-Worn Cameras (2018)</p>
Police	Support Services	Provides administrative and logistical support to all divisions. The division comprises Corporate Services, Fiscal Management, Recruiting, Information Services, the Training Academy, and the Electronic Maintenance unit, which installs and maintains the citywide radio system, transmission equipment, mobile data terminals and monitors alarm receivers for city facilities.	<ul style="list-style-type: none"> Unable to fill critical positions timely 	<p>Increase Recruitment</p> <p>Increase Recruitment Training</p> <p>Initiate construction of a joint Public Safety Academy</p> <p>Complete Implementation of a new Computer– Aided Dispatch (CAD) System</p>	<p>Citywide Cash Handling (2022)</p> <p>Police Hiring Practices (2021)</p> <p>Liquor Licensing and Enforcement (2021)</p> <p>Citywide Overtime (2019)</p>
Police	Community Services Division	Coordinates and facilitates Community Oriented Policing, Airport police functions, Special Operations, SWAT, APEX, Police Athletic League (PAL),	<ul style="list-style-type: none"> Inherent risk of regulatory function 	<p>Initiate planning for a 4th At-Promise Center</p> <p>Expand community and law enforcement partnerships</p>	<p>In Rem (under way)</p> <p>APD Code Enforcement Section (2019)</p>

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		LGBTQ liaison, Code Enforcement Section operations, Integration Center (VIC), researching, developing, planning, and implementing a strategic force for all major events in the city (protests, marches, rallies, large gathering permits, sporting, and entertainment venues).			Super Bowl LIII Emergency Preparedness and Cost Capture (2019)
Police	Strategy & Special Project	Coordinates and facilitates the department's strategic crime-fighting initiatives and implements new technologies and projects. The division comprises the Atlanta Police Historical Society, Planning & Research, Accreditation, Staff Inspections, Fleet, Project Management, Open Records, Tactical Crime Analysis, The Atlanta Retired Police Reserve (ARPR), and the Atlanta Police Leadership Institute (APLI).		Implement Real Time Crime Center (RTCC)	APD Fleet Acquisition and Maintenance (2019)
City Planning	Commissioner	Provides leadership, policy direction and centralized staff support for the department, including administration, budget, policy collaboration, Geographic Information System (GIS), personnel management, Neighborhood Planning Unit (NPU) coordination, marketing and communications, legislative support, performance management, and technical support.	<ul style="list-style-type: none"> • Tone at the top • Failure to develop and maintain a positive relationship with the community 	<p>Create improved spatial accuracy zoning and land use layers based on newly digitized cadastral/lot-boundary projects</p> <p>Develop and implement a Master Address Repository (MAR) to serve as the centralized address database for all city departments and applications</p> <p>Develop interactive GIS mapping tool to show permitting and zoning activity for real estate development and public investment in the City of Atlanta</p> <p>Establish a GIS/CAD digital submission standard for subdivision plat submittal that will allow the seamless integration of new parcel developments into our new digital GIS cadastral layer</p> <p>Continue identifying and reforming antiquated policies with disparate racial and social impact</p> <p>Propose for City Council's adoption a new Tree Protection Ordinance detailing new ways to regulate the removal, protection, and planting of trees in the city</p>	
City Planning	Office of Buildings	Reviews, approves, and issues permits required by city codes; inspects the construction of permitted repair projects, alterations, and additions to existing structures. The Arborist Division maintains the Tree Protection Ordinance (TPO) and is responsible for tree removal permits on private property	<ul style="list-style-type: none"> • Inherent risk of regulatory function • Compliance with trust agreement 	<p>Consolidating functions housed in other city departments to improve customer experience</p> <p>A customer queuing system is in the works</p> <p>Initiate a Quality Assurance/Quality Control (QA/QC) program to improve the efficacy of the inspections process</p> <p>Introduce new technology to allow online building plan submission and electronic plan review</p>	<p>Building and Zoning Code Enforcement (2022)</p> <p>Tree Trust Fund (2020)</p>
City Planning	Office of Zoning & Development	Administers the zoning ordinance for new development and renovations. Reviews projects for zoning code compliance, subdivision regulations and other applicable land development codes and administers the city's brownfield program.	<ul style="list-style-type: none"> • Inherent risk of regulatory function 	<p>Leading the full re-write of the city's Zoning Ordinance, a multi-year effort to improve the public realm and streamline regulations</p> <p>Implementing a Code Innovation Team to streamline permitting and development review processes; revise existing or implement new zoning codes to support housing affordability, in collaboration with the Office of Buildings</p> <p>Manage the Brownfields Program</p>	Building and Zoning Code Enforcement (2022)

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				Streamlining/aligning the Development Review Committee (DRC) process to minimize overall review time	
City Planning	Design	Guides the physical design of the city through planning, architectural guidance, and preservation.			
City Planning	Housing & Community Development	Develops policies and programs to support a healthy housing ecosystem and neighborhood-scale business growth in Atlanta. The office facilitates interdepartmental strategic planning, supports small businesses, increases access to fresh food in low-income neighborhoods, aligns resources to combat displacement, and activates public land holdings for the benefit of all residents.	<ul style="list-style-type: none"> Compliance with grant agreements 	Continue efforts to advance housing policy and programs that create and sustain affordable housing	Affordable Housing (2018)
Solicitor	Office of Solicitor	Prosecutes general traffic and criminal cases in Municipal Court.	<ul style="list-style-type: none"> Inherent risk of regulatory function 	<p>The Office of the City Solicitor's Code Enforcement Division will expand the use of legal processes to assist with the removal of blighted properties</p> <p>The Solicitor's Office will continue to aggressively file nuisance actions against problem properties</p> <p>The Office of the City Solicitor will continue its collaboration with the Department of Watershed Management to prosecute cases related to water theft and to recover fines and fees owed to the City of Atlanta</p> <p>The Office of the City Solicitor persists in the implementation of the Atlanta/Fulton County Policing Alternatives and Diversion Initiative, PAD</p>	
Inspector General	Compliance	Investigates allegations of fraud, waste, and abuse by city employees, officials, and contractors; provides anti-corruption training; identifies corruption vulnerabilities and recommends measures to shore gaps.		<p>Administer anti-corruption training program to all city departments, offices, and boards/commissions</p> <p>Launch public awareness campaign</p> <p>Finalize comprehensive investigation manual</p>	
Inspector General	Ethics	Issues advisory opinions, provides ethics training to employees and city officials, gives advice on conflicts of interest and gift rules, investigates ethics complaints, prosecutes violations of the Code of Ethics, manages the financial disclosure system, and enforces financial disclosure laws, and coordinates and maintains the ethics and compliance hotline.		<p>Develop and launch additional Ethics e-learning courses</p> <p>Update and revise ethics website and materials</p>	Financial Disclosures (2016)
Inspector General	IPRO	Collaborates with the Department of Procurement to review the records of all city solicitations with an aggregate value of \$1 million or more to identify and report areas of concern, allowing corrective action before City Council considers legislation to approve contracts.			

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ACRB	ACRB	Provides the citizens of Atlanta credible, fair, and independent investigations and recommendations on Atlanta police and corrections officer misconduct complaints.		Conduct and analyze second community survey	Police Hiring Practices (2021)
Public Defender	Office of Public Defender	Provides legal defense to persons charged with offenses before the Atlanta Municipal Court.		Client Case Management System Immigration Defense Unit Pre-Arrest Diversion (PAD)	
Enterprise Asset Management	Administration	Provides support, within the department, for budgeting, procurement, personnel, legislative, and marketing. Supports the internal and external customers through events, parking, and utility tracking and payment.	<ul style="list-style-type: none"> • Tone at the top 	Procure a new Parking Management Solution Revise the Facility Rental Agreement Update all Standard Operating Procedures	
Enterprise Asset Management	Real Estate	Maintains the city's inventory of owned and leased properties (excluding Aviation), acquires, and disposes of real property; leases and manages city owned property for revenue and/or department operations	<ul style="list-style-type: none"> • Inherent risk of fraud/error 	Project to digitize all city owned original deeds back to the early 1800's underway to preserve history and have a searchable data base for research Approval and set up of a lease management software and database system	Municipal Market (under way) Management of Live Nation Lease Agreement (2020)
Enterprise Asset Management	Capital Projects	Provides in-house architecture, engineering, and construction services (A/E); manages contracting for A/E and construction services; performs and tracks Americans with Disabilities Act (ADA) improvements.	<ul style="list-style-type: none"> • Inherent risk of fraud/error • Compliance with external regulation • Cost overruns 	Public Safety Infrastructure Bond- Initiation of Design for multiple projects including new Fire Stations and Police Precincts and upgrades to multiple existing facilities and assets AFRD Fire Station #22 new construction- will replace existing outdated station with new facility AFRD Fire Station #36 new construction- will replace existing outdated station with new facility EMS 37- Construction of new Emergency Medical Station on Campbellton Rd. to serve the citizens of the area Demolition of 175 Spring Street- demolition of existing unsafe structure Atlanta Detention Center- Diversion Center build out to divert people from jail to needed services AFRD overhead door replacement program at multiple Fire Stations Public Safety Training Academy- Phase 1 Design & Construction oversight 911 Emergency Call Center upgrades- upgrades to the electrical power infrastructure and operations, HVAC equipment, and facility improvements	Renew Atlanta Fire Station Renovation (2018)
Enterprise Asset Management	Facilities Operations	Maintains most General Fund facilities and provides indirect maintenance assistance to Public Works, Parks/Recreation, and Watershed facilities.	<ul style="list-style-type: none"> • Inefficiency • Failure to maintain a safe and healthy workplace and safe systems of work 	Procure new life safety, backflow, UPS, generator contract Installation of new monitoring and controlling system for mechanical equipment – Enterprise Building Integrator (EBI) Procure new Enterprise Asset Management System/Computerized Maintenance Management System (CMMS) Maximo for efficient work order and facility management	
Customer Service	Customer Service	Provide the public with simple and convenient access to all City of Atlanta government services and information	<ul style="list-style-type: none"> • Poor service-delivery 	Onboard more departments into the ATL311 customer service model	

Department	Office	Description	Primary Risks	Notable Initiatives/Goals	Most Recent Audit
		while offering quality service that emphasizes accountability, responsiveness, and efficiency.		Offer more alternative self-service contact channels to equip residents for success Invest in a new CRM that will advance data analytics and close the feedback loop of case submissions.	
Transportation	Commissioner	Provides leadership, strategic planning, special initiatives, and overall management of the department. Oversees public relations & community outreach; fiscal management and budget; safety, security, and emergency preparedness; performance management; business management; human resources; information technology; contracts and procurement; and legislative affairs for the department.	<ul style="list-style-type: none"> • Tone at the top 		Streetlighting (2022)
Transportation	Mobility Strategy, Planning & Performance	Develops the transportation vision for the city and tracks progress towards that vision. They work across the Atlanta DOT teams to support project planning, project prioritization, policy development, and strategy for the department.		Design 10 miles of protected bike and/or walking lanes as a part of the Action Plan for Safer Streets and Vision Zero Develop and adopt the city's first Vision Zero Action Plan	
Transportation	Capital Project Delivery	Delivers major projects using available funding sources (e.g., Renew Atlanta Bond, TSPLOST, Impact Fees, grant funding). These projects include, but are not limited to, resurfacing, multimodal streets, sidewalks, multi-use trails, and bridge replacements.	<ul style="list-style-type: none"> • Cost overruns • Compliance with external regulations • Compliance with grant agreements 	Continue the repair and installation of sidewalks throughout the city through the Annual Sidewalk and ADA Repair & Maintenance contract, along with other contracting mechanisms Continue resurfacing throughout the city through the LMIG program and the Unpaved Roads projects Reach substantial completion of several projects Complete GDOT PDP Training for all Project Managers	Current request Renew Atlanta & TSPLOST (2020) Northside Drive Pedestrian Bridge (2020)
Transportation	Transportation Infrastructure Management	Responsible for transportation assets within the public right-of-way. Ensures that day-to-day operations run smoothly through monitoring, street interventions, minor street rehabilitation, and permitting.	<ul style="list-style-type: none"> • Poor service delivery • Inherent risk of regulatory function 	Repair 9,500 linear feet of sidewalk, 2,496 potholes, and 62,400 square feet of point repairs Update GIS position location for all signs Implementation of Asset Management software	Streetlighting (2022) Office of Transportation Inventory Management (2014) Regulation of Utility Street Cuts (2011)
Grants & Community Development	Commissioner/ Planning & Program Operations/ Administrative & Technical Services	Provides program and project management functions for all HUD-funded federal programs at the city. Maintains fiduciary responsibility for all grant programs, including financial management and fiscal monitoring, financial procedure development, and training.	<ul style="list-style-type: none"> • Compliance with external regulations • Compliance with grant agreements 		Under way

Top 10 Vendors by Payments in FY22 (Atlanta Open Checkbook)

Rank	Vendor	Amount	Departments	Categories
1	SNFS A QUAD VENTURE	\$87.34 Million	Aviation	Capital Outlays
2	C. W. MATTHEWS CONTRACTING CO.,INC	\$72.85 Million	Aviation Transportation Public Works	Capital Outlays
3	CLARK/ATKINSON/TECHNIQUE A JOINT VENTURE	\$55.19 Million	Aviation	Capital Outlays
4	ARCHER WESTERN/LEWIS CONTRACTING JV	\$52.77 Million	Aviation	Capital Outlays
5	BOMBARDIER TRANSPORTATION (HOLDINGS) INC	\$48.52 Million	Aviation	Capital Outlays Purchased/Contracted Services
6	GEORGIA POWER CO.	\$40.90 Million	Watershed Management Transportation Aviation Parks & Recreation Enterprise Asset Management And 8 Other Departments	Supplies Capital Outlays Purchased/Contracted Services
7	KAISER PERMANENTE	\$40.67 Million	Non-Departmental	Other Costs
8	ATLANTA AIRLINES TERMINAL COMPANY	\$39.18 Million	Aviation	Capital Outlays Purchased/Contracted Services
9	ATLANTA AVIATION ASSOCIATES, A JOINT VENTURE	\$25.87 Million	Aviation	Purchased/Contracted Services
10	MANHATTAN/RFB, A JOINT VENTURE	\$24.66 Million	Aviation	Capital Outlays

Top 10 Active Contracts by Amount

Rank	Vendor	Amount	Departments	Contract Type	Name
1	PC/Lewis, A Joint Venture	\$53,977,000.00	Watershed Management	CONSTRUCTION SERVICES AGREEMENT	Intrenchment Creek WRC Decommissioning and South River Clarifiers Replacement
2	McCarthy Improvement Company	\$52,768,791.07	Aviation	CONSTRUCTION SERVICES AGREEMENT	Ramp 19 & Taxilane A3 Pavement Replacement at Hartsfield-Jackson Atlanta International Airport
3	Axon Enterprise, Inc	\$26,420,207.81	Police	COOPERATIVE PURCHASING AGREEMENT	Public Safety Cameras & Equipment w/ Support and Maintenance
4	CHERRY STREET ENERGY LLC	\$14,710,565.00	Mayor's Office	OTHER PROFESSIONAL SERVICES	Solar Energy Program
5 (Tie)	HKS I Fitzgerald I Walker Parking I Thornton Tomasetti Joint Venture	\$10,000,000.00	Aviation	CONSTRUCTION SERVICES AGREEMENT	Domestic Terminal Parking Decks Reconstruction & Replacement -Design
5 (Tie)	Clark/Atkinson/Technique A Joint Venture	\$10,000,000.00	Aviation	MASTER PROFESSIONAL SERVICES	Plane Train Tunnel West Extension Phase 1 - Progressive Design Build at Hartsfield-Jackson Atlanta International Airport
5 (Tie)	Reeves Young, LLC.	\$10,000,000.00	Watershed Management	CONSTRUCTION SERVICES AGREEMENT	ANNUAL CONTRACT FOR WATER DISTRIBUTION SYSTEM REHABILITATION AND IMPROVEMENTS
8	DEAN-ALL SECURITY LLC	\$5,049,950.08	Aviation	MASTER TECHNOLOGY AGREEMENT	Security Access Control System Operations and Maintenance
9 (Tie)	Rockdale Pipeline Inc/Integral Municipal Services Inc/JV	\$5,000,000.00	Watershed Management	CONSTRUCTION SERVICES AGREEMENT	ANNUAL CONTRACT FOR WATER DISTRIBUTION SYSTEM REHABILITATION AND IMPROVEMENTS
9 (Tie)	Holder-Austin-Moody-Bryson, A JV	\$5,000,000.00	Aviation	CONSTRUCTION SERVICES AGREEMENT	Domestic Terminal Parking Decks Reconstruction and Replacement CM at Risk
9 (Tie)	Kemi Construction Co., Inc. JV	\$5,000,000.00	Watershed Management	CONSTRUCTION SERVICES AGREEMENT	ANNUAL CONTRACT FOR WATER DISTRIBUTION SYSTEM REHABILITATION AND IMPROVEMENTS