

FY24 Risk Assessment for Annual Audit Selection

Table 1: Departments sorted by aggregate risk score

This table lists 26 city departments, and for each department contains:

- A list of the department's offices, per the FY24 budget book
- A description of the department, distilled from the FY24 budget book
- A list of the citywide risk areas the department is responsible for controlling.
 - This mapping was determined internally by the audit office after we were unable to schedule a meeting with Mayor's Office staff to discuss the mapping of risk areas to departments.
 - Citywide risk scores were determined internally by the audit office after we were unable to schedule a meeting with Mayor's Office staff to discuss the risk scoring.
 - Risks were scored on a citywide basis, not based on each department individually.
 - Risk scores were determined by a likelihood score (from one to five) multiplied by an impact score (from one to five) for a total score of one to twenty-five for each risk area. These scores are represented graphically in the attached document titled FY24 CW Risk Scores.
 - Total risk scores for each department were determined by adding up each of the citywide risk scores mapped to that department. If the department is a primary owner of the risk area, the full score was used. If the department is a secondary owner of the risk area, the score was halved.
 - Risk areas owned by each department are color-coded by citywide risk score weighted as above by the department's degree of ownership (primary or secondary). Red is higher risk than orange, is higher risk than yellow, is higher risk than green.
 - Departments are sorted by total risk scores, from highest to lowest.
- A list of the department's notable initiatives and goals, judgmentally selected from the FY24 budget book
- A list of any audits published by the City Auditor's Office that made recommendations to the department from 2018 to current. Also includes audits in progress and a few audits that are about to start.

Table 2: Top 10 vendors by payments in FY23

This table lists the ten vendors paid the most by the city in FY23, according to the city's Open Checkbook website on July 26, 2023. It contains:

- The vendor and the amount paid to each vendor in FY23
- The change in the amount paid to each vendor in FY23 relative to FY22 and the change in rank of each vendor relative to FY22
- Departments which paid each vendor in FY23
- Cost categories for which each vendor was paid in FY23

Table 3: Top 10 active contracts by total amount as of July 26, 2023

This table lists the top 10 active contracts by total amount as of July 26, 2023, according to the contract database in Oracle ATCLCloud.

NB: This database appears to be very incomplete. As a result, this table is of limited usefulness this year.

This table contains, for each contract:

- The vendor and contract amount
- The department which owns the contract
- The contract type and contract name

DEPARTMENTS SORTED BY AGGREGATE RISK SCORE WITH THE RISK AREAS EACH DEPARTMENT IS RESPONSIBLE FOR CONTROLLING*

| DEPARTMENT | OFFICES | DESCRIPTION | RISK AREAS OWNED | NOTABLE INITIATIVES/GOALS | RECENT AUDITS (2018-CURRENT) |
|-----------------------------|--|--|--|---|---|
| AVIATION | <ul style="list-style-type: none"> Office of the General Manager Human Resources Division Office of Public & International Affairs Office of Policy & Communications Office of Administration Office of Finance & Accounting Planning & Development Division Commercial Development Division Operations Division <ul style="list-style-type: none"> Regulatory Compliance Bureau Facilities Maintenance Bureau Public Safety and Security Bureau Emergency Management Bureau Business Services Bureau | Responsible for operating the Airport. Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the “World’s Busiest and Most Efficient Airport.” | <ul style="list-style-type: none"> Physical Assets Service Delivery Public Safety Inventory Asset Misappropriation Legal & Regulatory Compliance Attracting & Retaining Talent Information Security Contractual Regulatory Reporting | FY2024 is programmed to see over \$900 million of work completed under the airport’s capital improvement program, ATLNext. | <ul style="list-style-type: none"> Aviation Capital Projects (in progress) Landscape Contracts (in progress) Plane Train (2023) Aviation Maintenance Staffing (2022) Aviation Security (2020) |
| WATERSHED MANAGEMENT | <ul style="list-style-type: none"> Commissioner’s Office Office of Water Treatment & Reclamation Office of Linear Infrastructure Operations Office of Watershed Protection Office of Engineering Services Office of Financial Administration Office of Customer & Business Services | Provides high quality drinking water, wastewater, and stormwater services to residential, business, and wholesale customers at a fair reasonable cost while enhancing and protecting urban waterways and regional water resources. | <ul style="list-style-type: none"> Physical Assets Service Delivery Inventory Asset Misappropriation Legal & Regulatory Compliance Attracting & Retaining Talent Change Management Contractual Regulatory Reporting | <p>Continue to develop and implement customer contact center and efficient tools, as well as customer conveniences such as self-service options via web, mobile app, kiosk, and additional service locations.</p> <p>Continue centralizing procurement functions within DWM. Enhancing procurement planning, strategic sourcing, and contract administration to ensure best suppliers and goods at lowest cost of ownership.</p> <p>Continue expansion of service delivery metrics tracking to include administrative/supporting offices.</p> <p>Optimize inventory of parts and equipment to complete preventive maintenance activities and to address emergency maintenance.</p> <p>Initiate/continue construction of several large capital projects.</p> <p>Complete procurement for Small Diameter Watermain Replacement contract to initiate the renewal/replacement of critical watermains pursuant to asset management approach.</p> <p>Complete succession plans for all offices and streamline the on-boarding process for mission critical positions.</p> <p>Reduce overtime Payments by creating additional positions and adding new outside/private contracts (as needed) to support operations, all without overall budget increase</p> <p>Continue focus on receivables portfolio to expedite cash flow.</p> <p>Complete comprehensive assessment of all departmental permit fees and proposed updates to existing and aged and new fees to ensure adequate revenue capture.</p> <p>Execute and ensure full compliance with the new CSO permit requirements.</p> <p>Maximize usage of data analytics tool across all offices.</p> <p>Implement Automated Metering Infrastructure (AMI) & Automated valve pilot and foster implementation of smart technologies and infrastructure.</p> <p>Complete enQuesta upgrade to enhance billing system capabilities.</p> <p>Explore transition to more robust CMMS to foster departmental asset management objectives.</p> | <ul style="list-style-type: none"> Water Billing & Collections (in progress) Landscape Contracts (in progress) Watershed Inventory (2022) Capital Projects Contract Management (2020) Fire Hydrant Inspection & Maintenance (2019) Water Quality Testing (2018) |

| DEPARTMENT | OFFICES | DESCRIPTION | RISK AREAS OWNED | NOTABLE INITIATIVES/GOALS | RECENT AUDITS (2018-CURRENT) |
|-------------------|---|---|--|--|---|
| FINANCE | <ul style="list-style-type: none"> Office of Administrative & Legislative Services Office of Budget & Fiscal Policy Office of the Controller Office of Treasury, Debt, and Investments Office of Revenue Office of Enterprise Risk Management Office of Financial Systems Services | <p>Manages and accounts for the City's financial resources. This department prepares and monitors the annual budget, invests city funds to protect assets, maintains fiscal liquidity and maximizes income in compliance with all governing financial and accounting laws. In addition, the Department of Finance provides legislative support to the Finance/Executive Committee of the Mayor's Office, City Council, and Operating Departments.</p> | <ul style="list-style-type: none"> Service Delivery Asset Misappropriation Corruption Attracting & Retaining Talent Information Systems Information Security Change Management Market Business Interruption Financial Statement Fraud Cash Management Grant Compliance Regulatory Reporting | <p>Implementation of a tracking tool for payment and performance bonds</p> <p>Development of an annual Risk Management Report</p> <p>Establishment of Minority Surety Program</p> <p>Onboard and implement treasury management system to automate investment, cash management, debt management and accounting functions</p> <p>Identifying and implementing a new Business License/Permitting and Cashier Management System</p> <p>Creating an educational and training plan for Customers and Internal users</p> <p>Update auditing process configurations to improve efficiency for Revenue Auditors</p> <p>Improve City of Atlanta's Concur Travel platform capabilities</p> <p>Improve cash & investment reconciliations efficiencies</p> <p>Implement automation of Impact Fee reporting</p> <p>Transition to automated system for accruing Accounts Payable Invoice Payments</p> <p>Re-evaluate the use of the honor system in the collection of City Revenues. Require Customers to provide financial support of Gross Receipts reporting</p> <p>Review/ Amend the City Ordinance to lengthen the annual customer renewal period from February 15 to February 30</p> <p>Develop and implementation of the accounts receivable (AR) division: fully operationalizing the cash journal function within the Oracle AR Module, implementation of an updated Cash handling process, recognize revenue for all tax and solid waste at the time of billing as a receivable in Oracle</p> <p>Launch Budget Development Planning Website</p> | <p>Continuous Auditing (ongoing)</p> <p>Business Licenses (2023)</p> <p>Beltline (2022)</p> <p>Cash Handling (2022)</p> <p>Direct Payments (2022)</p> <p>Extra Help (2022)</p> <p>Controls over CARES Act and FEMA Compliance (2021)</p> <p>Forensic Audit Services (2021)</p> <p>Liquor Licensing and Enforcement (2021)</p> <p>Comcast Franchise Fees (2020)</p> <p>Northside Drive Pedestrian Bridge (2020)</p> <p>Payroll Processing (2018)</p> |
| TRANSPORTATION | <ul style="list-style-type: none"> Office of the Commissioner Office of Mobility, Strategic Planning, & Performance Office of Capital Project Delivery Office of Transportation Infrastructure Management | <p>Strives to improve the safety, efficiency, and accessibility of the City's transportation network and enhance the quality of life of all Atlantans. These operations include assets owned by the City of Atlanta as well as coordination with key partners within the Atlanta region.</p> | <ul style="list-style-type: none"> Physical Assets Service Delivery Attracting & Retaining Talent Change Management Contractual Legal & Regulatory Compliance Equity Grant Compliance | <p>Develop a Vision Zero Program for Atlanta</p> <p>Develop Safe Routes to School Plans for 3-5 high priority schools</p> <p>Develop long-term bridge maintenance and replacement strategies</p> <p>Prioritize backlog of sidewalk repair and traffic calming requests</p> <p>Improve street lighting throughout the city</p> <p>Implement an asset management plan to support improving city infrastructure</p> <p>Commence construction on several complete streets and other projects</p> <p>Successful procurement of multiple IDIQ contractors to carry out Moving Atlanta Forward, Renew and TSPLOST 1.0 construction projects.</p> <p>Finalize Project Management Plan (PMP) for ATLDOT</p> <p>Make city contracts more competitive and consistent.</p> <p>Improve departmental coordination of work in the city's right of way</p> | <p>Moving Atlanta Forward (in progress)</p> <p>Landscape Contracts (in progress)</p> <p>Streetlighting (2022)</p> <p>Renew Atlanta & TSPLOST (2020)</p> <p>Northside Drive Pedestrian Bridge (2020)</p> <p>Renew Atlanta Fire Station Renovations (2018)</p> |
| EXECUTIVE OFFICES | <ul style="list-style-type: none"> Mayor Office of the Chief of Staff <ul style="list-style-type: none"> Office of Communications Office of Constituent Services Office of Diversity, Equity, and Inclusion Office of Cultural Affairs Office of Intergovernmental Affairs Office of International & Immigrant Affairs Office of Film, Entertainment, & Nightlife Office of Special Events Office of Sustainability & Resilience Office of the Chief Operating Officer <ul style="list-style-type: none"> Office of Contract Compliance Office of Emergency Preparedness Office of Innovation & Performance Office of the Chief of Policy | <p>The Mayor heads the executive branch of government. The Chief of Staff provides advice and guidance to the Mayor on legislative and political issues and liaises with public and private sectors. The Chief Operating Officer provides policy direction and executive management over the public service and operational functions of the city. The Chief Policy Officer leads major mayoral priority policies, programs, and initiatives; provides advice and guidance to the Mayor on complex, cross-sectoral issues; incubates mayoral special projects; and serves as liaison to external nonprofit, private, and philanthropic organizations.</p> | <ul style="list-style-type: none"> Attracting & Retaining Talent Political Change Management Equity Corruption Business Interruption Market Financial Statement Fraud | <p>One Safe City: address the root causes of crime as well as targeting gangs, drugs, illegal guns and repeat offenders. Work to keep all our neighborhoods safe and welcoming for residents, visitors, and businesses.</p> <p>A City of Opportunity for All: Ensure that all Atlantans share in Atlanta's growth and prosperity. Invest in our young people, care for the most vulnerable and create opportunities for all to advance. Focus on education, workforce development, equity programs, affordable housing, and other initiatives to support our residents.</p> <p>A City Built for the Future: Make smart investments to improve Atlanta's existing infrastructure while developing and implementing new infrastructure projects to meet the needs of today and prepare for the needs of the future.</p> <p>Ethical and Efficient Government: Foster a culture of integrity and innovation in the City. This includes transparency, efficiency and accountability for City actions and decision-making. It also means delivering on City services and programs, being responsive to resident needs and providing timely, reliable information.</p> | <p>OCC: Assessment of Subcontractor Utilization (upcoming)</p> <p>Oracle Time & Labor Implementation (in progress)</p> <p>Moving Atlanta Forward (in progress)</p> <p>Municipal Market (2023)</p> <p>Beltline (2022)</p> <p>Office of Contract Compliance (2021)</p> <p>Citywide Overtime (2019)</p> |

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|----------------------------------|--|--|---|---|---|
| ATLANTA POLICE DEPARTMENT | <ul style="list-style-type: none"> Community Services Division Criminal Investigations Division Field Operations Division Professional Development Division Chief Administrative Office | Provides a myriad of professional services to the citizens of Atlanta. The Department's efforts are comprehensive with primary responsibilities to include uniform patrol operations, criminal investigations, community-based programs, administrative/technical support services and strategic development. The Atlanta Police Department serves as the City's control center for law enforcement related operations, with multiple precincts that serve as staging areas for emergency 911 responses. Additionally, the Department is the primary local law enforcement agency and provides service to Hartsfield-Jackson Atlanta International Airport (HJIA). The Department works closely with Neighborhood Planning Units (NPU), independent community organizations, and business associations to best understand and meet the demands of the community it serves. | <ul style="list-style-type: none"> Service Delivery Public Safety Attracting & Retaining Talent Inventory Asset Misappropriation Equity | <ul style="list-style-type: none"> New E911 Center Construction of a joint Public Safety Academy Increase Recruitment Training Crime Lab Expansion Fleet Expansion Technology Enhancements New Zone 4 Precinct | <ul style="list-style-type: none"> In Rem Process (2023) Liquor Licensing and Enforcement (2021) Police Hiring Practices (2021) Citywide Overtime (2019) Code Enforcement (2019) APD Fleet Acquisition and Maintenance (2019) Body-Worn Cameras (2018) |
| FIRE RESCUE SERVICES | <ul style="list-style-type: none"> Office of the Fire Chief Division of Support Services Division of Technical Services Division of Field Operations Division of Aviation Fire Division of Emergency Medical Services | Provides fire mitigation, rescue services, and emergency medical services. | <ul style="list-style-type: none"> Service Delivery Public Safety Attracting & Retaining Talent Inventory Asset Misappropriation Equity | <ul style="list-style-type: none"> Establish executive and senior leadership program to support succession planning and maintain an industry leading department Enhance stations and facilities to address employee safety and quality of life concerns. Enhance revenue operations for services currently provided in both the General Fund and Enterprise Fund. Development of the AFRD FY2025-FY2030 Strategic Plan. Enhance public safety at H-JAIA by creating a Technical Rescue Response Team and establishment of an EMS clinic. Implement Geographic Information System (GIS) to enhance fire hydrant database in partnership with Watershed Management. Create Standard Operating Procedures (SOP) for ARFF training, FAA Par 139 Inspection Preparations, and Aviation Fire Division Operational Procedure. | <ul style="list-style-type: none"> AFRD Financial Review (2022) Fire Hydrant Inspection & Maintenance (2019) Inventory Management of Medical Supplies (2019) |
| PUBLIC WORKS | <ul style="list-style-type: none"> Office of Commissioner Office of Solid Waste Services Office of Special Services Office of Fleet Services | Collects household solid waste, recycling, and yard waste, and provides street sweeping and right-of-way mowing and cleaning. The Department of Public Works also manages and maintains the City's fleet of equipment and vehicles. | <ul style="list-style-type: none"> Physical Assets Service Delivery Inventory Asset Misappropriation Attracting & Retaining Talent | <ul style="list-style-type: none"> Reduce the number of illegal dumping infractions. Upgrade the solid waste fleet. Deploy innovative technologies and equipment. Enhance the public right-of-way with beautification projects. Provide efficient, fiscally responsible, and transparent governance. Provide employee training and development | <ul style="list-style-type: none"> Landscape Contracts (in progress) Solid Waste Services (2023) APD Fleet Acquisition & Maintenance (2019) |
| CITY COUNCIL | <ul style="list-style-type: none"> Council President/City Council Members Council Staff <ul style="list-style-type: none"> Office of Research & Policy Analysis Office of Communications Office of Administrative Services & Information Technology Office of the Municipal Clerk | Serves as legislative branch of government. Adopts ordinances to establish city policy and law; adopts resolutions to express legislative intent. Staff review and analyze proposed legislation, coordinate communications, technology, contracts, and procurement for councilmembers. Clerk maintains the central repository for information regarding all legislative actions and administers election-related matters. | <ul style="list-style-type: none"> Attracting & Retaining Talent Political Change Management Equity Corruption Market | <ul style="list-style-type: none"> Committee on Council has not published updated goals for calendar year 2023. | <ul style="list-style-type: none"> Council Expenditures (in progress) Forensic Audit Services (2021) |

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|---|---|--|---|---|---|
| PARKS & RECREATION | <ul style="list-style-type: none"> Office of Parks Office of Recreation Office of Park Design Office of Financial Management Management Services Office | Maintains parks and related facilities. Responsible for street trees. Provides recreational services and programs. Park and facility planning, acquisition, project management and design. | <ul style="list-style-type: none"> Physical Assets Service Delivery Attracting & Retaining Talent Asset Misappropriation Equity | <p>Invest in Atlanta’s parks and recreation assets. Strategically invest resources to improve the 233 quality, appearance, and experience of parks and recreation assets.</p> <p>Connect residents and guests of the City of Atlanta to the offerings and opportunities of the parks and recreation system by facilitating a comprehensive network of parks and recreation services and programs, eliminating barriers to access, and producing greater awareness of parks and recreation resources.</p> <p>Increase publicly accessible parkland and parks and recreation resources to maintain, operate, and improve the parks and recreation system to keep pace with the City of Atlanta’s growth and development.</p> | <p>Moving Atlanta Forward (in progress)</p> <p>Landscape Contracts (in progress)</p> <p>Parks & Recreation Fees (2021)</p> <p>Martin Luther King, Jr. Recreation & Management of Live Nation Lease Agreements (2020)</p> <p>Aquatic Center (2019)</p> |
| ATLANTA INFORMATION MANAGEMENT (AIM) | <ul style="list-style-type: none"> Office of Information Security Office of Infrastructure and Technology Office of Administration Enterprise Project Management Office Dedicated Service Delivery Areas | 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"> Information Security Change Management Business Interruption Attracting & Retaining Talent Information Systems Contractual | <p>Simplify application portfolio landscape by eliminating redundant and ineffective systems</p> <p>Continue to develop and implement IT standards, processes, and procedures (including vendor management and sourcing)</p> <p>Continue to improve enabling processes (Enterprise Architecture, Change Control, and Cloud Governance)</p> <p>Eliminate single points of failure and build skillset within the organization to increase our ability to support City departments (succession planning, development, performance management, retention, recruiting)</p> <p>Migrate cloud-ready applications to cloud solutions</p> <p>Increase information security maturity across the enterprise</p> <p>Expansion of machine learning and artificial intelligence solutions to streamline processes and enhance the delivery of services throughout the City</p> | <p>Cybersecurity (upcoming)</p> <p>Continuous Auditing (ongoing)</p> <p>Cybersecurity (2021)</p> <p>ISO/IEC 27001 ISMS Precertification (2018)</p> |
| CORRECTIONS & COMMUNITY SERVICES | <ul style="list-style-type: none"> Office of the Chief Detention Services Division Administrative Services Division | Operates Detention Center, including inmate work detail program. Operates warming centers and senior citizen and youth meal programs. | <ul style="list-style-type: none"> Service Delivery Public Safety Attracting & Retaining Talent | <p>Ensure the facility environment is safe, secure, humane, and efficiently managed.</p> <p>Create community focused partnerships and improve partnerships with the public safety community.</p> <p>Promote a motivating working environment and reinforce the performance management and evaluation system.</p> <p>Increase the effectiveness and efficiency of the department’s financial and operational management and enhance delivery of timely and responsive customer service.</p> | |
| ENTERPRISE ASSET MANAGEMENT | <ul style="list-style-type: none"> Administration Division Real Estate Division Capital Projects Division Facilities Operations Division | Maintains the City’s inventory of owned and leased properties, excluding the Department of Aviation; acquires & disposes of real property; leases and manages City-owned property for revenue and/or department operations. 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. Maintains direct responsibility for building envelope for many of the General Fund facilities; provides indirect maintenance assistance to Public Works, Parks/ Recreation, and Watershed facilities. | <ul style="list-style-type: none"> Physical Assets Attracting & Retaining Talent Legal & Regulatory Compliance Business Interruption | <p>Complete Parking Management Assessment and design a new system</p> <p>New Lease – Municipal Market Company</p> <p>Initiation of Design Task Orders for multiple infrastructure bond projects including four fire stations, new Zone 4 Police Precinct, and upgrades to multiple existing facilities and assets</p> <p>Initiation of Design Task Order for the new 911 Center</p> <p>Replace existing outdated fire station with new facility</p> <p>Zone 2 Mini-Precinct build Out</p> <p>Build out Atlanta Detention Center- Diversion Center</p> <p>Public Safety Training Academy- Phase 1 Design & Construction oversight</p> <p>Procure new life safety, backflow, UPS, generator contracts</p> <p>Preventative maintenance and repairs at City Hall</p> <p>Upgrades and repairs at Municipal Court</p> <p>Upgrades and replacement generator at Public Safety Annex</p> <p>Fire alarm system upgrades at all city facilities</p> | <p>Moving Atlanta Forward (in progress)</p> <p>Landscape Contracts (in progress)</p> <p>Municipal Market (2023)</p> <p>Management of Live Nation Lease Agreements (2020)</p> <p>Renew Atlanta Fire Station Renovations (2018)</p> |

| DEPARTMENT | OFFICES | DESCRIPTION | RISK AREAS OWNED | NOTABLE INITIATIVES/GOALS | RECENT AUDITS (2018-CURRENT) |
|--|--|--|---|--|---|
| HUMAN RESOURCES | <ul style="list-style-type: none"> Human Resources Business Partners HR Information Systems & Record Management Organizational & Employee Development Employee Benefits Psychological Services/Employee Assistance Program Talent Acquisition Compensation Compliance & Regulation | Partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce. | <ul style="list-style-type: none"> Attracting & Retaining Talent Information Security Corruption Business Interruption Information Systems Regulatory Reporting | <p>Implement Oracle Time and Labor Phase II and formalize ongoing training.</p> <p>Reconfigure the incentive structure for employees with incentives.</p> <p>Implementation of Compensation Module.</p> <p>Provide City-wide professional development endeavors.</p> <p>Introduce delivered streamlined reporting and dashboards City-wide.</p> <p>Implementation of Performance Management Module FY 23-24 Data Scrub.</p> <p>ATLCloud Notifications Configuration overhaul</p> <p>Improvements to ensure efficiency and cost effectiveness for Employee Benefits.</p> | <p>Continuous Auditing (ongoing)</p> <p>Oracle Time & Labor Implementation (in progress)</p> <p>Employee Benefits (2022)</p> <p>Extra Help (2022)</p> <p>Hiring Practices (2020)</p> <p>Citywide Overtime (2019)</p> <p>Payroll Processing (2018)</p> |
| CITY PLANNING | <ul style="list-style-type: none"> Office of the Commissioner Office of Design Office of Zoning & Development Office of Buildings Office of Housing & Community Development | Guides Atlanta's growth and development through long range planning initiatives; neighborhood-focused urban design, zoning, building plan review, permitting code compliance, community and economic development; housing programs, and environmental policy. Works closely with Neighborhood Planning Units, independent community organizations, residents, and the private sector to provide leadership and assistance in building safe, healthy, thriving communities and further the values of Atlanta City Design. | <ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent Change Management Grant Compliance | <p>Continue to implement our major initiatives and strategies from The Atlanta City Design.</p> <p>Continue efforts to update the Zoning Ordinance.</p> <p>Continue to reduce wait times for plan review and permit issuance.</p> <p>Continue with 3rd party inspections and video inspections.</p> <p>Implement policies and initiatives to improve neighborhood development and empowerment.</p> | <p>Landscape Contracts (in progress)</p> <p>Enforcement of Building & Zoning Code (2021)</p> <p>Tree Trust Fund (2020)</p> <p>Affordable Housing (2018)</p> |
| PROCUREMENT | <ul style="list-style-type: none"> Office of the Chief Procurement Officer Strategic Sourcing Division Center of Excellence Division | Responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The DOP is directly responsible for the purchasing of commodities, services and construction for all departments and agencies. | <ul style="list-style-type: none"> Contractual Corruption Attracting & Retaining Talent Market | <p>Maximizing competition through ethical and open procurement processes.</p> <p>Training to ensure procurement professionals exhibit the highest standards of professionalism and responsiveness to stakeholders.</p> <p>Standardizing procurement processes and procedures across the enterprise.</p> <p>Using technology and data more effectively to improve performance and deliver best value for dollars spent.</p> <p>Increasing transparency of procurement transactions.</p> <p>Pursuing opportunities to employ sustainable procurement practices.</p> <p>Implementing Best Practices to enhance procurement processes.</p> <p>Refining the City Code to reflect Best in Class Procurement practices.</p> | <p>Continuous Auditing (ongoing)</p> <p>Procurement (in progress)</p> <p>Expired Contracts & Cooperative Agreements (2019)</p> <p>Aviation Construction Contract Solicitations (2018)</p> |
| LABOR & EMPLOYMENT SERVICES | <ul style="list-style-type: none"> Labor & Employment Services | Responsible for the administration, implementation, and execution of federal government labor and workforce programs and initiatives, including but not limited to overseeing the Atlanta Workforce Development Agency. | <ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent Grant Compliance | <p>Hiring and onboarding the Department of Labor's executive staff, specifically the Commissioner of Labor and Finance Director and transition of Work Source Atlanta staff and assignments from Invest Atlanta to the City of Atlanta.</p> <p>Administration, implementation and execution of federal and state government labor and workforce programs and initiatives.</p> <p>Improve the delivery of labor and workforce services to citizens of Atlanta through advocacy, resource development, mobilization, collaboration, and coordination of resources.</p> <p>Coordination of strategic partnerships related to labor and workforce programs and initiatives</p> | <p>Worksource Atlanta (2020)</p> |

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|-------------------------------------|--|--|---|---|--|
| COURT OPERATIONS | <ul style="list-style-type: none"> Administration Budget Clerk's Office Communications Courtroom Operations Data Management Finance Safety & Security Pretrial Quality Control Restore Atlanta/Homeless Court Warrants | 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"> Service Delivery Attracting & Retaining Talent Asset Misappropriation | <p>Releasing a new and updated website to improve communication with the overall public about court and case information.</p> <p>Enhance and update the current court proceedings system.</p> <p>Increase partnership opportunities with community organizations to increase referrals for non-arrested defendants to the Homeless Court Program.</p> | Municipal Court (in progress) |
| LAW | <ul style="list-style-type: none"> Airport Legal Division Business Services Division City Attorney Group Claims Group Litigation Division Operations Division | 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"> Contractual Legal & Regulatory Compliance Attracting & Retaining Talent | <p>Implementation of a new operating system to streamline work, increase productivity, automate routine tasks and approvals, improve processes and procedures, and collect real-time metrics and data.</p> <p>Close 40 claims per month through the close of FY24.</p> <p>Close 80% of procurement contracts within 30 days of receiving a fully completed request.</p> | Martin Luther King, Jr. Recreation & Aquatic Center (2019) |
| ATLANTA CITIZEN REVIEW BOARD | <ul style="list-style-type: none"> Atlanta Citizen Review Board | Provides the citizens of Atlanta credible, fair, and independent investigations and recommendations on Atlanta police and corrections officer misconduct complaints. | <ul style="list-style-type: none"> Public Safety Attracting & Retaining Talent Corruption | <p>Grow outreach and education program and Educators' Fellows Program.</p> <p>Implement board training plan.</p> <p>Conduct and analyze second community survey.</p> <p>Complete the development of the Auditor's recommendations regarding recruit training participation and after-action reports on officers terminated and suspended.</p> | Police Hiring Practices (2021) |
| CUSTOMER SERVICE-ATL311 | <ul style="list-style-type: none"> Customer Service-ATL311 | Provide the public with simple and convenient access to all City of Atlanta government services and information while offering quality service that emphasizes accountability, responsiveness, and efficiency. | <ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent | <p>Reduce call volume and resource requirements for non-emergency services by increasing self-service functionality.</p> <p>Provide end-to-end service request tracking to ensure timely and satisfactory resolution of customer's requests.</p> <p>Onboard more departments into the ATL311 customer service model.</p> <p>Invest in a new CRM that will advance data analytics and close the customer feedback loop of case submissions.</p> | ATL311 Workload and Staffing (upcoming) |
| CITY SOLICITOR | <ul style="list-style-type: none"> Office of the City Solicitor | Prosecutes general traffic and criminal cases in Municipal Court. | <ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent | <p>Support the Mayor's Year of the Youth Initiative by providing employment opportunities through the City's Labor Department Initiatives and the establishment of a Junior Prosecutor Program.</p> <p>Aggressively file nuisance actions on behalf of the Safe and Secured Housing Initiative, focused upon multi-family dwellings and that are suffering neglect from unresponsive landlords.</p> <p>Provide DUI/High Intensity Traffic enforcement training to educate and refresh law enforcement officers in the observation and apprehension of serious traffic offenders.</p> <p>Support and be involved in "Courtroom Demeanor and Testimony" at the Atlanta Police Academy for new recruits and seasoned officers.</p> <p>Engage in cooperative efforts with other City agencies to recover monies owed to the city for theft of water services.</p> | |
| PUBLIC DEFENDER | <ul style="list-style-type: none"> Office of Public Defender | Provides legal defense to persons charged with offenses before the Atlanta Municipal Court. | <ul style="list-style-type: none"> Service Delivery Attracting & Retaining Talent | <p>Policing Alternatives & Diversion Initiative (PAD)</p> <p>Resume facilitating SSI/SSDI Outreach, Access, and Recovery (SOAR) assistance to community-based clients.</p> <p>Neighborhood Planning Unit Ambassador Program</p> | |

| DEPARTMENT | OFFICES | DESCRIPTION | RISK AREAS OWNED | NOTABLE INITIATIVES/GOALS | RECENT AUDITS (2018-CURRENT) |
|---|---|---|---|---|------------------------------|
| GRANTS & COMMUNITY DEVELOPMENT | <ul style="list-style-type: none"> Office of the Commissioner Office of Program Operations Office of Fiscal Operations Office of Entitlement & Competitive Compliance | 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"> Attracting & Retaining Talent Grant Compliance Equity | <p>Leverage resources to increase number of residents served with federal entitlement funds.</p> <p>Meet federal timeliness ratios and expenditure deadlines.</p> <p>Increase technical assistance and training to project sponsors, developers, and grantees.</p> <p>Increase level of services provided to CoA departments for competitive grants.</p> <p>Acquire physical assets that will aid in providing long term affordability for residents.</p> <p>Continue implementation of strategies to provide additional permanent supportive housing solutions.</p> <p>Assist community advocacy groups combat homelessness and deliver transitional solutions to the community.</p> | Grants Management (2023) |
| ETHICS | Ethics Office | 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. | <ul style="list-style-type: none"> Corruption Attracting & Retaining Talent | <p>Develop and streamline critical Ethics processes and procedures.</p> <p>Develop and launch additional Ethics e-learning courses; continue to increase training opportunities for city officials and employees.</p> <p>Continue audits of city financial disclosure statements for conflicts of interest and accuracy; develop an automated process for auditing of disclosure statements.</p> <p>Issue and update Formal Advisory Opinions.</p> <p>Update and revise the ethics website and materials.</p> | |
| INSPECTOR GENERAL | <ul style="list-style-type: none"> Governing Board of the Office of the Inspector General Independent Procurement Review Division Compliance Division | 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. 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. | <ul style="list-style-type: none"> Corruption Attracting & Retaining Talent | <p>I PRO:</p> <p>Adapt protocol of solicitation reviews to adjust to shifted standard operating procedures of the Department of Procurement.</p> <p>Increase discretionary review of City solicitations.</p> <p>Strengthen procurement review by incorporating additional training and analytical tools.</p> <p>Introduce quarterly reporting to highlight systemic issues and observation trends and identify potential causes.</p> <p>Compliance:</p> <p>Administer anti-corruption training program to all City departments, offices, and boards/commissions.</p> <p>Measure (and respond to) inquiries and tips following the implementation of the public awareness campaign.</p> <p>Coordinate anti-corruption outreach to vendor community.</p> <p>Finalize comprehensive investigative manual.</p> <p>Pursue legislative initiatives and law enforcement credentials.</p> | |

*Color coded by citywide risk scores weighted by departments' degree of ownership of the risk area (primary or secondary)

Top 10 Vendors by Payments in FY23 (Atlanta Open Checkbook, as of 7/26/2023)

| Rank | Change in Rank | Vendor | Amount | Change in Amount | Departments | Categories |
|------|----------------|--|-----------------|-------------------|---|--|
| 1 | ↑1 | C. W. MATTHEWS CONTRACTING CO.,INC | \$71.28 Million | - \$1.57 Million | Aviation Transportation Watershed Management Public Works | Capital Outlays Purchased/Contracted Services |
| 2 | ↓1 | SNFS A QUAD VENTURE | \$63.36 Million | - \$23.98 Million | Aviation | Capital Outlays |
| 3 | --- | CLARK/ATKINSON/TECHNIQUE A JOINT VENTURE | \$61.72 Million | + \$6.53 Million | Aviation | Capital Outlays |
| 4 | ↑4 | ATLANTA AIRLINES TERMINAL COMPANY | \$53.01 Million | + \$13.83 Million | Aviation | Capital Outlays Purchased/Contracted Services |
| 5 | ↑2 | KAISER PERMANENTE | \$48.45 Million | + \$7.78 Million | Non-Departmental | Other Costs |
| 6 | --- | GEORGIA POWER CO. | \$42.37 Million | + \$1.47 Million | Watershed Management Transportation Aviation Enterprise Asset Management Parks & Recreation ...and 5 other departments | Supplies Capital Outlays Purchased/Contracted Services |
| 7 | ↓2 | BOMBARDIER TRANSPORTATION (HOLDINGS) INC | \$42.03 Million | - \$6.49 Million | Aviation | Capital Outlays Purchased/Contracted Services |
| 8 | ↑10 | MATTHEWS-KELLY JV | \$38.16 Million | + \$24.89 Million | Aviation Transportation | Capital Outlays Purchased/Contracted Services |
| 9 | ↓5 | ARCHER WESTERN/LEWIS CONTRACTING JV | \$28.38 Million | - \$24.39 Million | Aviation | Capital Outlays |
| 10 | --- | MANHATTAN/RFB, A JOINT VENTURE | \$26.67 Million | + \$2.01 Million | Aviation | Capital Outlays Purchased/Contracted Services Miscellaneous Revenues |

Top 10 Active Contracts by Amount (per ATLCLOUD, as of 7/26/2023, note that many contracts are not yet included in the Oracle database)

| Rank | Vendor | Amount | Departments | Contract Type | Name |
|---------|--|---------------|----------------------|----------------------------------|---|
| 1 | PC/Lewis, A Joint Venture | \$53,977,000 | Watershed Management | CONSTRUCTION SERVICES AGREEMENT | Intrenchment Creek WRC Decommissioning and South River Clarifiers Replacement |
| 2 | Axon Enterprise, Inc | \$26,420,208 | Police | COOPERATIVE PURCHASING AGREEMENT | Public Safety Cameras & Equipment w/ Support and Maintenance |
| 3 | CHERRY STREET ENERGY LLC | \$14,710,565 | Mayor's Office | OTHER PROFESSIONAL SERVICES | Solar Energy Program |
| 4 | HKS I Fitzgerald I Walker Parking I Thornton Tomasetti Joint Venture | \$10,000,000 | Aviation | CONSTRUCTION SERVICES AGREEMENT | Domestic Terminal Parking Decks Reconstruction & Replacement -Design |
| 5 | Holder-Austin-Moody-Bryson, A JV | \$8,500,000* | Aviation | CONSTRUCTION SERVICES AGREEMENT | Domestic Terminal Parking Decks Reconstruction and Replacement CM at Risk |
| 6 | SP Plus Corporation | \$7,000,000 | Public Works | NON PROFESSIONAL SERVICES | On-Street Parking Management Program |
| 7 | DEAN-ALL SECURITY LLC | \$5,049,950 | Aviation | MASTER TECHNOLOGY AGREEMENT | Security Access Control System Operations and Maintenance |
| 8 (Tie) | Kissberg Construction Inc | \$4,007,869** | Police | NON PROFESSIONAL SERVICES | Citywide Demolition and Asbestos Abatement Services |
| 8 (Tie) | Southern Demolition And Environmental | \$4,007,869** | Police | NON PROFESSIONAL SERVICES | Citywide Demolition and Asbestos Abatement Services |
| 8 (Tie) | Mack'S Hauling Inc | \$4,007,869** | Police | NON PROFESSIONAL SERVICES | Citywide Demolition and Asbestos Abatement Services |

* \$5 million contract and \$3.5 million change order
 ** \$2,175,000 contract and \$1,832,869 amendment