



CITY OF ATLANTA
City Auditor's Office
Amanda Noble, City Auditor
404.330.6750

December 2023

Performance Audit:

Moving Atlanta Forward Infrastructure Program 2023 Annual Review

What We Found

The three project delivery departments—Transportation, Parks, and Enterprise Asset Management, are required to operate within the framework of the Strategic Delivery Plan to manage Moving Atlanta Forward Infrastructure Program projects. The Strategic Delivery Plan covers 16 of the 17 best practice principles from the GAO Green Book and establishes monitoring and control measures across each project's life cycle to ensure projects are compliant with the baseline schedule and budget.

Parks and Enterprise Asset Management did not complete the required documentation outlined in the Strategic Delivery Plan. The plan requires departments to retain project management plans, budget adjustment summaries, the RACI matrix, and monthly variance reports during and after the activation phase. We were unable to locate the project management plan, budget adjustment summary, and monthly variance report for either departments' projects, or any RACI matrices for Parks projects. Failure to implement Strategic Delivery Plan controls early in a project could result in lost opportunity to correct budget or schedule overruns.

Transportation worked with a consultant to develop a program dashboard to display the project status of Moving Atlanta Forward projects. The dashboard is still under development, and it does not contain up-to-date data. The program lacks written procedures for collecting and validating its data. The Strategic Delivery Plan does not include a process to track soft costs for the projects, so the program is in the process of developing one.

As of August 2023, 48 of 207 Moving Atlanta Forward projects had begun. According to ATLCLOUD data, as of August 2023, \$11.7 million had been spent, and \$9.7 million had been encumbered. The Strategic Delivery Plan requires departments to hire project managers, but they have faced challenges due to non-competitive salaries for positions and the limited candidate pool.

Why We Did This Audit

We undertook this audit in compliance with Ordinance No. 22-O-1369, adopted by the City Council in May 2022, which states that the city auditor should conduct an annual review of financials and project delivery for the program. The ordinance established increased oversight, accountability, and resident participation with the intent of improving project delivery for the Moving Atlanta Forward Infrastructure Program.

What We Recommended

To maintain project budgets and schedule, we recommend that the deputy chief operating officer:

- ensure that departments are completing project management plans, monthly variance reports, and the RACI matrix during the activation phase and that ongoing training is provided to departmental staff on those procedures
- assist the departments in developing written procedures for ensuring dashboard completeness and accuracy
- assist the departments in developing a system and written procedures for tracking soft costs

For more information regarding this report, please use the "contact" link on our website at www.atlaudit.org

Management Responses to Audit Recommendations

Summary of Management Responses		
Recommendation #1: We recommend that the deputy chief operating officer ensure that departments are completing project management plans, monthly variance reports, and the RACI matrix during the activation phase and that ongoing training is provided to departmental staff on those procedures.		
Response: Agree	Status: Started	Estimated Completion Date (M/Y): 4/24
Recommendation #2: We recommend that the deputy chief operating officer assist the departments in developing written procedures for ensuring dashboard completeness and accuracy.		
Response: Partially Agree	Status: Started	Estimated Completion Date (M/Y): 1/24
Recommendation #3: We recommend that the deputy chief operating officer assist the departments in developing a system and written procedures for tracking soft costs.		
Response: Partially Agree	Status: Started	Estimated Completion Date (M/Y): 4/24