CITY OF ATLANTA
2015 PERFORMANCE REPORT

MAYOR'S OFFICE OF INNOVATION DELIVERY AND PERFORMANCE

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THE CITY OF ATLANTA IS PROUD TO PRESENT THE 2015 ANNUAL PERFORMANCE REPORT, HIGHLIGHTING KEY PERFORMANCE MEASURES AND PROGRESS THE CITY HAS MADE TOWARDS MAYOR REED'S PRIORITIES. THIS REPORT IS PRODUCED BY THE MAYOR'S OFFICE OF INNOVATION DELIVERY AND PERFORMANCE WHICH IS CHARGED WITH DRIVING MEANINGFUL PROGRESS ON THE ADMINISTRATION'S TOP PRIORITIES IN PARTNERSHIP WITH CITY OPERATING DEPARTMENTS AND EXTERNAL PARTNERS.

THE OFFICE OF INNOVATION DELIVERY AND PERFORMANCE HELPED CARRY OUT CRITICAL INITIATIVES TO MAINTAIN FISCAL RESILIENCY.

GREETINGS FROM MAYOR KASIM REED

I am proud to present the City of Atlanta's 2015 Performance Report. This report highlights the Office of Innovation Delivery and Performance's efforts in helping to organize and implement solutions to our municipal challenges and promote a culture of performance and accountability within the City.

In 2015, the team worked collaboratively with many City departments to implement many of the recommendations set forth by my Blue Ribbon Commission on Waste and Efficiency in Government.

Whether it's developing ways to promote safety through the Driver Risk Management System, implementing Smart City initiatives that enhance our global footprint or making our Municipal Court system more efficient, the many recommendations put forth and executed by the Office of Innovation Delivery and Performance in 2015 have helped Atlanta maintain fiscal resiliency. We have reduced our operating expenses, generated new revenue for the City, and established more efficient operating processes. Many of the programs and initiatives highlighted in this report are the result of these recommendations.
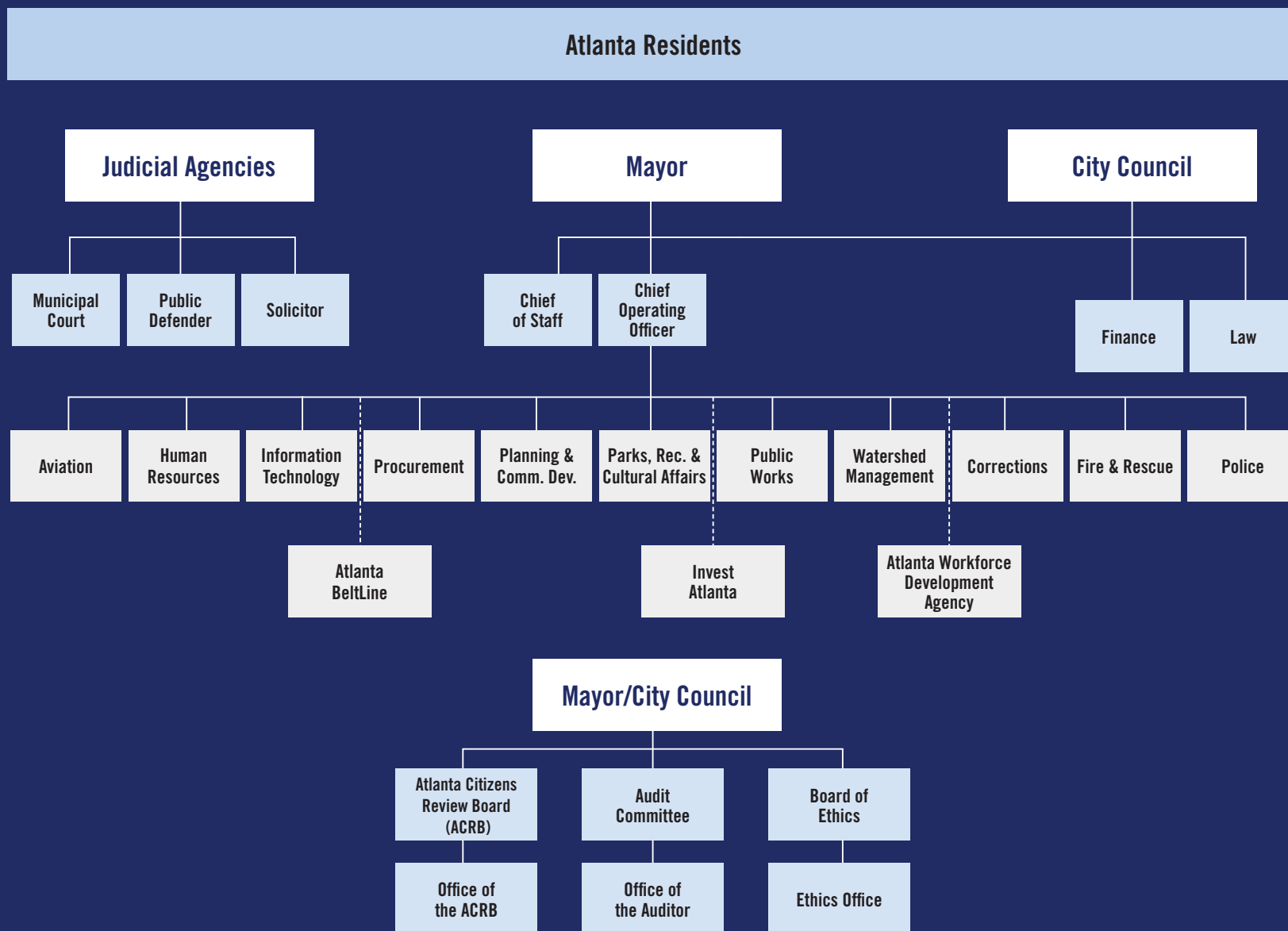
We have accomplished a great deal together with a broad set of stakeholders, including non-profit organizations, area colleges and universities, private entities, and of course our government partners within the City and across the United States. Through these partnerships, we have positioned Atlanta to become a leading municipality in civic innovation, technology, and operational excellence.

Sincerely,

Mayor Kasim Reed

Atlanta Residents

Judicial Agencies	Mayor	City Council

Judicial Agencies
- Municipal Court
- Public Defender
- Solicitor

Mayor
- Chief of Staff
- Chief Operating Officer

City Council
- Finance
- Law

- Aviation
- Human Resources
- Information Technology
- Procurement
- Planning & Comm. Dev.
- Parks, Rec. & Cultural Affairs
- Public Works
- Watershed Management
- Corrections
- Fire & Rescue
- Police

- Atlanta BeltLine
- Invest Atlanta
- Atlanta Workforce Development Agency

Mayor/City Council
- Atlanta Citizens Review Board (ACRB)
  - Office of the ACRB
- Audit Committee
  - Office of the Auditor
- Board of Ethics
  - Ethics Office

MEET OUR TEAM

OUR MISSION:

TO ENABLE TANGIBLE AND LASTING IMPROVEMENTS IN CITY OPERATIONS AND OUTCOMES AND CREATE A CULTURE FOCUSING ON OPERATIONAL EXCELLENCE THROUGH COLLABORATION, EXTERNAL PARTNERSHIPS, DATA ANALYSIS, AND PROJECT AND PERFORMANCE MANAGEMENT.

OUR OFFICE IS COMPRISED OF THREE TEAMS

The 2015 Mayor's Office of Innovation Delivery and Performance Team

BUDGET AND PERFORMANCE TEAM

The Budget and Performance Team works in close collaboration with operating departments to track more than 200 key performance indicators. These metrics span the full breadth of City operations, from fire and police services, to Hartsfield-Jackson Atlanta International Airport operations, the City's 311 Call Center, parks and recreation activities, permitting, procurement, and the provision of residential and commercial drinking water and waste water.

The team analyzes performance data to identify opportunities that will improve service efficiency and quality through data-driven decision-making, business process efficiencies and organizational strategies. Once analysis is complete, the team partners with departments to develop and support implementation of solutions. The team also facilitates a monthly roundtable to highlight topical performance issues for a citywide audience.

In 2015, the team gained responsibility for coordinating departmental input to the Mayor's proposed operating budget, in partnership with the Department of Finance. Ongoing duties include working with departments to free up as much of the baseline budget as possible to invest in high value programs, standardizing spending requests, and prioritizing investments. In addition, the team engages with departments across the City to ensure that programs, facilities, and new initiatives have robust financial models that account for full lifecycle costs. This allows the City to identify the most critical needs across departments and provides a roadmap for ongoing investments over the coming years.

INNOVATION DELIVERY TEAM

The Innovation Delivery Team drives solutions for the Mayor's top priorities and the City's most pressing problems in the context of balancing increased resident expectations with departmental requests for lower costs. In collaboration with government officials and leaders across the city, the team generates ideas and leverages data-driven approaches to deliver results. Serving as in-house innovation consultants, the team works to transform the way the City operates and provides services. Team members work side by side with City departments on high profile and complex initiatives, including the traffic synchronization component of Renew Atlanta's $250M Infrastructure Bond, Fiber Services, bicycling initiatives, and Atlanta's Parking Management Program. The team works regularly with universities, philanthropic groups, private sector partners, non-profits and Atlanta's residents, with the ultimate goal of achieving concrete and sustainable results. The team leads Atlanta's Smart City initiative, governance and project delivery and is building a Smart City Group. Through the MetroLab Network, a White House Smart City Initiative, the team represents the City in a triad partnership with Georgia Institute of Technology (GT) and Georgia State University (GSU). This initiative capitalizes on local research and development to deploy evidence-based solutions across the broader community.

SPECIAL PROJECTS TEAM

The Special Projects Team manages large-scale and cross-departmental projects, externally-facing partnership initiatives, and grants. The team leads the development of creative approaches to delivering results on projects focused on addressing the Mayor's priority initiatives. Projects are typically short-term, high-impact, and they are largely focused on revenue. Projects involve increasing the City of Atlanta's fiscal stability by developing new revenue streams and cost-saving initiatives, improving business services, streamlining departmental operations, and developing policy. Many of the team's assignments focus on topics identified in the Blue Ribbon Commission on Waste and Efficiency in Government Report. The team works with City departments in identifying needed areas of improvement, including risk management and safety, sustainability, and technology. The team also writes and manages strategic, interdepartmental grant projects that directly address community engagement, streamlining business processes, and City development.

2015 BLUE RIBBON COMMISSION HIGHLIGHTS

PROGRESS TOWARDS BLUE RIBBON EFFICIENCY COMMISSION

100%
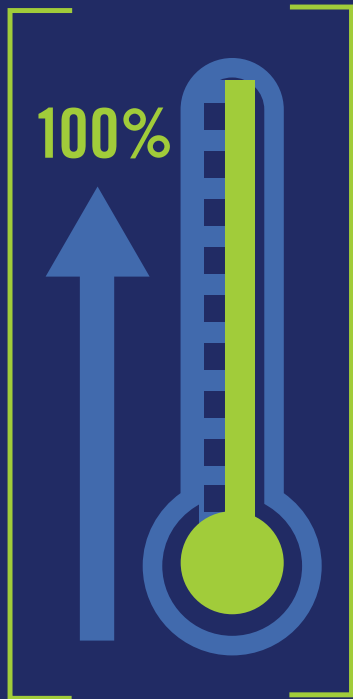
ASSET ACTIVATION

In 2015, the Mayor's Office of Innovation Delivery and Performance (MOIDP) was focused on asset activation. The office vetted more than 30 initiatives developed by the City of Atlanta and other organizations for revenue generation viability. In addition, the office identified new asset activation opportunities for revenue generation and major cost savings through process improvements and new partnerships. Areas where asset activation has been critical are the planned launch of BigBelly trash and recycling bins, which includes a negotiated deal to bring in $50,000-$75,000 in advanced commission, and long term, over $2.4M in free products and services.

In addition, the advertising sales on the Atlanta Streetcar, streetcar stops and kiosks downtown will have revenue projections of $250,000 for 2016 and 2017. Additional projects include developing a plan to create an advertisement-supported digital information network in the City in 2017, analyzing the possibility of a City branded credit card, working with the Atlanta Police Department (APD) to increase the quantity and quality of recruits at a lower per recruit acquisition cost, and developing strategic partnerships with tech and automotive companies to deliver products and services well below market rates.

DRIVECAM

City vehicles make up more than 3,000 of the vehicles on the roads and highways in Atlanta. It is the City's priority to make the drivers of those vehicles as vigilant as possible, saving the City money and keeping our roads safe. The MOIDP helped support the roll out of the DriveCam program, aimed at improving the safety of all City-owned vehicles while on the road. Event recorder cameras are placed on the dashboard, then trigger and record when the vehicle exhibits abnormal behavior. That recording helps the City identify why accidents happen and correct risky driving habits before they lead to a collision. This programmatic approach also helps the City to reduce claim-related costs while potentially saving lives. In addition, the technology allows the City to track vehicle location, vehicle idle time, and provides real-time notification to help in the event of an urgent or emergency situation.

IMPROVING SERVICES THROUGH THE USE OF MANAGED COMPETITION

The City implemented its first-ever Managed Competition process aimed at improving the speed at which the City's Fleet can be repaired, and saving money as part of the Mayor's Blue Ribbon Efficiency Commission. Atlanta joined several cities in using this method of rapid improvement, including Indianapolis, Charlotte, San Diego, and Chicago. Managed Competition allows the City to make an informed and unbiased decision about whether to keep a function in-house or use a private vendor. Employees are given internal and external resources to build an in-house proposal on how to best improve operations, while the City simultaneously solicits bids from private vendors for the service. An independent review board compares the most responsive and responsible private vendor bid to the in-house proposal using guiding principles, and makes a recommendation on which option is in the best interest of the City. This process will be duplicated in other areas of the City because of its unique ability to empower front-line employees, promote innovation, provide opportunities for management and staff to work together, and reward competitive thinking.

LIVING CITIES

In 2015, the City of Atlanta was awarded a $100,000, 18-month "Living Cities City Accelerator" grant, with the goal of creating a citizen engagement model to improve the communication between City staff, other stakeholders, and residents on Atlanta's Historic Westside. Improved engagement and communication can lead to more efficient conversations leading to faster improvement of the quality of life for current and future residents. The MOIDP is leading the grant's work in partnership with the Westside Future Fund, the Atlanta Housing Authority, and Georgia Tech's Participatory Publics Lab. The priority neighborhoods are Ashview Heights, the Atlanta University Center neighborhoods, Castleberry Hill, English Avenue, and Vine City. The replicable model is being co-created by residents from these neighborhoods, as well as community organizations and City staff, to build stronger relationships and increase opportunities for collaboration. Multiple projects are underway, including the revitalization of a community newspaper with representatives from different neighborhoods to assist in covering current events, job trainings, announcements, and even news for young residents. The goal is for the paper to link and empower neighbors, while celebrating their diversity. Phase I of the Living Cities grant has been completed, which included interviewing more than 100 community leaders, City departments, agency staff, and residents to identify current strategies, determine which engagement strategies work, and which have not been as effective. Those effective strategies will be built upon, and new ideas will be co-created to develop a lasting community engagement model.

SMART CITY

ATLANTA IS AIMING TO BECOME A SMART CITY LEADER THROUGH SOLUTIONS THAT DRIVE ENHANCEMENTS IN PUBLIC SAFETY, TRAFFIC MANAGEMENT, TECHNOLOGY PLATFORMS AND EXISTING INFRASTRUCTURE. SOLUTIONS LEVERAGE DATA TO OPTIMIZE SERVICES AND DECISIONS, AND BRING NEW EXPERIENCES AND OPPORTUNITIES TO UNDERSERVED COMMUNITIES.

IMPLEMENTING SMART CITIES
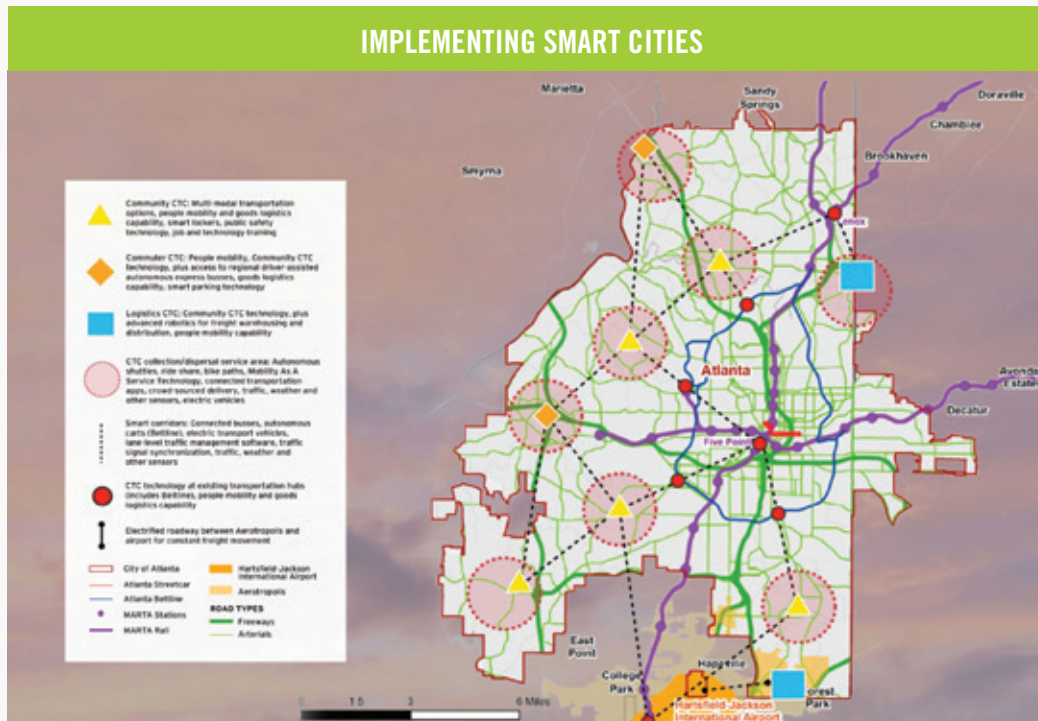
Over the last year, the MOIDP led efforts to design, develop, and promote cohesiveness across Smart City efforts occurring within the City. One of the first efforts was the Smart Infrastructure Governance Board that provides oversight of City projects including: municipal fiber installations, smart pole initiatives, and parts of the Renew Atlanta infrastructure work program. Staff defined and identified structures, objectives, roles and responsibilities for the board members' guiding principles and schedules. This governance structure ensures transparency of project work and highlights opportunities for cross-departmental collaboration.

In February 2016, the MOIDP partnered with Creafutur from Barcelona, Spain, to bring a new opportunity to the City. Creafutur, a leader in Smart City development, visited Atlanta to lead a three-day workshop with department leaders and program staff to:

- Explore Atlanta's Smart City trends
- Identify the City's challenges and solutions
- Leverage content and examples from Barcelona and other Smart Cities worldwide
- Develop and present a Smart City comprehensive plan

Prior to the Atlanta visit, the MOIDP worked with Creafutur to deliver an online survey to learn about their needs and thoughts on the direction the City should take. Survey responses were presented to departmental staff and external community partners during the visit. In addition, workshop attendees brought ideas and discussed solutions regarding emerging technologies, innovation, and ideas to enhance the quality, performance, and sustainability of urban services for residents, businesses, and visitors.

SMART CITY CHALLENGE

In early 2016, the MOIDP pursued a $40M Smart City Challenge grant sponsored by the U.S. Department of Transportation (USDOT). The grant was targeted for award to one mid-sized city that could demonstrate how advanced data and intelligent transportation systems (ITS) technologies and applications could be used to reduce congestion, keep travelers safe, protect the environment, respond to climate change, connect underserved communities, and support economic vitality. Although Atlanta was not one of the seven cities chosen as a finalist, the team conducted six weeks of strategy and visioning sessions, conducting intensive research, and gathering expert advice from more than 30 expert agencies across public, private, university, and philanthropic organizations to help frame Smart City transportation-related solutions for Atlanta.

1 PUBLIC SAFETY   2 YOUTH DEVELOPMENT & HUMAN CAPITAL   3 ECONOMIC DEVELOPMENT   4 CITY INFRASTRUCTURE   5 EXCELLENCE & EFFICIENCY

MAYOR'S 2015 INITIATIVES AND PRIORITIES

THE FOLLOWING PERFORMANCE DATA AND CASE STUDIES HIGHLIGHT PROGRESS ACROSS A PORTFOLIO OF WORK DESIGNED TO ENSURE THE CITY HAS THE RIGHT STRATEGIES IN PLACE TO DRIVE OPERATIONAL EXCELLENCE.

1 PUBLIC SAFETY

THE SAFETY OF ATLANTA'S RESIDENTS AND VISITORS REMAINED A TOP PRIORITY IN 2015. EFFICIENT AND EFFECTIVE CITY PUBLIC SAFETY DEPARTMENTS ARE CRITICAL TO MAINTAINING THE SAFEST AND MOST SECURE CITY POSSIBLE.

THE eCITATION PROGRAM

The MOIDP partnered with the APD to roll out the first phase of electronic citation devices (eCitation) to the APD's Motorcycle Unit. The eCitation devices replace hand-written, paper citations by allowing officers to scan a driver's license to populate traffic tickets electronically, and then automatically send the information to the City's Municipal Court computer system.

With the ability to perform background checks on the devices, since inception, the average time to issue a citation has been reduced from about 15 minutes to five minutes. This is saving approximately 200 hours of officer time per month. Defendants have also benefited from the eCitation devices, which allow for cases to be resolved online more quickly.

The next phases of the rollout are already underway with 220 devices in total to be distributed to the APD's Field Operations Division by September 2016.

62%
OF eCITATION TICKETS ISSUED WERE PAID ONLINE

PUBLIC SAFETY BY THE NUMBERS

94%
OF 911 CALLS ANSWERED IN 10 SECONDS

ATLANTA FIRE RESCUE
INCIDENT RESPONSE TIMES

FIRE:
458 SECONDS

EMERGENCY:
521 SECONDS

RESOLVING FAILURE TO APPEAR (FTA) CASES

More than 250,000 cases make their way through the City's Municipal Court annually, making it one of the busiest courts in the Southeast. About 20% of those cases result in a FTA, which is when a defendant fails to appear at a scheduled court date.

The Municipal Court has partnered with the APD and the Department of Corrections (DOC) to address the issue of FTA cases and make process improvements. These include:

- Establishing a Bench Warrant Unit to identify cases that have entered into FTA status and send notices to defendants

- Verifying active warrants by the APD and DOC during traffic stops and communicating with external law enforcement agencies regarding detainees with active City of Atlanta warrants

- Expanding the DOC services by replacing the APD as the primary source of transportation for FTA detainees being transferred from external law enforcement agencies

85% FTA CASES RESOLVED IN 2015

40% FTA CASES RESOLVED HISTORICALLY
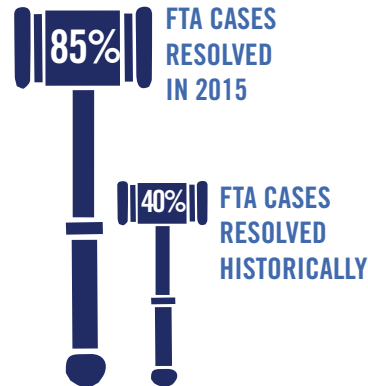
- Increasing hours of operation at the Municipal Court, and establishing a new FTA walk-in court, to allow defendants to resolve their outstanding FTA cases

As a result of these actions, more than 50,000 FTA cases have been resolved in a little more than one year. Historically the clearance rate was approximately 40% of FTA cases, the Court is now seeing an 85% clearance rate. The Municipal Court continues to improve services and plans to increase capacity, as it makes progress in addressing FTA cases and providing excellent customer service.

DOC DETAINEE PICK-UP

The APD has traditionally been responsible for the transportation of arrestees to the City Jail from police precincts around the City and from law enforcement facilities across the state. This can require the redeployment of beat officers from frontline patrol duties to pick up and transport detainees, which is sometimes a time-consuming process that can take an officer off the beat for several hours at a time.

In 2015, the MOIDP assisted City public safety leadership in developing and implementing a plan to transition the responsibility for detainee transportation to the City jail from APD precincts to the DOC. Beginning in January 2016, Corrections officers have had daily responsibility for detainee transportation in three of the City's six police zones and for transporting out-of-jurisdiction detainees. As a result of these efforts, more than 480 hours of APD policing resources have been freed each month, enabling the APD to focus on proactive policing across the City. Once the initiative is fully implemented to all six police zones, more than 900 hours of the APD resources could be redeployed to front line policing each month. This simultaneously allows the DOC to lead additional steps in the detainee processing procedure. Additionally, the DOC has been able to build an efficient detainee transportation process and schedule that is expected to continue to deliver improved service and cost efficiencies for the City.

-3%
CHANGE IN CITYWIDE CRIME
(30,759 INCIDENTS)

13,718
CORRECTIONS LABOR
HOURS PROVIDED

2 YOUTH DEVELOPMENT & HUMAN CAPITAL

INVESTING IN YOUTH AND HUMAN CAPITAL THROUGH THE CREATION OF OPPORTUNITIES IN EDUCATION, RECREATION, AND EMPLOYMENT ARE KEY COMPONENTS TO MAKING ATLANTA A LEADING CITY.

CREATION OF MANAGER OF GRANTS AND PARTNERSHIPS

With a growing number of grant and other funding opportunities available to the City of Atlanta, it became apparent that there was a need to dedicate a position specific to pursuing and managing such opportunities. In 2015, the Manager of Grants and Partnerships position was created. This position, which is a part of the Special Projects Team of the MOIDP, allows the City of Atlanta to be even more proactive in seeking and responding to municipal opportunities, thus strengthening and expanding the City's financial and resource capacity.

Since the creation of the position in Spring 2015, the Manager of

$150,000
IN GRANT-FUNDED PROJECTS

Grants and Partnerships has overseen $150,000 dollars in grant-funded projects and is regularly seeking new opportunities. Current grant initiatives will improve the City's community engagement strategies and streamline the licensing and permitting process for those seeking to start a business in Atlanta. The position also plays a pivotal role in creating and maintaining relationships with key stakeholders, from government representatives to non-profit organizations and universities.

YOUTH DEVELOPMENT BY THE NUMBERS

858
NEW CUSTOMERS PLACED IN TRAINING

3,724
CHILDREN ATTENDED AFTER-SCHOOL PROGRAMS

350
YOUTH AND FAMILIES SERVED

CONNECTHOME

In Atlanta, one out of four households lacks high-speed internet access, and a significant number of low-income families do not currently have computers and internet service in their homes. The City of Atlanta, in partnership with the Atlanta Housing Authority, the United States Department of Housing and Urban Development (HUD), and Google, seek to change that through the ConnectHome Pilot Initiative, launched in November 2015.

ConnectHome is a platform for collaboration with local governments, public housing agencies, internet service providers, philanthropic foundations, nonprofit organizations, and other relevant stakeholders, to produce local solutions for narrowing the digital divide. The primary goal of Atlanta's ConnectHome Pilot is to provide at least 1,200 low-income families with school-aged children within the City, access to high-speed internet, computer devices, and digital literacy training at no cost by July 2016.

175
DEVICES SUPPLIED

16
NEW FACILITIES/OPENINGS
REFURBISHMENTS
IN PARKS

338
YOUTH PARTICIPATED
IN SUMMER SCHOLARSHIP/
WORK EXPERIENCE

3 ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT IS ESSENTIAL FOR ATLANTA TO BE A GLOBALLY COMPETITIVE CITY. ENCOURAGING AND SUPPORTING BUSINESS DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES MAKE ATLANTA A GREAT PLACE TO LIVE, WORK, AND DO BUSINESS.

BELTLINE

In 2015, the BeltLine celebrated its 10-year anniversary. This monumental year was full of attaining goals, meeting capital campaigns, producing the first-ever Old Fourth Ward festival, and continuing to connect people and resources, among a variety of other achievements. Private investments contributed to city infrastructure, housing, and more job opportunities. Some of the BeltLine's key accomplishments include:

- Building began on Reynoldstown Senior, an affordable housing option for senior citizens

- Partnership was created with Federal Home Loan Bank of Atlanta, and down payments on 17 homes were made by low-income buyers. This is part of the goal to have 5,600 affordable homes alongside the BeltLine to ensure every individual has a place to call home

- $3.1B in private economic development has benefited 45 neighborhoods connected by the BeltLine, encouraging housing developments, paving the way for easier access to public transportation, and providing jobs to many residents in Atlanta

- 66,000 people participated in the Lantern Parade, hosted by Art on the Atlanta BeltLine, Chantelle Rytter, and Krewe of Grateful Gluttons. The Lantern Parade is a showcase at night on the Eastside Trail with thousands of glowing lanterns.

- The BeltLine was awarded four grants totaling over $650,000, in 2015

BELTLINE

SEVEN MILES OF TRAILS HAVE BEEN CREATED, INCLUDING 200 ACRES OF PARK SPACE

43 LOW-INCOME FAMILIES MOVED INTO STANTON OAKS, THE FULLY-RENOVATED AFFORDABLE HOUSING DISTRICT THAT OPENED IN EARLY 2015

6,000 PERMANENT JOBS AND 23,000 CONSTRUCTION JOBS HAVE BEEN CREATED SINCE THE INCEPTION OF THE BELTLINE

NEW COMPANY RELOCATIONS TO ATLANTA

Invest Atlanta has spearheaded diverse policies and activities which support increased private investment and job growth, improve the quality of life for those who choose to make Atlanta their home, and ensure that businesses have the resources to thrive.

In 2015, Invest Atlanta celebrated 13 major companies such as Kaiser Permanente, NCR, Sage North America, and Worldpay, either moving their headquarters to Atlanta or making significant corporate expansions in the City. Additionally, Invest Atlanta created significant partnerships with private, public, and philanthropic organizations as well as investors to help revitalize our City's neighborhoods. From building resource centers for quality job training to financing hospital emergency room expansions to creating developments that offer affordable housing options, Invest Atlanta focuses on enhancing the quality of life for Atlantans.

NCR Headquarters rendering

INVEST ATLANTA

183 TOTAL PROJECT WINS FROM BUSINESS DEVELOPMENT, REDEVELOPMENT AND HOUSING FINANCE	**10,307** NEW JOBS FACILITATED BY INVEST ATLANTA	**$1B** TOTAL CAPITAL INVESTMENT BY INVEST ATLANTA AND PRIVATE, LEVERAGED FUNDS

STARTUP IN A DAY

The licensing and permitting process will soon become easier for those seeking to start a business in the City of Atlanta. The U.S. Small Business Administration's Startup in a Day prize competition awarded the City of Atlanta $50,000 to streamline the licensing and permitting process and invest in the technology to move the licensing and permitting process online. Once the tool is implemented, anyone starting a business in the City of Atlanta will go through one source of intake, reducing the average number of agency interactions and thereby reducing processing time from weeks or months to hours or days. This centralized process will support the growth of small businesses and entrepreneurs within the City of Atlanta.

The MOIDP has been working with an interdepartmental team to drive the success of this project. The project team consists of staff from the Office of Revenue, the Department of Planning and Community Development's Office of Buildings, Zoning, and Permits, the Mayor's Office of Immigrant Affairs and the City's economic development arm, Invest Atlanta.

3 ECONOMIC DEVELOPMENT [CONTINUED]

STREETCAR SYSTEM PLAN

In 2015, Atlanta took major steps to be more accessible and mobile with methods of transportation. The City, Atlanta BeltLine, and the Atlanta Streetcar collaborated to begin the creation of a 53-mile streetcar route. This network will connect various communities, employment opportunities, and vibrant destinations all throughout Atlanta with greenspace, new housing options, and will provide alternative transit. The Atlanta Streetcar System Plan (SSP) was adopted by City Council in December 2015.

SSP builds upon the already present Streetcar, making it more effective. This plan will expand to run alongside the 22-mile BeltLine corridor with additional routes throughout Atlanta to provide 18-miles of new and/or enhanced transit. The SSP will connect to various MARTA stations and the BeltLine. This will provide areas with transportation options that are currently not served by MARTA rails; in addition, it will alleviate the high traffic volumes Atlanta faces with its growing population.

The SSP incorporates priorities from the City, Invest Atlanta, BeltLine, Inc., and Atlanta Streetcar to promote a livable and moveable "life-work-entertainment" lifestyle. Eventually, the streetcars will have 12 stations that will provide access to housing, employment, and cultural experiences all throughout Atlanta. Currently, SSP is under environmental assessments for several different routes in order to secure Federal funding.

CONSTRUCTION BY THE NUMBERS

7,278 BUILDING PERMITS

$3.4B CONSTRUCTION INVESTMENT

104 DERELICT PROPERTIES SUCCESSFULLY CLEANED AND CLOSED

**144** VACANT AND BLIGHTED PROPERTIES DEMOLISHED

SUSTAINABILITY IN ATLANTA

Mayor Reed has made sustainability a priority, and the City is seeing incredible progress made in this area. Atlanta is emerging as an international leader in sustainability and becoming even more efficient in the types of resources it uses. Because of the work being done today, environments throughout the City will be preserved for tomorrow's generations. Some of the major strides made in Atlanta during 2015 include:
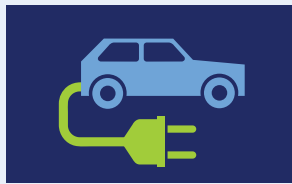
ELECTRIC CARS

- Rolling out the first 50 electric vehicles for the City's Fleet
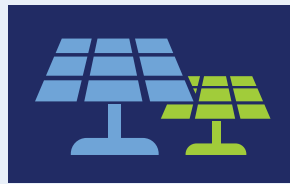
EFFICIENCY

- Passing the first ever Commercial Building Energy Efficiency Building Ordinance in the country to include water efficiency
- Awarding bids to more than 180 City buildings to make them more water and energy efficient
- Moving to deploy solar technology on 28 city buildings

CLIMATE

- Becoming the only City in Georgia to pass a climate action plan
- Participating in the historic climate talks in Paris in December 2015, and being one of the only Southeast cities to participate

GREENSPACES

- Completing a master plan with the PATH Foundation and BeltLine to build a seven-mile greenway trail along Proctor Creek
- Working on a $3M ecological habitat restoration study of Proctor Creek in partnership with the U.S. Army Corps of Engineers

AGRICULTURE

- Winning a $40K grant to partner with at-risk and homeless youth to grow plants to be sold in local farmers' markets
- Creating the first Urban Agriculture Director position in the country

4 CITY INFRASTRUCTURE

INVESTING IN THE FUTURE IS A FUNDAMENTAL PRIORITY FOR MAYOR REED. ADVANCING AND SUPPORTING MAJOR INFRASTRUCTURE IMPROVEMENTS TO ROADS, BRIDGES, AND PUBLIC FACILITIES ARE NECESSARY FOR THE GROWTH AND DEVELOPMENT THAT IS CURRENTLY HAPPENING IN ATLANTA.

CHIEF BICYCLE OFFICER

The City's first Chief Bicycle Officer started in October 2015 and is responsible for a wide range of activities related to bicycle transportation in the City of Atlanta. Duties include public outreach, project development, grant writing, engineering/planning bicycle projects to completion, oversight of the City's bike share program, and ensuring new development is consistent with the bike elements of the City's existing plans. The Chief Bicycle Officer also coordinates with the Department of Public Works and the Georgia Department of Transportation to include bicycle facilities in all roadway maintenance and capital projects and works through Invest Atlanta to support bike projects that advance Atlanta's economic competitiveness.

The position is made possible by the Atlanta Falcons Youth Foundation (an affiliated fund of The Arthur M. Blank family Foundation), which awarded a five-year $250,000 challenge grant to the Atlanta Bicycle Coalition to create a Chief Bicycle Officer at the City of Atlanta.

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4 ADDITIONAL MILES OF BIKE LANES
DESIGNED AND IMPLEMENTED WITH RENEW ATLANTA BOND, PATH FOUNDATION AND COMMUNITY ORGANIZATIONS
(CONSTRUCTION OF 10 ADDITIONAL MILES TO START IN LATE 2016)

100 BIKE RACKS
TO BE PLACED THROUGHOUT THE CITY VIA A NEWLY CREATED BIKE RACK PROGRAM

$70K CO-AUTHORED GRANT
WITH ATLANTA BICYCLE COALITION TO CREATE AN EQUITABLE BIKE SHARE AMBASSADOR PROGRAM FOR WESTSIDE RESIDENTS
(AUGUST 2016 LAUNCH)

OFFICE OF EMERGENCY PREPAREDNESS

In support of Mayor Reed's vision of positioning Atlanta as one of the most resilient cities in the world, the Office of Emergency Preparedness was established in 2015. The Office of Emergency Preparedness is responsible for facilitating the coordination, implementation, and collaboration of preparedness, mitigation, and resilience activities throughout City departments and within our communities.

The office made significant progress in 2015, including increasing the usage of a web-based platform that allows all City departments and regional public safety agencies to receive real-time, updated information about inclement weather, downed power lines and trees, and information about warming centers. In addition, the office launched NotifyATL, the City's emergency mass notification system, which has been critical to ensuring public safety throughout Atlanta. NotifyATL alerts Atlanta residents about important information, such as: severe weather, unexpected road closures, missing persons, evacuations of buildings or neighborhoods, community events, and crime alerts. More than 6,000 Atlanta residents have signed up to receive emergency alerts through the system. The Office of Emergency Preparedness regularly participates in outreach, education, and exercises with community partners; the office sponsored the Georgia State Prepare-a-Thon Tornado drill to test and improve participants' readiness in an emergency situation. Additional activities include the inaugural Faith-Based Emergency Preparedness Summit, which was geared towards educating faith-based groups about communicable diseases while conducting mission trips around the globe.

RENEW ATLANTA
2015 INFRASTRUCTURE BOND PROGRAM

In early 2015, with Atlanta facing a $900M infrastructure backlog, Mayor Reed made a commitment to address the City's most pressing infrastructure challenges. In a March 2015 special election, Atlanta voters approved a $250M infrastructure initiative, called Renew Atlanta. This allowed work to begin on critical projects, without raising property taxes. It also became the most significant amount of funding dedicated to the City's aboveground infrastructure needs in more than a decade. Once funding was approved, development of prioritizing projects began; the process included a great deal of research and community input at more than 100 public meetings. In November 2015, Mayor Reed appointed a General Manager of Renew Atlanta to oversee hundreds of transportation and municipal facility improvement projects. Renew Atlanta has already made significant infrastructure improvements throughout the City, and work will continue to fix roads and bridges, build more than 30-miles of streets and bicycle lanes, and optimize Atlanta's traffic lights. Sidewalks and curbs are being built and repaired, and ADA (Americans with Disabilities Act) ramps are being installed. Multiple streets throughout the City have already been resurfaced. Over the next five years, the City of Atlanta will complete more than 200 transportation and municipal facility projects, with two-thirds of the entire Renew Atlanta improvements to be completed by the end of 2017. As multiple projects quickly progress, Atlanta residents will continue to see changes being made to improve the City's infrastructure each day, as Renew Atlanta reinvigorates the City by creating a better quality of life for residents, more jobs, and a safer Atlanta.

4   CITY INFRASTRUCTURE [CONTINUED]

DEPARTMENT OF WATERSHED MANAGEMENT

PROCTOR CREEK

In November 2015, Mayor Reed signed an agreement with the U.S. Army Corps of Engineers authorizing a three-year environmental study of the Proctor Creek watershed. The $3M joint-funded study will survey water quality, flood risk, and environmental quality conditions. The result will be a series of projects to restore nine miles of the Proctor Creek waterway, enhance habitat, reduce flooding risks, and create new greenspace.

MUNICIPAL OPTION SALES TAX

Atlantans voted in early 2016 to once again renew the one-penny Municipal Option Sales Tax (MOST) that has funded critical upgrades to the City's water and sewer infrastructure since 2004. MOST collections to date have enabled the department to make $1.8B in system improvements, and the renewal will allow a further $600M to be completed. The MOST allows the cost of these improvements to be spread across residents, commuters, tourists and other users of the City's water system. Without the MOST, funding to pay for critical system upgrades would have to come from residential and commercial water bills being 20-30% higher than current levels.

BELLWOOD QUARRY

In June 2015, the City Council approved the first phase of construction for the $300M Bellwood Quarry water storage project. The project will connect the former granite quarry to the Chattahoochee River, allowing it to fill with 2.4B gallons of raw water. A five-mile tunnel and pumping station will be constructed to connect the quarry to the City's water treatment and distribution network. This will allow the City to increase its reserve water storage capacity from three days of business-as-usual consumption up to

90 days, providing significant resilience against drought and other sources of risk to the City's water supply. The project represents a significant step towards securing Atlanta's water supply for at least the next 100 years.

DEPARTMENT OF WATERSHED MANAGEMENT

2.3%
BILLING COMPLAINTS PER 1000 ACCOUNTS

100%
DRINKING WATER COMPLIANCE RATE

99%
NEW WATER ACCOUNTS ACTIVATED WITHIN 24 HOURS

DEPARTMENT OF PUBLIC WORKS

98%
RESIDENTIAL SOLID WASTE COLLECTED ON SCHEDULE

DEPARTMENT OF AVIATION

In September 2015, Hartsfield-Jackson Atlanta International Airport introduced a comprehensive employee security screening program. Atlanta is one of only three airports in the country that require security screening of airport employees. Nearly all of the 40,000 employees that enter secure areas of the airport must now pass through employee screening areas staffed by security contract workers. The increased airport security represents an additional investment in airport security of around $4.5M per year.

In 2015, Hartsfield-Jackson Atlanta International Airport was once again named the most efficient airport in the world. This marked the 12th consecutive year that the airport has received the Air Transport Research Society's (ATRS) Global Efficiency Excellence Award. The award is based on a review of performance against key operational and financial metrics at more than 200 airports worldwide.

In December 2015, the airport welcomed its 100 millionth passenger for the year – becoming the first airport in history to reach the milestone in a calendar year. The year-end total of 101.5M passengers represented growth in total passengers of more than 5.5% over the number served throughout 2014.

In 2015, both Standard & Poors and Fitch upgraded their ratings of outstanding Atlanta airport debt. The upgraded credit ratings are a sign of confidence in the strong financial position of the airport and can impact the bottom line by reducing the cost of borrowing for investment in new airport infrastructure.
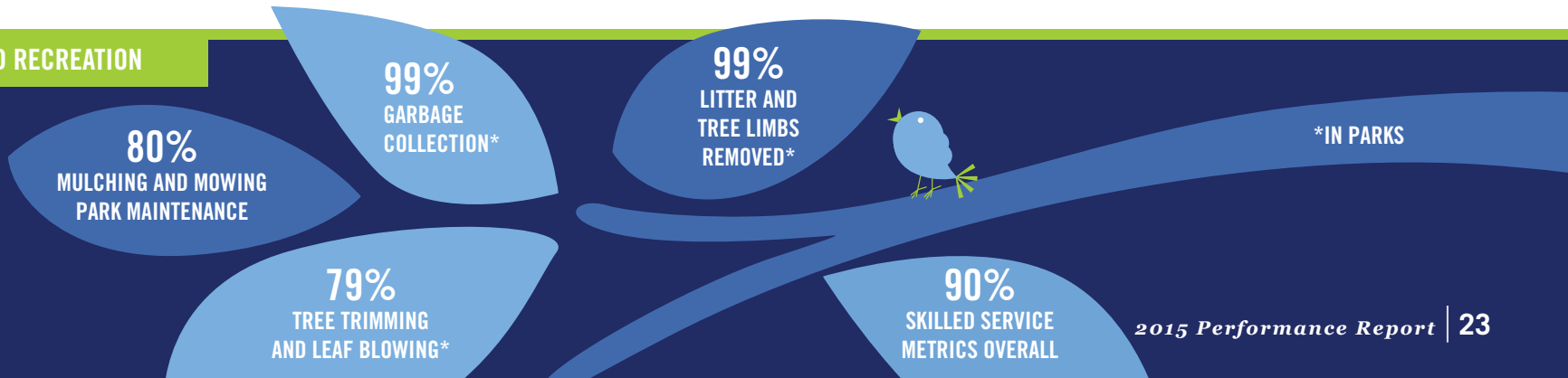
CARGO **626K** METRIC TONNES ANNUAL CARGO

101.5M ANNUAL PASSENGERS

DEPARTMENT OF PARKS AND RECREATION

COMPLETED ON SCHEDULE IN 2015

80% MULCHING AND MOWING PARK MAINTENANCE

99% GARBAGE COLLECTION*

99% LITTER AND TREE LIMBS REMOVED*

79% TREE TRIMMING AND LEAF BLOWING*

90% SKILLED SERVICE METRICS OVERALL

*IN PARKS

5 EXCELLENCE & EFFICIENCY

THROUGH STREAMLINING PROCESS IMPROVEMENTS, THE CITY OF ATLANTA IS COMMITTED TO CONTINUE TO BE RESPONSIVE, EFFICIENT, AND ACCOUNTABLE TO ALL OF ITS RESIDENTS.

HIGHEST CREDIT RATING

IN MARCH 2016, STANDARD & POOR'S RATING SERVICES, MOODY'S INVESTORS SERVICE AND FITCH RATINGS HAVE ALL UPGRADED THE CITY OF ATLANTA'S GENERAL OBLIGATION DEBT. THE UPGRADES REPRESENT THE HIGHEST CREDIT RATING THE CITY OF ATLANTA HAS HAD IN MORE THAN TWO DECADES.

ATL311

424,701 CALL VOLUME

95% ACCURACY

311 PROCESS IMPROVEMENTS

In 2015, despite a majority of the City's 311 service requests being completed according to procedure, a small number of customers received notifications in error.

In an effort to address the issue and improve City operations, the MOIDP, ATL311, the Department of Public Works, and the Department of Watershed Management partnered to undertake a process improvement initiative. The team determined the root cause of the process error, identified solutions, implemented a broad employee training plan and system enhancements, and improved communications for the impacted service requests.

Overall, these improvements will help to maintain the integrity of the 311 process so that all residents can be sure that they will receive the services they expect when interacting with the City.
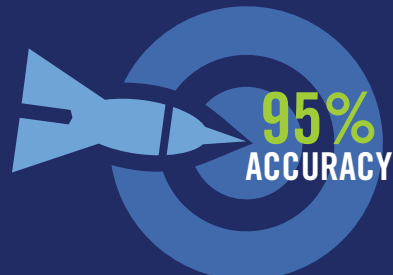
PROCUREMENT CONSOLIDATION

In December 2015, the MOIDP worked with the City's Department of Procurement to consolidate and centralize procurement staff and responsibility. This consolidation resulted in the movement of approximately 40 staff, currently performing procurement functions, from operating departments to the Department of Procurement. This consolidation will enable the City to enhance its procurement process, delivering the following benefits:

- Procurement cost savings estimated to be $4M in Fiscal Year 2017
- Greater transparency and timelier reporting of major procurement transactions
- Creation of a forward looking 12-month Enterprise Procurement Plan Forecast
- Decrease in the average procurement cycle times
- Greater departmental customer satisfaction

METROLAB NETWORK

In 2015, the White House launched a City and university collaboration called the MetroLab Network, supported by a newly announced grant of $1M from the John D. and Catherine T. MacArthur Foundation. The MetroLab Network will leverage university expertise to address challenges facing cities and regions across the country. The network of City and university partnerships will provide a platform upon which established and emerging City and university relationships can share successful projects, coordinate multi-city, multi-university research efforts, and compete for research and project funding.

The City of Atlanta, Georgia Tech and Georgia State University have entered into a partnership to undertake three projects over the next year to research, develop, and deploy technology-enabled solutions that can help address communities' most pressing challenges.

Many of these challenges involve infrastructure systems such as transportation, water and sewer, communication, buildings, and public services. Under conventional approaches, addressing these looming challenges will require significant investment. Research universities have the physical and human resources to help cities meet these challenges through undertaking research, development – and deployment – of innovative projects at lower cost.

OPEN DATA LAUNCHES

In October 2015, the MOIDP helped launch three new open data websites that have given residents greater access to financial and departmental data. The new sites are each designed to provide the public with access to data with user-friendly interfaces that make it easy to locate specific information. They continue Mayor Reed's commitment to openness and transparency.

- Data Atlanta provides links to information about essential City services, including crime reports from the Atlanta Police Department, government procurement data, Renew Atlanta Infrastructure Bond projects and more. It also serves as a hub for applications and forms from the City's 311 Customer Portal, the Offices of Buildings and Planning, Code Enforcement and Open Records Act requests.

- Atlanta Budget Explorer offers instant access to the most detailed information available on the City's budget and finances.

- FOR (Focus on Results) Atlanta provides information that highlights the core metrics used to measure performance across the city.