



CITY OF ATLANTA 2014 PERFORMANCE REPORT

MAYOR'S OFFICE OF INNOVATION DELIVERY AND PERFORMANCE

CITY OF ATLANTA 2014 PERFORMANCE REPORT



CITY OF ATLANTA

- 2 GREETINGS FROM MAYOR KASIM REED
- 3 CITY OF ATLANTA ORGANIZATIONAL CHART

OFFICE OF INNOVATION DELIVERY AND PERFORMANCE

- 4 OUR TEAM
- 5 OUR 2014 FOCUS
- 8 SPECIAL PROJECTS

MAYOR'S 2014 INITIATIVES AND PRIORITIES

- 12 PUBLIC SAFETY
- 14 YOUTH DEVELOPMENT & HUMAN CAPITAL
- 16 ECONOMIC DEVELOPMENT
- 18 CITY INFRASTRUCTURE
- 20 EXCELLENCE & EFFICIENCY

ACKNOWLEDGMENTS

- 21 ACKNOWLEDGMENTS



THE CITY OF ATLANTA IS PROUD TO PRESENT THE 2014 ANNUAL PERFORMANCE REPORT, HIGHLIGHTING KEY PERFORMANCE MEASURES AND PROGRESS THE CITY HAS MADE AGAINST 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 HOUSES THE INNOVATION DELIVERY TEAM AND THE FOR ATLANTA PERFORMANCE TEAM.

THE WORK THAT WE ARE DOING IS CRITICAL
IN STRIVING TO KEEP ATLANTA AT THE FOREFRONT...
AS A MUNICIPAL INNOVATOR.



GREETINGS FROM MAYOR KASIM REED

I am proud to present the City of Atlanta's 2014 Performance Report compiled by the Office of Innovation Delivery and Performance. This report highlights the team's progress in helping to organize and implement solutions to our municipal challenges and promote a culture of performance and accountability within the City.

In 2014, the team began to tackle a new focus area, Fiscal Resilience, which will position the City to drive effective operations even in times of economic distress.

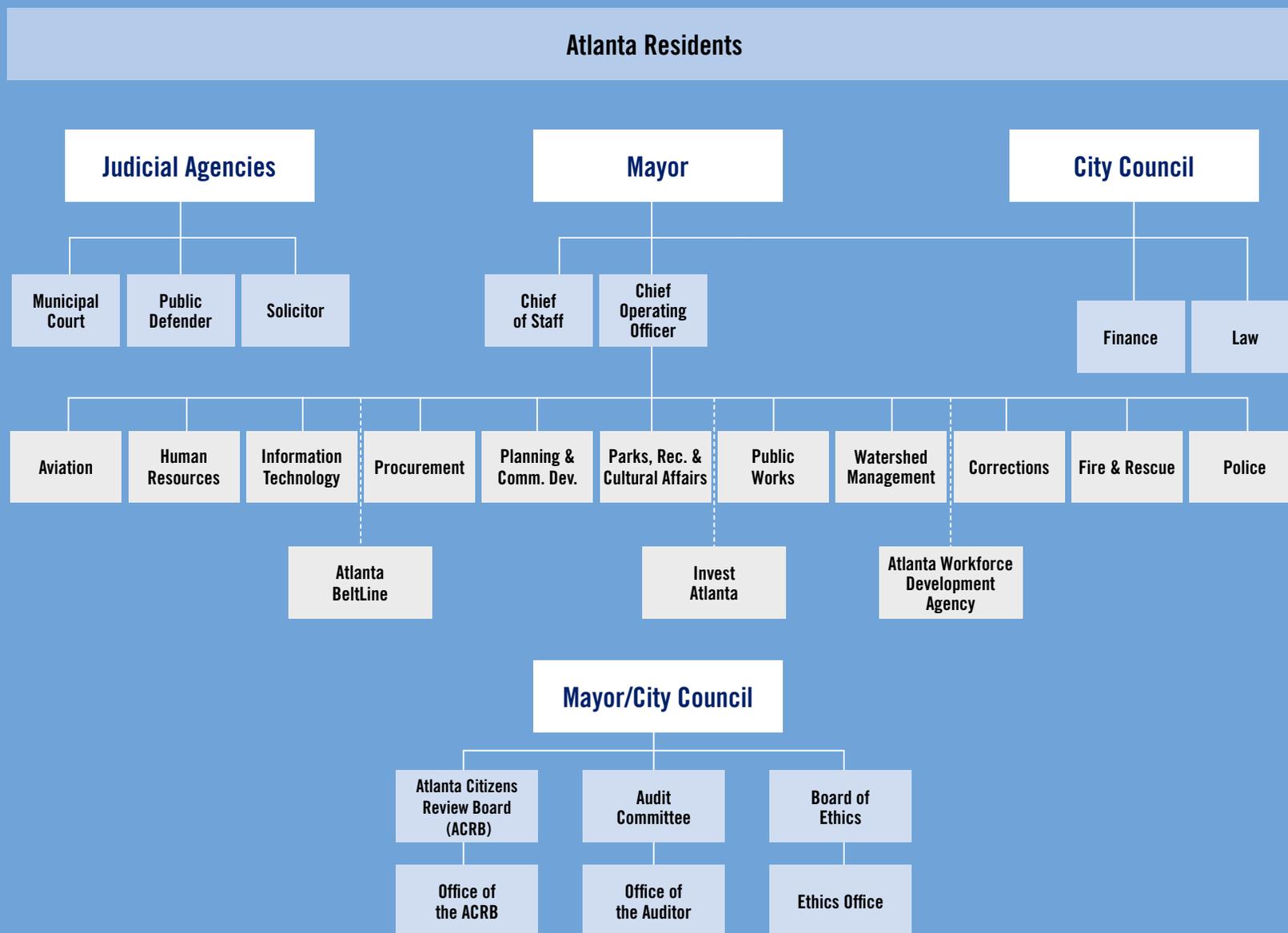
As a first step in this process, I appointed a Blue Ribbon Commission on Waste and Efficiency in Government. The Commission was tasked with generating recommendations that would enable the City to reduce its operating expenses, broaden its revenue base, and create the means to begin tackling a \$900 million infrastructure backlog without raising property taxes. Throughout 2014, the Innovation Delivery and Performance team played an important role in supporting the Commission and working collaboratively with departments and key partners to identify, design and implement the recommendations set forth by the Commission. Many of the programs and initiatives highlighted in this report are the result of these recommendations.

We have accomplished a great deal together with public-private partnerships and through civic innovation and technology. The work that we are doing is critical in striving to keep Atlanta at the forefront, not only nationally, but also on a global scale as a municipal innovator driving operational excellence.

Sincerely,

Mayor Kasim Reed

CITY OF ATLANTA ORGANIZATIONAL CHART



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.

THE MAYOR'S OFFICE OF INNOVATION DELIVERY AND PERFORMANCE IS THE CITY'S INTERNAL CONSULTING ARM. IN MARCH 2014, THE INNOVATION DELIVERY TEAM AND THE FOR ATLANTA PERFORMANCE TEAM JOINED FORCES WITHIN THE OFFICE OF THE CHIEF OPERATING OFFICER.

OUR OFFICE IS COMPRISED OF TWO TEAMS

THE INNOVATION DELIVERY TEAM

The Innovation Delivery Team is a special projects team that drives progress on mayoral priorities and delivers lasting solutions to the City's most pressing needs. By working collaboratively with City operating departments and external partners to identify the best ideas, prioritize them by feasibility and impact, structure implementation plans and secure the resources and support necessary for successful delivery, the team has been able to provide solutions to some major urban challenges. The team was initially formed in November 2011 through a grant from Bloomberg Philanthropies and to date has worked to reduce homelessness, including connecting more than 1,000 of Atlanta's most vulnerable homeless citizens to permanent housing and improve customer service, including the launch of ATL311.

THE FOR ATLANTA PERFORMANCE TEAM

Focus on Results (FOR) Atlanta is the City's performance management program, charged with delivering meaningful and sustainable improvements across City services. FOR Atlanta works in close collaboration with departments to track key performance indicators and identify opportunities that improve service efficiency and quality through data-driven decision-making, business process efficiencies and organizational strategies. Since its inception in 2013, the program has tracked more than 150 customer-oriented performance metrics, partnering with departments to drive a 45% citywide improvement in the number of customer service requests completed on time.

OUR 2014 FOCUS

FOCUS ON FISCAL RESILIENCE

In 2014, the Office of Innovation Delivery and Performance began to tackle a new focus: Fiscal Resilience, taking steps to cut costs and optimize revenue through creative approaches and partnerships. The team understood that a fiscally resilient city is one that, in part, has these five characteristics:

- 1 **ROBUST AND DIVERSE REVENUE STREAMS** that enable the City to recover from economic shocks;
- 2 **LEAN SERVICE DELIVERY** allowing for effective operations, even in times of economic distress;
- 3 **FLEXIBLE SYSTEMS** that enable the City to adapt to changing market dynamics and new opportunities;
- 4 **STRONG PARTNERSHIPS** that increase capacity through linkages to other government agencies, philanthropies and the private sector; and,
- 5 **STRATEGIC ALIGNMENT** to ensure short-term cost and revenue activities are aligned with strategic priorities and long-term needs.



The 2014 Office of Innovation Delivery and Performance Team

“Cities are working to make results-oriented management the norm. In Atlanta, we have long been a city that has focused on results to deliver tangible and lasting improvement across our city’s services, and I rely heavily on the Innovation Delivery and Performance Team to track our performance, drive continuous improvements in our operations and focus on data-driven decision-making.”

— Mike Geisler, Chief Operating Officer

OUR 2014 FOCUS

FOCUS ON THE MAYOR'S BLUE RIBBON COMMISSION ON WASTE AND EFFICIENCY IN GOVERNMENT

In 2014, the Mayor's Blue Ribbon Commission on Waste and Efficiency in Government announced a series of recommendations that set the stage for Fiscal Resilience in Atlanta. The savings and revenue generated from these Blue Ribbon recommendations are charted in detail on page 7.

Collectively, the Commission was charged with strengthening the City of Atlanta's fiscal health by identifying efficiencies that support investment in infrastructure and ensure operational excellence in all City operations. The full list of commission members can be found on page 21 in the acknowledgements section.

FOCUS ON RATIONALIZING THE CITY'S FEE AND FINE STRUCTURES

As part of the Efficiency Commission process, it was recommended that the City ensure the fees it administers are in line with its cost structure and that fines are in line with peer jurisdictions. The Department of Finance's Office of Revenue and the Innovation Delivery Team reviewed current City fees in the Code of Ordinances to make adjustments commensurate with the actual cost of delivery. They also assessed the City's fine schedule to ensure that it is in step with comparable jurisdictions.

As a result of the study, the Office of Revenue identified \$5.9 million in General Fund opportunities and developed a series of complementary recommendations to ensure that in the future the City's fee and fine structures and operating procedures are more adaptable and flexible.

FOCUS ON ACTIVATING THE CITY'S ASSETS THROUGH PARTNERSHIP

The Mayor's Commission on Waste and Efficiency recommended the City explore opportunities to leverage city assets, generate new revenue and provide additional citizen benefits. The Mayor's Office of Innovation Delivery and Performance met with a wide range of local government, small business, sports, art, entertainment, parks conservancy and Fortune 500 stakeholders and released a Request for Information to gather further information from industry leaders across the country. The team has developed a comprehensive plan incorporating place-making, sponsorship, advertising, quality of life improvements and city branding elements that position the City to achieve \$5M+ in new annual revenue without raising taxes.



A key achievement in 2014 included the sale and redevelopment of Underground Atlanta to drive investment and economic development in Downtown and other critical areas of the city.

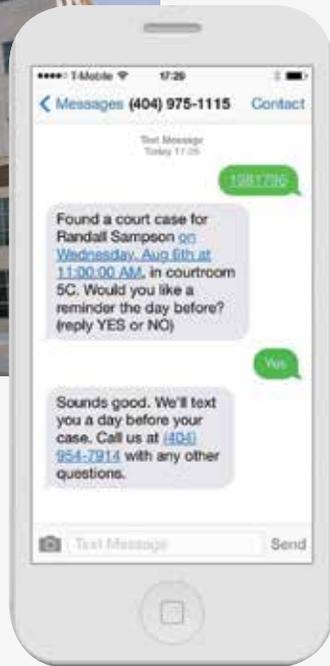
BLUE RIBBON EFFICIENCY COMMISSION PROJECTS

PROGRAM AREAS	FY16 FISCAL TARGET	ONGOING ANNUAL TARGET	PROGRAM DESCRIPTION
Streamlined City Property Portfolio	\$2-8M	\$2-8M	<ul style="list-style-type: none"> Aggressively pursue surplus real estate asset sales for up-front funding to support infrastructure backlog (Fiscal Years 2015 and 2016) Identify lower-cost real estate configurations based on City needs (Fiscal Year 2016)
Municipal Asset Activation and Marketing strategy	\$-	\$2-5M	<ul style="list-style-type: none"> Develop marketing arm within the City to implement comprehensive strategy for partnerships such as advertising, corporate sponsorship and naming rights; target projects that enhance the brand of Atlanta and improve the City's built environment (Launch in Fiscal Year 2016)
Municipal Court Efficiency Optimization	\$6-7M	\$6-8M	<ul style="list-style-type: none"> Optimize Municipal Court operations through an array of programs and enhancements, including improved technology, refined business practices and enforcement of bench warrants (Fiscal Years 2015 and 2017)
Managed Competition for Select Services	\$-	Up to \$5M	<ul style="list-style-type: none"> Pilot managed competition approach through assessment of Fleet Services; determine if functions should be run in-house or in partnership with a third-party provider to minimize costs; maximize service and deliver best value to tax payers (Fiscal Year 2017) Leverage Fleet model to assess other City operations for managed competition (Fiscal Years 2016 and 2017)
Hiring Freeze and Vacancy Clean-up	\$2-3M	\$3-4M	<ul style="list-style-type: none"> Develop an approach to managing City staffing, headcount and workforce management policies that is driven by operational needs and improved performance outcomes (Fiscal Year 2015)
Optimized Healthcare Programs	\$-	\$3-4M	<ul style="list-style-type: none"> Develop an approach to healthcare that seeks to thoughtfully and cost-effectively improve healthy outcomes for employees (New programs go live in Fiscal Year 2016)
Rationalizing the City's Fee and Fine Structures	\$2-3M	\$2-5M	<ul style="list-style-type: none"> Benchmark all City fees/fines and adjust based on true cost and/or comparable fines from peer cities (Fiscal Year 2015) Improve collections through investments in technology, operations, staff training and communications (Fiscal Year 2016)
Risk Management and Safety	\$1M	\$2M	<ul style="list-style-type: none"> Develop a comprehensive strategy to proactively manage risk, produce a safe working environment for employees, minimize worker's compensation and liability costs, and maximize time on-the-job (Fiscal Years 2015 and 2016)
Operational Quick Wins	\$2M	\$1.5-2.5M	<ul style="list-style-type: none"> Launch multiple projects to increase operational efficiencies within Police, Fire, Corrections, Public Works and Sustainability Departments. Examples include: the City's Take Home Vehicle Policy and Georgia Power billing audit (Fiscal Years 2015 and 2016)
Fiscal Target	\$16+M	\$25+M	

PARTNERING WITH CODE FOR AMERICA

IN 2014, THE CITY OF ATLANTA WAS SELECTED AS ONE OF EIGHT CITIES TO BECOME A 2014 CODE FOR AMERICA CITY. FOUNDED IN 2009, CODE FOR AMERICA IS A NATIONAL NONPROFIT THAT PARTNERS WITH LOCAL GOVERNMENTS AND CITIZENS TO FOSTER CIVIC INNOVATION. AS HIGHLIGHTED IN THE FOLLOWING CASE STUDIES, THE ATLANTA CODE FOR AMERICA TEAM FOCUSED ON HELPING INCREASE TRANSPARENCY AND ADVANCE CIVIC ENGAGEMENT IN THREE CRITICAL AREAS FOR THE CITY.

City of Atlanta Municipal Court



CourtBot, the City's first bilingual mobile app, lets citizens know if they are eligible to pay citations online and informs them of their court date.

INCREASING TRANSPARENCY AT MUNICIPAL COURT

Each year, approximately 200,000 cases pass through the City of Atlanta Municipal Court. Around 40,000 cases (20%) experience 'Failure to Appear' status at some point because the defendant misses a mandatory court appearance. This has negative consequences for all sides. It can cause an arrest warrant to be issued for the defendant and slow down the court's ability to resolve open cases. In order to reduce the number of people who miss their court date, the Innovation Delivery Team and the Office of the

Court Administrator partnered with Code For America and created several technical improvements to the Court process including:

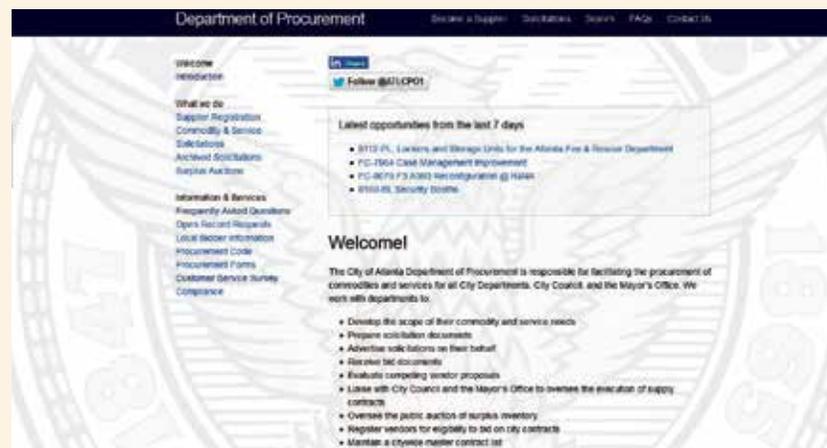
- Revamped the Municipal Court website, that features a new 'Find My Case' search function, allowing citizens to get detailed information about their case online.
- Created new CourtBot mobile phone app. Citizens can learn about their court case and opt into an automated reminder before their court date. This app is available in English and Spanish, making it the first multilingual mobile platform in the City's history.

LAUNCHING A CUSTOMER-FOCUSED PROCUREMENT WEBSITE

In 2014, the FOR Atlanta team partnered with Code for America to develop a new website for the City’s Department of Procurement. The new website makes it easier for potential vendors to find out about contract opportunities and do business with the City.

“Our partnership with Code for America has put the City of Atlanta at the forefront of advanced civic technology.”

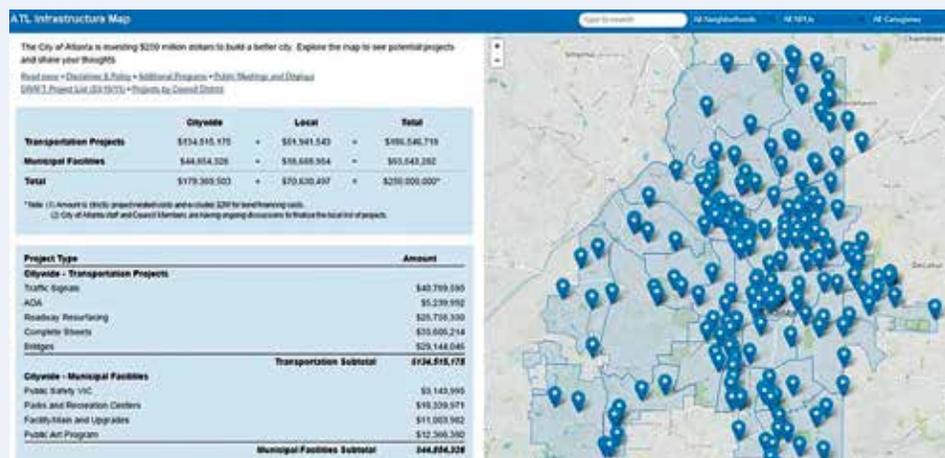
— Mayor Kasim Reed



ENGAGING THE PUBLIC IN INFRASTRUCTURE INVESTMENT

In an effort to engage citizens in the selection of infrastructure investments, Code For America partnered with the Department of Public Works Office of Transportation to create the City of Atlanta Infrastructure Website. This site provides residents with an interactive web-based map that is searchable by neighborhood,

NPU or category of project to display potential projects that could be funded from the receipts of a new infrastructure bond. It allows citizens to provide feedback and suggestions on the proposed list. More than 600 suggestions were collected over the duration of the survey period. For more information, or to provide your input on projects, please visit www.renewatlanta2015.com.



Citizens used this interactive map to help them vote on which of the proposed projects should be funded by the Infrastructure Bond in various phases leading up to the vote in March 2015.

5

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



MAYOR'S 2014 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. THIS DATA ALSO ENSURES THE FISCAL ACCOUNTABILITY NECESSARY TO SUSTAIN THE CITY'S ON-GOING INVESTMENT IN SERVICES, PROGRAMS AND INFRASTRUCTURE.

1 PUBLIC SAFETY

KEEPING ATLANTA'S CITIZENS AND VISITORS SAFE REMAINED A TOP PRIORITY FOR THE CITY OF ATLANTA IN 2014. ENSURING A STRONGER, SAFER AND MORE SECURE CITY IS VITAL TO SUSTAINING THE ON-GOING INVESTMENT IN ATLANTA THAT HAS MADE IT THE CAPITAL CITY OF THE SOUTHEAST.



DEPARTMENT OF CORRECTIONS

95% INCREASE IN HOURS OF COMMUNITY SERVICE

11 NEW PARTNERSHIPS

Department of Corrections labor crews, comprised of inmates and community service workers, provide graffiti removal, tree planting, and the cleaning and closing of derelict property across the city.

ATLANTA FIRE AND RESCUE REACCREDITED BY COMMISSION ON FIRE ACCREDITATION INTERNATIONAL

In 2014, FOR Atlanta partnered closely with the Atlanta Fire and Rescue Department to achieve Reaccreditation from the Commission on Fire Accreditation International. FOR Atlanta worked with the Department to implement best practice data collection, analysis and performance benchmarking across a variety of Fire and Emergency Medical Services (EMS) activities. This included an overhaul of the Department's performance metrics



to better align with standards set by the Center for Public Safety Excellence. FOR Atlanta was able to work with the Department to move its status from Deferred to Reaccredited within a period of months — a rare accomplishment.



139 SECONDS
OR LESS TO LEAVE THE STATION FOR 90% OF EMS CALLS — AS OF DECEMBER 2014



12% IMPROVEMENT
IN THE E911 CALL CENTER'S YEAR-OVER-YEAR MEDIAN DISPATCH TIME FOR FIRE CALLS

ATLANTA POLICE LEVERAGES TECHNOLOGY AND PARTNERSHIPS TO DRIVE CRIME TO HISTORICALLY LOW LEVELS

When it comes to enhancing crime fighting through state-of-the-art technology, Atlanta is leading the way. This is, in large part, thanks to a unique partnership between the Atlanta Police Department (APD) and the Atlanta Police Foundation (APF). The APF, a non-profit, works

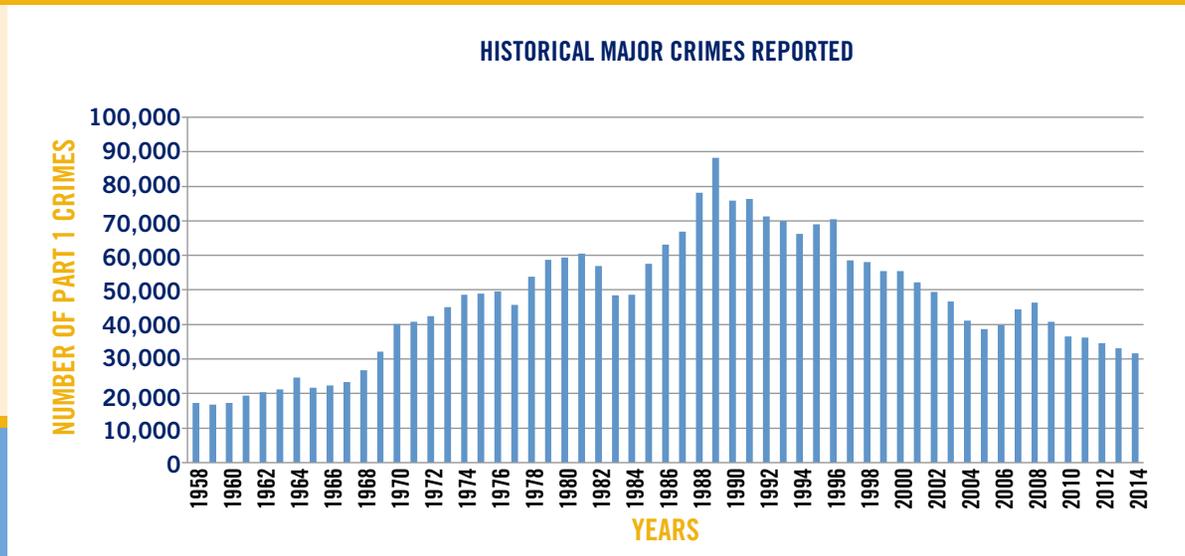
with APD to strategically develop and implement cutting-edge programs, with the ultimate goal of making Atlanta the safest, big city in the nation.

In 2013, the APF launched the Technology Innovation Center (TIC), a testing ground for new technologies. In addition to supporting on-going investment in the Operation Shield Video Integration Center and pred-pol predictive policing technology, in 2014 the TIC launched a number

of new initiatives including increasing crowd awareness using video data, space-time crime prediction, tag readers and body cameras.

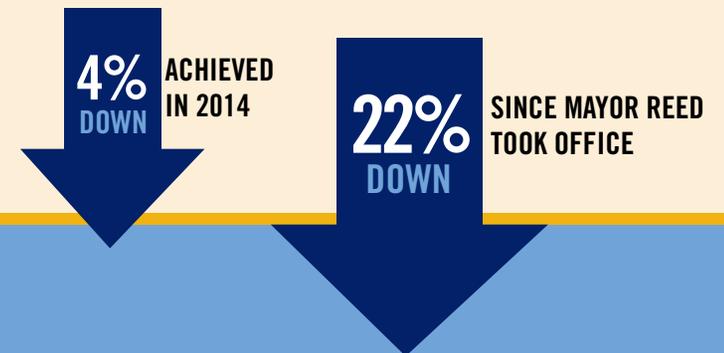
Crime in Atlanta is at its lowest level since 1969. Public and private partnerships have allowed the APF to focus on high priority projects that directly fight and prevent crime, an old concept that has become new and rich with innovative ideas and technology.

CRIME REDUCTION SINCE REED INAUGURATION



REDUCTION IN MAJOR CRIMES

Major crimes are down 22% since shortly before Mayor Reed and Chief Turner took office. Major crimes, including homicides, are down to levels not seen since the 1960s.



“Four years ago, during a moment of real hardship, we decided that we were going to invest more in public safety — in Police, Fire and Corrections — than we had in the history of the City of Atlanta. And today, that investment has paid off. Atlanta is safer today than it has been in 40 years.”

— Mayor Kasim Reed

2 YOUTH DEVELOPMENT & HUMAN CAPITAL

INVESTING IN OUR CITIZENS, AND PARTICULARLY OUR YOUTH, IS A CRITICAL PART OF BUILDING THE NECESSARY HUMAN CAPITAL ATLANTA NEEDS TO BE A LEADING CITY. THE REED ADMINISTRATION IS COMMITTED TO ENGAGING ATLANTA'S YOUTH AND YOUNG ADULTS TO PROVIDE QUALITY EDUCATION, RECREATION, WORK EXPERIENCE AND ON-GOING DEVELOPMENT OPPORTUNITIES.

DEPARTMENT OF PARKS AND RECREATION LAUNCHES SEVERAL PROGRAMS TO REACH NEW YOUTH

The Centers of Hope — the centerpiece of the Department of Parks and Recreation's youth development strategy — provide Atlanta youth with quality academic, athletic and life skills opportunities through afterschool programming and summer camp. Collectively, these programs keep our youth active throughout the year. Following an effort to streamline afterschool programming to 15 sites (four operated in conjunction with Boys & Girls Club of Metro Atlanta), the Centers experienced a 7% increase in afterschool enrollment in the 2014 calendar year and a 13% increase in enrollment in the summer program, Camp Best Friends (a 62% increase since Summer 2011).

Aside from boosts in the existing programming, the Department launched several exciting programs to reach new segments of the youth population. The City's first ATL Parks & Rec Play Mobile, also known as a recreation center on wheels, rolled out in 2014. The Play Mobile brings structured activities, sports and games to neighborhood parks creating an interactive fresh air atmosphere that encourages children and families to go outside and play. Tots & Rec, a program for toddlers ages one to four, also launched to promote the development of social skills, emotional growth, and physical coordination, as well as cognitive preparation. Finally, the newly created program Kids @ Play is a summer program for youth ages five to 12 designed to get children in the City of Atlanta "off the couch" and into parks.



Homework assistance and academic enrichment are a critical part of the Centers of Hope afterschool program.

PARKS AND RECREATION



3,200+ YOUTH
ENROLLED IN THE CAMP BEST FRIENDS SUMMER PROGRAM — AN INCREASE OF 13% OVER 2013



INCREASE IN ENROLLMENT
IN AFTERSCHOOL PROGRAMMING



35,000 APS STUDENTS

PARTICIPATED IN THE OFFICE OF CULTURAL AFFAIRS CULTURAL EXPERIENCE PROJECT

ATLANTA WORKFORCE DEVELOPMENT AGENCY RELEASES NEW PERFORMANCE MANAGEMENT PLAN

In July 2014, the Workforce Innovation and Opportunity Act (WIOA) came into law, establishing a new federal program for workforce development. One of the ways the Atlanta Workforce Development Agency (AWDA) implemented WIOA is through the Summer Training and Employment Program (STEP Forward) targeting Atlanta's youth population. The program enables some of Atlanta's most at risk youth to develop a plan for graduation and post-secondary education. The program invested more than \$1M in providing more than 300 Atlanta youth, aged 14 to 21, with the ability to earn wages, gain work experience, and realize development opportunities in both academic and occupational settings.



Nine teams competed in the City of Atlanta's fourth Govathon which gave teams 24 hours to formulate their web-based, mobile and physical solutions to problems posed by the AWDA and other government agencies.

“One of Atlanta Workforce Development Agency's top priorities continues to be providing Atlanta's youth who are most in need with opportunities to succeed. That's what the S.T.E.P. Program is all about — providing our young people with the support to stay on track and prepare for a promising future.”

— Michael T. Sterling, Executive Director, AWDA

ATLANTA WORKFORCE DEVELOPMENT AGENCY



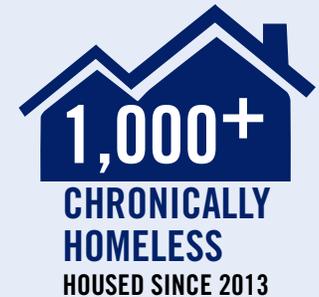
456 YOUTH

PARTICIPATED IN AWDA'S 2014
SUMMER WORK EXPERIENCE PROGRAM

LAUNCH OF HOMELESS CONTINUUM OF CARE

The City of Atlanta is proud to announce the launch of a new 501(c)3, Partners for Helping Others Move to Excellence (HOME), which was formed to serve as the lead agency of the City's Homeless Continuum of Care. Incubated within the Innovation Delivery Team, in partnership with the Regional Commission on Homelessness, the State of Georgia and the VA, Partners for HOME, is leading the work that began through Unsheltered No More, the aggressive plan to end chronic and veteran's homelessness in Atlanta by 2015. During the first two years, Unsheltered No More efforts helped to house 1000+ chronically homeless individuals and families, and this number is expected to increase significantly once data from the City's 2015 Point in Time count is available.

Moving forward, Partners for HOME is focused on driving success through collaboration and partnership, ensuring that decisions on how to assist our homeless population are based on accurate, measurable data and that funding is leveraged in a way that is strategic to both individual needs and the resources available.



3 ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT IS A CRITICAL PART OF THE CITY'S STRATEGY TO MAKE ATLANTA A GLOBALLY COMPETITIVE CITY. STIMULATING BUSINESS DEVELOPMENT, CREATING EMPLOYMENT OPPORTUNITIES AND BUILDING HEALTHY, SAFE COMMUNITIES ARE ALL PART OF MAKING ATLANTA A HEALTHY, RESILIENT CITY AND A GREAT PLACE TO LIVE AND DO BUSINESS.



Buckhead, Atlanta

NEW COMPANY RELOCATIONS TO ATLANTA

Invest Atlanta's business attraction efforts were outstanding in 2014. The company assisted 18 companies with their relocations to Atlanta last year. These 18 companies created 3,021 new jobs to the city and increased capital investments by more than \$183 million.

Invest Atlanta worked with companies across many industries in 2014, including entertainment, information technology, advanced

manufacturing and logistics. Leveraging the city's already high concentration of Fortune 500s and national headquarters, Invest Atlanta was able to secure five new headquarters last year: WorldPay, one of the world's leading credit card processors; Serta Simmons, the recently consolidated bed company; Cricket Wireless, one of the foremost pre-paid wireless services; Prince Global Sports, a top manufacturer of racquet sports equipment; and Maschio Pack, a global industrial packaging company.



INVEST ATLANTA

189 TOTAL PROJECT WINS
FROM BUSINESS DEVELOPMENT, REDEVELOPMENT AND HOUSING FINANCE

3,973 NEW, DIRECT JOBS
FACILITATED BY INVEST ATLANTA

\$672M TOTAL CAPITAL INVESTMENT
BY INVEST ATLANTA AND PRIVATE, LEVERAGED FUNDS

WESTSIDE FUTURE FUND

The City of Atlanta is taking decisive action to revitalize distressed communities. Through the collaboration of the City of Atlanta, Arthur M. Blank Foundation, and the Atlanta Committee for Progress, The Westside Future Fund was established to sustain public, philanthropic, and corporate support in the Westside neighborhoods of Atlanta.

Mayor Reed appointed Richard Dugas, President and CEO of PulteGroup, Inc., as chairman to lead the Fund in its efforts to raise more than \$30M in investments. Collectively, the Westside neighborhoods are

among the most impoverished in the city, but are also among the most historically important. The target neighborhoods of English Avenue, Vine City, Castleberry Hill, and Ashview Heights, including the Atlanta University Center, have played a vital role in the development of Atlanta and have been home to some of the city's most significant and influential cultural institutions and iconic leaders.

The efforts of the Westside Future Fund Board, in collaboration with Westside community leaders, will be a catalyst for investment and accelerate improvements in the health, education and welfare of the current residents of these vitally important communities.

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT



6,500 BUILDING PERMITS
WERE ISSUED IN 2014 —
AN INCREASE OF 2% OVER 2013



\$2.6B CITYWIDE INVESTMENT
IN NEW CONSTRUCTION



The new multipurpose Atlanta stadium will serve as the home to the Atlanta Falcons of the National Football League (NFL) and the yet-to-be-named Atlanta expansion team of Major League Soccer.

HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT



*THE AIRPORT'S HIGHEST PASSENGER VOLUME EVER

17TH CONSECUTIVE YEAR
WORLD'S BUSIEST AIRPORT

11TH YEAR NAMED AS
WORLD'S MOST EFFICIENT AIRPORT
BY THE AIR TRANSPORT RESEARCH SOCIETY

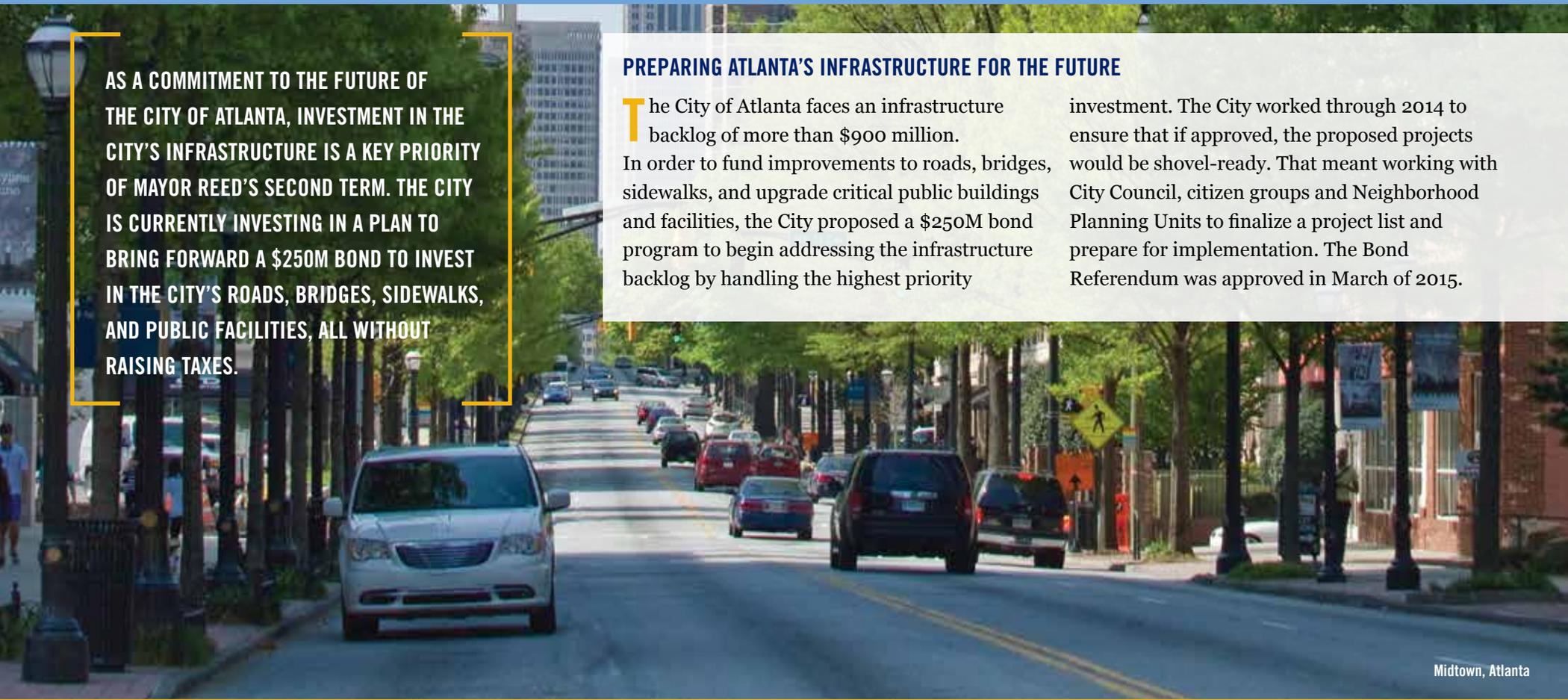
4 CITY INFRASTRUCTURE

AS A COMMITMENT TO THE FUTURE OF THE CITY OF ATLANTA, INVESTMENT IN THE CITY'S INFRASTRUCTURE IS A KEY PRIORITY OF MAYOR REED'S SECOND TERM. THE CITY IS CURRENTLY INVESTING IN A PLAN TO BRING FORWARD A \$250M BOND TO INVEST IN THE CITY'S ROADS, BRIDGES, SIDEWALKS, AND PUBLIC FACILITIES, ALL WITHOUT RAISING TAXES.

PREPARING ATLANTA'S INFRASTRUCTURE FOR THE FUTURE

The City of Atlanta faces an infrastructure backlog of more than \$900 million. In order to fund improvements to roads, bridges, sidewalks, and upgrade critical public buildings and facilities, the City proposed a \$250M bond program to begin addressing the infrastructure backlog by handling the highest priority

investment. The City worked through 2014 to ensure that if approved, the proposed projects would be shovel-ready. That meant working with City Council, citizen groups and Neighborhood Planning Units to finalize a project list and prepare for implementation. The Bond Referendum was approved in March of 2015.



Midtown, Atlanta

DEPARTMENT OF PUBLIC WORKS



99%

COLLECTIONS
FOR RESIDENTIAL GARBAGE, RECYCLABLES AND YARD TRIMMING WERE ON TIME — FOR THE THIRD YEAR IN A ROW



96%

311 CUSTOMER REQUESTS
WERE COMPLETED ON TIME IN 2014 — AN INCREASE OF 15% OVER 2013



84%

TRANSPORTATION CUSTOMER SERVICE REQUESTS WERE COMPLETED ON TIME, AS OF DECEMBER 2014 — AN INCREASE OF 12% OVER 2013



RECOVERY FROM WINTERSTORMS

The Mayor convened a Natural Disaster Preparedness Commission to gather businesses, government agencies, academic institutions and media groups to provide feedback on the City's response during Winter Storms Leon and Pax. Primary recommendations included: a more cautious and risk-adverse outlook when considering closures; clear and timely communication from leadership on closure status; and strengthened communication networks that allow future responses to be better coordinated across multiple jurisdictions.



Mayor Kasim Reed, with support from his COO, the Public Works Commissioner, and the Chiefs of the Fire and Police Departments, update Atlanta residents on Winter Storms Pax and Leon during a press conference.

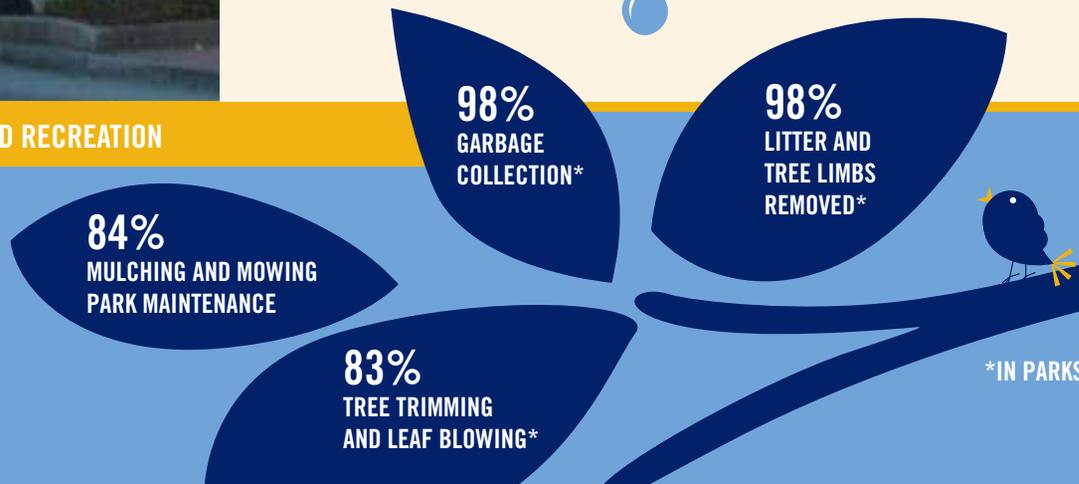
DEPARTMENT OF WATERSHED MANAGEMENT

WATER COMPLIANCE RATES MET IN 2014



DEPARTMENT OF PARKS AND RECREATION

COMPLETED ON SCHEDULE IN 2014



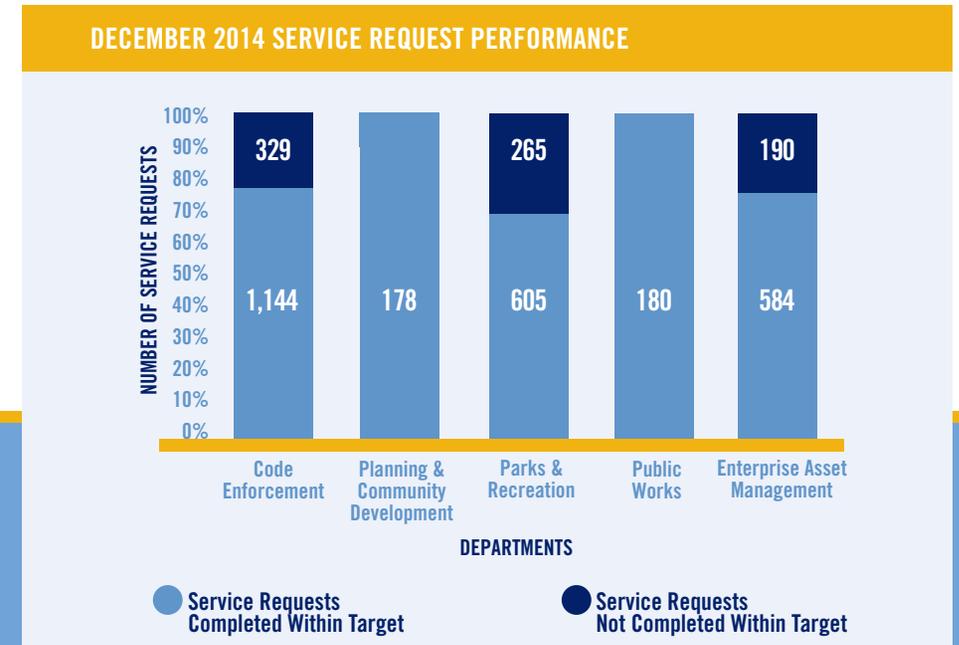
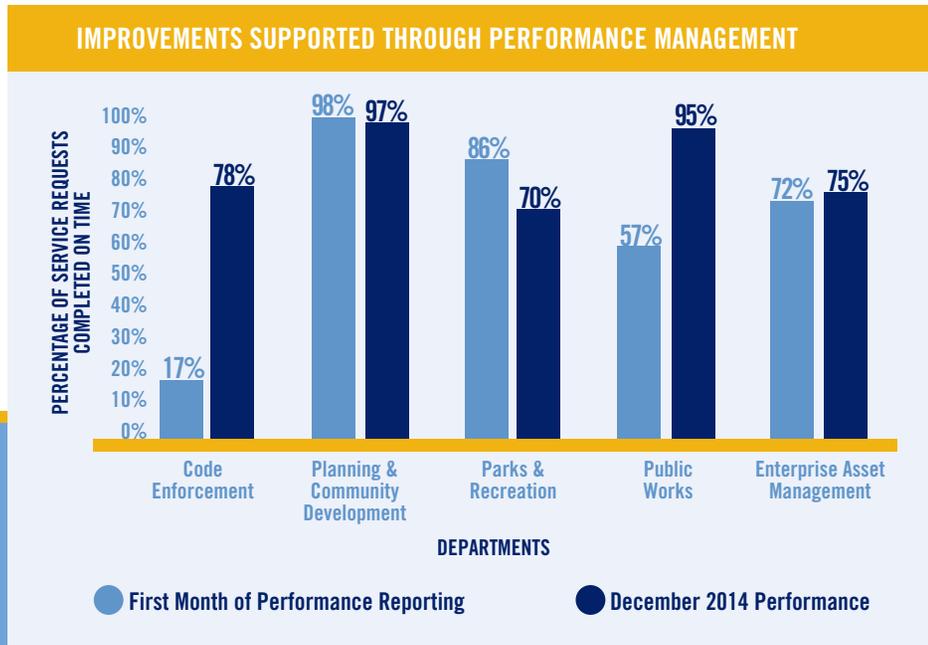
5 EXCELLENCE & EFFICIENCY

IN AN EFFORT TO CREATE A CITY GOVERNMENT THAT IS ACCOUNTABLE, RESPONSIVE AND EFFICIENT, THE CITY OF ATLANTA IS COMMITTED TO INVESTING IN STRATEGIES THAT IMPROVE SERVICES TO CITIZENS AND LEVERAGE TECHNOLOGY TO DRIVE STREAMLINED PROCESSES.

FORA: DEPARTMENT SERVICE DELIVERY IMPROVEMENT

Over the course of 2014, FOR Atlanta worked with core operational departments to hone the City's focus on customer service and responsiveness. FOR Atlanta collected weekly and monthly data on departmental customer service performance as measured by the percentage

of customer service requests that were completed within target timeframes. FOR Atlanta used this data to work with departments to solve process issues, better allocate resources and improve performance. As a result of these efforts, departments delivered a 10% increase in the share of service requests resolved on time, moving from 75% to 85% over the the course of 2014.





Top city officials celebrate the launch of ATL311 at the ribbon cutting ceremony.

311 LAUNCH

Throughout Mayor Reed's Administration, new efforts to improve the customer service experiences for residents and visitors interacting with the City were launched. Most notable of the new customer service initiatives for 2014 was the roll out of ATL311 — the City of Atlanta's one-stop shop for all non-emergency services.

ATL311 officially launched in November 2014. The new ATL311 call center has consolidated all department information

and standardized the way that information is relayed to citizens. Information and services can now be requested by phone, online and through all mobile platforms. ATL311 modernized the customer service experience, increasing efficiency and access to critical human services within our city. The call center averages more than 1,500 calls per work day, with two thirds of calls being answered within 20 seconds by a live person, and 100% of calls are concluded in less than five minutes.

ATL311

**66% OF 311 CALLS
ARE HANDLED WITHIN 20 SECONDS**

**85% OF 311 SERVICE REQUESTS
WERE COMPLETED BY DEPARTMENTS WITHIN TARGET TIMEFRAMES —
AS OF DECEMBER 2014**



ACKNOWLEDGEMENTS

CITY OF ATLANTA

OFFICE OF INNOVATION DELIVERY AND PERFORMANCE

Emily Love, Director
Terica Black

INNOVATION DELIVERY TEAM

Dawn Gregory, Deputy Director
Stephanie Hodges
Ryan Shepard
Sheryl Ude
Sam Adams
Myesha Good
Lillie Madali
Emily Lieb

FOR ATLANTA PERFORMANCE TEAM

Matt Malament, Deputy Director
Matthew Bartleet
Sean Dunn
John Zimmerman

THANK YOU TO OUR PARTNERS

Atlanta Fire Rescue Department
Matt Hinds-Aldrich
James Day

Atlanta Police Department

Erika Shields
Andrae Warren

Atlanta Workforce Development Agency

Ruth Alvarez-Moon
Wymon Henderson
Phillip Olaleye

Department of Aviation

Cynthia Carr
Charles Bell

Office of Code Compliance

Dave Miller

Office of Contract Compliance

Richard Case

Department of Corrections

Yolanda Paschall
Carsandra Wiggins

Employee Safety

David Daniels

Office of Enterprise Assets Management

Jalal Slade
Deborah Colbert

Department of Finance

Jonathan Williams
Connie Taylor
John Gaffney

Human Resources

Nadiege Bretous

Department of Information Technology

Roger Campbell

Municipal Courts

Cherlyn Davis

Department of Parks & Recreation

Jun Lee
Randall Williams

Department of Planning and Community Development

Robin Camp
Nina Gentry
Warren Harper
Jordan Williams

Department of Procurement

Keith Brooks
Pat Washington

Department of Public Works

Rosco Twiggs
Tracey Woods

Site Development

Darlene Burney
Lowell Chambers

Office of Sustainability

Ruthie Norton

Watershed Management

Crystal Crawford
Sidney Lewis

311

Jewell Dobbs

MEMBERS OF THE BLUE RIBBON COMMISSION ON WASTE AND EFFICIENCY IN GOVERNMENT City Council

Howard Shook (Co-Chair), District 7
Yolanda Adrean, District 8
Keisha Lance Bottoms, District 11
C.T. Martin, District 10
Mary Norwood, At Large Post 2
Joyce Sheperd, District 12
Alex Wan, District 6

Business

Richard Anderson (Co-Chair)
CEO, Delta Airlines

Martin L. Flanagan
President & CEO, Invesco

William Taggart
President & CEO, Atlanta Life
Financial Group

Gerri Thomas
State President of Georgia,
Bank of America

Labor

Ken Allen
International Brotherhood
of Police Officers

Stephen Borders
Atlanta Professional Firefighters Union

Alan Lee
American Federation of State,
County and Municipal Employees

Gina Pagnotta
Professional Association
City Employees

Terrance Simon
Progressive Firefighters
of Atlanta Union



CITY OF ATLANTA | MAYOR'S OFFICE OF INNOVATION DELIVERY AND PERFORMANCE | 55 TRINITY AVE. SW, SUITE 2400 | ATLANTA, GA 30303 | PH 404.330.6100 | WEB WWW.ATLANTAGA.GOV