



FOCUS ON RESULTS

FOR ATLANTA

2013 Performance Report



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CITY OF ATLANTA 2013

PERFORMANCE REPORT



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FOR ATLANTA
(FOCUS ON RESULTS ATLANTA)

LETTER FROM MAYOR KASIM REED



Dear Fellow Atlantans,

I am pleased to share with you the City of Atlanta's 2013 Performance Report, compiled by the Focus On Results (FOR Atlanta) team. Launched in 2012, FOR Atlanta is tasked with setting performance improvement goals for the City of Atlanta and collaborating with staff across the organization to monitor, manage and help drive collective progress against those goals.

A strong performance management strategy enables me, and the individuals serving on my leadership team, to continually improve operations and ensure that the highest level of performance is realized. However, performance management alone is not enough. To ensure the highest level of success for our City, it is critical that performance management is part of an overall framework focused on driving innovation in City government and results for our citizens. As a part of this structure, FOR Atlanta partners closely with the Innovation Delivery Team and operating Departments across the City to pioneer and deliver innovative solutions to municipal challenges and drive results across departments. From forging public-private partnerships to support our youth to building out the world's first 311 system on the cloud, the work we are doing in Atlanta is not only pushing our great city ahead, but is setting a precedent for cities nationwide.

The FOR Atlanta team has played a critical role in driving projects born from the strategic vision I set for my first term. As we kick off the New Year and the new administration, let us keep pushing ourselves to think boldly and creatively about how to make Atlanta the best place to live, to work and to visit.

Sincerely,

A handwritten signature in black ink, appearing to read "Kasim Reed".

Mayor Kasim Reed

“FOR Atlanta serves at the right hand of the Chief Operating Officer. In my role as COO, I have relied on the work that FOR Atlanta leads to measure, manage and drive operational improvements across City departments.”

Duriya Farooqui, Former Chief Operating Officer City of Atlanta

INTRODUCTION TO FOR ATLANTA

Launched in January 2013, Focus On Results Atlanta (FOR Atlanta) is the City's performance management team charged with delivering tangible and lasting improvements across City services by collaborating with departments to drive performance improvement. We assess City services and identify opportunities to improve results through data-driven decision-making, business process efficiencies, organizational strategies and technology applications.

Mayor Kasim Reed has made a commitment to ensuring management excellence and constant improvement in service delivery is a priority for the City of Atlanta. We are operating in an increasingly competitive world while striving to do more with less, and to deliver a better product for our customers. Strategic performance management is critical for driving strong policy and operational decisions, particularly in City government. As we respond to the growing needs of our City and residents, the prioritization of cost, resources and impact is critical for effective management of performance.

Housed within the Office of the Chief Operating Officer, FOR Atlanta is a structured, iterative program of evaluation and improvement that FOR Atlanta leverages has helped the City:

- Make measurable progress across Mayor Reed's priorities.
- Focus on outcomes, and their impact on citizens, by identifying and tracking core performance metrics that represent the results the City seeks to drive.
- Use hard data and thoughtful analysis to improve the efficiency and effectiveness of municipal services, further ensuring that City resources and taxpayer dollars are being used as efficiently as possible.

The highlights included in the 2013 Performance Report include data and case studies demonstrating how performance improvement has helped advance results and accountability across city departments and priority areas during the Mayor's first term. As we enter a new year and a new Administration, FOR Atlanta looks forward to continuing to play a critical role in driving results and helping the Reed Administration move Atlanta forward, together.

PUBLIC SAFETY

KEEPING ATLANTA'S CITIZENS AND VISITORS SAFE REMAINS A TOP PRIORITY FOR THE CITY OF ATLANTA IN 2013.

The mission of the **Atlanta Police Department (APD)** is to reduce crime and promote quality of life, in partnership with the community. Having adequate police resources available is a major component of the Department's philosophy. Key successes which reflect this strategy include:

4%

Reduction in Major Crimes achieved in 2013. Since Chief Turner and Mayor Reed took office in January 2010, major crimes in Atlanta are down 18%.

196

Number of New Officers hired during 2013. APD achieved the long-standing goal of 2000 sworn officers in October. Over 750 officers hired since the Mayor took office.

58%

Improvement in Median Dispatch Time for Priority 1 fire emergencies achieved between January 2012 and December 2013.

29%

Improvement in EMS Transfer Time from the 911 center to patient transport between January 2012 and December 2013.

Atlanta Fire and Rescue Department (AFRD) is charged with providing prompt, quality emergency services to Atlanta's residents and businesses. Highlights from 2013 include:

1.4 Minute

Improvement in AFR Response
In 2013, nine of ten Fire units arrived roughly 1.4 minutes faster to typical risk fires (7.6 minutes) vs. 2010 (9.0 minutes).

\$10 Million

Funding for Equipment made during 2013 to improve Fire Rescue vehicles and equipment.

12%

Increase in AFR's Ability to Deploy EMT resources to emergencies as fast or faster than Grady ambulance services in 2013 (58% of emergencies) over 2010 (46% of emergencies).

The City's **Department of Corrections (DOC)** is charged with protecting the public by providing a safe and secure correctional environment and enhancing the public safety through partnerships with the community and law enforcement. In 2013:

33,000+

Prisoners Managed by Department of Corrections staff during 2013 with zero successful breakout attempts.

\$2.9 Million

Additional City Revenue generated in 2013 by using available space at the City Jail to house prisoners from external jurisdictions.

\$195,000

Cost Savings generated from inmate work detail and community service in 2013.

FOR ATLANTA CASE STUDY: LAUNCHING ECITATION TECHNOLOGY

In 2013, the Atlanta Police Department issued over 175,000 hand-written citations for traffic, code compliance and criminal violations. Due to the manual nature of issuing and processing these paper tickets and the requirement that the majority of citations be paid in person, the collection rate for resulting fines and penalties has hovered around 70%, leaving \$6 to \$8 million in foregone revenue on the table.

To improve the efficiency and accuracy of the process, FOR Atlanta worked in partnership with APD, Court staff and IT staff to pilot an electronic method of issuing and processing citations (eCitations). The results of the 1600-citation pilot are encouraging. The error rate for citations issued was less than 1%, down from 15% for manual citations in 2012, while use of ePayment – a convenient way to pay fines and penalties online without appearing in-person; increased from 10% to 36% during the pilot study.

	Existing system	eCitation Pilot
Accuracy rate	85%	99%
ePayment rate	10%	34%
Citation processing time	4,000 hours (Courts) 4,800 hours (Police)	0 hours (Courts) 2,400 hours (Police)

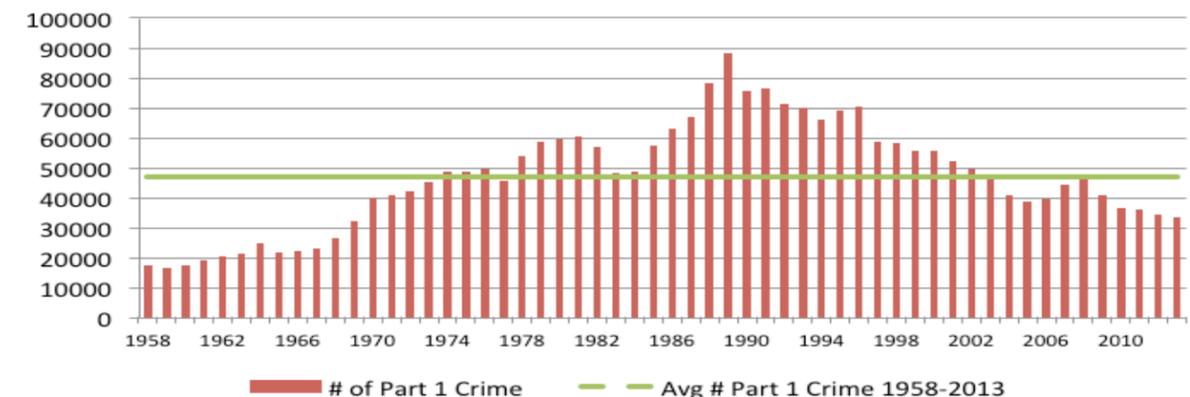
Based on this pilot, in 2014, the City will be rolling out eCitation technology Citywide. Collectively, we expect eCitation to save over 4,000 hours of staff time at the Courts and over 2,000 hours of policing time each year.

APD has taken major steps to utilize new policing technology by implementing 'PredPol', a predictive crime tool. Using historical data, the software predicts where the chance of crimes occurring is higher. This information helps patrol officers identify crime "hot spots" and target resources accordingly.



The 'Operation Shield' Video Integration Center (VIC) is a critical tool for Atlanta Police to monitor large-scale events, prevent and manage disasters, and reduce crime. In 2013, the VIC was a key monitoring center for large scale events including the NCAA Final Four Championship and the Peachtree Road Race, along with countless other City events. More than 3,500 cameras are integrated in the VIC, allowing Police to monitor and detect problems, manage crowds, deploy resources efficiently, and respond quickly to situations across the City.

HISTORICAL MAJOR CRIMES REPORTED



FISCAL STABILITY

THE REED ADMINISTRATION HAS CONTINUOUSLY IMPROVED THE CITY OF ATLANTA'S FISCAL STABILITY BY IMPLEMENTING BEST-IN-CLASS FINANCIAL PRACTICES AND MAINTAINING STRICT FISCAL DISCIPLINE.

In Fiscal Year 2013, the **Department of Finance** met financial performance targets, for the third year in a row, through a strategy focused on maintaining strong expenditure controls, minimizing costs and optimizing collection of revenue. Furthermore, this was accomplished without tax increases, despite the impact the current economic environment has had on Atlanta's revenue.

\$11.4M Million

Increase in General Fund Reserves

from 2012 to 2013. There has been an overall increase in reserves of \$131M since 2009.

2%

Reduction General Fund Budget

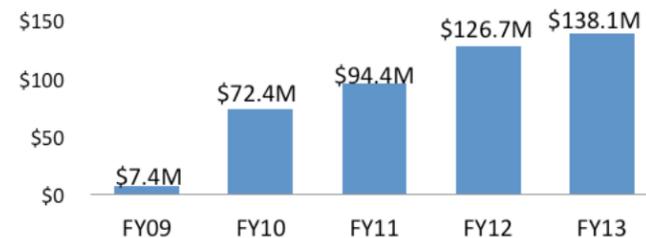
from 2012 to 2013.

\$85M Million

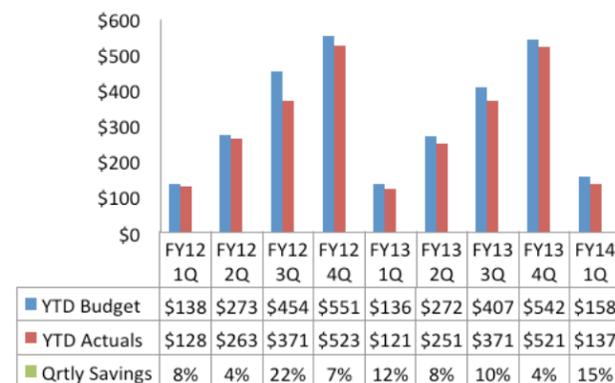
External Grant Funding Awarded

to the City in 2013.

GENERAL FUND RESERVE BALANCES (\$M)



GENERAL FUND RESERVE BALANCES (\$M)



Aa2 STABLE

Bond Rating

as of September 2013. The City's Bond rating improved during 2013, as Moody's revised its outlook on the City's Aa2 rating from negative to Stable. Along with the City's strong "A Stable" rating from Standard & Poors, this will save the City millions in borrowing costs over the next several years.

25%

Share of Total Payroll Costs

accounted for by General Fund pension costs in FY 2013, down from 28% in 2012 and 37% in 2011. Additional work on pension reform will be tackled during Mayor Reed's second term.

FOR ATLANTA CASE STUDY: FLEET CAPITAL BUDGETING MODEL

The City has made capital budgeting a priority in order to maximize the value-for-money of asset purchases and maintenance costs, and to address the City's infrastructure backlog in an affordable, sustainable manner.

City vehicles are one type of asset in need of ongoing investment – estimated at \$26.5M in 2013. In an effort to address this issue without a significant increase in City expenditure, the FOR Atlanta team, in partnership with the Department of Finance and Fleet Services staff, created a model that uses vehicle age and lifetime maintenance costs to prioritize vehicles for replacement and identify a cost-effective replacement schedule. As a part of this effort, the team also developed specific investment criteria to enable City departments to identify the best capital purchase opportunities and to allocate funding accordingly.

Through these efforts, future investment will be more stable and predictable and is expected to **reduce the cost of maintaining the City's vehicle fleet by 5% per year**. This has the potential to generate over **\$325,000 in annual savings**.



“It's time for Atlanta to dream big again, to be in the future business.

My vision is for Atlanta and Georgia to be the logistics hub of the Western Hemisphere, where ideas, people and goods connect.”

In an effort to reduce back office overhead, streamline processes and improve data tracking, the Department of Finance, in coordination with Department of Information Technology and City operating Departments have implemented a number of enterprise-wide technology solutions. , Back office efficiencies leveraged during 2013, include:

- Implementation of Oracle ERP system which allows the City to provide better and more readily-available data, reduce production time for financial statements and reports, make better procurement decisions and better track and manage human resources.
- Implementation of Hyperion Budget & Planning system, a new application for operational, capital and human capital budgeting and planning.
- Increased accuracy and efficiency in the production of statutory reports like the Comprehensive Annual Financial Report (Hyperion Financial Management).

YOUTH DEVELOPMENT

ENGAGING ATLANTA'S YOUTH AND PROVIDING QUALITY EDUCATION, RECREATION, WORK EXPERIENCE AND DEVELOPMENT OPPORTUNITIES CONTINUED TO BE A HIGH PRIORITY IN 2013.

Collectively, the **Department of Parks and Recreation (DPR)**, the **Office of Cultural Affairs** and the **Atlanta Workforce Development Agency (AWDA)** offer a variety of programs and opportunities that promote youth development across the City. While the centerpiece of the Mayor's Youth Development agenda is the **expansion of the Centers of Hope initiative**, it is important to recognize the impact of the comprehensive programming that is offered through youth in partnership with the above partner organizations, as well as the Atlanta Public Schools (APS) and community organizations.

100%

Increase in Enrollment in afterschool programming over the 2013/14 school year, up to 1390 (and counting) Atlanta youth.

36,000+

APS Students participated in the Office of Cultural Affairs Cultural Experience Project, representing 80% of all students enrolled in eligible Atlanta Public Schools (APS).

90%

Atlanta Youth living within 2.5 miles of a Center of Hope or the Chastain Arts Center.

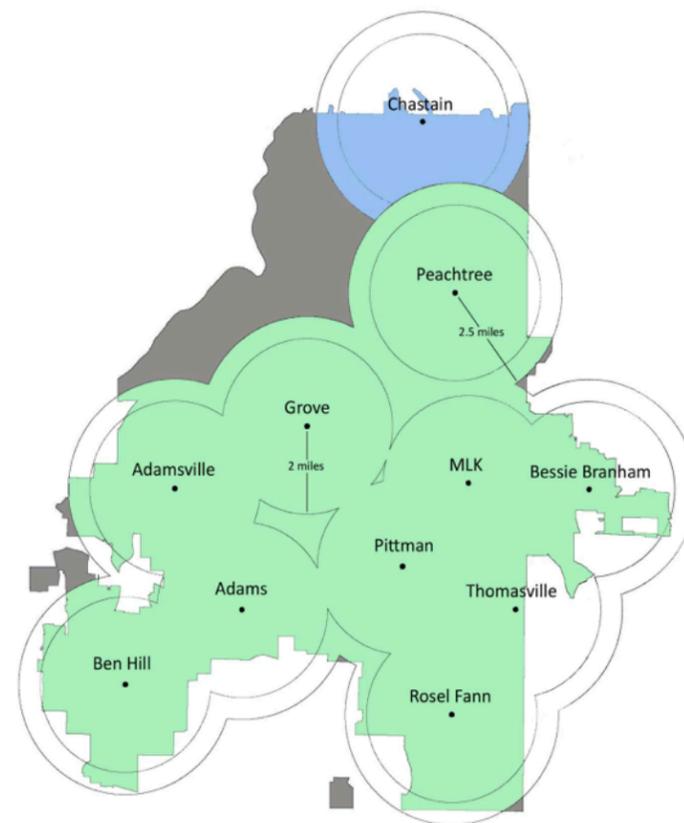
36,000+

Increase in Participation at Camp Best Friends up from 2331 pupils in 2012 to 2996 pupils in 2013.

551

Atlanta Youth participated in the Summer 2013 Work Experience Program coordinated by the Atlanta Workforce Development Agency.

CENTERS OF HOPE COVERAGE



In April 2013, the City of Atlanta piloted the first **Hot Meals Program** at recreation centers. The Hot Meals program officially launched in August 2013 at 17 sites (including sites run by P.A.L.s, the Police Athletic League). More than 162,000 meals and snacks will be served throughout this school year.



In the Fall of 2013, DPR began offering free **Learn to Swim** lessons to youth enrolled at the Center of Hope at Adamsville and Center of Hope at Rosel Fann. Participants receive ten 1-hour swim lessons focusing on water safety and physical activity.

EXPANDING YOUTH ENRICHMENT OPPORTUNITIES THROUGH OFFICE OF RECREATION:

HOMEWORK ASSISTANCE & TUTORING
CULTURAL ARTS
DEBATE
GYMNASTICS
MARTIAL ARTS
ROBOTICS
INTRO TO COMPUTER TECHNOLOGY
ENVIRONMENTAL AWARENESS
SAT PREP
COLLEGE TOURS

FOR ATLANTA CASE STUDY: EXPANDING CENTERS OF HOPE



The City has now established **10 Centers of Hope across Atlanta**, which are open to the City's youth 6-7 days a week. The progress made on youth development through the Centers of Hope initiative illustrates how strategic partnerships across the public and private sectors can drive tangible change in some of the City's most critical service areas.

In 2013, the City of Atlanta formalized a collaborative partnership with the Boys & Girls Clubs of Metro Atlanta, Atlanta's Department of Parks and Recreation, and the Atlanta Public Schools (APS). The Boys & Girls Clubs plans and delivers all youth programming at four of the ten Centers of Hope. They leverage academic data from APS with their own metrics of character development to drive collaborative planning between in-class and afterschool programming.

Through partner support, the City has been able to raise **more than \$5 million dollars in private resources** in the Centers of Hope.



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 GREAT PLACE TO LIVE.

The Department of Planning and Community Development manages construction and development activity throughout the City of Atlanta – all the way from issuing building permits, to managing the City's Building and Zoning Codes to promoting responsible development of the City's built environment. In 2013:

36%

Improvement in Median Permitting Time

from November 2011 (33 days) to November 2013 (21 days).

6,343

Building Permits

issued in 2013, a 7% increase from 2012.

77%

Increase in Value of Citywide Construction

activities permitted during 2013 (\$2.7 billion), up from \$1.5 billion in 2012.

As the City's Economic Development arm, **Invest Atlanta**'s mission is to strength Atlanta's economy and global competitiveness in order to create increased opportunity and prosperity for the people of Atlanta. In 2013:

\$480M

Private Sector Capital

attracted in 2013, including \$350 million direct investment for business development, \$50 million leveraged investment for redevelopment and \$71 million for housing.

73

Project Wins

including 17 business attraction and retention successes such as PulteGroup, athenahealth and Pandora.

4,325

Direct Jobs

in addition to 3,988 indirect/induced jobs.

\$2M

Leveraged Investment

utilized to support 13 small businesses through Invest Atlanta's Loan Program.

\$47M

Private Investment

leveraged using \$24 million in Invest Atlanta incentives to preserve 1,057 units of affordable housings.

\$71M

Capital Investments

to Support Workforce Housing Projects.

920

Housing Units Preserved

through debt restructuring for 4 major residential redevelopments, protecting over \$63 million of capital investment.

FOR ATLANTA CASE STUDY: RE-LAUNCHING PUBLIC VENDING PROGRAM

In November 2013, City Council passed a new ordinance regulating vending in the public right of way. The new policy is a culmination of intensive research on national vending best practices, and was created with the goal of providing an amenity for pedestrians, residents, visitors of Atlanta.

A well thought out vending policy also serves to bolster opportunities for independent entrepreneurs and small businesses throughout Downtown Atlanta. With 42 million annual visitors to Atlanta, a successful public vending program is well positioned to generate millions of dollars in additional downtown commerce over the coming years.



In Focus: Hartsfield-Jackson Atlanta International Airport

Owned by the City and managed by the Department of Aviation, with an estimated 95M+ passengers in 2013, **Hartsfield-Jackson Atlanta International Airport** is once again on track to be the busiest passenger airport in 2013, a title it has held since 1998.

As well as being the busiest airport in the world, HJIA was once again named world's most efficient airport in 2013, marking eighth year in a row that ATL has received this honor from the Air Transport Research Society.

Furthermore, HJIA is one of the largest engines of employment in the state of Georgia. The airport directly employs more than 58,000 people, while a further 375,000 jobs are indirectly attributable to economic activities associated with the airport.

In October 2013, the DPCD-commissioned **Strategic Community Investment (SCI)** report was published, containing an exhaustive inventory of Atlanta's residential real estate. The report is based on the identification and codification of 150,000 residential parcels. It provides analytical insights that can guide and inform neighborhood redevelopment investment across the City.

In July 2013, the Mayor also established the City's first **Office of Entertainment** – dedicated to fostering the growth of Atlanta's rapidly-expanding film and television industry. Based on state estimates, the economic impact of the entertainment industry on metro Atlanta is around \$2.4B – and growing.

2013 has been a game changing year for the built environment in Downtown Atlanta. In addition to progress on the construction of the new **Center for Civil and Human Rights** and the **College Football Hall of Fame**, in 2013, the City announced a series of decisions paving the way for the construction of a new state-of-the-art **\$1.2 billion Falcons Stadium**.



The stadium, which will be paid for with \$1 billion in private funds, is expected to generate more than \$150 million total economic impact to the City, including more than \$72 million personal income. During the three year construction period alone, the project is estimated to add more than

CITY INFRASTRUCTURE

THE CITY OF ATLANTA CONTINUED WORKING HARD DURING 2013 TO ENSURE THAT ITS INFRASTRUCTURE AND THE CORE SERVICES PROVIDED BY CITY GOVERNMENT ENABLE ALL ATLANTA RESIDENTS TO LIVE, WORK, PLAY AND ENJOY A HIGH QUALITY OF LIFE.

The **Department of Public Works**' (DPW) includes the Office of Transportation, the Office of Solid Waste Services and the Office of Fleet Services, all of which work hard to ensure that backbone of the City's infrastructure is in good working condition.

90%

of Core Services

with performance improvements over the course of 2013. Core services include services such as filling potholes and repairing street lights.

68%

Reduction in Time

taken to provide DPW core services. Notable examples include:

- 60% reduction in time to repair streetlights;
- 67% reduction in time to repair streets, including potholes;
- 84% improvement in the amount of time it takes the Department to pick up a missed garbage, re-

99%+

Residential Pick-ups Collected on Schedule

For the second year in a row, Solid Waste Services collected residential garbage, recycle, and yard trimming pick-ups on time more than 99% of the time.



The **Department of Watershed Management** (DWM) manages the City's water and sewer infrastructure. In addition to continuous focus on compliance with the federal Consent Decree, its efforts will be balanced between infrastructure, treatment facilities and surface water management.

98%

Waste Water Compliance

over the course of 2013, meaning the City has met or exceeded waste water compliance standards 705 out of 720 hours each month.

100%

Drinking Water Compliance throughout 2013.

1%

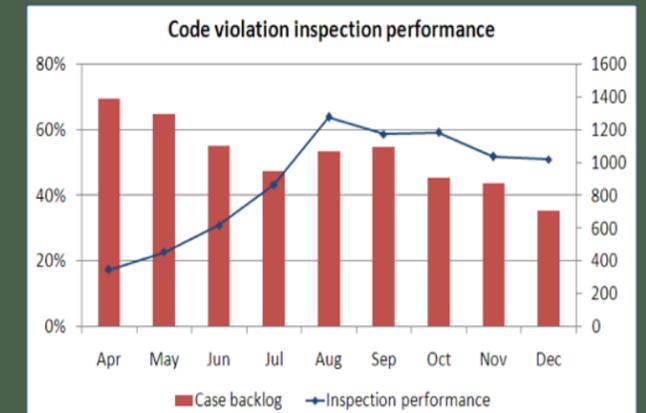
Bills Based on Estimated Readings

issued in 2013, down from an all-time high of 10% in May 2009 and a rate of 5.5% in January 2010 when Mayor Reed took office.

FOR ATLANTA CASE STUDY: STREAMLINING HOUSING CODE ENFORCEMENT

The City's Office of Code Compliance, housed within the Atlanta Police Department, is responsible for investigating citizen complaints about properties that are potentially violating the City's housing code. The Code Compliance team contributes to maintaining and improving the vibrancy of neighborhood infrastructure through blight reduction.

In April 2013, the FOR Atlanta team, in conjunction with Office leadership, examined Code's data and operating processes. After identifying stagnant cases and implementing a number of performance improvements, Code was able to **reduce its backlog of cases by 84%**. Furthermore, by targeting newly identified bottlenecks, Code was able to **reduce the median time taken to complete an inspection investigation by a 39 days**, from a median of 87 business days in January 2013 to a median of 48 business days in December 2013.



ATLANTA STREETCAR

COMING 2014

In February 2013, the City of Atlanta broke ground on the **2.7 mile, \$98 million loop comprising Phase 1 of the Atlanta Streetcar**. Launching in 2014 and paid for through Federal TIGER grants, the initial phase of development will provide last mile connectivity to MARTA and other transit service Downtown, serving as a major component in the evolution of Atlanta as a hub for commerce and connectivity in the 21st century.



DPW was the first City department to work with FOR Atlanta to generate daily, weekly, and monthly reports on its performance at meeting customer service requests.

Leveraging performance data for more than 40 services, the Department has experienced significant improvements in response time for existing services and identified additional services now provided to residents of Atlanta.

In 2013, Atlanta produced the first **Citywide Infrastructure Backlog** report in 3 years, detailing the condition of the City's **~\$720 million General Fund** facilities and fleet infrastructure, and identifying **~\$70 million in critical capital investment requirements**.

CUSTOMER SERVICE AND EXCELLENCE

IN AN EFFORT TO CREATE A CITY GOVERNMENT THAT IS ACCOUNTABLE, RESPONSIVE AND EFFICIENT, THE CITY OF ATLANTA IS COMMITTED TO BUILDING A CULTURE OF STRONG CUSTOMER SERVICE.

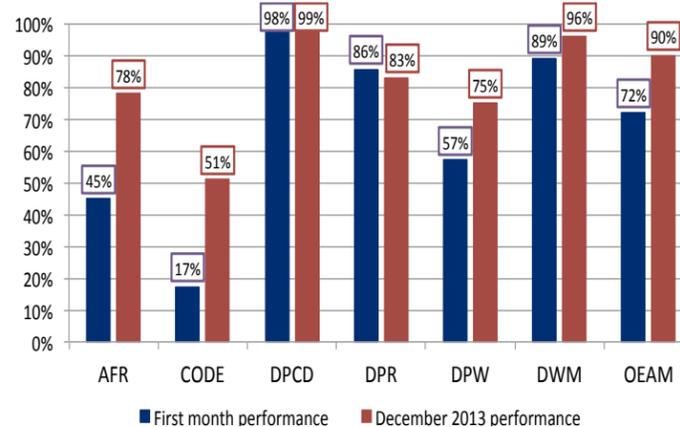
FOR ATLANTA CASE STUDY: ATL311 PERFORMANCE MANAGEMENT FRAMEWORK

2013 has been a busy year for the City of Atlanta as we prepare to launch **ATL311**, the City's first comprehensive customer care center. Once launched, ATL311 will replace department-specific operations with a single point of contact for City residents to report service requests, have general enquiries answered and access non-emergency services.

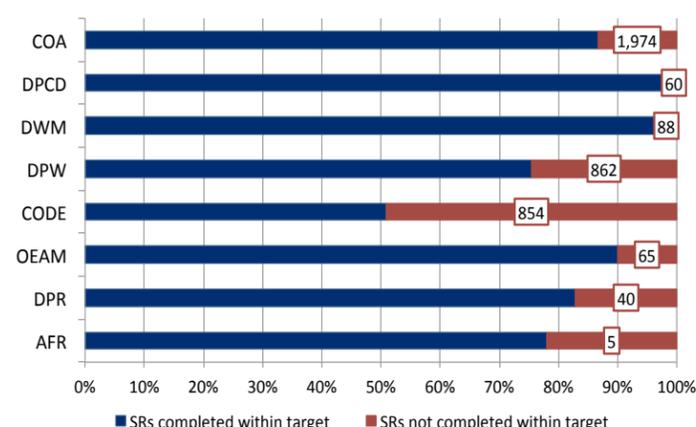
In order to measure performance in delivering core services to residents and drive improvements over time, FOR Atlanta established the **City's first ever comprehensive, data-driven service delivery measurement and performance management process**. In partnership with the Innovation Delivery Team and ATL311, in 2013, FOR Atlanta established a performance management framework and tracking system for over **150 new customer oriented metrics** across **7 key City departments**. These metrics reflect how well Departments are delivering customer services according to their target delivery timeframe, and once launched these metrics will be integrated with ATL311 call center data to provide extensive feedback on City performance.

FOR Atlanta tracked performance on a monthly, and sometimes weekly, basis over the course of 2013 and met regularly with departmental leadership to review performance and develop solutions to any service delivery issues. As a result of this constant data focus and commitment to excellence by both FOR Atlanta and the City's operating departments, the **City as a whole met its 90% target for the first time in October**. This equates to **18,137 of 20,085 service requests being completed on time**.

Improvements Supported Through Performance Management



December 2013 Service Request Performance



HIGHLIGHTING INNOVATION IN CITY GOVERNMENT

The **Innovation Delivery Team (IDT)** drives progress on mayoral priorities by delivering high-impact solutions to Atlanta's most pressing needs. The team brings a rigorous focus to identifying, designing and implementing powerful solutions to major urban challenges selected by the Mayor. To date, the team's focus includes reducing homelessness and improving customer service, including seeding ATL311.

UNSHELTERED NO MORE

REDUCING STREET HOMELESSNESS IN ATLANTA

With leadership from the Mayor, Unsheltered No More is an effort led by the IDT to improve collaboration and community partnership around homelessness and to set Atlanta on a path to meet the federal government's goal of ending chronic and veteran homelessness by 2015. Between May 2012 and December 2013 the Unsheltered No More team helped:

- **House 1020+** homeless individuals in permanent housing with support services, including 754 veterans and members of veteran households;
- Ensure **90% retention rate** for housed individuals;
- Leverage \$26M resources to advance a coordinated permanent housing strategy for Atlanta.

Innovation Case Study: In 2013, the IDT convened a team of program directors and front-line staff from the Veteran's Administration (VA), the Department of Housing & Urban Development (HUD), local public housing authorities (PHAs) and service provider organizations to map the process a homeless veteran navigates to move into housing through the HUD Veterans Affairs Supportive Housing program, or HUD-VASH. The team worked together to eliminate unnecessary barriers from this process and to elevate interagency coordination around the housing search, inspections and move-in process, successfully cutting the average time to move into housing by over 45%. As a result of strong performance, Atlanta PHAs collectively saw a 171% increase in their federal VASH allocation between FY12 and FY13 (despite the same level of funding nationally between the two years).

CULTURE OF SERVICE

IMPROVING THE CUSTOMER EXPERIENCE

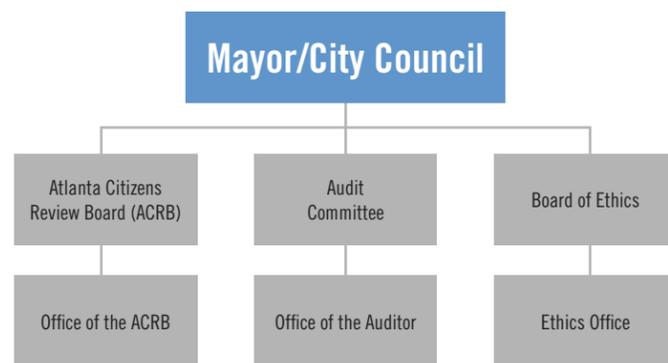
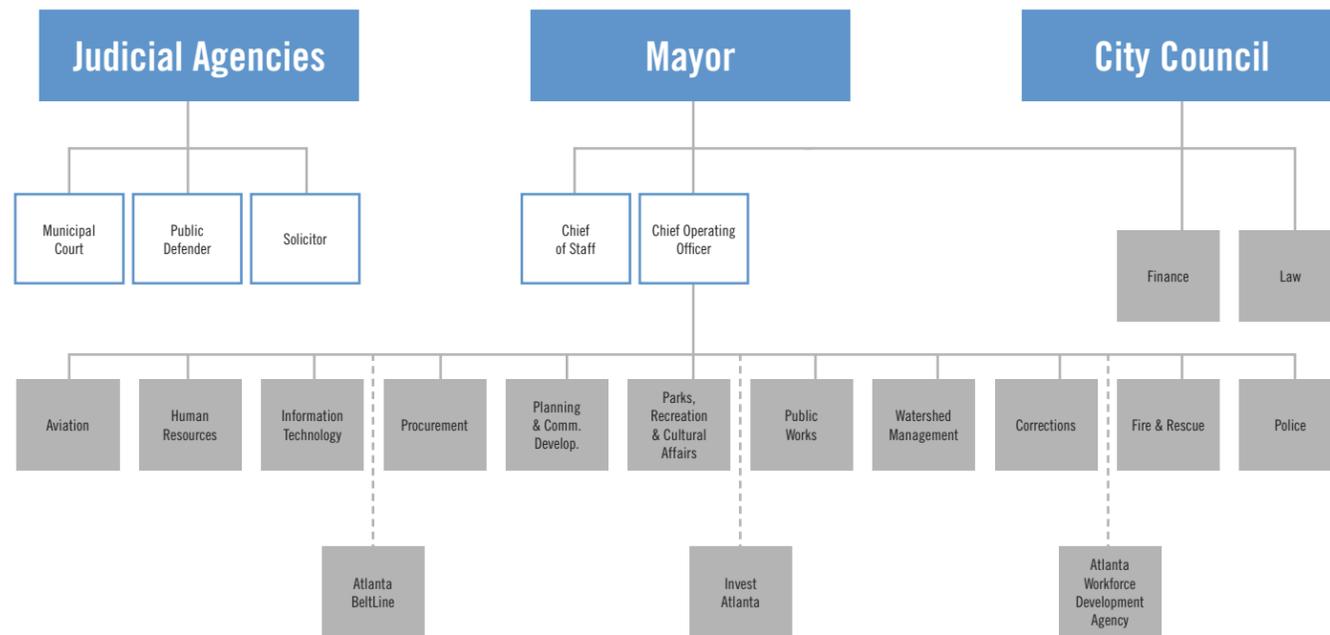
Starting with the incubation of ATL311, the IDT has launched several initiatives that make doing business with the City faster and more convenient. Working across departments, the IDT has made application intake more efficient, clarified departmental hand-offs, upgraded pay systems and instituted customer feedback mechanisms, leading to:

- **25% reduction** in the number of **erroneous building inspections**;
- **66% reduction in paperwork** required to complete an **alcohol license application**;
- **60% reduction in hang-ups received on APD's non-emergency line** as the result of updating call center communication processes.

Innovation Case Study: IDT worked with the Department of Information Technology (DIT) and the Mayor's Office of Special Events (MOSE) to bring the City's manual special event application intake and processing practices online. MOSE's online portal allows event organizers to open a user account where they can manage all their event applications, including uploading and submitting support materials, paying various application fees and maintaining correspondence with the City. These approaches and solutions are being shared with other departments: for example, at the time of publication, the technology has also been adopted by the Department of Watershed Management for their annual Vendor Expo).

CITY OF ATLANTA ORGANIZATION

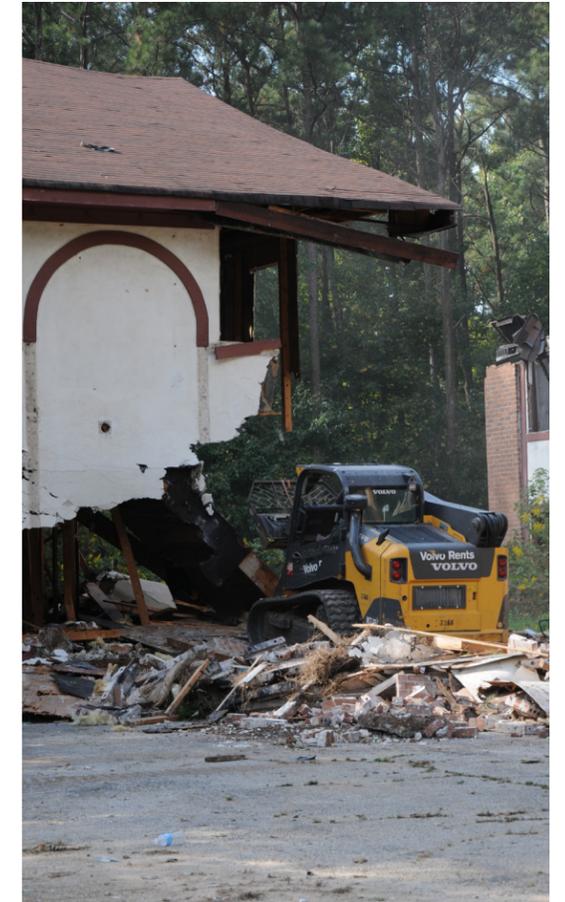
ATLANTA RESIDENTS



The City of Atlanta & Invest Atlanta host the Govathon II creating new tech ideas.



U.S. Secretary of HUD Shaun Donovan and Mayor Reed visit East Lake School.



Demolition of unused residences on MLK Jr. Blvd.



Mayor Reed represents the City of Atlanta at the Collaborative Leadership Summit in Atlanta - (Co)lab.

THE CITY OF ATLANTA

DIVERSE AND THRIVING, WITH A WELCOMING SPIRIT AND TRUE INTERNATIONAL CHARACTER



As the Mayor of Atlanta, I am often asked what I like best about my hometown and one of America's great cities. **I always say that the people of Atlanta are the City's greatest asset.**"

- Mayor Kasim Reed

Atlanta is a diverse and thriving City, with a welcoming spirit and true international character. The City is a global metropolis with a Southern twist where people value hospitality, respect, and kindness.

Atlanta may not be blessed with lakefront views, beaches or mountain vistas, but it continues to be a leading City because it is a warm, caring place teeming with vibrant neighborhoods such as Virginia-Highlands, Cascade and Midtown. The City of Atlanta has an established food scene and world-class art galleries, museums and other cultural amenities which create an engaging environment for people of all ages, including the High Museum of Art, Hammond House, the Atlanta Botanical Gardens, Fernbank Museum of Natural History, the Coca Cola Museum, the Georgia Aquarium and Zoo Atlanta.

The City of Atlanta was built by dreamers and doers and has been the home to many great leaders – leaders of industry, leaders of arts and culture, and leaders of the nation and world. A half century ago, Atlanta became the spiritual birthplace of the Civil Rights Movement and changed the nation and inspired millions around the globe. Today, Atlanta is home to several winners of the Nobel Prize and the three Presidential Medal of Freedom recipients: Congressman John Lewis, Rev. Joseph Lowery and Ambassador Andrew Young.

We are a City who has had visionary Mayors who seized the opportunity to secure the City's future through essential infrastructure improvements such as MARTA and

Hartsfield-Jackson Atlanta International Airport. Many of these Mayors, such as Ivan Allen and Andrew Young, also saw the value of all Atlantans despite racial and cultural differences. Furthermore, the City has been continuously supported by a number of the world's greatest business ventures, which were started here, including Coca-Cola, Delta, The Home Depot and CNN.

Today, the metropolitan Atlanta region is the economic engine of the Southeast and a proven national leader in economic and business development. Atlanta is home to 14 Fortune 500 companies and serves as headquarters for at least a dozen more Fortune 1000 companies. Atlanta is also the best City in the nation for entrepreneurs and the No. 1 City in the nation for small, women and minority business owners, according to Forbes Magazine.

Behind the businesses, institutions, and neighborhoods are, of course, the people. As the Mayor of Atlanta, I am often asked what I like best about my hometown and one of America's great cities. I always say that the people of Atlanta are the City's greatest asset.

The City of Atlanta's leadership is committed to ensuring that Atlanta continues to be a great City where great things happen and where families and young people can realize their dreams.

"All we have to do is keep believing in each other, keep leaning on each other, keep pushing each other and obstacle after obstacle is going to fall at our collective feet, **and promise will meet achievement again and again.**"



Public Works and officials dedicate Ivan Allen Bridge.



Atlanta Tech Village is the home to many software start ups.



Mayor Reed speaks at the Operation Hope Global Financial Dignity Summit in Atlanta.



Municipal Court Judge Leigh M. Dupre is sworn in.



Congrats to Office of Entertainment & BronzeLens Film Festival.

ACKNOWLEDGEMENTS

This Annual Report is a product of the FOR Atlanta Team © 2014

The mission of the Focus on Results Team in the Chief Operating Officer's office is to enable tangible and lasting improvements across city services by collaborating with departments to drive performance improvement. We assess City services and identify opportunities to improve results through data-driven decision-making, business process efficiencies, organizational strategies, and technology applications with a goal of increasing the efficiency of City services and improving outcomes delivered to the citizens of Atlanta.

For more information, please visit:
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