ARC

2018 Work Program
Completion Report
February 2019

Atlanta Regional Commission

MEMORANDUM

DATE: February 27, 2019

TO: Members of the Atlanta Regional Commission and Other Interested Parties

FROM: Douglas R. Hooker, Executive Director

SUBJECT: 2018 Work Program - Performance Report

Enclosed for your information is the Commission's <u>2018 Work Program Completion Report</u>.

This document covers work performed during the period January 1, 2018 through December 31, 2018, in accord with the 2018 Work Program adopted by the Commission, as amended.
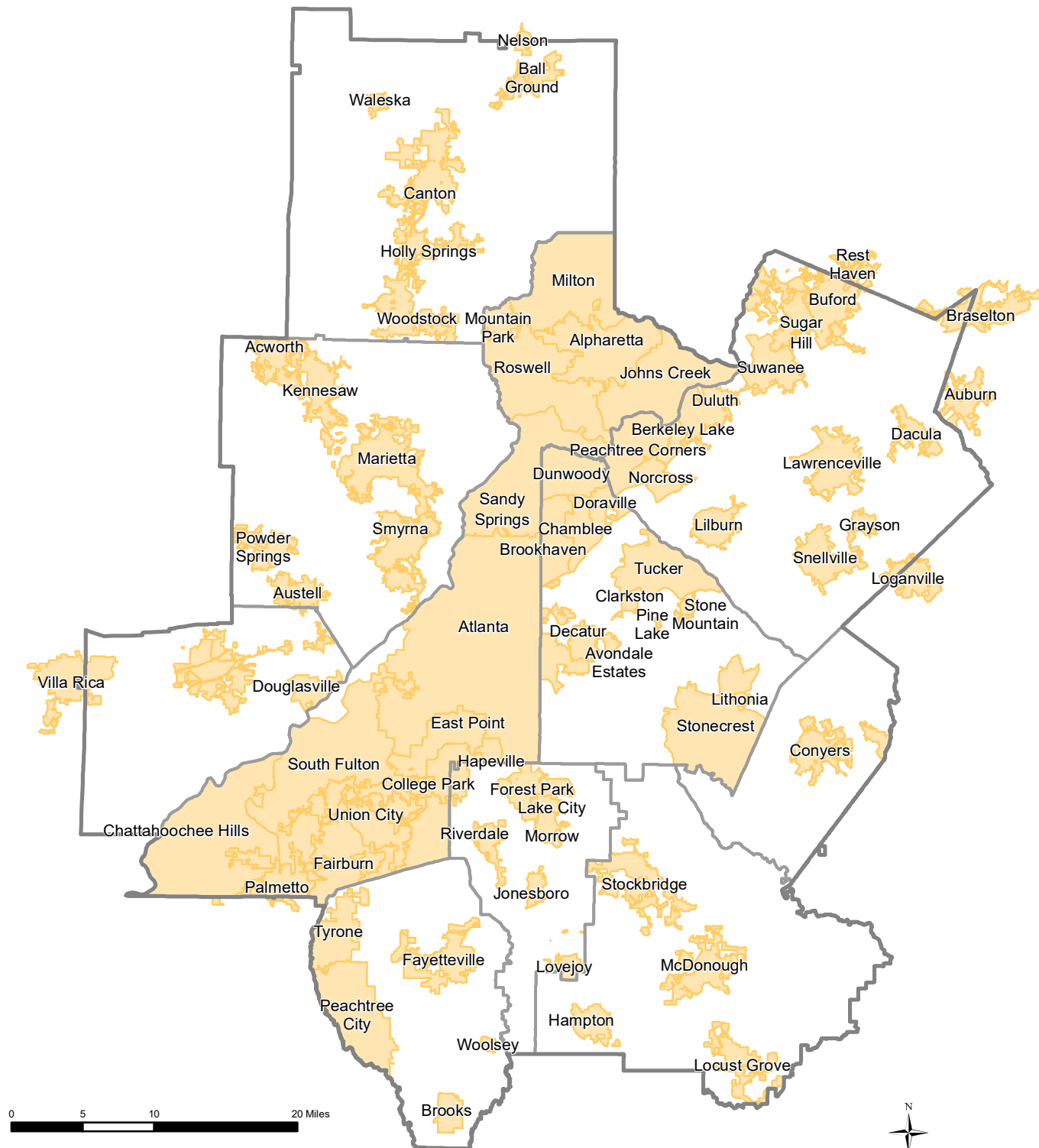
The work presented in this report is divided into general work descriptions called Elements and summary narratives of specific work program accomplishments.

Please feel free to contact me if you have any questions or comments regarding the work program of this report.

The Atlanta Region

Nelson
Ball Ground
Waleska
Canton
Holly Springs
Milton
Rest Haven
Buford
Woodstock
Mountain Park
Alpharetta
Sugar Hill
Braselton
Acworth
Roswell
Johns Creek
Suwanee
Kennesaw
Duluth
Auburn
Berkeley Lake
Dacula
Peachtree Corners
Lawrenceville
Marietta
Dunwoody
Norcross
Sandy Springs
Doraville
Smyrna
Chamblee
Lilburn
Grayson
Powder Springs
Brookhaven
Snellville
Austell
Tucker
Loganville
Clarkston
Stone Mountain
Atlanta
Pine Lake
Villa Rica
Decatur
Avondale Estates
Douglasville
Lithonia
East Point
Stonecrest
Conyers
Hapeville
South Fulton
College Park
Forest Park
Lake City
Union City
Riverdale
Morrow
Chattahoochee Hills
Fairburn
Palmetto
Jonesboro
Stockbridge
Tyrone
Fayetteville
Lovejoy
McDonough
Peachtree City
Hampton
Woolsey
Locust Grove
Brooks

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The Atlanta Regional Commission ("ARC"), created in 1971 by local governments of the Atlanta Region, includes Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties and 73 municipalities including the City of Atlanta. ARC is the regional planning and intergovernmental coordination agency for the Region. It is also the forum where the Region's leaders come together to solve mutual problems and decide issues of regionwide consequence. ARC is supported by local, state and federal funds. Board membership on the ARC is held by 23 local elected officials, 15 private citizens and one non-voting member appointed by the Board of the Georgia Department of Community Affairs.

The Atlanta Regional Commission is committed to the principle of affirmative action and shall not discriminate against otherwise qualified persons on the basis of race, color, religion, national origin, sex, age, physical or mental handicap, or disability in its recruitment, employment, facility and program accessibility or service.

2/14/2019

INDEX OF ELEMENTS

Research & Analytics

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
PERFORMANCE STATUS REPORT – DECEMBER 31, 2018

ELEMENT 1 - RESEARCH & ANALYTICS

MISSION

The Atlanta Regional Commission is responsible for anticipating the future needs of the Atlanta Region and developing strategies for meeting them. Forecasts of future population and employment distributions are important resources for fulfilling this goal. This element is devoted not only to developing such forecasts but also to producing and maintaining the database of current and historical information that is a necessary foundation for accurate assessments of the future. An increasing focus of our work is leveraging partnerships in the development and deployment of online tools and custom analyses. These products and promotion of their use increase community understanding and policy applications of the data produced by the agency.

The Geographic Information Systems (GIS) developed and maintained are assets not only for ARC but also for the entire community. All Element 1 activities are managed so as to maximize the general usefulness of all the Commission's products by providing timely support and engaging the community to work together on some of the region's most pressing issues.

GOALS

- Provide unique small-area population and employment data sets that serve as a foundation for the work of the ARC.
- Support local decision-making by developing and maintaining models to produce forecasts for long-range planning activities, including Regional and Local Transportation and Development Plans.
- Serve as a go-to regional resource for demographic, economic, and GIS data and analysis, providing research assistance to our key audiences; serve as a community resource by analyzing and explicating demographic and economic data sets to help internal and external customers better understand the environments and neighborhoods they work in.
- Be entrepreneurial by providing custom research products and tools targeted to support the work of our local governments and community partners.
- Continue to manage and expand the offerings of the Neighborhood Nexus program, enhancing that program's visibility to ARC's non-traditional audiences.
- Be a leader in the innovative use of data visualization and analysis by building state of the art tools including custom web portals and mobile web applications.

2018 WORK PROGRAM HIGHLIGHTS

- Develop the 2018 major jurisdiction population estimates for 10 member counties, in support of the ARC dues calculations. Provide small-area population estimates (sub county) for 2017 and 2018 for planning use.
- Provide regional, county, and small area economic data (including at-place employment estimates, where possible) for planning use.
- Collect, maintain, and develop regional base data, including but not limited to the street data set, community facilities, city boundaries, and local government spatial data for planning purposes.

- Maintain a state-of-the-art Open Data Portal to provide geospatial and tabular data for use in development of apps and for "seeding" software platforms.
- Use the REMI Policy Insight/TranSight regional forecast model(s) in forecasting and policy evaluation. Investigate the eREMI model for extension of regional forecast availability. Explore the Metro-PI model and Household Module for assistance with small-area allocation processes.
- Refine the PECAS spatial economic allocation model, integrated with the travel model, for use in scenario and other modeling efforts in support of initial development of an update to The Atlanta Region's Plan. Finalize adaption of econometric parameters from the REMI regional model.
- Manage the 2018 Metro Atlanta Speaks (MAS) survey of regional resident perceptions of quality of life in the area, and citizen assessments of regional opportunities and challenges. Develop and leverage the collaborative partnership with United Way and other sponsors, with respect to survey content and funding. Implement panel survey pilot initiatives for the long-term, to enhance, supplement and/or replace MAS and other surveying efforts
- Maintain and enhance web data visualization tools, including small-area spatial data visualization, Tableau and Highchart visualization, asset mapping, web-based snapshot development, ArcGIS Server published services, Google Maps API, updates to and/or transitions to the ArcGIS Online platform, web and mobile mapping applications.
- Manage the Neighborhood Nexus program, in collaboration with several community partners, including the United Way and the Community Foundation for Greater Atlanta. This effort in 2018 will include implementation of a new business plan, with continued emphasis on securing operational funding for public good data development, as well as on business development of a pipeline of fee-for-service projects with community organizations. Expand (and document) custom data analyses and custom database development assistance for external and internal clients.
- Continue to feed content to, and develop new ways to communicate information through the 33 Degrees North blog and other Research & Analytics and ARC social media outlets.

2018 WORK PROGRAM TITLES

- 1A   Estimates and Forecasts
- 1B   Geospatial Technology and Analysis
- 1C   Data Resource and Information Partnerships

2017 ACCOMPLISHMENTS

- Completed 2017 major jurisdiction population estimates for 10 counties and the City of Atlanta.
- Maintained and enhanced the ESRI SDE environment for GIS data storage, management, and maintenance; enhanced ArcGIS Server and ArcGIS Online web mapping applications.
- Launched a new and improved version of the Open Data Portal, which is now one of ARC's most popular web pages. Achieved substantial integration of datasets from the Nexus site
- Initiated support for the Federal Highway Administration's MAP-21 program—targeting development and/ or refinement of statewide street attributes-- in partnership with the Georgia Association of Regional Commissions (GARC).
- Began administration of the Georgia Department of Community Affairs (GaDCA) contract related to Census 2020, encompassing training and deliverables for multiple elements.
- Collected near-comprehensive boundary data for the large numbers of existing and new Community Improvement Districts (CIDs) in the region.
- Managed the Atlanta Region Geospatial Community.

- Enhanced and maintained the 33 Degrees North blog and other social media presence, which have raised ARC's visibility tremendously.
- Served as the managing partner for the Neighborhood Nexus Program; implemented a new and improved website for Nexus; improved the web-based data visualization and query tools for use by internal and external customers; significant expansion of fee-for-service projects.
- Continued the Metro Atlanta Speaks survey for a fourth year; the survey provides information on regional residents' perceptions of quality of life in the area, as well as about citizen assessments of regional opportunities and challenges; began development of online panel survey options for the future.

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 1 - RESEARCH & ANALYTICS
1A - ESTIMATES AND FORECASTS

PURPOSE

This work provides a broad and consistent base of demographic, economic and land-related information to support the Commission's comprehensive and specific functional plans, implementation strategies, and policies. Data and analyses from the division directly contribute to the role of the agency as an innovation hub for our region. ARC-provided estimates and forecasts are critical elements in the transportation, land use, and natural resources work programs and serve as assets for economic development programs. The resulting statistical profiles of the Atlanta region are also widely used by other public agencies, non-profits, local governments and the private sector.

The data and analyses the division produces help define the assets of the region, assist in accurate community self-identification, provide the foundation for creation of a regional identity, and reduce barriers for cohesive regional planning efforts. In 2018, the Division will continue to take a regional leadership role in innovative and efficient data visualization and dissemination.

DELIVERABLES

- Develop major jurisdiction-level estimates of population as of April 1, 2018 for the Region, its counties, and the City of Atlanta. Provide 2018 small-area estimates of population and housing for the Region, its counties, cities, superdistricts, census tracts and traffic analysis zones (TAZs) as needed.

   STATUS: Produced 2018 major jurisdiction estimates for dues collections. Presented to ARC Board for unanimous adoption in August 2018. Completed processing of small-area 2018 ESRI estimates and 2013-2017 Census estimates.

- Provide and/or develop the most current possible regional, county, and small-area economic data (including at-place employment data) as benchmarks to forecasting and input to economic development and workforce planning efforts

   STATUS: Completed geocoding of employer records of 100+ jobs in 2017 data file, to assist with forecast review. Continued work on refinement of 2017 base file for 2017 estimates, using geocoding work for 2015.

- Support regional decision-making by maintaining the REMI Policy Insight/TranSight regional forecast model(s) and by acquiring/ updating/ developing other models as needed.

   STATUS: Developed new Series 16.0 regional forecasts to a 2050 forecast horizon for foundational input to update of The Atlanta Region's Plan (TARP). Met with Technical Advisory Committee (TAC) for evaluation, calibration advice, and approval of the consensus Series 16.0 regional forecast.

- Maintain, update and enhance the PECAS spatial economic allocation model for use in policy scenario analysis, as well as in forecast development.

   STATUS: Completed 2018 scope of work and contract. Integrated REMI model parameters with PECAS activity allocation module. Scheduled and held small-area forecast review meetings with local planners, economic developers, officials from thirteen internal core counties involving concurrent discussions of likely regional and county forecast trends and

ongoing/ planned local development patterns; 90% complete with interactive map for input collection from external counties in the model area,

- Continually explore and track acquisition of outside data series (from third-party vendors) across divisions and department to identify new opportunities to drive policy debate and leverage effective application of data in existing policy discussions.

  STATUS: Secured and evaluated competing bids for tools, and executing contracts as appropriate, to enable analyses of business and employment trends (Burning Glass, JobsEQ, A to Z Databases, Infogroup), as well as assess residential household and workforce characteristics (ESRI Business Analyst, A to Z, JobsEQ, Burning Glass)

- Serve as the go-to regional resource for demographic and economic analysis by updating existing *Regional Snapshot* reports and producing other custom analyses. Maintain and update the 33 Degrees North blog (and other social media outlets) with those and other products, including weekly posts. Produce *The Quarter* e-newsletter. Integrate elements of blog post data with the Open Data Portal.

  STATUS: Produced monthly regional snapshots and collaborated with Communications Group on social and traditional media promotion of the related data and analyses. Published (on average) multiple blog posts per week (Monday Mapday, Web Wednesday, Friday Factday, and/or Special Features). Used Tableau, AMCharts, Venngage, and ArcGIS Pro visualization tools. Issued 2Q and 3Q 2018 The Quarter updates.

- Continue to refine existing strategies for marketing and performing fee-for-service work to external clients; analysis "tools" involve REMI and third-party data products.

  STATUS: Completed project phases with MARTA, Georgia Aquarium, and others. Marketed REMI "as a service" to all clients for custom analysis work.

PARTNERSHIPS

Local governments of the Atlanta Regional Commission, as well as the governments of the nonmember counties that are included in the forecast study area; State agencies such as the Georgia Department of Labor, Office of Planning and the Budget, GDOT, and GRTA ; Other Metropolitan Planning Organizations (MPOs).

COST CENTERS

- 801AA   Estimates & Forecasts
- 801AT   Estimates & Forecasts – Transit

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 1– RESEARCH & ANALYTICS
1B – GEOSPATIAL TECHNOLOGY AND ANALYSIS

PURPOSE

The Research & Analytics Division maintains and enhances ARC's enterprise Geographic Information System (GIS), one of several key tools in turning large and varied datasets into information by allowing constituent governments, local policy decision-makers, and other internal partners to access, manipulate, visualize, and analyze data. ARC's geospatial capabilities continue to drive innovation across the agency and region, as more and more of our GIS resources are being disseminated online via easy-to-use interactive tools including our Open Data Portal. Our online visualization tools will further enhance ARC's standing as a leader in data visualization and analysis by building new state-of-the-art tools, to include other custom web portals and mobile web applications.

DELIVERABLES

- Refine innovative new tools to store, manipulate, disseminate and display data, such as maintaining the Spatial Database Engine (SDE) enterprise data management system, enhancing our state-of-the-practice Open Data Portal and developing complex geospatial automations through ModelBuilder.

  STATUS: Completed for 2018. Work included the following: build out and maintained SDE development and publication databases and extension of map services; implemented Windows Operating System Authentication to streamline editing workflows and tracking by user; expanded and rebranded ARC Open Data Portal to ARC Open Data & Mapping Hub to emphasize inclusion of data visualization and mapping content across platforms; continued ARC Open Data & Mapping Hub interface refinement, including new Applications and Tools section to filter content across platforms; WEAVE data migration and processing for SDE; promotion and support of local government data aggregation to ARC Open Data & Mapping Hub; developed new python scripting tool to batch manage dataset level permissions in SDE; began python code development to streamline and automate SDE maintenance; explored and analyzed geocoding options through online APIs; developed GeoForm web mapping application for Stream Impairment and Green Infrastructure/Low Impact Development Projects for Natural Resources Group; produced editable interactive web mapping application for Transportation group use in project solicitation from local sponsors; continued geospatial coordination for Neighborhood Nexus projects including 500 Cities, Junior League of Atlanta, Westside Atlanta Progress, SPARCC and Enterprise Community Partners Investment Pipeline.

- Support, in partnership with the Georgia Association of Regional Commissions (GARC), the Federal Highway Administration's MAP-21 program. Assist GARC, acting as subcontractor to the Information Technology Outreach Services (ITOS) and Georgia Department of Transportation (GDOT) contract, in providing management of, technical development for, as well as validation and verification of statewide street attributes.

  STATUS: Completed for 2018. Submitted Henry County Bucket 1 deliverables (lanes, medians, operation, ownership and surface FDEs) to GDOT; Bucket 3 deliverables (Traffic Control Devices) are still outstanding, however they are a second phase of the project with a different methodology and timeline; began preliminary work begun on the next county, Douglas County; completed improvements to Map-21 python script tools developed by MGRC; submitted weekly progress reports and participated in bi-weekly 30-60 minute MAP-21 conference calls with other RCs to discuss questions, problems, workflow solutions, scheduling, communications from GDOT, etc.; co-presented on the Map-21 project with Brent Langford (MGRC) and Hunter Key (Coastal RC) at GDOT's GIS Day Symposium.

- Administer the Georgia Department of Community Affairs (GaDCA) contract encompassing training and deliverables for multiple elements including the Boundary and Annexation Survey (BAS), Local Update of Census Addresses (LUCA), Participant Statistical Areas Program (PSAP) and Boundary Quality Assessment Reconciliation Project (BQARP).

  STATUS:

  For LUCA - Completed in 2018. LUCA is finished until the addresses submitted are reviewed by the Census and feedback sent to the jurisdictions in summer of 2019. 100% of the region was submitted, with no issues with any of the submittals that we are aware of; developed script tool as an alternative workflow to the Census' GUPS software—tool was downloaded over 80 times by local governments and other regional commissions.

  For BAS – Completed for 2018. Downloaded and reviewed the 2019 BAS Respondent Guide, including the new GIS script tools for processing the data in ArcMap; downloaded the 2019 BAS Partnership Shapefiles and updated the interactive online map to assist cities in determining whether their boundaries needed to be updated; contacted the 73 municipalities in the region with information about the BAS, link to the online response form, and offers to help with the GIS part of their review; assisted several cities by phone or email with answers to questions, and began the GIS work for Conyers and Sugar Hill.

  For PSAP – Completed for 2018. Did preliminary review work for PSAP in anticipation of the data release and 120-day review period starting in March 2019; registered ARC to participate in PSAP; attended several webinars, reviewed slide presentations, downloaded and reviewed Census documents and Federal Register entries, downloaded and installed the GUPS GIS software, compiled a list of proposed tract and block group changes in the 20 county region, and held several internal meetings to discuss goals and strategy for the review and update.

- Collect, maintain, enhance, and/or develop digital inventories of key regional infrastructure, including up-to-date city boundaries, community facilities, annexations, community improvement districts, and the vast amount of local government spatial data necessary for the development of regional planning, forecasting and modeling efforts (REMI, PECAS).

  STATUS: Completed for 2018. Coordinated Research and Analytics' needs with other Center groups to craft request for spatial data from all relevant local jurisdictions, submitted requests, followed up extensively with governments to refine requests and clarify requested data type and variables, and facilitated transfer of the data. Collected and updated area boundary data on a rolling basis.

- Continue seeking new fee-for-service projects and maintenance contracts for existing projects.

  STATUS: Completed for 2018. Work involved production of data and fact sheet updates to the existing GEEARS/DECAL web mapping application; support for Prevent Child Abuse Georgia (PCAof GA) web mapping application; mapping application updates provided for the Science, Technology, Engineering, Art and Music (STEAM) web mapping application of the Georgia Partnership for Excellence in Education (GPEE); updates and improvements to the CommuteATL web mapping application (including becoming a member of the Waze traffic data partnership)

- Collaborate with key stakeholders for shared learning and to position ARC as a go-to resource for spatial data and application development, including continued outreach efforts through the Atlanta Region GIS Users Group (ARGIS).

  STATUS: Completed for 2018. Activity included renaming/ rebranding of the ARGIS group as Atlanta Region Geospatial Community; coordination of four quarterly meetings in March, June, September, and December; enhancement of outreach and increased membership; coordination with Georgia Geographic Information Office; formation of a Data Council as subgroup under Geospatial Community for closer collaboration with local governments on Open Data; initiation of peer review of Open Data technical deployments and governance.

- Support agency-wide technology and analysis goals through research, testing and application of geospatial hardware, software and processes as well as installation and support of ESRI software.

  STATUS: Completed for 2018. Efforts included: exploration of the migration steps required to move ArcGIS Server and associated database to a cloud environment-- studied Amazon, Google and Microsoft environments; exploration of Esri City Engine and Unity to produce a geospatial VR experience using an Oculus Go headset; machine learning collaboration and development in attempt to create an automated update process for future LandPro landuse/landcover efforts; Internet of Things (IoT) device exploration utilizing Amazon Web Services (AWS) IoT Wifi Button for plotter servicing notification; building of Amazon Alexa Skill (Atlanta Region Facts) to test the Alexa/Echo platform to disseminate Atlanta Regional Commission information; completion of Python scripting for data manipulation and website scraping efforts. Technology support for the 2018 ConnectATL Summit;

PARTNERSHIPS

Atlanta Region GIS Users Group, the State GIS Coordinating Committee, the Georgia Association of Regional Commissions, Georgia Department of Community Affairs, Georgia Geospatial Information Office and local governments.

COST CENTERS

- 801BA   GIS Administration
- 801BE   GIS Enterprise
- 801BT   GIS Transportation
- 801BS   GIS Transit

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 1 - RESEARCH & ANALYTICS
1C - DATA RESOURCE AND INFORMATION PARTNERSHIPS

PURPOSE

To enhance ARC's standing as the go-to place for data and information, ARC partners with key community organizations to ensure greater use of our data resources and to gain access to additional resources. ARC's data resources often bridge the gap among organizations not used to collaborating with one another. This only strengthens ARC's position as the regional forum to solve problems.

A key partnership is Neighborhood Nexus, which is an online community intelligence system that helps leaders transform data into intelligence to drive policy solutions. Neighborhood Nexus is a collective impact model in that it aligns the resources of key regionally-thinking organizations to further the goal of becoming a data-driven place. Neighborhood Nexus' data holdings currently include more than 6,000 variables at different levels of geography. In addition to these data, Neighborhood Nexus also hosts a variety of tools to help users analyze data, including a state-of-the art mapping and visualization platform that allows users to analyze multiple variables on the same screen, which deeply enhances understanding of the dynamics of neighborhoods. We have also developed Tableau expertise in-house, and are quickly becoming recognized regionally for that expertise.

DELIVERABLES

- Work with local partners on the best and greatest use of Neighborhood Nexus' data and tools.
  STATUS: Completed for 2018. Four Advisory Board meetings were held in 2018-- in February, June, August, and December, with the fourth one configured as a workshop for the resource development plan. Nexus staff intersected with current and potential partners via training sessions, exploratory marketing, and completed and still ongoing fee-for service and convening projects. Nexus staff served in May 2018 as the local host committee for the Spring Partners Meeting (in Atlanta) of the National Neighborhood Indicators Partnership (NNIP).

- Produce and assist in implementation of a fundraising strategy to ensure ongoing operational support for Neighborhood Nexus.
  STATUS: Completed a Resource Development Plan, which began in April with completion at yearend 2018. Products included a document on strategic pillars; a resource development plan; resource development tools, an implementation strategy, and budget recommendations.

- Develop new web-based tools and methods to promote data-driven decision making through easy-to-understand training videos and modules.
  STATUS: In 2018, updates to data variables and data profiles were made as needed and as possible to the Nexus website that was completely overhauled in 2017. Training videos and sessions were completed for several web apps. Project summary results were added to the Nexus site. Greater use was made of the Tableau, Venngage, and AMCharts tools

- Cultivate the pipeline of fee-for-service projects by redesigning current business practices.
  STATUS: As of year-end 2018, seven major fee-for-service projects had been completed in the calendar year, with four other major efforts ongoing or pending short-term.

- Enter into long-term "maintenance" contracts with current partners.
  STATUS: Completed for 2018. Four maintenance agreements (with existing clients) continued in 2018, and discussions neared finalization with two other clients about possible contracts.

- Manage the Metro Atlanta Speaks (MAS) survey that assesses perceptions of quality of life as well as regional opportunities and challenges. Achieve pilot implementation of Question Pro panel survey software, along with continued expansion of the user base(s) for the panel and software Community.
  STATUS: Completed o in 2018. In the first half of the year, an RFP process was completed, a consultant selected, a contract executed by June, and questions finalized; the survey was done in 3Q 2018; in 4Q 2018, data was processed, analysis completed, webinars held, website products enhanced and/or updated, and highlights presented at the State of the Region Breakfast. The license for the QuestionPro panel survey software was discontinued at the end of 2018.

- Update and enhance benchmarking indicators to track ARC program performance, focusing on what our partners might find most helpful.
  STATUS: Completed for 2018. An initial business case statement was completed, then refined through an intensive consultant-led engagement effort that resulted in a resource development plan. The plan focuses on adding partners to leverage fundraising efforts to cover operational expenses of Nexus. The plan also seeks to maintain fee-for-service activity at or below current levels as data literacy activities expand.

- Support internal partners in the agency with the development and effective use of data visualization tools and practices.
  STATUS: Data processing, analysis, and visualization work was provided as requested and needed to Communications, Community Development, Community Partnerships, Aging Services, Transportation, Mobility, Natural Resources, and Workforce Business Solutions groups—as well as to the Office of the Director.

PARTNERSHIPS

Local governments of the Atlanta Regional Commission, as well as the governments of the ten nonmember counties that are included in the forecast study area; the Neighborhood Nexus Program; ARC and The Community Foundation for Greater Atlanta form the "core" partnership of Neighborhood Nexus. Another partnership is with the United Way, who is working with ARC on development of questions for the Metro Atlanta Speaks survey in the upcoming years as well as engaging with Neighborhood Nexus to develop and enhance their Child Well-Being Index. We also have strong relationships with numerous community and business organizations in metro Atlanta, including the Annie E Casey Foundation, as well as relationships with state agencies such as the Ga Department of Public Health, GA Department of Early Care and Learning (DECAL), GA Department of Education (GADOE), Governor's Office of Student Achievement (GOSA) and the GA Department of Human Services

COST CENTERS

- 701CN   Neighborhood Nexus Project
- 801CN   Neighborhood Nexus Project
- 701CD   General Data Development
- 701CL   DCA LUCA Project
- 701CM   MAP-21 Mapping Project

Community Development

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
PERFORMANCE STATUS REPORT – DECEMBER 2018

ELEMENT 2 – COMMUNITY DEVELOPMENT

MISSION

ARC is the Regional Commission (RC) and Metropolitan Area Planning and Development Commission (MAPDC) under the applicable Georgia laws. ARC has broad authority to undertake planning and services to support local governments. Under the Georgia Planning Act of 1989 and an annual contract with Georgia Department of Community Affairs (DCA), ARC is required to undertake certain planning activities. Element 02 outlines this required work and a substantial number of programs and training to support local governments and regional planning in metro Atlanta.

Georgia DCA updated the statewide planning rules for Regional Commissions in 2017. DCA regional planning rules require ARC to complete a Regional Plan with many specific elements. These elements included a Regional Resource Plan, Minimum Standards for Local Government Implementation and a detailed Unified Growth Policy Map (UGPM) coordinated with local government Comprehensive Plans. In 2012. Georgia DCA contract requirements required that local governments have the option of receiving Comprehensive Plan development services from ARC at no additional cost. ARC has undertaken many local Comprehensive Plans since 2012 with many more plans are required to be completed by local governments with the assistance of ARC during the next several years.

Since 1999, ARC has provided substantial planning resources through the Livable Centers Initiative (LCI). Local governments and Community Improvement Districts (CIDs) in the Atlanta region have implemented LCI studies with ARC assistance. ARC provides ongoing support to communities who are implementing plans and transportation projects funded through the LCI program. Element 02 continues the LCI program and staff support to support new development and build transportation investments in town centers, activity centers and transit station areas.

Element 02 provides resources to provide training and build collaborative relationships between public, private, nonprofit and civic leaders. ARC annually undertakes the Community Planning Academy (CPA), Regional Leadership Institute (RLI) and Arts Leaders of Metro Atlanta (ALMA) training. ARC will support regional stewards who seek to strengthen and transform the Atlanta region through the 2018 LINK trip. The Model Atlanta Regional Commission (MARC) program, which provides high school youth with opportunities to learn about regional issues and build leadership skills, will be managed by this group.

Element 02 includes staff to conduct Reviews of Developments of Regional Impact (DRI) and other review and comment work as well as reviewing local Comprehensive Plans, Short Term Work Programs and Capital Improvement Elements (CIE's required for Impact Fees). The annual Georgia DCA contract also required keeping up to date information for governments in the Atlanta region.

Element 02 allows ARC to continue providing staff and technical support to the Transformation Alliance in its mission to promote equitable transit oriented development around MARTA train stations. ARC will hire and house a managing director for the Alliance. Element 02 also provides resources to support implementation of regional greenspace and housing planning.

ARC has undertaken implementation of an Economic Competitiveness Strategy since 2012 to convene, coordinate and collaborate with the region's economic development professionals and stakeholders. During 2017, ARC has worked to update the Economic Competitiveness Strategy and in 2018 will continue to work with regional partners to implement the strategy.

Arts and culture planning was brought into the ARC's portfolio in 2013. Through this work, ARC provides communities and organizations with arts leadership development programming, competitive funding to implement public art projects, and data to make sound decisions regarding a healthy arts community.

ARC and public/private regional partners created the Atlanta Aerotropolis Alliance in 2014 to support planning and coordination of economic development in the Hartsfield- Jackson International Airport Area. In cooperation of the Atlanta Aerotropolis Alliance, ARC developed a Blueprint to vision for the airport area. ARC will continue support Atlanta Aerotropolis Alliance to the implement the Blueprint in 2018.

GOALS

- Implement The Atlanta Region's Plan through programs and assistance to local governments.
- Support growth and innovation in the region's centers through the LCI program.
- Coordinate actions to manage the region's historic, cultural and environmental resources.
- Support the continued development of regionally informed leaders at all levels.
- Coordinate with local governments and other planning partners to develop programs to address housing issues at the regional level.

2018 WORK PROGRAM HIGHLIGHTS

- Implement the new Regional Economic Competitiveness Strategy. (CATLYST)
- Continue the implementation of the Atlanta Aerotropolis Blueprint study.
- Continue to administer LCI program and make enhancements for sustained success.
- Advance TOD work at MARTA stations with local and regional partners.
- Update the region's arts and culture plan to reflect current needs and opportunities.
- Support local governments through plan writing, facilitation, implementation assistance trainings, and other capacity building activities.
- Review DRIs and Comprehensive Plans.
- Undertake Resource, Preservation and Cultural Planning.

2018 WORK PROGRAM TITLES

- 02A   Comprehensive Planning & Review
- 02B   Regional Plan Implementation
- 02C   LCI Program
- 02D   Economic Development

- 02E   Regional Leadership Development
- 02F   Arts & Culture

2017 ACCOMPLISHMENTS

- Updated the Regional Economic Competitiveness Strategy (CATLYST) with input from more than 2000 residents across the region.
- Provided technical assistance to complete local Comprehensive Plans for East Point, Palmetto, Mountain Park, Milton, Acworth, Kennesaw, Brooks, Woolsey, Peachtree City and Lake City.
- Provided planning technical assistance to local governments including Avondale Estates and Roswell.
- Initiated nine LCI studies selected through the 2017 call for projects and finalized planning studies selected in 2016.
- Completed all activities required under the annual contract with Georgia DCA including local government plan assistance and Developments of Regional Impact reviews (DRI).
- Small-scale implementation assistance provided to several local jurisdictions through the Community Choices program.
- Undertook four Regional Housing Forums with partner organizations.
- Led successful comprehensive leadership development programming, including the 22nd LINK trip to the Detroit region, the Regional Leadership Institute and the Arts Leaders of Metro Atlanta program.
- Held monthly Community Resources Committee (CRC) and Land Use Coordinating Committee (LUCC) meetings during the year and provided a forum for discussing regional issues and ARC role.
- Successfully completed the first round of Regional Public Art grants, which provided funds to four communities for the installation of unique art pieces.
- Provided significant staff support, technical assistance, and administrative support for the TransFormation Alliance in order to help the Alliance accomplish its goals and work program.
- Transitioned the Atlanta Aerotropolis Alliance to a full time Executive Director while continuing to provide staff support to new leadership.

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 2 – COMMUNITY DEVELOPMENT
2A – COMPREHENSIVE PLANNING & REVIEW

PURPOSE

This subelement provides resources for completing certain tasks required by the Georgia Planning Act administered by the Georgia Department of Community Affairs (DCA) through Local and Regional Planning Rules and an annual contract that funds elements of the ARC work program. These tasks include planning assistance to local governments, support to complete Comprehensive Plans, review Capital Improvement Elements (required for local Impact Fees) and Developments of Regional Impact (DRI). ARC assists Georgia DCA with the collection of information as well as participation in other work as requested.

ARC is required to provide assistance for local governments to complete the required Comprehensive Plans under DCA rules for the Georgia Planning Act. ARC has completed Comprehensive Plan for numerous municipalities and counties within the Atlanta region and completed 18 plans for local governments in 2018. In addition Community Development has launched a new technical assistance program called Community Development Assistance Program to help communities implement the regional plan.

ARC undertakes regional planning responsibilities for many issues including coordination with local governments, economic development coordination, resource planning, historic preservation, housing/foreclosure issues and arts/culture. ARC has undertaken a quarterly Regional Housing Forum event since 2003 with a group of partner organizations. ARC has also supported local governments dealing with issues from housing foreclosures through the regional Piece by Piece initiative.

The Regional Resource Plan was updated in 2015. ARC has undertaken activities to provide new resources and assistance to local governments to further goals in the Resource Plan including strategies for managing development in rural areas, protection of historic resources and acquiring greenspace.

DELIVERABLES

- Upon request complete basic Local Comprehensive Plans.
  STATUS: In 2018, Community Development Group worked with the cities of Conyers, Douglasville, Forest Park, Hampton, Locust Grove, McDonough, Lake City, Morrow, Peachtree Corners, Riverdale, Berkeley Lake, Lilburn, Sugar Hill, Palmetto, Duluth, Douglas County, Rockdale County, and Henry County on updating their comprehensive plans.

- General technical assistance to support local implementation of The Atlanta Region's Plan.
  STATUS: In spring of 2018, the Community Development Group launched a new annual program for local governments called Community Development Assistance Program and provided assistance to the cities of Chattahoochee Hills, Hampton, East Point, Hapeville, Fairburn, Kennesaw, Powder Springs, Stone Mountain, Union City and Tyrone. In addition, assistance was provided to the Grove Park neighborhood, and Clayton County.

- Conduct Developments of Regional Impact (DRI) reviews.

STATUS: The Community Development Group has reviewed 31 DRIs in 2018.   Staff presented on 2017 DRI review statistics, general DRI background and process, and DRI procedures for local governments, at CRC and LUCC meetings in January and April.

- Administer Planning Assistance Teams

STATUS: The Community Development Group Rebranded Planning Assistance Teams as the Community Development Assistance Program (CDAP) in early 2018 and this will serve as the primary program to provide planning assistance ion the future.

- Activities and technical assistance to implement the Resource Plan.

STATUS: Community Development staff continued to work with regional partners on the implementation of Regional Historic Preservation Forums; updating and publishing the regional database of historic resources; supporting community partners with listing of properties on the National Register of Historic Places. Staff continued to make minor updates to community agriculture sites, adding new resources as they have been identified; supporting the annual Fruit Tree Sale and Orchard Project; working with regional partners to develop a program for implementing food systems plans. Staff supported the research and implementation of the FHWA INVEST grant, focusing on sustainable transportation project delivery. Staff continued to serve as a technical resource for communities planning for the conservation of rural preserves and scenic areas.

- Regional Housing Forums and support to regional housing efforts.

STATUS:
  - **The Regional Housing Forum (RHF) held quarterly meetings to discuss various housing issues faced by metro Atlanta communities.**
  - **Staff continued to support and organize the Regional Housing Forum.**
  - **Community Development staff, in collaboration with the Research and Analytics Group, initiated work on ARC's Regional Housing Framework. To date, Community Development staff have engaged a number of stakeholders in understanding housing issues.**
  - **Community Development staff continued to convene the Regional Housing Task Force (RHTF) on a quarterly basis to discuss regionally significant housing topics with housing authorities and municipal professionals.**

- Conduct Area Plan Reviews (APR).

STATUS: There were no APR reviews in 2018.

- Conduct the Community Planning Academy

STATUS: The annual CPA program was held in the first half of 2018. The program was attended by 35 individuals including municipal staff, planning commissioners, and elected officials. In addition, as a part of the Community Development Assistance Program, CPA training has held

- Conduct Community Choices Program

STATUS: The services offered through the Community Choices Program was wrapped into the Community Development Group's new technical assistance program in 2018.

- Coordinate as necessary historic preservation forums and issues.

STATUS: Community Development staff continued to work with regional partners on the implementation of Regional Historic Preservation Forums at LUCC; publishing the regional database of historic resources; and coordination with the Natural Resource Division and Transportation Access and Mobility Division on the INVEST grant to improve environmental data in transportation planning.

PARTNERSHIPS

This subelement will be coordinated with local government officials, other Regional Commissions, ARC staff and the Georgia Department of Community Affairs.

COST CENTERS

- 802AAL   Local Government Assistance & Training
- 802ARC   Review and Comment
- 802ART   Review and Comment
- 802AAM   DCA – Planning Implementation Strategy for Region
- 802AWP   DCA – Regional Planning and Priorities
- 802API   DCA – Regional Plan Implementation
- 802APR   DCA – Local Plan Preparation
- 802ADR   DCA – Review and Consultation
- 802AIG   DCA – Mapping
- 802APC   DCA – Planning Capabilities
- 902AAM   DCA – Planning Implementation Strategy for Region
- 902AWP   DCA – Regional Planning and Priorities
- 902API   DCA – Regional Plan Implementation
- 902APR   DCA – Local Plan Preparation
- 902ADR   DCA – Review and Consultation
- 902AIG   DCA – Mapping
- 902APC   DCA – Planning Capabilities

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 2 – COMMUNITY DEVELOPMENT
2B – REGIONAL PLAN IMPLEMENTATION

PURPOSE

This subelement provides for maintenance of metro Atlanta's Regional Plan. ARC develops the Regional Plan under Georgia DCA rules adopted in 2008 to promulgate the 1989 Georgia Planning Act. ARC as the Regional Commission completes a Regional Plan and ensures the plan is coordinated with the Regional Transportation Plan (RTP) as well as local government planning activities. This subelement will include a substantial amount of work to implement The Atlanta Region's Plan.

The ARC Board adopted The Atlanta Region's Plan in February of 2016. During 2015, ARC was required to update The Atlanta Region's Plan and specifically outline through a 5-year work program, local government implementation and through partner organizations. ARC will also outline and evaluate annually how the agency and local governments have undertaken implementation.

This subelement supports coordination with the RTP, updates to the Atlanta Region's Plan forecast coordination with local governments and other planning activities. The Community Development Group supports the monthly Land Use Coordinating Committee (LUCC) meeting of local government planning staff and provides support to the Community Resources Committee (CRC) of the ARC Board.

ARC provides staff support to a transit oriented development (TOD) collaborative known as the TransFormation Alliance to improve the capacity for MARTA rail stations to accommodate new growth. The TOD Collaborative includes MARTA staff as well as the Urban Land Institute, Partnership for Southern Equity, etc. The TOD Collaborative has a broad work program and has received financial support from the Ford Foundation and other national funders.

The Resource Plan provides the framework for ARC's work undertaking natural, urban agriculture, cultural and historic resource protection activities. Updates to the Unified Growth Policy Map (UGPM) and Development Guide provide coordination with local governments and direction on the types of development that are encouraged in various locations across the region.

DELIVERABLES

- Promulgate the Atlanta Region's Plan through meetings and coordination with local governments, non-profits and state departments.
  STATUS: Staff promoted the vision and policies of The Atlanta Region's Plan through presentations to interested parties and working with local governments on the Comprehensive Plan updates as well as through the new Community Development Assistance Program (CDAP).

- Support RTP process and development of forecasts.
  STATUS: Community Development staff continued to work with the Transportation Access and Mobility Division and the Research and Analytics Groups to incorporate land use and community development measures into project prioritization.

- Track local government greenspace and preservation activities including GIS data.
  STATUS: Community Development staff continued to make minor updates to community agriculture sites, adding new resources as they have been identified and working with regional partners to develop a program for implementing food systems plans. Staff also supported the research and implementation of the FHWA INVEST grant, focusing on sustainable transportation project delivery. Staff continued to serve as a technical resource for communities planning for the conservation of rural preserves and scenic areas.

- Implement The Atlanta Region's Plan by providing a combination of technical assistance and staff support to local governments and non-profit organizations.
  STATUS: Community Development Division staff facilitated The Atlanta Region's Plan implementation by assisting local governments through Community Development Assistance Program (CDAP), Comprehensive Plans, Livable Centers Initiative (LCI), and local government training (CPA). Local governments continued implementation of The Atlanta Region's Plan policies through successful completion of the Local Government Implementation Standards and participation on LUCC and other committees. Non-profit partners facilitate regional plan implementation through regular coordination with ARC on special programs (e.g., Development of Excellence Awards, CREATE Awards, Regional Housing Forum, CDAP) and task forces such as the TransFormation Alliance, Regional Housing Task Force, and Economic Competitiveness Strategy.

- Continue to support implementation of the TransFormation Alliance's program goals and work program.
  STATUS: Community Development staff and Research and Analytics staff provided staff resources to help support the Alliance as well as its Managing Director. Staff contributed to the implementation of TFA's work program for 2018.

- Support regional food policy initiative and provide administrative support to the Atlanta Local Food Initiative (ALFI).
  STATUS: In 2018, Community Development staff re-visited the ALFI program in terms of effectiveness and determined a need for a fresh approach. Community Development staff met with several ALFI members and held a workshop to help understand the next steps for the Initiative and has refined it with the goal of creating local food plans at the municipal or neighborhood scale through CDAP. Staff continued to provide assistance for the Annual Fruit Tree sale that helps raise funds for the ALFI Orchard Project.

- Lead activities and provide administrative support for the LUCC.
  STATUS: Status: Staff convenes LUCC members to inform ARC's regional planning activities; to support CRC decision-making on ARC policies and work products; and to share information and best practices in local planning. Highlights so far this year include:
  - **A tour of Duluth's downtown redevelopment initiatives.**
  - **Panel discussion on syndicated easements.**
  - **Presentation on five years of DCA Comprehensive Plans and rule changes.**

- Provide staff and administrative support for CRC.
  STATUS: The Community Development Division continued to support the monthly meetings of the Community Resources Committee (CRC), a formal committee of the ARC Board.

PARTNERSHIPS

This subelement will be coordinated with local government officials, general public, ARC staff, CRC and the LUCC.

COST CENTERS

- 602BFI   Atlanta Local Food Initiative (ALFI) Administration
- 802BPL   Regional Development Plan Implementation
- 802BTP   Land Use and Transportation Planning Coordination
- 802BTT   Transit Oriented Development Planning
- 802BGS   Greenspace Planning
- 702BNV   INVEST Program
- 702BTA   Transformation Alliance

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 2 – COMMUNITY DEVELOPMENT
2C – LIVABLE CENTERS INITIATIVE (LCI)

PURPOSE

This subelement provides the resources to conduct the Livable Centers Initiative (LCI) program. Since 1999, the LCI program has been the primary program that ARC has undertaken to promote greater development and supportive services in urban centers across the region. LCI provides local governments and CIDs funds for small area - land use/transportation plans and funds for construction of transportation projects. The program promotes new mixed-use development in activity and town centers as well as MARTA rail station areas.

As the MPO, ARC annually allocates $800,000 for planning studies and has committed $500 million of transportation project funds through 2040 for the LCI program. The program has been very successful as evidenced by national awards and biannual LCI Implementation Reports. Since 1999, LCI plans have been undertaken in 119 communities and an additional 118 supplemental studies have been awarded to LCI communities to help implement their plans.

The Community Development Group has produced seven LCI Implementation Reports between 2004 and 2017. The reports demonstrate that local governments value the LCI program both as a planning and implementation tool. The LCI Implementation Reports document substantial progress in building new development and transportation projects in LCI areas.

The LCI program is one of the primary mechanisms in the region to undertake Transit Oriented Development (TOD) planning. Master plans for 35 of the 38 MARTA stations have been prepared through the LCI program. Through fiscal year 2015, $63 Million has been spent on 36 LCI projects that provide transit enhancement or bicycle and pedestrian access to MARTA rail stations or streetcar stops. ARC also coordinates extensively with MARTA, local governments and other partner organizations to conduct TOD planning.

ARC provides substantial support to local governments to design and build transportation projects that support the LCI goals of creating complete streets and expanding multi-modal access to the region's employment and town centers and corridors. ARC staff provides implementation assistance to local governments, Georgia DOT and FTA on permitting and coordinating all aspects of project development for projects funded through the LCI program.

LCI funds have been distributed to 109 transportation projects in 59 LCI communities

DELIVERABLES

- Evaluate the LCI program and identify enhancements that could enable the program to address emerging regional transportation and development issues.
  STATUS: To date, the LCI program has helped address emerging regional transportation issues by funding 3 LCI studies related to smart mobility, one related to corridor planning in rural communities, and one related to establishing solutions to mobility and housing affordability in job centers.

- Continue to solicit LCI project ideas and fund projects that closely align with program goals. **STATUS: In 2018, the LCI program selected 8 communities to receive planning grants, and allocated $22 million in LCI construction funds.**

- Track completed LCI transportation projects, new developments, and supportive local actions. **STATUS: Community Development staff have participated with Transportation Access and Mobility staff on the project solicitation and transportation funding requests. Community Development continued to provide guidance to communities to promote the LCI program.**

PARTNERSHIPS

This subelement will be coordinated with local government officials, GDOT, consultants, ARC staff, Community Resources Committee (CRC), Land Use Coordinating Committee (LUCC) and partner organizations.

COST CENTERS

- 702CAS   Livable Centers Initiative (Subgrants)
- 802CAT   Livable Centers Initiative (Program Management)
- 802CAS   Livable Centers Initiative (Subgrants)

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 2 – COMMUNITY DEVELOPMENT
2D – ECONOMIC DEVELOPMENT

PURPOSE

Element 2D provides resources for ARC staff to undertake implementation of the Regional Competitiveness Strategy. The Strategy meets the region's responsibilities as the Economic Development District (EDD) but also has provided a regional forum for public and private entities to collaborate across local jurisdictional boundaries around regional goals. ARC staff will continue to convene, coordinate and actively participate in initiatives with economic development professionals and stakeholders from across the region during 2019. The update to the Strategy in 2017, now known as CATLYST, will yield various working groups that will implement recommendations to increase the region's long-term competitiveness. ARC staff will support and convene these groups, along with regional partners.

DELIVERABLES

- Implement the update to the Regional Competitiveness Strategy (CATLYST), finalized and adopted in 2017.
  STATUS: Activities to date include:
  - **Regional Marketing Alliance and Regional Housing Strategy are underway**
  - **CATLYST staff continued researching and meeting with regional leaders to define work for Poverty and Disconnected worker projects**
  - **Launched Civic Dinners in Affordable Housing and Education and Workforce to broaden engagement of CATLYST contacts and advance these policy conversations in the region.**
  - **All EDA reports submitted in timely manner to date**

- Integrate the relevant goals, tactics and actions from CATLYST into The Atlanta Region's Plan and other ARC program activities.
  STATUS: CATLYST staff worked with ARC staff to include relevant policies in the update of the Atlanta Region's Plan. Additionally, CATLYST staff worked with housing staff to align Regional Housing Strategy workplan.

- Support local governments in Douglas, Cherokee, and Gwinnett Counties to complete appropriate grants or other technical support from the Appalachian Regional Commission.
  STATUS: No applications have been initiated.

- Support local governments and regional planning efforts to complete appropriate grants or other technical support from the Economic Development Administration
  STATUS: Completed two support letters for EDA grant applications.

- Host regular meetings with local economic development professionals and stakeholders to foster collaboration and coordination and share best practices.
  STATUS: Meetings with the Regional Marketing Alliance (RMA) involving the Economic Development Organizations of the 10 metro Counties plus the Metro Atlanta Chamber

and the City of Atlanta occurred quarterly. The RMA also coordinated an event for site selection consultants in Atlanta in Sept of 2018, and one event in Greenville, SC. CATLYST staff attended GARC Economic Development staff meetings in Macon quarterly and coordinated with other divisions for staff coverage when needed. Submitted ARC trail data to GARC Economic Development staff for GARC trails project. This project received a 2018 NADO Innovation Award.

PARTNERSHIPS

Area chambers of commerce, elected officials from the ten-county Atlanta region, local government economic development departments, business organizations, educational institutions in the Atlanta region, and various representatives from the private sector are all partners in this effort.

COST CENTERS

- 702DRE   Economic Development
- 802DRS   ED Administration

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 2 – COMMUNITY DEVELOPMENT
2E – REGIONAL LEADERSHIP DEVELOPMENT

PURPOSE

Regional leadership programs are designed to build collaborative relationships between public, private, nonprofit and civic leaders from across the Atlanta region. These programs are also focused on educating and developing regional stewards who will make a significant contribution to strengthen and advance the interests of the Atlanta region.

The 2018 LINK trip took 130 top leaders from all sectors of metro Atlanta to the San Diego region in May. This trip provided an opportunity for Atlanta leaders to hear from their peers, learn from their successes and challenges, and consider potential strategies to employ in the Atlanta region. Key takeaways from this trip included deep discussion around Smart Cities technology and research, coordination on transit technology (specifically BRT), and the RISE San Diego model of young adult leadership development.

The 2018 Regional Leadership Institute took place in Savannah in October. It took another cohort of 50 passionate emerging and established leaders through a week of exciting, connected conversations on building a stronger Atlanta region. RLI graduates are charged with returning to metro Atlanta energized to make a difference in their communities and the region.

In 2018, the Model Atlanta Regional Commission (MARC) Program transitioned to the Community Partnerships group. It was the 21st year of the program, and it saw several changes. This year, MARC leveraged relationships with top regional leaders to facilitate lessons on transit planning, walkability, social equity, community planning and other topics relevant to youth in the region. Students are presenting final recommendations to key regional challenges to the ARC board in February 2019.

DELIVERABLES

Develop and implement the 2018 LINK/LINK Forward trip.
STATUS: The 2018 LINK Trip was held in San Diego region from May 9-12. Around 110 LINK participants and 20 LINK Forward Participants attended the trip. The program included sessions on smart cities, homelessness and affordability, and innovation, among others. The LINK and LINK Forward trip follow-up event took place in early July and integrated Civic Dinners and the CATLYST work. Planning for the 2019 LINK trip is already underway.

Develop and implement the 2018 Regional Leadership Institute (RLI).
STATUS: The 2018 Regional Leadership Institute took place in October and was successful in informing and mobilizing 50 of our region's top leaders. Staff worked with ARC colleagues, issue experts and regional partners to develop an engaging curriculum and follow-up activities. Alumni have joined four standing committees to advise the program and engage their alumni from previous classes.

Provide ongoing RLI communications and engagement opportunities.
STATUS: Staff recruited RLI alumni into committees at the close of this year's program and have integrated them into the life of the program in many ways. A mid-year event was held in January 2019 to bring past classes together and preview the program to prospective applicants. Ongoing alumni activities are being planned for 2019 currently.

Develop and implement the 2018 MARC program.
STATUS: The 2018-19 MARC program was a success, engaging students in the practice of planning and developing solutions to key regional challenges. Five program days, including an all-day retreat in Rockdale County, led students through a series of connected sessions to build their knowledge and skill level in regional issues. Alumni are being engaged in planning for next year's program and engaging their fellow alumni from previous classes.

Evaluate the LINK, RLI and MARC programs to ensure that their purpose is fulfilled and that they continue to raise the bar for metro Atlanta's leaders.
STATUS: Specific enhancements were added to each program in 2018. LINK launched a series of small group conversations with top leaders on the trip that proved to be very valuable. LINK also highlighted local Atlanta stories at the close of several sessions, to engage our leaders in the work back home. RLI intentionally focused on intersection points of ARC's work and found ways to engage alumni in the moment to drive regional work in Atlanta. MARC used creativity in taking students to sites across the region, inviting them to use technologies planners use in problem-solving, and asking them to develop solutions to everyday challenges.
Community Partnerships also engaged with a consultant in 2018 to develop a strategy to engage alumni from all leadership programs in meaningful ways. Input was gathered through focus groups, one-on-one interviews, an online survey, and Civic Dinners. The findings and recommendations from this plan are coming soon and will drive this work forward in making a more connected, visible impact on the region.

PARTNERSHIPS

Partners in these programs are civic leaders from the public and non-profit sectors, business leaders from various fields, elected and appointed local government officials from the Atlanta region, and alumni of the programs.

COST CENTERS

- 802EPL   RLI Planning
- 802EOL   RLI Operations
- 802EKP   LINK Planning
- 802ELO   LINK Operations
- 802EMP   MARC Program

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 2 – COMMUNITY DEVELOPMENT
2F – ARTS & CULTURE

PURPOSE

ARC supports arts and cultural organizations throughout metro Atlanta in several key ways. Since taking over the work of the Metro Atlanta Arts & Culture Coalition in 2012, ARC has leveraged its existing planning and service work in the region to highlight the perspective and resources of the arts and culture community, while showing the interconnected nature of this work.

The Arts Leaders of Metro Atlanta (ALMA) program has convened and educated more than 350 arts leaders on issues that build a stronger arts community and draw connections to topics such as education, economic development and cultural equity. The Regional Public Arts Program has granted four communities with funds to complete unique and meaningful art pieces that represent local character. And the series of Cultural Forums brings national arts discussions to our region in ways that allow local leaders to connect and collaborate to strengthen our network of relationships and organizations. All of this work was assessed in 2018 for effectiveness and alignment with organizational goals.

In 2018, ARC conducted an update to the agency's initial visioning around arts and culture. This process engaged stakeholders from across the region in thinking through how ARC can best use its resources to highlight work in the arts and culture arena to build a stronger metro Atlanta.

DELIVERABLES

- Conduct an update to the regional arts and culture plan, initially approved in 2013.
  STATUS: The Arts, Culture and Creative Placemaking Strategic Plan has been finalized and is being put before CRC and the ARC Board in February 2019 for adoption. This plan reframed ARC's arts work by inviting all groups within the agency to give input and leveraging arts partners and organizations to help implement the recommendations.

- Continue to implement the ALMA program and provide connections to the RLI, LINK and MARC programs when possible.
  STATUS: Staff led five class days of ALMA from January through June, 2018. 47 people graduated in the 2018 class. The 2019 class of 50 leaders kicked off in January 2019 and will include conversations on arts and social justice, arts funding mechanisms, and ways to integrate the arts 'upstream' in civic life and planning. Staff also created a common application review process for ALMA, MARC and RLI and organized an arts tour during the 2018 San Diego LINK trip.

- Undertake cultural forums around topics of regional importance on a regular basis.

STATUS: Produced a forum on May 31 titled "Adulting Cities: How Growth Combined with Culture Can Enhance Urban Experience" for 200+ attendees at the High Museum. Forum was produced in partnership with Kennesaw State University Department of Architecture, Art Papers, Atlanta Design Festival, Generator, AIA Georgia; Architecture Design Center. A further forum providing more in-depth content was held in November 2018, also in partnership with other regional organizations.

- Assess the first phase of the Regional Public Art Program and launch a second round of funding for public art projects in communities across the region.
  STATUS: The final mural was completed in Woodstock in July 2018. Public art in Hapeville, Decatur, and with MARTA were previously completed. The program evaluation report has been finalized and is being designed now to be shared with program partners.

- Continue to integrate arts and culture planning with other long-range planning and community service work of the ARC. Highlight connections and implementation strategies around The Atlanta Region's Plan, CATLYST and other agency initiatives.
  STATUS: Staff serves on MARTA's Arts Council and facilitates and advises on arts projects in stations and throughout the system, which supports the Atlanta Region's plan focus area around improving stations. The 2018 strategic plan drew many deep connections between arts and other programmatic areas within ARC. Staff and leadership are meeting soon to determine priorities from the plan and implementing partners.

- Create opportunities to foster innovation within the creative industries and develop cross-sector collaboration.
  STATUS: The forums this year intentionally targeted topics and an audience at the intersection of arts, design, architecture and planning. The 300+ attendees at both forums reflected this goal.

PARTNERSHIPS

Partners in these programs are leaders from the public, private and non-profit arts and culture community, the philanthropic community focused on supporting arts, culture and education, the business community and local governments, along with multi-state and national organizations for partnering and research development.

COST CENTERS

- 802FOA Arts & Culture Planning and Assistance
- 802FLA Arts Leadership Programs

Natural Resources

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
PERFORMANCE STATUS REPORT – DECEMBER 31,2018

ELEMENT 3 – NATURAL RESOURCES

MISSION

The mission of this element is the planning and protection of natural resources in the Atlanta Region. This is accomplished through forecasting future needs and impacts and by developing projects, programs and policies that meet needs. It also provides for support for the planning initiatives of the Metropolitan North Georgia Water Planning District.

GOALS

- Protect the Region's primary drinking water sources including the Chattahoochee River, Lake Lanier, and Allatoona Lake.
- Monitor ACT/ACF litigation and U.S. Congressional activities, and coordinate related activities and manage legal and technical assistance
- Encourage and assist the Region's governments in reducing environmental impacts and demonstrate leadership on sustainability.
- Assist the Metropolitan North Georgia Water Planning District through staff support of the District Board, committees, councils and the District Plans and programs.

2018 WORK PROGRAM HIGHLIGHTS

- Monitor Alabama-Coosa-Tallapoosa/Apalachicola-Chattahoochee-Flint (ACT/ACF) interstate water conflict and coordinate related regional activities.
- Operate the Chattahoochee River/Lake Lanier Information Management System.
- Assist local governments in meeting Clean Water Act Municipal Stormwater Permit requirements.
- Assist local governments, as requested, in water-related issues such as implementation of TMDL Plans and multi-jurisdictional water-supply watershed protection agreements.
- Metropolitan River Protection Act reviews and assistance to governments and public.
- Provide planning staff for the Metropolitan North Georgia Water Planning District.
- Manage and provide assistance to the Regional Toilet Rebate Program.
- Manage the District's education program, including the Clean Water Campaign and the My Drop Counts education campaigns, the Water Drop Dash Race and Water Festival and the Storm the Watershed Trail Run.
- Staff the Green Communities Program to encourage and assist local governments to reduce overall environmental impact and create green communities by identifying "green" measures and activities and staff an Atlanta Regional Green Government Certification awards program.
- Coordinate the Lake Lanier Stakeholders effort to help utilities prepare to address pending TMDL requirements in the Upper Chattahoochee River Basin.
- Work with The Conservation Fund, American Rivers, and other stakeholders to continue working on water management issues in the Upper Flint River basin by engaging the appropriate parties to carry out projects guided by the Finding the Flint Vision.

2018 WORK PROGRAM TITLES

- 03A   Water Resources
- 03B   Environmental Management
- 03C   Chattahoochee Corridor
- 03D   Metropolitan North Georgia Water Planning District

2017 ACCOMPLISHMENTS

- Continued monitoring of ACT/ACF interstate water conflict and litigation, and related U.S. Congressional activities.
- Coordinated local efforts on the litigation.
- Operation of the Chattahoochee River/Lake Lanier Information Management System.
- Coordinated Stormwater education activities and programs through the Clean Water Campaign.
- Continued review and monitoring under the Metropolitan River Protection Act.
- Provided staff for the Metro Water District and technical assistance for the District-wide Water Resource Management Plan and conducted the "My Drop Counts" and "Clean Water Campaign" public education campaigns.
- Issued about 1,580 toilet rebates in the first half of 2017 through the Toilet Rebate Program
- In partnership with local governments, organized the fifth annual Water Drop Dash Race and Water Festival
- Continued the ARC Green Communities Program and the Atlanta Regional Green Government Certification awards program by reviewing applications and certifying local governments that met program criteria.

<u>**PURPOSE**</u>

The Atlanta Regional Commission provides water supply coordination activities related to the ACT/ACF River Basins Interstate Water Allocation conflict, manages the Chattahoochee River/Lake Information Management System, and provides assistance to local governments on water issues.

<u>**DELIVERABLES**</u>

- Monitor ACT/ACF Interstate Water Allocation litigation and U.S. Congressional activities, and coordinate related activities and management of legal and technical assistance.
  STATUS: <u>**ACF Basin:**</u> **In the Florida v. Georgia case before the Supreme Court, Florida is seeking an equitable apportionment of the waters of the ACF. On June 27, 2018, the Supreme Court ruled 5-4 that additional analysis by the Special Master is necessary. The case will now be sent back to the Special Master for this analysis. The U.S. Army Corps of Engineers (the Corps) completed the Record of Decision for the ACF Water Control Manual in March 2017. This manual sets the parameters for the Corps' operation of its projects in the ACF river basin. There is one consolidated lawsuit against the Corps related to this manual.**
  <u>**ACT Basin:**</u> **There are two separate cases involving the ACT challenging the updated Water Control Manual for the ACT river basin issued by the Corps. This manual sets the parameters for the Corps' operation of its projects in the ACT river basin. Alabama and Alabama Power have filed suit against the Corps in Washington, D.C., challenging whether the updated manual complied with the National Environmental Policy Act as well as the Corps' decisions on Allatoona Lake operations adjusting the hydropower release schedules and its alleged failure to mitigate water quality impacts from wastewater discharges downstream in Alabama. Separately, Cobb County-Marietta Water Authority sued the Corps over the Corps' storage contracting system at Allatoona Lake. In another case, the court ruled in favor of the Atlanta Regional Commission, the Cobb County-Marietta Water Authority and Georgia, agreeing that the Corps needed to address current and future water supply from Allatoona Lake. The Corps is now completing a reallocation study, scheduled to be completed by March 2021.**
  <u>**Related Activities:**</u> **Other activities have included holding periodic water issue coordination calls with key congressional staffers and discussing relevant legislation.**

- Operate the Chattahoochee River/Lake Lanier Information Management System.
  STATUS: Staff provided twice-weekly projections for releases from Buford Dam and Morgan Falls Dam in support of the River/Lake Lanier Information Management System. Staff coordinated the collection of data from utilities that withdraw directly from the Chattahoochee River and also coordinated the dissemination of time-sensitive information related to deviations from standard operating procedures for releases from either dam.

- Assist in the implementation of State Water Plan.

STATUS: In May, District staff provided an overview of their water conservation program and related efforts to the Middle Chattahoochee Regional Council. In August, District staff provided an overview of their Utility Climate Resiliency Study to the Coosa North Georgia Regional Water Council.

- Track local government greenspace and preservation activities including GIS data.
  STATUS: To help highlight where green infrastructure (GI) and low impact development (LID) is happening around the region, staff are finalizing an online GIS tool for local governments and others to upload and track GI/LID projects. The District Board has also asked for this kind of tool to help further tell the region's water management story.

PARTNERSHIPS

Local water utility managers; U.S. Army Corps of Engineers; Georgia Department of Natural Resources Environmental Protection Division; U.S. Geologic Survey; The Georgia Power Company

COST CENTERS

- 803ARM   River/Lake Management System
- 803AWS   Water Supply Coordination, Data and Reviews
- 703AWW Technical Assistance Contracts
- 703AIN   INVEST Project

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 3 – NATURAL RESOURCES
3B – ENVIRONMENTAL MANAGEMENT

<u>**PURPOSE**</u>

The Atlanta Regional Commission helps to protect and improve the Region's environment by providing technical assistance for multi-jurisdictional efforts such as the Chattahoochee River Water Quality Model, the Lake Lanier Stakeholders Group as well as other special environmental projects as needed. This subelement also provides for the Division's involvement in DRI reviews and other environmental management projects.

<u>**DELIVERABLES**</u>

- DRI and other miscellaneous reviews and local assistance.
  STATUS: Reviewed and commented as necessary on stream buffers, water supply watersheds and stormwater on 31 DRIs and 17 Out-of-Region DRIs as well as on relevant Natural Resources, Community Facilities and Intergovernmental Coordination issues for 54 City and County Comprehensive Plan and related documents during the year. Reviewed 13 Corps permit applications, 147 State buffer variance requests and other reviews as needed throughout the year.

- Assist local governments, as requested, in water-related issues such as implementation of TMDL Plans and multi-jurisdictional water-supply watershed protection agreements.
  STATUS: No requests were made by local governments for assistance.

- Assist Metropolitan North Georgia Water Planning District (MNGWPD) and participating local and state agencies with implementation of the Clean Water Campaign.
  STATUS: <u>Clean Water Campaign:</u> The Clean Water Campaign Activities and Summary Report was developed for local governments' MS-4 reports and distributed in late May. Updating of existing Clean Water Campaign marketing materials continued. Over 11,000 education and outreach materials were distributed in 2018. The District shared the art files for brochures and giveaways with out-of-region and out-of-state peer organizations and local governments, furthering efforts to build our brand and reputation nationally.
  <u>Video Contest:</u> The annual High School Video Contest, focusing on the importance of water conservation, had 53 entries, with over 160 students from 9 counties participating. The winners were recognized at the District's Governing Board meeting in June. Winning videos were distributed and aired on local access stations across the region.
  <u>Photo Contest:</u> District staff held the Annual Water Reflections Calendar Photo Contest, with selected entries used in the 2019 calendar. Nearly 100 individuals participated, submitting over 200 photo entries.
  <u>Essay Contest:</u> Over 1,500 students participated in the 17th annual Middle School Essay Contest. Winners were honored at a reception at the State Capitol on December 12, 2018.
  <u>Other Children's Education:</u> Nearly 950 4th grade students participated in hands-on water education at Children's Water Festivals held to kick off National Drinking Water Week in the first week of May. Staff organized and facilitated the implementation of the festivals in cooperation with local government and nonprofit partners. The District's puppet show, Our Water Story, was used by District staff, local utility staff, and Keep Georgia Beautiful

local affiliate staff, to educate nearly 1200 children on the water cycle and the importance of shared water resources.
<u>Other Related Activities:</u> **The District continued to update the cleanwatercampaign.org and mydropcounts.org websites to reflect current information. The District continues to increase its presence and improve its outreach potential on social media.**

- Staff the Green Communities Program to encourage and assist local governments to reduce overall environmental impact and create green communities by identifying "green" measures and activities and staff the Atlanta Regional Green Government Certification program.
  STATUS: Eight 2017 Green Communities certifications were announced in late January. The certifications were comprised of one new certification, one upgraded certification, and six recertifications. The application period for 2018 certifications closed in late May and the review of the seven submitted applications commenced in June. Of those applications, 6 communities were recertified, some at higher levels, and 1 community upgraded their status from the previous year. The Green Communities Technical Advisory Group met in the fall to discuss updates to the program manual. The updated manual is due to be published in 2019 and will apply to communities seeking certification in 2020 onward. Green Community-related events and materials, including the Green Matters e-newsletter, have been promoted on the website and via email. A refresh of the Green Communities is underway as part of the creation of an umbrella logo for the suite of ARC's sustainability-related programs. Staff also provided time and expertise to local governments, community groups, and conference attendees interested in the concepts and principles of the Green Communities program.

- Staff the Sustainable Connections Internship Program to connect university students in the Atlanta region who are interested in careers in sustainability with local governments and nonprofits in need of sustainability programming assistance.
  STATUS: In March, recruitment of interns and projects for the 2018-2019 Sustainable Connections Internship Program (SCIP) began. Notices were sent to local governments, sustainability non-profits, and university students in metro Atlanta. The four 2017-2018 SCIP interns completed their community projects in April. In May, four local governments, three non-profits, and 25 students submitted applications to participate in the 2018-2019 SCIP. Initial interviews and matching of interns with communities commenced in June. Four interns were matched with 2 local governments and 1 non-profit.

- Work with The Conservation Fund, American Rivers, and other stakeholders to continue working on water management issues in the Upper Flint River basin by engaging the appropriate parties to carry out projects guided by the Finding the Flint Vision.
  STATUS: Participated in four FTF Working Group meetings, attended meetings with potential project partners, and managed preliminary concept drawings to support project proposals.

- Development of a Planning Assessment and Implementation Framework for Proctor Creek under contract with the City of Atlanta to provide recommendations and strategies for implementing projects on Atlanta's Westside.
  STATUS: ARC continued to coordinate with the City of Atlanta on Proctor Creek and the consultant, Wood Environment & Infrastructure (formerly AMEC) during the first half of the year. This project was completed on June 30, 2018.

- Support efforts to develop an educational course for builders, contractors, and development to develop green infrastructure and low impact development with funding from EPA. **STATUS: Staff conducted 5 workshops on stormwater with a focus on GI/LID for various impacted audiences.**

PARTNERSHIPS

Internal partnership will involve the Community Development Group, Research & Analytics Group and the Transportation Access & Mobility Group. External partnerships will involve local governments, local universities, nonprofits, philanthropic organizations, the Atlanta Aerotropolis Alliance, the Georgia Department of Natural Resources, Georgia Department of Transportation and the MNGWPD.

COST CENTERS

- 803BSP   Special Projects (DRI review, Manual Training)
- 803BGC   Green Communities Program
- 603BEP   Proctor Creek Planning Assessment
- 703BGI   Green Infrastructure Training

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 3 – NATURAL RESOURCES
3C – CHATTAHOOCHEE CORRIDOR

PURPOSE

One of the Atlanta Regional Commission's responsibilities is the protection of the Chattahoochee River by reviewing proposed developments and monitoring compliance with the protection measure standards of the Chattahoochee Corridor Plan, as required by the Metropolitan River Protection Act (MRPA). The purpose of these activities is to protect the Region's primary drinking water source as well as the scenic, recreational and natural resources of the river and its surrounding lands. This work program also provides for other river protection research, planning and education activities to promote greater public awareness of the river, the issues and problems facing it, and the need for its protection.

DELIVERABLES

- Complete all MRPA and Area Plan Reviews of submitted development applications.
  STATUS: Reviewed and completed 17 MRPA review applications in 2018. Two reviews were submitted but were awaiting revisions as of December 31. Staff was also working with applicants on two reviews that had not yet been officially submitted in 2018 as well as determining that one other project did not require review.

- Provide information on requirements, specific review issues and past review histories to applicants, local governments and the public.
  STATUS: Worked with applicants, consultants and local government staffs on current, pending, proposed and past reviews. Activities included conducting 17 reanalyses, reviewing two reanalyses prepared by others, researching past reviews and researching and providing information for proposed reviews and other project proposals. Updating of the review file index continued as time permitted. Consultation and assistance activities averaged about 4 days a week. Updating the review files averaged about 0.5 days per week.

- Work with local governments to encourage enforcement of MRPA and to resolve violations of Corridor Plan standards.
  STATUS: Worked with local governments on reported violations and other enforcement matters as needed, including resolution of buffer and setback intrusions as well as impervious overages through the removal or relocation of small structures and paving, as well as the restoration of excessively cleared areas through revegetation.

- Provide education on MRPA and river protection to interested groups.
  STATUS: Met and consulted with local governments as needed to discuss MRPA and Corridor Plan issues, including Fulton County and the cities of Chattahoochee Hills, Duluth, Johns Creek, Peachtree Corners, Roswell, Sandy Springs and Suwanee during the year. In addition, staff answered questions and provided information throughout the year.

PARTNERSHIPS

Internal partnership is with the Community Development Group. External partnerships include local governments, Georgia Mountain RDC and the National Park Service.

COST CENTERS

- 803CCR   Chattahoochee Corridor Reviews, Assistance and Education

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 3 – NATURAL RESOURCES
3D – METROPOLITAN NORTH GEORGA WATER PLANNING DISTRICT

PURPOSE

Legislation passed in the 2001 Georgia Legislature created the Metropolitan North Georgia Water Planning District and gave ARC certain responsibilities relative to the staffing and planning work for the District. ARC will provide planning staff in 2018.

DELIVERABLES

- Provide administrative support to the District and meeting support of the Water District Board, Committees and Advisory Councils.
  STATUS: Staff support was provided for 4 Board meetings, 4 Board Executive Committee meetings, 2 Board Finance Committee meeting, 1 Board Legislative Committee meeting, 10 Technical Coordinating Committee meetings and 10 Basin Advisory Council meetings. District staff also organized and provided support for a legislative meet and greet event.

- Provide staff level review of requests to amend District Plans and facilitate the public process where requests are considered.
  STATUS: Staff assisted with the review and facilitated the public process for two plan amendments.

- Provide technical assistance in support of the District-wide Water Resource Management Plan, including Stormwater Model Ordinance training and implementation assistance, Local Stormwater Monitoring Data Collection and preparation of source water protection education materials, local wastewater planning, and facilitation of multi-jurisdictional approaches, including Lake Lanier water quality issues, support of local utilities, providing a mechanism for review and oversight of the Plan's water conservation element, guidance and workshops for water conservation coordination including program planning, and system data collection and review.
  STATUS: An update of the Stormwater Model Ordinance was started, and source water protection summaries were provided upon request In April, the District provided training for the Predictive Reservoir Stage Model. This model will help inform utilities on decision making in times of drought. Additionally, staff provided periodic updates to climate and weather forecasts for the region. In June, staff recommended that the District pursue plumbing code changes for more efficient showerheads, kitchen faucets and private lavatory faucets at the state level. The District Board approved staff time and resources towards that effort. Staff discussed model ordinance development for metering private fire lines, water efficient landscapes, and fats, oils and grease management at the June TCC. A working group was convened to discuss the technical aspects of these model ordinances.

- Manage and provide assistance to the Regional Toilet Rebate Program.
  STATUS: Staff managed the regional toilet rebate program and provided technical and customer service support to 20 water providers participating in the program. More than 3,500 toilet rebates were issued through the program in 2018.

- Management of the District's education program, including public awareness, the Clean Water Campaign and the My Drop Counts Campaign elements, the Water Drop Dash and the Storm the Watershed Trail Run race events, targeted workshops and primary and secondary education programs.

  STATUS: <u>Water Drop Dash and Storm the Watershed:</u> The District partnered with local government staff in March to organize the sixth annual Water Drop Dash 5K race, children's fun run and education fair focused on water conservation awareness. Over 800 participants attended the event held at the Chattahoochee Nature Center along the Chattahoochee River. Staff is working with local governments to plan the 2019 race. The third annual Storm the Watershed trail run originally scheduled for October 13, 2018 was canceled due to lack of participants.

  <u>Clean Water Campaign:</u> The Clean Water Campaign Activities and Summary Report was developed for local governments' MS-4 reports and distributed in late May. Updating of existing Clean Water Campaign and My Drop Counts marketing materials continued. Over 11,000 education and outreach materials were distributed in 2018. The District shared the art files for brochures and giveaways with out-of-region and out-of-state peer organizations and local governments, furthering efforts to build our brand and reputation nationally.

  <u>My Drop Counts:</u> To celebrate Earth Day, the District partnered with Cox Enterprises, Georgia Power, Agnes Scott, SunTrust, and the Metro Atlanta Chamber to relaunch the 2011 My Drop Counts water conservation pledge, including a new pledge for businesses and an improved individual pledge for conservation at home. Since the relaunch, over 350 additional individual pledges have been made, and 10 local corporations and businesses have taken the business pledge, agreeing to make significant changes in their facilities to reduce water use. The District is also working with a consultant to coordinate a media strategy and secure in-kind media coverage focused on the My Drop Counts Business Pledge.

  <u>Video Contest:</u> The annual High School Video Contest, focusing on the importance of water conservation, had 53 entries, with over 160 students from 9 counties participating. The winners were recognized at the District's Governing Board meeting in June. Winning videos were distributed and aired on local access stations across the region.

  <u>Photo Contest:</u> District staff held the Annual Water Reflections Calendar Photo Contest, with selected entries used in the 2019 calendar. Nearly 100 individuals participated, submitting over 200 photo entries.

  <u>Essay Contest:</u> Over 1,500 students participated in the 17th annual Middle School Essay Contest. Winners were honored at a reception at the State Capitol on December 12, 2018.

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  <u>Other Related Activities:</u> The District continues to update the cleanwatercampaign.org and mydropcounts.org websites to reflect current information. The District continues to increase its presence and improve its outreach potential on social media.

Update Source Water Assessment Plans as part of the MNGWPD Water Management Plan.

STATUS: Staff are developing the updates of the Source Water Assessment Plans on behalf of District water providers. The project is funded by Georgia EPD and GEFA with an expected completion date of January 2020.

- Partnership with City of Atlanta to pilot distribution of WaterSense PRSV's to restaurants participating in the Water Efficient Restaurant Certification program.
STATUS: The District and the City of Atlanta partnered to offer PRSVs (pre-rinse spray valves) to restaurants implementing water efficiency practices as part of the City's new restaurant certification program. The City inspected the restaurants for improvements and installed the new water efficient devices. The pilot covered 25 restaurants in the City of Atlanta. Work was completed in the last half of 2018.

PARTNERSHIPS

Member Governments of the Metropolitan North Georgia Water Planning District; Local water utility managers; U.S. Army Corps of Engineers; Georgia Department of Natural Resources; U.S. Geologic Survey; The Georgia Power Company, Georgia Environmental Finance Authority

COST CENTERS

- 803DPL   Water District Support Activities
- 803DPE   Water District Education Program
- 803DP1   Water District Support
- 803DSW   Source Water Assessment Plans
- 703DWS   Restaurant WaterSense PRSV

Workforce Solutions

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
PERFORMANCE STATUS REPORT – DECEMBER 31, 2018

ELEMENT 4 – WORKFORCE DEVELOPMENT

MISSION

The Atlanta Regional Commission serves as the fiscal and administrative agent, and workforce grant sub-recipient, for the Atlanta Regional Workforce Development Board (ARWDB). As such, the ARC Workforce Solutions Group is charged with implementing the Workforce Innovation & Opportunity Act (WIOA) in a 7-county area, including: Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties (known as Region 3, Area 7 as defined by the Technical College System of Georgia, Office of Workforce Development).

In implementing WIOA, the Workforce Solutions Group offers programs and services centered on meeting the needs of two primary clients: job seekers and businesses. These programs focus on demand-driven workforce solutions by providing data and resources to businesses seeking a skilled workforce, as well as providing employment services and training to dislocated workers, unemployed and low-income adults, and youth.

GOALS

- Provide Workforce Innovation & Opportunity Act (WIOA) programs and activities for Adults, Dislocated Workers, and Youth to ensure a skilled and trained workforce that supports the regional economy.
- Manage Career Resource Centers throughout the region focused on supporting the needs of local job seekers by providing quality job training services including career advisement, job preparation and workshops, and referrals to training.
- Provide comprehensive youth services to the region's youth (both in school and out of school) through community-based programs in each of the 7 counties.
- Coordinate with businesses to provide work-based training through programs such as On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, and Apprenticeships.
- Provide rapid response services for displaced workers at companies facing closure or downsizing.
- Develop and implement sector strategies within strategic industries including: healthcare, information technology, and transportation, distribution & logistics.
- Work with the State Workforce Office on strategic initiatives, case studies, and pilot projects to advance innovation in workforce development planning and services.
- Coordinate with the other four local workforce development boards in metro Atlanta to implement the regional workforce plan and other collaborative projects to support a more efficient and cohesive workforce system.

2018 WORK PROGRAM HIGHLIGHTS

- Provide administrative and staff support for the Atlanta Regional Workforce Development Board and its committees.
  Status: Held full Board meetings on February 8th, May 24th, August 23rd, and October 18th, Held Executive Committee meeting prior to the Board meetings and a special called

Executive Committee meeting on June 19th. Held the final Board meeting and recognition lunch on December 11th.

- Maintain a system of Career Resource Centers for employment and training services, in addition to the ARWDB Mobile Unit, providing access to workforce programs and services in all 7 counties in our service area.
  Status: Operated the One-Stop Center in Gwinnett County and affiliate sites in each of the 7 counties in the workforce service area. Between January 1 – December 31, 2018 there were 29,433 customer visits at the centers. Contracted with providers to serve out of school youth in each of the 7 counties, along with one additional provider to serve in school youth across all counties. 1081 youth received services through the NextGen Program during 2018.

- Develop and implement services for displaced workers at major companies facing closure or downsizing as the needs arise.
  Status: Responded to three Worker Adjustment and Retraining Notices (WARN) received by provided coordinated information related to employment and retraining opportunities to affected employees at the companies.

- Enhance connections to local businesses and expand opportunities for adult and youth participants to receive work-based experience through On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, and Apprenticeships.
  Status: There were thirty-eight active work-based learning programs during the period. The majority were On the Job Training programs, but also included five Incumbent Worker Training projects and one Apprenticeship project.

- Serve in a leadership role to advance regional workforce initiatives, including the Aerotropolis Atlanta Workforce Collective and the High Demand Career Initiative-Metro Atlanta sector partnership grant.
  Status: Workforce Solutions staff assisted with the HDCI TDL Employer Council that was convened to solicit input from major industry players. Targeted outreach calls and site visits were conducted with six companies. Also assisted with a coordinated regional recruitment effort with UPS aimed at filling 5,000 positions for a major automated distribution facility. Actively participated in monthly Aerotropolis Workforce Collective leadership meetings and participated in the full Aerotropolis Workforce Collective quarterly meetings.

2018 WORK PROGRAM TITLES

- 4A – Adult and Dislocated Worker Services
- 4B – Youth Services
- 4C – Business Services
- 4D – System Innovations & Special Projects
- 4E – Local and Regional Workforce Planning

**PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 4 – WORKFORCE DEVELOPMENT
4A – ADULT AND DISLOCATED WORKER SERVICES**

PURPOSE

The Workforce Innovation & Opportunity Act (WIOA) provides for a range of services to adults who are unemployed or underemployed, with emphasis on those who are economically disadvantaged, unskilled, or have other barriers to employment. WIOA also provides retraining, job search assistance, and related services for workers who have lost their jobs as a result of business closings, mass layoffs, and the effects of economic change. Services provided by the Workforce Solutions Group in order to implement WIOA include: program planning and implementation, administration of career services, skills assessment, employability development planning, career counseling, job search and job retention skills, job placement, follow-up, and supportive services.

DELIVERABLES

- Implementation of workforce development services for adults or dislocated workers at career resource centers, or the Mobile Workforce Unit, in each of the seven counties in the Atlanta region service area.
  Status: Between January 1 – December 31, 2018 there were 29,433 combined visits to the One Stop and Affiliate Career Resource Centers throughout our seven-county service delivery area. These individuals received basic, individualized, and training services to include items such as orientation to available WIOA services, job search assistance, resume preparation, job smart workshops, computer literacy, career counseling, comprehensive evaluations/assessment, basic computer skills, and onsite hiring events. The mobile career lab logged a total of 1,739 visits.

- Provide a system of Individual Training Accounts for customers to access training opportunities and lead a regional process for implementation of the Eligible Training Provider List.
  Status: The Metropolitan Atlanta Regional ITA Committee meet four times within the last twelve months. The four meetings were held in January, April, July, and October resulting in the following recommendations for inclusion on the State Eligible Training Providers List: twenty-eight new training programs and thirty-five existing program costs changes.

- Participate in Rapid Response activities with the State Workforce Office, US Department of Labor Employee Benefits Security Administration, the Georgia Department of Labor, and community partners to disseminate information about retraining services to employees and employers experiencing layoffs.
  Status: Rapid response activities were provided to the following employers: XPO Logistics, Maurice Sporting Goods, and Kmart

PARTNERSHIPS

Coordination will occur with a variety of agencies and other workforce boards within the region (5 Local Workforce Development Boards in the 10-county region), County Human Service Coalition Committees, County DFCS offices, Rehabilitation Services, local school systems, Chambers of Commerce, and Economic Development Agencies. Additional partners include: Atlanta Career Rise/The United Way, Family Connections entities in each county, the Technical College System of Georgia Office of Workforce Development, Georgia Department of Labor/US Department of Labor, and the Georgia Department of Human Resources.

COST CENTERS

- 704AY, 804AA, 804AY, 904AA, 904AY   Adult Administration
- 704AZ, 804AB, 804AZ, 904AB, 904AZ   Adult Program
- 704EY, 804EA, 804EY, 904EA, 904EY   Dislocated Worker Administration
- 704EZ, 804EB, 804EZ, 904EB, 904EZ   Dislocated Worker Program

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 4 – WORKFORCE DEVELOPMENT
4B – YOUTH SERVICES

PURPOSE

The Workforce Innovation & Opportunity Act (WIOA) provides for services to out-of-school (at least 75%) and in-school youth who are economically disadvantaged, unskilled or have other barriers to employment and/or training for entry into the labor force. The ARC NextGen Program's service delivery design provides for services to youth participants ages 16 – 24 who reside in the Atlanta Regional service area (7 counties). Direct services are provided with evidence-based practices and holistic approach to identify and address the participants' education/training, employment, personal, and social development needs through Service Providers (community-based organizations) in the 7-counties. Services to assist with attainment of credential (GED, high school diploma, occupational, or post-secondary), development of employability skills (resume writing, interview preparation, financial literacy, job shadowing, internships, etc.), placement in employment (job search and other related activities that leads to long-term career), and/or placement in education (grant/scholarship research and other related activities that transition to advanced training or post-secondary) are vital for youth long-term success in the labor force. A "Service Plan" (to guide the full array of ongoing services/activities needed and provided to meet long/short-term goals/objectives) and an "Exit Plan" (to guide the limited services provided and the retention requirements/expectation after exit from the NextGen Program and during the twelve (12) months follow-up period) are developed and implemented throughout the course of the youths' connection with WIOA services.

DELIVERABLES

- To strategically design programs that provide a comprehensive and collective system of youth services to qualified youth who are seeking employment and education/training services as guided by WIOA's "fourteen (14) required elements of youth services".
  Status: During period 01/01/2018 to 12/31/2018, 1,081 youth were served in the NextGen Program, of which, 114 received some form of credential (GED, high school diploma, occupational, or post-secondary), 22 were placed in education (advance training or post-secondary), and 66 were placed in long-term viable employment. All others continue to receive the full array of services provided to meet their goals/objectives.

PARTNERSHIPS

Coordination will occur with a variety of agencies and other workforce boards within the region (5 Local Workforce Development Boards in the 10-county region), County Human Service Coalition Committees, County DFCS offices, Rehabilitation Services, local school systems, Chambers of Commerce, and Economic Development Agencies. Additional partners include: Atlanta Career Rise/The United Way, Family Connections entities in each county, local Courts, Department of Juvenile Justice System, Adult Corrections, The Technical College System of Georgia Office of Workforce Development, Georgia Department of Labor/US Department of Labor and the Georgia Department of Human Resources.

COST CENTERS

- 704CA, 804CA, 904CA   Youth Administration
- 704CB, 704CD, 804CB, 804CD, 904CB, 904CD Youth Program

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 4 – WORKFORCE SOLUTIONS
4C – BUSINESS SERVICES

PURPOSE

The Workforce Innovation & Opportunity Act (WIOA) places an emphasis on business services through work-based training and developing business driven initiatives. Business are seen as a core customer for ARWDB programs and activities. Staff will engage business to determine their needs, define programs, and partner on service delivery.

DELIVERABLES

- Continue the expansion and implementation of work-based learning programs for adults, youth, and dislocated workers that include On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, and Apprenticeships.
  Status: There were thirty-eight active work-based learning programs during the period. The majority are On the Job Training, with five Incumbent Worker Training projects added during the period. One new Apprenticeship project was implemented and three more are under development. We are participating in a planning effort with one of the technical college partners to revamp a Workplace Fundamentals training targeted to the manufacturing industry.

- Participate in Rapid Response activities with the Georgia Department of Economic Development, Workforce Division, US Department of Labor Employee Benefits Security Administration, Georgia Department of Labor, and community partners to disseminate information about retraining services to employees and employers experiencing layoffs.
  Status: Rapid response activities were provided to the following employers: XPO Logistics, Maurice Sporting Goods, and Kmart

- Engage businesses in defining key industry sectors in the region, determine the needs of businesses to meet the demand in skills and labor, and identify strategies to diversify and strengthen the regional economy.
  Status: Building on the 2016 regional plan, we worked with key industries as identified by our Development Authority and Chamber of Commerce partners in each county. The consistent identified need is a trained workforce with industry specific skills. Basic work readiness and "soft skills" is an ongoing area of need as well. The OJT program remains the most used company specific training approach; with Incumbent Worker Training (IWT) becoming an increasingly used tool. The increasing popularity of IWT is due in part to the historically low unemployment rate, which is making it difficult to hire new employees. Many companies are instead focusing on increasing the skills and productivity of their existing employees to grow their businesses. Interest is very high in the Registered Apprenticeship (RA) Program and we continue to work with USDOL and the Technical College System of Georgia

(TCSG) to improve system wide processes and program implementation. The lead agency for RA is USDOL, which heretofore identified and marketed a 3-step process for companies to implement RA. However, we have pointed out that the training providers and the local workforce boards have numerous additional steps to implement beyond the USDOL registration. TCSG has since convened several work sessions with us and USDOL to refine the processes. TCSG has added staff, and now involve the local boards sooner, which aids in implementation. An Advanced Manufacturing RA project with Lanier Tech was fully implemented in 2018. Three additional RA projects are under development; one of which is sponsored by a trade union. Three of their member companies are currently scheduled to participate. Full implementation is scheduled for the 1ˢᵗ quarter of 2019.

- Achieve a balanced distribution of program and services across the region that is proportional to each counties' share of population and employment.
  Status: Gwinnett county has the greatest number of projects (16), which is consistent with it being the largest in our service area. We have had substantial growth in the Cherokee market, with four companies placed under contract during the period. Douglas County coverage remains strong; with six active companies, three of which are new. Clayton county has been active and well served in past periods, and several past year projects have been completed. We currently have three active OJT companies in Clayton and one apprenticeship under development. Efforts are underway to increase business participation in Fayette, Rockdale, and Henry Counties; with a new Business Services Rep hired to focus on this market segment. We have since brought on one new Fayette company and completed an IWT project with a long-term Fayette customer, which also uses the OJT program regularly. Two new Henry County small businesses are now participating in the OJT program. We completed one IWT with a Rockdale company, and worked with the Development Authority and Chamber to host a first ever multi- employer job fair. We are also seeing increasing opportunities to work with the local technical college on a manufacturing sector training programs; and two of the participating trade union RA companies are based in Rockdale.

- Develop and implement Sector Partnerships for the Transportation, distribution and Logistics Industry Sector in support of the Metro Atlanta High Demand Career Initiative.
  Status: The HDCI project is proceeding well and is on schedule. The TDL Employer Council was convened to solicit input from major industry players as envisioned in the workplan. Targeted outreach calls and site visits were conducted with six companies. Most notably, we assisted with a coordinated regional recruitment effort with UPS aimed at filling 5,000 positions for a major automated distribution facility. We also led a regional effort for a recruitment for a new state of the art distribution facility operated by DHL for the ASOS company which hired approximately 800 employees. WorkSource Fulton and the local DOL also partnered on this effort. As a result, DHL has become more involved in our Industry Council.

PARTNERSHIPS

Coordination will occur with a variety of agencies and other workforce boards within the region (5 Local Workforce Development Boards in the 10-county region), County Human Service Coalition Committees, County DFCS offices, Rehabilitation Services, local school systems, Chambers of Commerce, Economic Development Agencies, and Industry Trade Groups and Associations. Additional partners include: Atlanta Career Rise/The United Way, Family Connections entities in each county, The Technical College System of Georgia Office of Workforce Development, Georgia Department of Labor/US Department of Labor and the Georgia Department of Human Resources.

COST CENTERS

- 704AY, 804AA, 804AY, 904AA, 904AY   Adult Administration
- 704AZ, 804AB, 804AZ, 904AB, 904AZ   Adult Program
- 704CA, 804CA, 904CA   Youth Administration
- 704CB, 704CD, 804CB, 804CD, 904CB, 904CD   Youth Program
- 704EY, 804EA, 804EY, 904EA, 904EY   Dislocated Worker Administration
- 704EZ, 804EB, 804EZ, 904EB, 904EZ   Dislocated Worker Program
- 704EW, 804EW, 904EW   Rapid Response

PURPOSE

The ARWDB receives special projects, grants, and other partnership opportunities to provide/test new or expanded services that support workforce needs in the region. These projects and services may run from a few months to multiple years. Current special projects include:

Supplemental Nutrition and Assistance Program (SNAP) Works 2.0 Grant
SNAP Works 2.0 is a pilot project that was implemented in 10 of the 27 SNAP Works counties. These counties were selected based on their number of able-bodied adults without dependents, LWDA offices and availability of high demand jobs.   Six of the counties with a total of 16,969 SNAP participants are within the ARWDB area: Cherokee, Clayton, Douglas, Gwinnett, Henry and Rockdale counties. The goal of the grant is to increase the number of SNAP work registrants who obtain unsubsidized employment, increase the earned income of work registrants, and reduce the reliance of work registrants on public assistance. The Georgia Department of Labor and ARWDB will serve approximately 950 SNAP participants over a three-year grant period beginning in November 2015.

Aerotropolis Atlanta Workforce Collective
The Aerotropolis Atlanta Workforce Collective envisions creating an integrated workforce development plan to better prepare residents for career opportunities in and around Atlanta's bustling airport, an area that lags behind metro Atlanta income and employment rates.
The airport is a key economic driver to bring employment opportunities to an area that is struggling financially, and the workforce collective will help ensure that local talent is prepared to fill local jobs. The Workforce Solutions Group provides staff support for the planning and implementation of the Workforce Collective.

High Demand Career Initiative – Metro Atlanta
The five local workforce development boards in metro Atlanta sought and received a $400,000 grant to prepare and implement sector strategies for three key regional industries – Healthcare, Information Technology, and Transportation, Distribution & Logistics. The goal of this strategy is to connect businesses with qualified workers, facilitates career pathways, aligns education with industry needs, and helps improve work readiness. ARC Workforce Solutions Group is taking the lead as the grant contract administrator and will work collaboratively with the other local workforce development boards to fulfill the grant requirements.

Disability Employment Initiative
The intent of the Disability Employment Initiative Grant is to expand the capacity of the American Job Centers (AJCs) to improve employment outcomes of individuals with disabilities in Gwinnett and Henry Counties. The approach of the grant is to hire a Disability Coordinator to help coordinate services between multiple partner agencies (Vocational Rehabilitation, ARWDB, Aging Services, State Workforce, etc.) to identify, train and place qualified persons with disabilities in employment. *(Added)*

Youth "Social Welfare Program Initiative (SWPI)" Grant
The NextGen Program applied and received a $500,000 grant to operate a special project for twenty-four (24) months. The intent of the Social Welfare Program Initiative (SWPI) Grant is to progressively, aggressively, and extensively provide services to fifty (50) youth between ages 18 -24 who reside in Gwinnett and Clayton Counties and are receiving government assistance. The outcome of the grant is to prepare those youth to secure a future that relies on self-sufficiency through family sustaining-wages. SWPI intends to promote the principle of self-sufficiency by developing a platform to provide services to transform the dependency mindset, provide training that leads to a viable credential and provide opportunities to develop the skills to obtain employment (long-term career).

DELIVERABLES

- Complete the specific tasks or other requirements related to each of the grants or special projects design criteria. Ensure the financial and time constraints are adhered to.
  Status:
  - **Two career advisors continued to provide services for the SNAP Works 2.0 grant.**
  - **Workforce Solutions staff actively participated in monthly Aerotropolis Workforce Collective leadership meetings and participated in the full Aerotropolis Workforce Collective quarterly meetings.   The Workforce Collective reviewed and updated the workforce asset map, implemented construction and hospitality training programs, and considered additional training programs to launch.**
  - **ARWDB received approval from USDOL to extend the Disability Initiative Grant to include Gwinnett and Henry counties through March 2019). A DEI Coordinator was hired to provide services to participants with disabilities.**
  - **Two Talent Development Coordinators conducted recruitment and provided case/client management services and one Recruiting & Talent Development Manager connected with employers to build viable and sustaining relationships for work experience opportunities and long-term career placement for the youth enrolled in the project.**

- Document experiences and consider the applicability of the services for new or expanded programs in the ARWDB service area.
  Status: Career advisors received 26 referrals from GDOL for the SNAP 2.0 grant. The Georgia Department of Labor continued to provide referrals to ARWDB career advisors. Staff continued to work diligently with customers and other key stakeholders to enroll customers into occupational skills training programs.

  The Aerotropolis Workforce Collective successfully graduated five Construction Ready cohorts in 2018. Through this program, 67 individuals successfully completed training and 62 of them gained employment in construction related jobs resulting in a 93% placement rate. The Hospitality Young Adult Program successfully graduated four cohorts in 2018. Through this program, 65 individuals successfully completed training and 50 of them gained employment. A Business Outreach Manager was hired to identify the needs of employers and coordinate services with the local workforce boards in the Aerotropolis. Over 200 employers have been engaged.

PARTNERSHIPS
Coordination occurs with a variety of agencies including the other Local Workforce Development Boards, Technical College System of Georgia Office of Workforce Development, Georgia Department of Labor/US Department of Labor, GA/US Department of Agriculture, the Georgia

Department of Human Resources, Department of Family & Children Services, Department of Health & Human Services, local chambers of commerce and development authorities, non-profit services providers, and businesses.

COST CENTERS

- 604ZS   SNAP Grant
- 604ZB   Aerotropolis Atlanta Workforce Collective Funding
- 704ZH   HDCI Grant
- 804CS   Social Welfare Program Initiative (SWPI) Grant
- 904ZD   DEI grant

PURPOSE

The Workforce Innovation and Opportunity Act (WIOA) provides designated regions and local workforce development areas the responsibility to create employment and training systems tailored specifically to regional economies. These systems must meet the needs of the full range of learners and workers, including those with barriers to employment. The system must also address the specific needs of regional employers and the skills they require. WIOA requires the Local Workforce Development Board (LWDB) to submit a local plan to the Governor. If the local area is part of a planning region, the LWDB will work collaboratively with other LWDBs in the designated region to prepare and submit its local plan as part of a regional plan. The local and regional plans provide the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA. The regional and local plans serve as 4-year action plans to develop, align, and integrate the region and local area's job driven workforce development systems, and provides the platform to achieve the local area's visions and strategic goals. The Workforce Solutions Division is responsible for preparing the local workforce plan and took the lead on coordinating the preparation of the regional workforce plan as well.

DELIVERABLES

- Design programs and services consistent with the intent of the local and regional plans.
  Status: In June 2018, the State Workforce Office successfully recertified the Atlanta Regional Workforce Development Board for Program Year 2018 and 2019. This certification allows the ARWDB to continue serving as the local workforce development board for the 7-county service area. Workforce Solutions staff reviewed the performance of the existing service providers for career services and youth programs and recommended that all contracts be renewed for Program Year 2019; the ARWDB concurred at their meeting on May 24, 2018 and authorized staff to proceed to contract renewals.

- Implement service delivery and regional coordination activities consistent with the local and regional workforce plans.
  Status: Workforce Solutions staff communicates and coordinates regularly with the Workforce teams of the other four local workforce boards in Metro Atlanta to service specific business customer and job seeker needs. We maintain open communication among the program managers and assist each other in unique circumstances to place job seekers in training or employment from other jurisdictions. A WorkSource Metro Atlanta webpage was launched in connection with MAX. This page includes the regional plan, information on the regional sector strategy, and a search function to determine which local workforce development board serves a particular address.

- Track plan implementation progress and amend the local and regional plans as needed.
  Status: The Directors of the five local workforce development boards meet periodically to discuss regional issues and opportunities. During these meetings, the Directors review the

status of the regional plan implementation and make adjustments as needed. The metro Directors held three meetings in 2018. The metro Directors also discussed regional issues at the Georgia Workforce Leadership Association meeting in February 2018. Updates to the local and regional workforce plan were prepared and submitted to the TCSG Office of Workforce Development in December 2018.

PARTNERSHIPS

Partner with the Region 3 Local Workforce Development Boards, which include: City of Atlanta, Cobb, DeKalb, and Fulton counties. Additional partnerships include: The Technical College System of Georgia Office of Workforce Development, Georgia Department of Labor, business and industry representatives, local governments, local Boards of Education, technical colleges, Board of Regents governed institutions, organized labor, Chambers of Commerce, and related workforce development organizations.

COST CENTERS

- Applicable WIOA or other funding opportunities based on activity

MOBILITY SERVICES

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
PERFORMANCE STATUS REPORT – DECEMBER 31, 2018

ELEMENT 5 – MOBILITY SERVICES

MISSION

The mission of Mobility Services is to facilitate the movement of the travelling public within and through the metropolitan Atlanta Region. This is accomplished by supporting and coordinating the regional transit and human service transportation (HST) systems, supporting the Regional Transit Committee, and by employing Transportation Demand and Mobility Management strategies and techniques.

GOALS

- Implement Georgia Commute Options, the regional TDM program for employer and commuter counseling service delivery.

- Continue to facilitate coordination and cooperation of the multiple public transportation operators in the region so as to further the integration of the regional transit system in a way that simplifies its use for riders.

- Increase awareness of Human Service Transportation needs and strategies so as to mainstream HST concepts in local, regional and state transportation planning and service delivery, improve the efficiency and effectiveness of the HST system.

- Advance awareness and understanding of the role that technological changes have on the region's transportation system and development patterns as well as the need for public sector entities at local, regional and state levels to prepare for the changes technological advancements will bring.

- Further the integration of non-SOV modes into a more intelligible and easily usable system of transportation options that facilitate travel by higher capacity and more active modes so as to increase non-SOV mode share.

- Improve communications about transportation options to the general public so as to increase their awareness of the array of travel options available and their understanding of how to access them.

2018 WORK PROGRAM HIGHLIGHTS

- Update the regional transit vision
- Expand the regional transportation technology program
- Implement selected elements of the regional Human Services Transportation (HST) plan
- Facilitate implementation of a regional bus stop signage program

- Analyze the possibility of creating a single regional transit fare product

- Maintain and update the ATLtrasnit.org site

- Execute a series of non-SOV modal promotions

- Enhance connections between bicycles and transit

2018 WORK PROGRAM SUBELEMENTS

05A   Transportation Demand Management (TDM)
06B   Regional Transit Services
06C   Transportation Technology

2017 ACCOMPLISHMENTS

- Adopted an update of the regional HST plan

- Coordinated the development of a regional procurement process for the implementation of a reginal bus stop signage program

- Completed the integration of the Georgia Commute Options program into the ARC Mobility Services Group

- Executed the 5th annual Regional Bike Challenge

- Planned and executed the inaugural ConnectATL summit on the future of mobility

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 5 – MOBILITY SERVICES
5A – TRANSPORTATION DEMAND MANAGEMENT (TDM)

PURPOSE

The purpose of Transportation Demand Management (TDM) is to increase the use of alternatives to single occupancy vehicle (SOV) travel in order to reduce vehicle miles traveled, relieve traffic congestion, improve air quality, and increase the efficiency and effectiveness of the region's transportation infrastructure and service delivery systems. ARC's Mobility Services Group administers the regional TDM program to include Georgia Commute Options (GCO). ARC views its TDM activities largely as implementation mechanisms for The Atlanta Region's Plan.

DELIVERABLES

- Maintain a TDM information shop for commuters, employers, and property managers.

  STATUS: Mobility Services continued to serve as the hub for transportation demand management. Mobility Services staff continued to be a resource for the latest advancements in technology, commuting habits and trends and alternative mode use intelligence.

- Administer current travel behavior change incentives programs. Analyze these programs and potential new incentives for effectiveness.

  STATUS: Incentive programs include 1) Gimme $5, 2) $25 Prizes, 3) Carpool Gas Cards and 4) Vanpool Referrals. GCO processed 2,100 Guaranteed Ride Home applications in 2017; 3,300 currently enrolled in program. Analysis of the incentive programs was conducted in the fourth quarter of 2018.

- Maintain, update and validate the regional rideshare database and supporting technologies.

  STATUS: Reviewed technology advancement in ridesharing technology resulting in issuing a new ridematching Request for Proposals in Q1 of 2019.

- Administer Transportation Management Area TDM service contracts.

  STATUS: Executed seven Transportation Management Association contracts for 2018-2019.

- Facilitate the implementation of TDM-based construction mitigation strategies.

STATUS: Mobility Services managed regional TDM coordination and alignment for the Transform 285/400 construction project throughout 2018.

- Adopt revised Media Planning Committee methodology and approach

STATUS: The former structure of the Media Planning Committee has been dissolved and reformatted to focus on marketing and communication results on a quarterly basis for regional TDM and transportation partners.

- Produce non-SOV modal based programs to encourage the use of these modes.

STATUS: Georgia Commute Options has several modal based programs designed to decrease single occupant vehicle usage:

>**Clear the Deck – Launched in Spring 2018, the Clear the Deck promotion encouraged employers in the Atlanta region to clear their parking decks and promote alternative commute travel to work during the promotional week.**

>**Biketober: Atlanta Bike Challenge – This modal promotion encourages employers to convene teams of new, occasional and veteran bicycle riders for the month of the October each year. In 2018, we increased participation in most all areas: 2,2493 number of registrants; 30,179 bike trips logged); and, 260,573 miles traveled,**

>**Try Transit - Try Transit seeks to overcome the initial barriers to taking transit by offering commuters in the Atlanta region a no-cost opportunity to try transit for their trip to and from work – along with contests, prizes, and plenty of support along the way. GCO's Try Transit Week will took place on September 17-21, 2018.**

>**Telework Summit – In November 2018, GCO hosted a regional Telework Summit for employers and partners. The Summit will provide educational tools and tips on how employers can fine-tune or start a sustainable and productive telework program for their employees. In addition, Governor Nathan Deal declared the week of November 12-16 as Georgia Telework Week.**

- Plan, develop and execute updated regional marketing, public relations and advertising campaigns for the GCO Program.

STATUS: Georgia Commute Options launched its new marketing and communications campaign, Drive Change, in April of 2018. The campaign focuses on changing the behaviors of commuters and employers who drive alone to and from work alone each day. The three key areas of the Drive Change message include 1) drive behavior change in your commute; 2) drive meaningful change that helps the environment and 3) drive literal "change" in your pocket through one of the GCO incentive programs. The program will undergo a campaign refresh in 2019.

- Establish a TDM Advisory Committee to provide support for the TDM program

STATUS: The methodology and plan for establishing the committee kicked off in December of 2018. The advisory committee was established to stand up the new TDM Coordinating Committee

PARTNERSHIPS

The success of the TDM program requires the Mobility Services Group to work closely with employers, Georgia Department of Transportation (GDOT), Georgia Regional Transportation Authority (GRTA), the State Road and Tollway Authority (SRTA), Georgia Environmental Protection Division (EPD), regional Transportation Management Associations, Federal Highway Administration (FHWA), Federal Transit Administration (FTA), ARC leadership, transit providers, transportation services vendors, educational institutions, the national Association for Commuter Transportation, transportation services consultants, and a wide spectrum of business, environmental, civic, and citizen interest groups.

COST CENTERS

- 605AGC   Georgia Commute Options Program
- 805ACC   Regional Transportation Demand Management (TDM)
- 805AES   Employer Services Program

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 5 – MOBILITY SERVICES
5B – TRANSIT SERVICES

PURPOSE

The purpose of the transit services aspect of ARC's Mobility Services work program encourages and facilitates coordination between and among public and human service transportation operators in the Atlanta region. These efforts apply to the planning, financing, construction, operation, and maintenance of the system and are meant to foster the development of a more integrated system that is more efficient and easier to use; thereby increasing ridership, improving the mobility of people who cannot or chose not to drive, and increasing the return on the capital and operating investment in the system.

DELIVERABLES

- Initiate an assessment of the structure and service levels of HST in the Atlanta region. The project will give a snapshot of HST and highlight opportunities for improving services. **STATUS: After review of data from Paratransit providers in the region it was determined a larger study to review policies and procedures, ridership data and potential cost savings of coordination between paratransit providers is warranted. A scope for the project has been developed and will be released and the project initiated in 2019.**

- Facilitate a DeKalb County transit plan **STATUS: The DeKalb County Transit Master Plan team has developed a robust community engagement and vision development process completing open houses, interviews, stakeholder advisory committee meetings and pop-ups at community events for input. A website and survey have also been developed and are live and collecting feedback. The Transit Assessment has been completed. The Transit Service Needs and Market Analysis data collection and coordination have been completed as well. The transit design charrettes, financial assumptions, scenario development and final plan presentation will be completed in 2019.**

- Facilitate the Regional Transit Committee (RTC) of ARC's board and its supporting technical committees in their oversight and support of the regional transit services efforts. **STATUS: The RTC was paused 2018 while the ATL was established and formalized their committee structure. RTC meetings will resume in 2019.**

- Facilitate development and implementation of a universal regional transit fare product. **STATUS: Breeze agreements were completed between the partner agencies. Further universal fare product was paused in 2018 while the ATL was established and formalized their board, staffing and work program initiatives. In 2019 this item will be worked on jointly between the ATL and ARC.**

- Complete the procurement process for the regional bus stop signage program. Update and continue implementation of the region's approach to marketing transit services.
  STATUS: A contractor was selected and has negotiated contracts with each of the partner agencies. This work item is complete.

- Complete the update of the comprehensive regional transit vision.
  STATUS: The 2018 Concept 3 Regional Transit Vision has been completed and adopted by TAQC and ARC. The completed document is on the ARC website along with projects sheets for each project and an interactive map of all the transit projects included in Concept 3. HB 930 outlined additional tasks required to be evaluated in Concept 3 making a 2019 update necessary.

- Administer federal Section 5307 low-income program grant for the Center for Pan Asian Community Services, Inc.
  STATUS: ARC staff received monthly reports and supporting documentation from CPACS along with invoices. ARC staff met with CPACS quarterly to review maintenance records and ensure compliance with FTA requirements. ARC staff monitored ridership and efficiency measures and met with CPACS to discuss services changes that could make their service more efficient. Final 2018 invoices will be submitted, and this process will be repeated for 2019.

- Maintain and update the region's central transit information website, ATLtransit.org.
  STATUS: Staff continued to maintain the website.

PARTNERSHIPS

The success of the transit services program requires the Mobility Services Division to work closely with Georgia Department of Transportation (GDOT), Georgia Regional Transportation Authority (GRTA), Federal Transit Administration (FTA), ARC leadership, ARC's Transportation Access and Mobility Division, ARC's Aging and Health Resources Division, ARC's Workforce Development Division, transit providers, transportation vendors, educational institutions, the American Public Transportation Association, The Georgia Transit Association, advocacy groups for older adults and people with disabilities, transportation services consultants, and a wide spectrum of business, environmental, civic, and citizen interest groups.

COST CENTERS

- 406CTB   Regional Transit Implementation
- 805BTB   Regional Transit Implementation
- 606CTP   Regional Transit Plan Update

**PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 5 – MOBILITY SERVICES
5C – TRANSPORTATION TECHNOLOGY**

PURPOSE

ARC's transportation technology work program is meant to prepare the agency and the region for the rapid pace of technological evolution in the transportation sector and to enable the region to leverage these technologies to its advantage. Efforts under this program focus on issues of software systems that support transportation planning, analysis and service delivery; big data that is relevant to transportation applications and implications; policy and regulatory changes necessary to positively influence the region's development, and infrastructure necessary to enable the region to accommodate changes in vehicle technologies.

DELIVERABLES

- Implement recommendations from the Regional Transportation Technology Policy document completed in 2016. This includes the development off a five-year strategic plan for the deployment of the region transportation technology program at the regional and local scales. **STATUS: Smart City pilot projects were funded in Gwinnett County and the City of Chamblee. Strategic planning is incorporated in the ITS Architecture and TSMO update.**

- Plan and execute a Regional Transportation Technology Summit. **STATUS: Completed the logistics and planning for the 2nd ConnectATL technology summit to be held in September 2018. Completed website registration design and registration is underway.**

- Create and facilitate quarterly meetings of a Regional Transportation Technology Advisory Committee.

  STATUS: Conducted coordination meetings to discuss evolving trends in transportation technology.

- Update the Regional Intelligent Transportation Systems (ITS) architecture.

  STATUS: A consultant has been procured for the study and the contract executed. Multiple stakeholder meetings have occurred in 2018, including those associated with the needs assessment phase of the project. Identification of a suite of transportation operational projects is in progress, including early development of the ITS architecture.

- Continue to support Transit Technology enhancements including data standardization and development as well as software development.

  STATUS: GTFS training for our regional partners has been completed. ARC has drafted a scope for the first phase of the GTFS work program. The phase, which will be

$75,000, covers data and workflow assessments, recommendations for feed improvements, and regional policy recommendations related to the development and dissemination of high-quality GTFS and GTFS real-time data. This is phase includes in-depth workshops with each agency, recommendations on improving CAD/AVL outputs, and specific recommends on improving the data pipeline. ARC hopes to issue an NTP for this work in early Q2 2019. The work is expected to conclude in late Q3 2019.

- Support internal and external tool maintenance, development, and advisement dependent on software development

  STATUS: Reviewed "wish list" items to upgrade PlanIt – ARC's RTP/TIP project database. Improvements are being made to the efficiency of the user interface with more interactive features.

PARTNERSHIPS

The success of the transportation technology program requires the Mobility Services Division to work closely with Georgia Department of Transportation (GDOT), Georgia Regional Transportation Authority (GRTA), regional Transportation Management Associations, Federal Highway Administration (FHWA), Federal Transit Administration (FTA), ARC leadership, ARC's Transportation Access and Mobility Division, transit providers, transportation vendors, educational institutions, ITS America, ITS Georgia, local governments, transportation services consultants, and a wide spectrum of business, environmental, civic, and citizen interest groups.

COST CENTERS

- 805CTE   Smart Cities
- 805CTT   Transportation Technology

Transportation Access & Mobility

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
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ELEMENT 6 – TRANSPORTATION ACCESS & MOBILITY

MISSION

Transportation and service delivery planning in the Atlanta Region is coordinated by the ARC, the designated Metropolitan Planning Organization (MPO) for the 20-county Atlanta Region, pursuant to federal and state rules and regulations. Due to the designation of the Atlanta Nonattainment Area for ozone, planning requires close coordination with the Cartersville-Bartow MPO, also in the nonattainment area. Work activities supporting the organization's mission are outlined in the annual Unified Planning Work Program (UPWP). ARC transportation plans must respond to federal, state and regional planning objectives. Close coordination is required with the public and other stakeholders in meeting this mission.

ARC is responsible for leading system-wide long-range planning activities, including facilitating the implementation of plans and programs through work with local governments, state, and regional planning partners. For these transportation access and mobility planning activities, focus is placed on supporting the movement of the travelling public through state-of-the-practice programs, including long-range scenario planning, innovative RTP/TIP delivery, and diverse modal studies.

In support of data-driven decision-making, ARC prepares the required data and technical analysis to support planning decisions. ARC seeks to implement state-of-the-practice data tools and technical analysis that position the organization as an innovation center for the region.

GOALS

- Begin the early work activities on the 4-year update to the Regional Transportation Plan which is must be completed by February 2020.

- Successfully respond to the FAST Act target setting process and meet federally-required deadlines for setting targets for safety, pavement, bridges and other measures in 2018.

- Conduct a major update to the 2011 ITS Architecture Plan by beginning work activities on a Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture Update.

- Promote active transportation mode projects through the creation of a best-in-practice toolkit for regional planning partners and the development of a regional trails program.

- Respond to critical freight needs and deficiencies through outreach, additional studies, and jurisdiction support, including identification of the federally required urban freight network.

2018 WORK PROGRAM HIGHLIGHTS

- Complete a major project solicitation and plan update, reflecting STBG, TAP and CMAQ recommendations.

- In response to the multiple transportation sales tax initiatives on the ballot of November 2016 and the funding priorities of the Transportation Funding Act of 2015, develop and adopt a TIP/RTP amendment.

- Complete the Bicycle and Pedestrian Safety Action Plan, including updating complete street policy framework recommendations.

- Complete the Atlanta Regional Freight Mobility Plan, including the development of a regional truck parking assessment and the implementation of a freight cluster area planning program.

- Identify opportunities to lead the region in long-range visioning and facilitate key policy discussions resulting from the SHRP2 planning activities.

- Conduct an update to the Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture, including a major update to respond to connected and autonomous vehicle technologies.

- Incorporate air quality designation changes into the planning process as these are identified. Coordinate air quality requirements with respect to transportation planning with the additional MPO in the Atlanta Nonattainment Area.

- Emphasize assistance to local transit operators in transitioning their public transportation services from primarily rural operations to urban operations, and identify eligible federal and state funding to support the transition (where applicable).

- Begin the process to conduct a Transit On-Board Transit Survey. In anticipation of multiple projects entering the federal new starts process in the coming years, ARC and regional partners will conduct a transit on-board transit survey.

- Effectively manage transportation committees such as the Transportation Coordinating Committee, Transportation & Air Quality Committee, and other subcommittees and task forces.

- Complete the Regional Transit Vision update to Concept 3.

2018 WORK PROGRAM SUBELEMENTS

06A   Regional Planning
06B   Program Implementation & Partner Services
06C   Travel Demand Model Development & Support
06D   Performance Analysis & Monitoring
06E   Special Studies
06F   Administration & Support

2017 ACCOMPLISHMENTS

- Adopted *The Atlanta Region's Plan*, a long-range blueprint that details the investments that will be made over the next 25 years to ensure metro Atlanta's future success and improve the region's quality of life. *The Atlanta Region's Plan* incorporates all of ARC's planning areas – transportation, land use, water resources, aging & health and workforce development – as well as incorporates and supports related initiatives from ARC's community partners, such as the United Way of Metropolitan Atlanta, The Community Foundation for Greater Atlanta, and the Metro Atlanta Chamber.

- Incorporated the results of the STP-Urban and TAP project solicitation conducted in late 2014 and 2015 into the development of *The Atlanta Region's Plan*.

- In May 2015, developed and adopted *The Atlanta Region's Plan* TIP Amendment #1 and received a conformity determination on June 7, 2016.

- Through the SHRP2 grant program, leveraged national experts and regional stakeholders to apply an exploratory scenario approach to long-range planning. Using national drivers of change as a foundation, the scenarios will set the groundwork for the next scheduled RTP update in 2020.

- Established a project prioritization rubric that emphasizes federally required performance metrics and targets to assist with the development of future TIPs that align with strategic goals and federal, state, and regional standards.

- Reviewed and responded to new federal transportation rulemaking and reporting requirements. Coordinated with the Georgia Department of Transportation (GDOT), GRTA, SRTA, MARTA, other MPOs, and relevant stakeholders to develop responses to draft rules and begin implementation of final regulations.

- Won a competitive FHWA grant to implement a resilience to extreme weather strategy for the Atlanta region. The grant, which lasts through 2020, has led to the integration of resilience into ARC's planning process in 2018. A consultant was selected for work to be carried out in 2019.

- Hosted the 2016 Megaregions Freight Movement Peer Exchange. The Peer Exchange aimed to improve freight planning at the megaregion scale, identify opportunities to better engage private sector stakeholders, and create an environment where peers in the southeastern United States can collectively share practices and experiences.

- In May 2016, adopted *Walk Bike Thrive!*, an update to the official walking and bicycling plan and policy of the Atlanta Regional Commission.

- In June 2016, adopted an update to the *Atlanta Regional Freight Mobility Plan*. The plan serves as the guiding planning document supporting the region's freight and goods movement strategies.

- Assisted with the continued development and enhancement of the Activity Based Model.

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 6 – TRANSPORTATION ACCESS & MOBILITY
6A – REGIONAL PLANNING

PURPOSE

ARC, as the Metropolitan Planning Organization (MPO) for the Atlanta region, is required by federal regulation to develop and maintain a long-range Regional Transportation Plan (RTP) and a short-range Transportation Improvement Program (TIP) for the 20-county metropolitan planning area. Major updates of the RTP and TIP were completed and adopted in February 2016, with a major Plan and TIP amendment completed in August 2017. The updated RTP constitutes the transportation element of *The Atlanta Region's Plan* and meets all federal planning requirements.

A variety of subarea and modal planning activities will be undertaken throughout 2018 to continue refining the transportation element of *The Atlanta Region's Plan* in preparation for the next major update which must be completed by early 2020. Key work program activities for the coming year include: 1) conducting a major update to the region's Intelligent Transportation System (ITS) architecture, emphasizing the rapidly evolving technologies for connected and autonomous vehicles; 2) establishing federally-required FAST Act performance targets and completing initial reporting requirements to meet federal transportation mandates – including those for safety and system performance; 3) beginning the work activities necessary to conduct an update of the transportation element of the Atlanta Region's Plan, due in early 2020; 4) continuing Megaregional planning efforts in support of regional planning objectives; 5) responding to the outcomes of multiple recent transportation sales tax initiatives; and 6) relevant planning work completed under Subelement 6E. Consulting assistance may be required for some tasks, as appropriate.

ARC will work with local governments, transit operators, state agencies and other stakeholder agencies to ensure their issues are given full consideration throughout all activities. ARC will also facilitate regional transit planning by fostering collaboration and coordination among the region's transit providers in the planning, financing, construction, operation, and maintenance of the region's transit system.

DELIVERABLES

- Begin work on a Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture Update, as described in Subelement 6E.

  STATUS: Consultant procurement process complete. Early activities completed include internal project management kickoff meeting and initial stakeholder meeting.

- Continue refinements and study of scenarios that assess and evaluate the impact of emerging technologies on regional planning, including autonomous and connected vehicles.

  STATUS: Entered partnership with FHWA and the VisionEval pooled funding project that will make recommendations on criteria for scenario development and corresponding modeling/analysis methodology. Participated as a Board member on the

Lincoln Institute's Consortium for Scenario Planning and attended their annual conference.

- Undertake an amendment to the RTP/TIP to incorporate funding priorities approved by recent referenda in the City of Atlanta, Fulton County, Douglas County, Rockdale County, Gwinnett County and Fayette County. TIP project solicitation recommendations, and other routine changes to existing projects, will also be incorporated into the amendment

  STATUS: All known required project changes have been made. Amendment #4 was approved in February 2018, Amendment #5 in June 2018, and Amendment #6 in December.

- Coordinate with the Georgia Department of Transportation (GDOT), Gainesville Hall MPO, Cartersville Bartow MPO, transit operators and other stakeholders on responding to federal FAST Act rulemaking and reporting requirements on transportation performance targets.

  STATUS: Agreements on procedures to respond to federal rulemaking requirements for highway and transit measures and targets were finalized an incorporated into RTP documentation. State targets have been referenced in documentation and ARC has passed resolutions supporting the statewide targets established by GDOT.

- Monitor and serve as a technical resource for federal, state, regional and local initiatives on transportation legislation and funding alternatives.

  STATUS: ARC staff provided frequent updates on FAST Act performance based planning rulemaking and state ATL Authority legislation to various committees.

- Complete the regional walking and bicycling safety action plan, as described in Subelement 6E.

  STATUS: Final documentation complete. ARC Board approval occurred in August.

- Implement a regional trails development and scoping program, reflecting the recommendations from the 2017 project and study solicitation process.

  STATUS: Hosted a local sponsor roundtable in November.

- Develop and implement a freight cluster area planning program – including the results from the 2017 solicitation, as described in Subelement 6E.

  STATUS: Freight Cluster Plan guidelines and criteria established. Four inaugural study areas selected.

- Continue on-going work activities to update networks of roadways identified as regionally significant for commuter and freight traffic.

  STATUS: Discussions will be conducted with local governments in 2019 during the RTP update. No changes to the networks occurred in 2018.

- As warranted, refine the regional transportation vision, incorporating findings and recommendations of special planning efforts and related regional transit visioning and transportation technology planning activities led by the Mobility Services Division under Element 5.

STATUS: Concept 3 Regional Transit Vision updated. Additional coordination with transit agencies and local governments will occur in 2019 during the RTP update.

- Analyze changes in regulations for air quality and update planning partners, as applicable.

  STATUS: ARC responded to a federal court ruling which required conducting air quality conformity analyses for two different ozone standards. Implications for the planning process and amendment approvals were reviewed with committees and partner agencies to ensure minimal disruption.

- Perform the necessary technical evaluations for conformity for the Atlanta Nonattainment Area for ozone in support of any updates or amendments of the Atlanta or Cartersville MPO RTPs and TIPs.

  STATUS: Completed air quality conformity analysis (as needed) and updated conformity determination reports for three amendments during 2018.

- Continuation of regional transportation resiliency policy development.

  STATUS: ARC has been awarded grant funding through the USDOT to assess resiliency in the Atlanta region. Funding contract has been executed and scope of work is completed. Consultant under contract and initial coordination activities underway.

PARTNERSHIPS

Internal coordination is required within all aspects of Element 6. External coordination is also very important for this Subelement. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Environmental Protection Agency (EPA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority (GRTA), State Road & Tollway Authority (SRTA), The Georgia Transit Association, advocacy groups for older adults and disabled people, transportation services consultants, intercity bus operators, the travel and tourism industry, and a wide spectrum of other business, environmental, civic, and citizen interest groups.

COST CENTERS

- 806ALR   Long Range Planning
- 806ALT   Long Range Transit Planning
- 806AAQ   Air Quality Planning
- 806AAT   Air Quality Planning – Transit
- 806ABP   GDOT Bike/Ped Assistance

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 6 – TRANSPORTATION ACCESS & MOBILITY
6B – PROGRAM IMPLEMENTATION & PARTNER SERVICES

PURPOSE

ARC will work cooperatively with federal, state and local transportation agencies and other project sponsors to deliver projects and programs included in the region's long range Regional Transportation Plan (RTP) and short-range Transportation Improvement Program (TIP). ARC will ensure that the TIP is being implemented efficiently, and advancing the goals, objectives and priorities of the RTP. The current TIP covers fiscal years 2018 through 2023 and was adopted in August 2017 in conjunction with the RTP Amendment.

Program Implementation involves monitoring the status of the projects and programs and being proactive in identifying and addressing related issues so that they remain on schedule and on budget. It also involves evaluating and reporting the effectiveness of projects and programs, both individually and collectively, and providing this information for use by transportation agencies, elected officials and the general public. This information is used to assess internal agency business practices, working relationships and data sharing protocols between agencies, and the effectiveness of various strategies in addressing the region's mobility, safety and accessibility needs. The analysis is then used as input back into the plan development process so that appropriate adjustments in policy direction can be made.

In 2018, Sub-Element 6B will focus on: (1) programming the TIP in accordance with the most recent federal rules and regulations; (2) accelerated TIP project delivery; and (3) implement efforts to educate and engage local sponsors, planning partners, and the general public on the TIP process.

DELIVERABLES

- Carry out TIP amendments/administrative modifications to reflect the most up to date project phase schedules and cost estimates.

  STATUS: 1st quarter TIP administrative modifications processed March 27 and 2nd quarter TIP administrative modifications processed May 4th. TIP Amendment #4 was adopted by ARC committees and Board in February 2018 and a conformity determination was received on March 12, 2018. TIP Amendment #5 was adopted by ARC committees and Board in June 2018. A conformity determination for TIP Amendment #5 was received on June 26, 2018. 3rd quarter TIP administrative modifications processed September 17th and 4th quarter TIP administrative modifications processed December 17th. TIP Amendment #6 was adopted by ARC committees and Board in November 2018 and a conformity determination was received on November 20, 2018.

- Design, develop, and implement various technological enhancements to the RTP/TIP project database (including provisions to upgrade the Transit Program of Projects database); the Project Delivery Task Force Risk Assessment Tool; and integration of the geospatial environmental screening tool for RTP and TIP projects.

  STATUS: Reviewed "wish list" items to upgrade PlanIt – ARC's RTP/TIP project database. Improvements are being made to the efficiency of the user interface with

more interactive features. Tables in the Transit Program of Projects have been converted into an Excel format with a new format introduced for the document. This conversion will assist in the integration of the Transit Program of Projects into the project database at a future date. However, the ATL Authority will assume the responsibility of updating the Transit POP in 2019. As an appendix to the TIP, ARC will continue to include the updated Transit POP documentation to the TIP. Findings from the INVEST Implementation Assistance grant resulted in no changes to the project environmental screening tool, used to evaluate and rank RTP/TIP projects.

- Support the implementation of livability programs through coordination with the ARC Community Development Division and state agencies, including programming and project development activities associated with the LCI program.

    STATUS: LCI transportation projects continue to advance through the GDOT Planned Development Process.

- Further emphasize project delivery efforts by: (1) executing the Project Delivery Task Force (PDTF) 2014 action plan and recommendations from the 2016 action plan update; (2) updating the *TIP Blueprint* and business rules; (3) develop dashboard statistics and data on project delivery performance in the TIP on a quarterly basis; and (3) provide training sessions and materials for local governments, other project sponsors, GDOT staff, and consultants on managing and delivering TIP projects.

    STATUS: Efforts are underway to update TIP Blueprint document and evaluating how to better provide customer service to local governments with respect to project delivery. The Project Delivery Task Force met on October 19, 2018. The PDTF will remain and meet again during 2019. Dashboard statistics and data on project delivery performance is under development. ARC staff will begin in 2019 coordination efforts with GDOT Program Delivery, Program Control, and Planning staff on training opportunities for local governments during 2019.

- Update Regional Suballocation Policies for the FTA Formula funds apportioned to the Atlanta UZA. Also update the Transit Program of Projects (POP) formatting and incorporate the POP into the main RTP/TIP project database.

    STATUS: The Regional Suballocation Policies remain in draft as language has been adjusted to reflect the ATL Authority as the designated recipient for FTA Urbanized Area Formula Funds. An update to the formatting of the Transit Program of Projects has been completed. Its inclusion in the PlanIt project database is on hold as the ATL Authority will be the entity handling the update to the Transit POP document and will pass on to ARC for inclusion to the TIP when it has been updated. ARC will continue to look at options for incorporating line items from the Transit POP into the database or in some electronic form.

- Assist local transit operators in transitioning their public transportation services from primarily rural operations to urban operations, and identify eligible federal and state funding to support the transition (where applicable).

    STATUS: Staff has made attempts to assist jurisdictions that are experiencing the transition from a rural operator to an urban operator as best as possible. ARC has sought guidance from GDOT Intermodal staff on this issue. However, further guidance or advise has not been provided as of yet on how best for these jurisdictions to move forward.

- Coordinate with the Community Development Division and GRTA in reviewing DRI applications and incorporation of related data into the transportation planning process, as appropriate.

  STATUS: Staff reviewed 29 DRIs in 2018.

PARTNERSHIPS

Internal coordination is required within all aspects of Element 6. External coordination is also very important for this Subelement. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Environmental Protection Agency (EPA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority/State Road & Tollway Authority (GRTA/SRTA), The Georgia Transit Association, advocacy groups for older adults and disabled people, transportation services consultants, intercity bus operators, the travel and tourism industry, and a wide spectrum of other business, environmental, civic, and citizen interest groups.

COST CENTERS

- 806BSR – Program Implementation
- 806BST – Program Implementation – Transit
- 806BLG   Partner Assistance
- 806BGT   Partner Assistance - Transit

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 6 – TRANSPORTATION ACCESS AND MOBILITY
6C - TRAVEL DEMAND MODEL DEVELOPMENT & SUPPORT

<u>**PURPOSE**</u>

This sub-element provides for continued innovative enhancement of the travel demand models used to forecast regional travel demand and mobile source emissions used for the Regional Transportation Plan (RTP). These outcome-based models are a series of complex and cohesive computer and mathematical programs used to analyze the impact of major transportation improvements on travel and development patterns, as well as the effect of the transportation network on mobile source emissions levels for the 20-county nonattainment region. The innovative development of these tools requires significant data collection on travel behavior and patterns, and continued enhancement of the tools used to estimate vehicle emissions for air quality modeling. These models are integrated with the land use models developing the socio-economic forecasts. This interdisciplinary development of the models will be used to forecast travel demand and associated transportation emissions to support activities of the Atlanta Region transportation planning program, air quality planning and RTP/TIP update activities.

This sub-element also includes providing technical assistance to local governments on travel demand and emissions modeling. Consultant assistance will continue to be required in the areas of model enhancement and development.

<u>**DELIVERABLES**</u>

- Begin work on the transit on-board survey, including survey design and procurement. Major survey work will begin in 2019.

    STATUS: ARC Travel Modeling & Surveys staff has conceptualized the next regional transit on-board survey, prepared a draft RFP, released the final RFP late in 2018, reviewed proposals, short-listed and interviewed consulting teams, then selected a consultant. The amount programmed for the survey in the TIP is $1.4 million federal (Surface Transportation Block Grant - Urban Z230) and the local match required is $350,000. This survey will support the region's transit operators in efficiently planning for transit services, including ARC in updating its regional travel demand modeling tools, that will be necessary to support future competitive national federal grant applications through the Federal Transit Administration. Last updated in 2009/2010, this survey is a funding partnership between ARC and major regional transit operators.

- Manage the Strategic Highway Research Program (SHRP2) grant that will integrate roadway travel time reliability in the ARC transportation models, as a way to better serve the Region.

    o ARC was selected by FHWA to develop a Proof of Concept Pilot aimed at incorporating roadway travel time reliability in simulation and planning models, under Round 7 of the SHRP2 Implementation Assistance Program (SHRP2 L04).

- o This is a logical continuation of the work already underway via our current SHRP2 C10 award, which consists in integrating our regional activity-based travel demand model with dynamic traffic assignment.
- o With the L04 award, ARC will be able to focus on incorporating roadway travel time reliability into its multi-resolution modeling framework, so that ARC becomes better equipped to analyze the myriad of roadway projects and policies that are designed to improve travel times reliability throughout metro Atlanta roadways.

STATUS: The purpose of this project, which continued throughout 2018, consists in explicitly including travel time reliability measures such as Standard Deviation (SD) of travel times in the regional travel demand model for Atlanta in addition to the average travel time and cost. Previously, there have been extensive research on travel time reliability (including SHRP 2 Projects such as C04 and L04) which provides useful prototype analytical functions for SD at the highway link level, associated statistical forms for link-level and route-level travel time distributions, and estimates for Value-of-Reliability (VOR) for different travel markets. The focus of this project is to incorporate these factors in the travel model in a consistent way including highway assignment, mode choice, and other sub-models. Overall, the study explores different forms of link-level reliability functions by facility types, explores correlation of travel times between different highway links, develops OD-level reliability measures out of the link-level reliability measures, and analyses of assignment and skimming procedures with reliability measures.

- Continue work on the SHRP2 C10 grant, aimed at integrating the activity-based model with dynamic traffic assignment.
STATUS: The first approach of this project, which continued throughout 2018, is what we call "loose coupling", where OD skims are produced with the DTA and fed back to the ABM. This was accomplished with the ARC ABM by updating the source of the highway skim files in the tour and trip mode choice utility expression calculators (UEC). The second approach is akin to the "deep integration" that we have pursued these past 2+ years at ARC and it has been a fairly intensive effort. We pursued the integration with DynusT, and at the moment we have a prototype application, that includes various pieces of software developed to adjust schedules, search the databank of vehicle trajectories, and perform various other functions. The prototype does use the entire ARC ABM and a complete DTA network representation of the ARC model area.

- Maintain, update and pursue innovative enhancement of the Regional Activity-Based (ABM) Travel Demand Model via model calibration and validation.   Integrate with other model update efforts, e.g., PECAS, MOVES, etc.

STATUS: ARC Modeling staff continued in 2018 to enhance and re-calibrate the regional activity-based travel demand model, as new data becomes available. ARC modeling staff has completed the first phase of the fully integrated transport / land use modeling approach. In doing so, the ARC ABM-PECAS integration was recognized as a leading and successful implementation by the Transportation Research Board and the National Academy of Sciences and Engineering, as evidenced in a recent NCHRP

synthesis report, Integrated Transportation and Land Use Models. ARC Modeling staff also continues to work on model visualization.

- Continue the interdisciplinary education of the modeling staff; conduct one-on-one model training. Continue to provide technical support and ABM training to planning partners and stakeholders

  STATUS: ARC Modeling staff continued to provide training to various planning partners and stakeholders, and remains actively involved in various TRB, NCHRP, and TCRP projects

- Conduct quarterly meetings of the Model Users Group.

  STATUS: ARC Modeling staff continued to organize the quarterly model users group meetings

- Implement recommendations from the 2017 peer review of the Activity-Based Model, as part of USDOT's Travel Model Improvement Program (TMIP)

  STATUS: ARC Modeling staff has started in 2018 to implement the model peer review recommendations.

- Continue to participate in the multi-year AMPO Consolidated Travel Model Software Platform Development & Enhancement project, to develop a common modeling platform for the MPO Partners – SANDAG, MTC, PSRC, SFCTA and ARC.

  STATUS: ARC Modeling staff continues to remain actively engaged in the multi-MPO project ActivitySim.

PARTNERSHIPS

All work for this sub-element will be coordinated with the Transportation Access and Mobility Division.

External coordination is also very important in this sub-element. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority (GRTA), State Road & Tollway Authority (SRTA), the U.S. Environmental Protection Agency (EPA), and other groups and agencies.

COST CENTERS

- 806CDM   Model Development & Support
- 806CDT   Model Development & Support – Transit
- 806CTS   On Board Transit Survey
- 701DS   SHRP2 Model Development

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 6 - TRANSPORTATION ACCESS & MOBILITY
6D – PERFORMANCE ANALYSIS & MONITORING

PURPOSE

The Performance Analysis & Monitoring Section provides for the continual enhancement of the application of the travel demand model and real observed "mega-data" to understand regional transportation needs and to analyze project performance. The travel demand models are series of complex and integrated computer and mathematical programs, and their output data are used to analyze the impact of major transportation improvements on travel and development patterns, as well as the effect on mobile source emissions levels for the Atlanta Nonattainment Area. The development of analytical methods and tools requires significant data processing, quality control procedures, and sophisticated computer techniques.

In support of the 2020 RTP update, initial work will begin on a reevaluation of major projects. This work activity will help support the reprioritization of projects that must occur in 2019.

The application of the tools and data will be used in TIP and RTP project evaluation, needs assessment, scenario testing, transportation emissions analysis and regional performance monitoring. During 2018, ARC staff will conduct processes to implement performance planning provisions, including setting measures, tracking performance, and reporting. This supports the FAST Act performance measurements requirements, the Atlanta Region's transportation planning program, air quality planning, performance based planning and programming, TDM analysis, and TIP/RTP update activities.

This work program also includes providing technical assistance to local governments on travel demand and emissions modeling. The continued maintenance of the Congestion Management Process (CMP) is important in also meeting federal planning requirements. Consultant assistance will continue to be required in the areas of tool enhancement, development and data collection.

DELIVERABLES

- Successfully complete an evaluation of proposed plan projects using the latest evaluation methodologies, emphasizing projects considered for inclusion to the plan as part of the TIP project solicitation.
  STATUS: Completed producing an updated project evaluation framwork and modified methodologies of project evaluation detail calculation method.

  Define targets in accordance with FAST Act rulemaking and develop processes to track and report on transportation system performance over time. In 2018, emphasis will be placed on system performance and safety measures.
  STATUS: Targets were finalized and agreements on procedures to respond to federal rule making requirements for highway and transit measures. State targets have been referenced in RTP documentation and ARC has passed resolutions supporting the statewide targets established by GDOT. TAM team reevaluated the methods and data for target setting work.

- Refine project evaluation procedures and tools, building upon "real world" data methodologies, including the FHWA developed HERE data, the INRIX Analytics data and implementation of state-of-the-practice tools and methodologies to evaluate the impacts of projects.

  STATUS: Completed updating 15 minute INRIX speed data for 2017 and part of 2018 data from the 20 county region. The Key Network with the latest 2017 data has been updated and new key network is working to incorporating with latest travel demand model TAZ system with 21 counties model area.

- Continue to improve the evaluation of management and operations (M&O) projects by using macro- and meso-level modeling software.
  STATUS: VISUM and VISSIM tools are ready to use when M&O projects require special analysis. The TIP project evaluation procedure updated with additional project level evaluation criteria.

- Develop evaluation procedures for active mode and transit projects, including procedures to evaluate transit project via VISSUM.

  STATUS: Completed Transit network on VISUM using GTFS 2017 data. Plan to add Bike/trail network on VISUM network.

- Improve performance measurement by using the activity based model (ABM) and coding a transit network into a mesoscopic software to use in future project evaluations of transit and vehicle modes.

  STATUS: Completed 2017 transit network coding in the VISUM. Modified SQL scripts to produce PA tables from ABM results and to be able to converting ABM OD trip tables with new TAZ system to VISUM. Data prepared for the sketch transit mode choice model for better Transit project evaluation using VISUM.

- Emphasize improvements in the reporting and accuracy of crash data by working with all other relevant state agencies. Work with the Traffic Incident Management Enhancement Task Force to refine the measurement of clearance times using INRIX Analytics data.
  STATUS: Processed and analyzed crash data (2012-2016) to calibrate baseline death and injury statistics caused by crash for Atlanta area. Continued to work with the Georgia TMC and the TIME Task Force to improve the reporting and accuracy of crash data.

- As part of the Congestion Management Process, continue to refine analysis networks, explore new data, tools and methodologies, and assess conditions in support of the next plan update scheduled in 2020.
  STATUS: Completed the TIP performance measures visualization tool DASH. Continued to research national best practices for public-facing/interactive performance dashboard.

- Continue to gather and analyze public feedback on Ladders of Opportunity and incorporate into updated ETA analyses.
STATUS: Conducted various equity analyses for working partners using updated and expanded ETA analysis model and used for Equity advisory working group meetings. The key accomplishment is development of DASH visualization tool. DASH is incorporating and will improve not only ETA analyses but also other transportation performance measures.

PARTNERSHIPS

Internal coordination is required within all aspects of Element 6. The GIS linkage of the transportation networks will be coordinated with the Research Division activities. External coordination is also very important for this Subelement. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Environmental Protection Agency (EPA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority (GRTA), State Road & Tollway Authority (SRTA), The Georgia Transit Association, advocacy groups for older adults and disabled people, transportation services consultants, intercity bus operators, the travel and tourism industry, and a wide spectrum of other business, environmental, civic, and citizen interest groups.

COST CENTERS

- 806DCM   Performance Analysis
- 806DCT   Performance Analysis - Transit

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 6 – TRANSPORTATION ACCESS & MOBILITY
6E - SPECIAL STUDIES

PURPOSE

ARC provides assistance to local governments, transit agencies, the Georgia Department of Transportation, the Georgia Regional Transportation Authority, the Metropolitan Atlanta Rapid Transit Authority and groups with interests in transportation issues through conduct or participation in various planning studies and projects as part of the Special Studies Work Program. These Special Studies support Regional Planning (Subelement 6A) including the ongoing development and refinement of the long-range Regional Transportation Plan (RTP) and the short-range Transportation Improvement Program (TIP).

This Work Program is coordinated with ARC's ongoing mission to develop a regional, integrated multi-modal transportation system as called for by the latest federal transportation reauthorization bill.

In addition to ARC special studies, included within this Subelement are projects that, because magnitude or funding source, fall outside the routine transportation planning scope for which ARC will be designated to have a lead role. Consulting assistance may be required for some tasks, as appropriate.

DELIVERABLES

Special Studies - ARC-Led

- SHRP2 - ARC will use a SHRP2 Implementation Assistance Program grant to implement additional planning activities for Megaregional planning, including the development of a website for the Piedmont Atlantic Megaregion. ($125,000 federal grant)

  STATUS: ARC has completed the SHRP2 project, including website design. Follow-up work will include coordination with federal staff and stakeholders to include website content updates and the overall coordination of the Piedmont Atlantic Megaregion

- SHPR2- ARC will use a SHPR2 Implementation Assistance Program grant to assess the multimodal impacts of the I-85 bridge collapse incident in 2017 and mitigation responses on travel demand and transportation system performance. ($125,000 federal grant)

  STATUS: ARC has gathered data sources from GDOT and internal ARC sources and is in the coordination phase of analysis. Technical analysis is focusing on the impact of diverted travel flows on associated arterial network facilities and the impact of delays on ridership during the event.

- Transit On-Board Transit Survey – In anticipation of multiple projects entering the federal new starts process in the coming years, ARC and regional partners will conduct a transit on-board transit survey. This project will lead to travel demand model updates that reflect the latest travel characteristics for regional residents. Expected to be a two-year project, the survey will undergo procurement and survey design in 2018 with the survey conducted in 2019. The goal will be to collect 38,000 completed surveys. ($1,400,000 federal, $350,000 local)

   STATUS: MARTA has finalized the approval of matching funds via a board-level resolution, providing the final actions necessary to execute the contract with the selected vendor. Project management meetings have focused on the survey design, including tentative schedules for the administration of the survey. Project notice to proceed is expected no later than March 1, 2019.

- Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture Update – In preparation for the rapid advances occurring in technology that impact the region's transportation infrastructure (traffic signals, connected vehicles, etc.), the ITS Architecture will be updated to reflect the latest industry evolution occurring around connected and autonomous vehicles. Per the August 2016 Peer Exchange with state and federal resource staff, the ITS Architecture will also be updated to incorporate a unified TSM&O vision to assist state and local partners with in identifying and coordinating ITS projects. Last updated in 2011, ARC, GDOT and other regional partners will develop a Regional Strategic Deployment Plan that will incorporate the latest advances in connected vehicle technologies (DSRC, cellular, 5G) and assess the communications framework necessary for implementing autonomous vehicles technologies. The system update will be closely coordinated with the overall State ITS vision. A two-year timeframe is anticipated. (year 1: $500,000 federal, $125,000 local).

   STATUS: A consultant has been procured for the study and the contract executed. Multiple stakeholder meetings have occurred in 2018, including those associated with the needs assessment phase of the project. Identification of a suite of transportation operational projects is in progress, including early development of the ITS architecture.

- INVEST (Infrastructure Voluntary Evaluation Sustainability Tool) Round 3 Implementation Assistance Grant project - This work includes review and evaluation of three ARC tools in comparison to the INVEST Project Development Module criteria. Integrate recommended improvements into the tools. Re-evaluate transportation projects using the improved tools to better inform decision-making

   STATUS: This project has been successfully completed, with discussions underway with federal partners to potentially continue funding assistance in a follow-up phase. Potential additional federal assistance will be determined in the first half of 2019.

- Regional Biking and Walking Safety Action Plan- ARC will complete the 2nd year of the safety action item identified in the 2015 regional bicycle and pedestrian plan update, *Walk Bike Thrive!*, to better understand regional crash distribution, systemic risk factors, cost-

effective intervention strategies, and specific project needs. Additional work emphasis areas will include complete streets training workshops for local stakeholders and context sensitive design guidelines. ($160,000 federal; $40,000 local)

STATUS: Final documentation complete and deliverables presented to the ARC committees.

- Modeling Support and Development- ARC will maintain, update and pursue innovative enhancement of the Regional Travel Demand Model via dynamic model calibration and validation, complete deployment of the Activity Based Model (ABM) through the Atlanta travel demand modeling community, and continue to integrate with other model update efforts. This program will also respond to recommendations from the 2017 Peer Exchange to provide continuous model improvements. This work is further detailed in Appendix 2, Subelement 1D of the UPWP. ($200,000 federal; $50,000 local)

  STATUS: The regional travel model was successfully recalibrated and revalidated, including incorporation of Dawson County into the model. As part of this effort, transit revalidation statistics have improved, including those associated with transit stations and express bus routes.

- PECAS Model Development- ARC will maintain and enhance the PECAS (Production, Exchange, Consumption, Allocation System) Model. The tasks of model design and development requires reviews and manipulation of detailed sets of new economic and property data into the model structure, additional coding emerging from variation model design, and model calibration. This work is further detailed in Appendix 2, Subelement 1D of the UPWP. ($120,000 federal; $30,000 local)

  STATUS: 2018 project phases are complete, including the incorporation of property data into the model structure. During 2019, on-going work activities will continue to adjust the ability of the model to provide socio-economic forecasts at the census tract level.

- Transit Vision Study- ARC will complete work begun in 2017 on the Transit Vision Study that updates the existing Concept 3 transit vision. This Plan will serve as the guiding planning document to support the region's public transit planning and will address physical infrastructure, rolling stock, services, policy, and technological infrastructure. This work is further detailed in Appendix 2, Subelement 5B of the UPWP. ($500,000 federal; $125,000 local)

  STATUS: ARC completed the process to update the regional transit vision – Concept 3. Extensive adjustments were made, in collaboration with regional partners, on rail and bus rapid transit lines. The technical analysis process was updated to reflect the use of sketch planning tools – such as Conveyal – to streamline analysis procedures.

- LRTP Development and Project Delivery - ARC will increase staffing resources to improve TIP project delivery rates through improved coordination with local, state and federal

partners. This initiative will include project management assistance to local governments in delivering federally funded TIP projects. To provide those services, ARC will study practices in mitigating and troubleshooting project delivery issues. Other elements of this task will include consulting assistance in meeting federal FAST Act requirements, including technical procedures to establish congestion, safety and other performance targets. ($120,000 federal; $30,000 local)

STATUS: Work scope developed which focused on development of community engagement recommendations for the 2020 RTP update. The Partnership for Southern Equity was selected through a competitive RFP process to conduct the work. Final deliverables were submitted in December.

- Fulton County Transit Study - ARC will complete the process begun in 2017 to develop potential transit infrastructure investments needed in Fulton County outside the City of Atlanta. The study will consider existing and planned development as well as anticipated travel patterns and priorities for the future. Needed transit investments and improvements will be identified and prioritized for inclusion in future regional planning work. ($800,000 federal; $200,000 local)

    STATUS: Complete.

- Aerotropolis Greenway Study- ARC will continue a multi-use path connectivity study begun in 2017 in the Aerotropolis area adjacent to Hartsfield-Jackson Atlanta International Airport. This plan will advance ARC's regional trail network vision; assess possible connections around the Atlanta airport and with adjacent communities; and develop a plan document that identifies route alternatives, potential projects, estimated costs, and funding sources for improving local and regional connectivity. ($160,000 federal; $40,000 local)

    STATUS: Greenway study recommendations and coordination is completed, including the regional trail vision and the on-going studies within the Aerotropolis area. Based on the results of the study, follow-up actions in 2019 will include the assessment of projects for future inclusion into the 2020 RTP.

- Chattahoochee River Greenway Study- ARC will lead an effort to reassess the region's relationship to the Chattahoochee River and create a new vision for the river's future that will raise public awareness, improve connections and access, and identify potential areas for protection or investment. The study will include both a greenway plan for the river corridor and a pilot project that will demonstrate detailed review and concept design. ($1,200,000 federal; $300,000 local)

    STATUS: Consultant procurement is completed and a notice to proceed given. Stakeholder outreach and coordination is underway, including stakeholder meetings. Initial work is underway to assess existing conditions and identify opportunities to improve access to the river corridor. Upcoming activities will include identification of project alternatives and stakeholder engagement to identify project guiding principles.

- Resiliency and Durability Project- This project aims to integrate the threats of extreme weather on transportation assets and users into the transportation planning and engineering process. The projects seeks to accomplish this by integrating resilience and durability into ARC practices and by using ARC's regional version of FHWA's Vulnerability Assessment Framework to carry out a vulnerability and high-level risk assessment of the transportation system in the Atlanta region. ($200,000 federal; $50,000 local)

  STATUS: Project consultant procurement is complete and notice to proceed has been provided. Kick-off work activities will begin in January 2019, including identification of data sources and the identification of candidate pilot communities. Upcoming work activities shall focus on the identification of needs and issues.

- Regional Remix Transit Planning Software License – Remix is a web-based transit planning software used for transit project development and evaluation. ARC, along with MARTA, Gwinnett County, Cobb County, and Henry County will enter into a regional licensing agreement with Remix for route planning, project evaluation, and regional coordination. ($428,869 federal; $107,217.33 local)

  STATUS: ARC completed all 2018 work activities, including the use of Remix to assist with transit project development and evaluation – including for Concept 3. Work shall continue in 2019, emphasizing the use of the tool to assess projects as part of the RTP update.

Special Studies – ARC Facilitated

- County Transportation Plan (CTP) Program – The CTP program was established to ensure the transportation infrastructure has a positive impact on strengthening our economy and communities at both the local and regional levels. It accomplishes this by providing financial assistance for counties and their constituent municipalities to develop joint long-range transportation plans. These plans, while focused on local issues and needs, also serve as the foundation for updates to the RTP/TIP. ARC will continue to participate in several ongoing updates to existing plans begun in 2017. New updates are anticipated to get underway in DeKalb County, Cobb County and southern Fulton County in 2018.

  STATUS: Final recommendations, documentation and approvals occurred for CTP updates in the City of Atlanta, northern Fulton County, Rockdale County, Clayton County, and Forsyth County. Consultant selected and a Phase I update focusing on development of a transit vision is underway in DeKalb County. Cobb County is in contract negotiations with its preferred consultant following a competitive RFP process. ARC is in contract negotiations on behalf of the cities of southern Fulton County for a CTP update in that area following a competitive RFP process.

- Freight Cluster Area Planning Program – The Freight Cluster Area Planning Program was established to assist local jurisdictions with developing subarea plans in locations with the

most significant freight activity to identify first mile and last mile projects to improve freight mobility in the region. These plans and projects serve as part of the foundation for updates to the RTP/TIP.

STATUS: Complete. Freight Cluster Plan guidelines and criteria established. Four inaugural study areas selected.

- Regional Transportation Planning Study Program – The Regional Transportation Planning Study Program was established to assist local governments and Community Improvement Districts with development transportation plans, corridor studies, and feasibility studies that support the goals and objectives of the Atlanta Region's Plan. The purpose of these studies is to develop project concepts that improve safety, mobility, and access to all roadway users, while also preparing them for advancement to scoping and/or PE phases in future TIP project solicitations.

  STATUS: Master contract with GDOT for FY 2018 studies has been executed. Individual project scopes with local sponsors are in development and being incorporated into individual contracts. ARC will begin work in 2019 to identify study contracts necessary to implement studies in the 2019 cycle.

- Regional Remix License- ARC will support and facilitate a regional transit planning software license with the regional transit providers to be used for transit project development and evaluation and regional coordination

  STATUS: Extensive use of Remix in 2018 will continue in 2019, including assessment of transit projects for the 2020 RTP update. The Remix software continues to be tested at ARC and its use expanded to other regional planning partners.

- Atlanta Beltline –ARC will continue to support Atlanta Beltline, Inc. and the City of Atlanta's planning activities as additional environmental work continues, including participation in meetings and providing technical information, as appropriate. This work will continue into 2018. (See www.beltline.org.)

  STATUS: Project is complete. Final grant closeout procedures are underway, with final actions expected in February 2019.

- CPACS Express FFY16 5307 JARC Grant – ARC will support the Center for Pan Asian Community Services, Inc. for maintenance and expansion of their transportation shuttle service to employment and job training, marketing and outreach and transportation educations for low-income, limited English proficient residents of DeKalb County, including the City of Clarkson.

  STATUS: ARC successfully administered the grant program with CPACS. ARC is in conversations with CPACS and other transit providers to identify transition procedures in 2019 and 2020, including finding another entity to act as their contract recipient.

Additional coordination meetings are underway, including helping CPACS explore options to coordinate with a regional transit provider in coordinating these services.

- COA/MARTA PMO Liaison – ARC will support the More MARTA initiative with project management staff support for the City of Atlanta and MARTA.

  STATUS: ARC continued to support regional transit activities, including the prioritization of the More MARTA program. Other activities include assistance with stakeholder engagement, technical analyses, and concept refinement.

PARTNERSHIPS

Internal coordination is required within all aspects of Element 6. External coordination is also very important for this Subelement. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Environmental Protection Agency (EPA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority (GRTA), State Road & Tollway Authority (SRTA), The Georgia Transit Association, advocacy groups for older adults and disabled people, transportation services consultants, intercity bus operators, the travel and tourism industry, and a wide spectrum of other business, environmental, civic, and citizen interest groups.

COST CENTERS

- 806CTS On-Board Transit Study
- 406EBL Atlanta Beltline Project
- 406ECP County Transportation Plan (CTP) Program
- 606ECP County Transportation Plan (CTP) Program
- 706ECP County Transportation Plan (CTP) Program
- 806ECP County Transportation Plan (CTP) Program
- 806EIT ITS Architecture Study Update
- 702BNV INVEST Program
- 706ESH SHRP2 Planning
- 706EFC Fulton County Transit Study
- 706EAG Aerotropolis Greenway Study
- 806ECR Chattahoochee River Corridor Plan
- 806EFL FFY16 FTA Section 5307 Capital (CPACS)
- 806EFO FFY16 FTA Section 5307 Operations (CPACS)
- 806EFS Freight Cluster Plan Program
- 806EPM COA-MARTA PMO Liaison
- 806ERF FHWA Resilience and Durability Project
- 806ERR Regional Remix License

- 806ESM   SHRP2 Model Research- I-85 Bridge Collapse
- 806ETS   Regional Transportation Planning Study Program

PURPOSE

Activities such as Community Engagement and Administration support and assure delivery of the Transportation Access & Mobility Group work program.

Transportation Community Engagement – Community Engagement is an integral part of the transportation planning process as defined in FAST Act. The framework for the Atlanta Regional Commission's transportation-related community engagement activities is outlined in the 2014 *Regional Community Engagement Plan* (CEP). The CEP includes a feedback mechanism for public comments and a process to evaluate the effectiveness of the community engagement activities.

Community engagement and outreach activities will continue to focus on transportation planning in general, updates of the Transportation Improvement Program (TIP), as well as needed updates to the Regional Transportation Plan (RTP). Public outreach also occurs for other mode and corridor studies and efforts in other divisions of the ARC (e.g., Community Development, Aging & Health Resources Divisions). An ongoing focus will continue to be informing stakeholders and the general public on the transportation planning process, soliciting their feedback and input, expanding these audiences including those individuals traditionally underserved, as well as maintaining an active, staff-level speakers bureau.

Community engagement activities will be coordinated and meshed with the activities of the agency-wide community engagement program conducted by the Community Engagement Division of the Center for Strategic Relations, to assure an efficient, comprehensive agency community engagement program.

Administration - The main objective of this work program task is to carry out the general coordination, administrative and management tasks essential to maintain the 20-county Atlanta Transportation Management Area**.** These activities are structured by federal regulations, most notably the transportation reauthorization bill, professional planning standards, and an ethic of collaborative decision-making. Specific activities include regular support to the formal transportation planning process, and management and coordination of Unified Planning Work Program activities. This work task also encompasses information management both to the public and ARC's planning partners.

DELIVERABLES

Transportation Community Engagement

- Set the foundation for public outreach for the update to *The Atlanta Region's Plan* RTP and TIP, targeted for adoption in early 2020, as well as conduct outreach in support of any amendments of the currently adopted TIP.

STATUS: ARC engaged stakeholders and communities throughout the year via meetings, events and forums related to regional transportation planning and decision-making process. As elaborated upon in further bullets, ARC has convened regular meetings of the Community Engagement Network and Transportation Equity Advisory Committee to practice continuous engagement in preparation for future RTP updates. Outreach has also been conducted for various plan amendments, including planning for a robust mix of activities for the FY 2018-2023 TIP Update/RTP Amendment.

- Coordinate and conduct public outreach in support of the SHRP2 grant on Transportation Visioning for Communities and Integrating Freight Considerations Implementation Assistance Program.

  STATUS: All work activities under the SHRP2 visioning contract have been completed and final documentation delivered to FHWA in 2017. Staff has continued to engage people around SHRP2 findings, including developing stakeholder engagement plans using the tools created under SHRP2 for the 2020 RTP update.

- Expand external partnerships and facilitate the Community Engagement Network.

  STATUS: The Regional Community Engagement Network continued to host meetings, including a discussion around ARC's public participation plan update as well as ongoing potential for coordination between regional partners, nonprofits, and advocate organizations. The Community Engagement Network e-newsletter continued to be distributed biweekly to a mailing list of 1,000+ regional residents.

- Enhance social equity outreach through the Equitable Target Area research and quarterly meeting of an advisory group hosted in tandem with the Poverty Subcommittee of the Environmental and Land Use Committee and other groups as appropriate.

  STATUS: In an effort to enhance social equity outreach, ARC established a Transportation Equity Advisory Group which meets regularly to give specific input on transportation decision making process as well as share perspective on specific needs of communities identified as Equitable Target Areas.

- Enhance the transportation interactive, community-based website for input into the planning process and distribution of transportation planning information.

  STATUS: ARC completed an overhaul of the agency website. As part of the updated website, ARC revisited how transportation and community engagement procedures are reflected, ensuring that all information is easily accessible, simplified, and engaging. The updated website allows for users to contact ARC, request speakers, connect with social media, sign up for e-newsletters, take occasional surveys, and easily seek event and meeting information.

- Prepare and conduct an update to the *Regional Community Engagement Plan* to reflect agency evolution, federal transportation policy and best state of practice.

  STATUS: The Regional Community Engagement Plan has been updated and is now in a final draft form, due for public comment and review in February 2019 and committee approval in April 2019.

- Prepare and conduct an update to the Limited English Proficiency Plan to reflect agency evolution, federal transportation policy and best state of practice.

  STATUS: ARC completed the update of the Limited English Proficiency Plan, which is now adopted policy of the agency. Additionally, training materials were updated and an online training was made available to all of the agency staff.

- Continue on-going evaluation and implementation of public involvement techniques to remain on the leading edge of community involvement and planning.

  STATUS: ARC regularly conducts self-assessments and continues to do so. Additionally, staff is actively engaged in national dialogue about state of practice through leadership roles with the AMPO Public Involvement Working Group and the TRB Public Involvement Committee. Efforts this year included participating in the annual meeting of the TRB Public Involvement Committee, as well as actively joining national advisory panels hosted by FHWA and AMPO.

Program Administration & Maintenance

- Updating existing planning agreements with partner agencies (GDOT, MARTA, GRTA/SRTA, CBMPO, GHMPO) to address FAST Act planning requirements.

  STATUS: Staff continued to meet regularly with partner agencies to coordinate planning activities and requirements of the FAST Act. Updating existing planning agreements is under discussion with partner agencies and is planned for 2019.

- Manage the 2018 Unified Planning Work Program and develop the 2019 UPWP. Provide detailed reports on work activities covered under grants and contracts as required.

  STATUS: The 2018 UPWP was administratively modified three times to incorporate new grants received by planning partners and to incorporate new studies being undertaken in calendar year 2018 by ARC.

- Facilitate and support committees, subcommittees, task forces, etc., associated with the ARC Transportation Access & Mobility Division and Mobility Services Group work scopes as detailed in the UPWP.

  STATUS: Standing committees as defined in the 2018 UPWP were maintained on an ongoing basis. Additional group (ex. TAQC Subcommittee) were maintained as well.

- Facilitate staff development through participation or attendance in national, state and local organizations and participation in educational opportunities.

  STATUS: Staff continued to be encouraged to participate in relevant events, to review on relevant professional services, and to take advantage of available educational opportunities.

PARTNERSHIPS

Internal coordination is required within all aspects of Element 6.

External coordination is also very important for this Subelement. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Environmental Protection Agency (EPA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority (GRTA), State Road & Tollway Authority (SRTA), The Georgia Transit Association, advocacy groups for older adults and disabled people, transportation services consultants, intercity bus operators, the travel and tourism industry, and a wide spectrum of other business, environmental, civic, and citizen interest groups.

COST CENTERS

- 806FAM   Program Support & Administration
- 806FAT   Program Support & Administration - Transit
- 806FPI   Community Engagement
- 806FPT   Community Engagement - Transit

Aging & Health Resources

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
PERFORMANCE STATUS RESPORT – DECEMBER 31, 2018

ELEMENT 8 - AGING AND INDEPENDENCE SERVICES

MISSION

The Atlanta Regional Commission (ARC) is the designated Area Agency on Aging (AAA) serving as the regional planning, development, and intergovernmental coordination agency for the Atlanta Region, comprised of ten contiguous counties Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale.   Its mission is to prepare the 10 county metro area to meet the future needs of a changing society while ensuring adequate services and supports for individuals and families living in the community. Approximately 700,000 adults 60 or older live in the region constituting 35% of Georgia's older residents.

The ARC AAA serves as the steward of funds from the Older Americans Act, the Social Services Block Grant and state Community Services Funds, federal funds that both promote health and wellness and support caregivers, the Money Follows the Person and Nursing Home Transition programs.

In addition to its AAA responsibilities, ARC provides the centralized intake system for access to the Medicaid Long Term Supports and Services Waiver for the ten county area. The Department of Human Services contracts with ARC to administer a variety of transportation innovation programs. ARC also administers variety of public and private grants. With an annual budget of over $28 million, the ARC is expanding its reach to serve more and more residents of the region, increasing the resources available to individuals and families, and the role these critical supports play ensuring that all people can live in the Atlanta community with a high quality of life.

GOALS

The Atlanta Regional Commission has adopted 7 Strategic Priorities for the Aging and Independence Services Group, and the goals for each are as follows:
- Increase the number of older adults and persons with disabilities with access to **transportation** services.
- Reduce **caregiver** burden.
- Increase the quality of life for older adults and persons with disabilities living in the community through the provision of **long term supports and services**.
- Provide opportunities for social engagement and health improvement to region's older adults through **Senior Centers**.
- Improve access to **behavioral health** services in the metro region.
- Ensure that older adults, person with disabilities and caregivers have the support they need to make informed decisions through **information services**.
- Encourage a diversity of **housing** options.

2018 WORK PROGRAM HIGHLIGHTS

- Bolster the Region's Supportive Services System, including:
    - Strengthen Supports and Services for Older Adults and Persons with Disabilities
    - Enhance Home and Community Based Services Delivery
    - Improve Mobility and Transportation Options for Older Adults and Persons with Disabilities
    - Grow the Scale of Health and Wellness Programs

- Strengthen Aging and Independence Services Internal Operations, including:
    - Improve Productivity through Technology
    - Improve Efficiency of Group Operations

2018 WORK PROGRAM TITLES

- Supports and Services
- Home and Community Based Services
- Mobility and Transportation Options
- Health and Wellness Programs
- Technology
- Group Operations

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 8 - AGING AND INDEPENDENCE SERVICES
8A - 2018 FOCUS AREAS

PURPOSE

Prepare the ten-county metro area to meet the future needs of a changing society while ensuring adequate services and supports for individuals and families living in the community today.

DELIVERABLES

Bolster the Region's Supportive Services System:

- **Strengthen Supports and Services for Older Adults and Persons with Disabilities**

    Through a combination of changes at the state and federal levels, Georgia's services and supports are likely to be structured very differently, very soon. ARC will focus both on the policies and regulations that will affect how and who these programs serve and ARC's role in implementing these programs in the short and the long term. The Medicaid Waiver programs that fund CCSP and Source is currently being redesigned and ARC is actively engaged with DCH on this work. The Group will implement quality improvement and performance analysis across programs and services to sustain high quality programs and services and increase providers' compliance.

    STATUS: Policy changes were effective July 1, 2018. ARC no longer provides the service of case management (CM) in the Atlanta region for the Elderly and Disabled Waiver. The separation of the Waiver Intake and Case Management has been successful. The Department of Community Health has provided ARC funding to support a centralized intake system for access to Long Term Supports and Services waiver services. To date, there are 5 case management providers serving the Atlanta region: VNHS, Legacy LINK, B&B Services, McIntosh Trail, and On My Watch. ARC/ADRC provides person centered unbiased information regarding access to LTSS services and honors the choice of Case Management provider made by the individual receiving services. Additional staffing has been hired in preparation to handle the increasing volume. Programs will be monitored to support service integrity.

- **Enhance Home and Community Based Services Delivery**

    The state of Georgia is undergoing a significant re-design of its home and community based services system with goals of streamlining access and ensuring that the right people are getting the right services at the same time. The Aging and Independence Services Group is in the process of implementing a multi-year strategy to achieve the goals and objectives of this redesign across the services that ARC administers directly and those it administers with partner agencies. In 2018 major activities, will include: finalize the centralized intake and

screening system for the ten- county area; work with new and existing partners to understand new federal regulations on conflict free case management and HCBS Settings Rule and Georgia's plan to meet these new requirements; and to provide more robust analytical tools on a regular basis to ARC management, staff and partner agencies.

STATUS: ARC/AIS has completed centralized intake and screening for nine counties. Intake for Cobb was deferred due to the DAS requirement for ARC to transition from current data system to the state client management system, WellSky Human Services. Anticipated date for all counties to be in centralized intake system is July 1, 2019. The final plan was submitted to Georgia Division of Aging Services (DAS) to ensure all regulations for conflict free case management are met in the region. AIS has developed and provided comprehensive training for case managers to build their knowledge base, skill level and competency in delivering case management. In State FY 2019, the Elderly & Disabled Waiver policy changes addressed conflict free case management by separating the function of case management from the function of intake and screening. This aims to create an unbiased environment for consumers looking for LTSS services. As a result, ARC/AIS is performing intake and screening for the E&D waiver and no longer provides case management services for the E&D Waiver. Additionally, this change would reduce the direct engagement of the HCBS setting rule. The implementation of the DAS HCBS Case Management Redesign directive is on hold until ARC transitions into DAS' WellSky data system.

- **Improve Mobility and Transportation Options for Older Adults and Persons with Disabilities**

  The Atlanta Regional Commission as both the Area Agency on Aging and the Metropolitan Planning Organization is uniquely positioned to addresses the challenges facing older adults and persons with disabilities non-drivers and their families. In 2018 the Group will continue its multi-pronged effort to improve transportation for non-drivers. This includes: the management of the DeKalb county human services transportation system as well as analysis of ARC's future role in providing value to the overall Coordinated System; the continued enhancement and efficiency of the trip planning and navigation website www.simplygetthere.org; funding of innovative transportation options through competitive grants; and the provision of travel training throughout the region. The administration of the Federal Transit Administration's Rides to Wellness grant will include the evaluation outcomes achieved by providing transportation to health care clinics.

  STATUS: ARC elected to discontinue its role in administering DeKalb County Coordinated Transportation effective June 30, 2018. The Rides to Wellness grant has met all deliverables reaching 222 persons and has brought transportation to some of the most critically in-need persons in the region (77% of the participants reside in an ARC Equitable Target Area). The June 22nd Rides to Wellness Summit provided an opportunity to showcase this value-based, cost effective service and highlight the difference it has made and appeal to healthcare providers and others to invest in transportation. The Simply Get There mobility grant has resulted in design specifications that will make it more functional for users. The 5310 program has been

prototyped and operationalized and moved to the Community Services and Education Unit effective July 1, 2018.   This change allows the Aging & Independence Services Group a greater opportunity to streamline the transportation services offered throughout the region whether funded by FTA or OAA. With input from existing transportation providers, A&IS group is making updates to the programmatic scope of services for the next 5310 NOFA, scheduled to be released in the Fall of 2019 alongside the Multi-Funded Services NOFA. Through the RSVP program as well as CPACS, travel training continues to be provided.

- **Grow the Scale of Health and Wellness Programs**

  The Group will continue to scale up and increase the number of residents served through its health and wellness programs exploring opportunities to provide fee for service programs and expand opportunities through volunteer and provider engagement.

  STATUS: Since January 2018, 560 individuals participated in 54 workshops offered through a suite of Evidence Based Programs and there was a 77% completer rate (meaning workshop participants attended at least four of six sessions). In program growth, we have a new Master Trainer in the *A Matter of Balance* program, with 12 new facilitators trained. In March of this year, we conducted a *Powerful Tools for Caregivers* training class, resulting in 8 new lay leaders. Ten new CDSMP Lay Leaders were trained in October 2018 and 4 CDSMP Master Trainers participated in cross-training for Workplace CDSMP in preparation to offer this program in ARC's service area. Training new lay leaders strengthens capacity and enhances the ability to offer more workshops. We continue to work on a fee for service basis to provide CDSMP classes to Emory University in support of the WELL grant. We re-initiated a partnership with the Fulton County Board of Health/Community Health Education department which has a strong focus on diabetes prevention in the African American community. They are operating under ARC's license and contributing to our capacity- building initiatives in Fulton county to reach underserved communities with diabetes prevention and management education. A new partnership was developed with Southern Regional Hospital in Clayton County to serve as a host location for CDSMP classes and have committed to continue to do so in 2019. ARC implemented background checks and fingerprinting as a standard part of volunteer recruitment for all evidence-based program facilitators as required by DAS. ARC is also providing support to Open Hand who was awarded one of ACL's Chronic Disease Self-Management Capacity Building Grants that is in effect from July 1, 2018 – June 30, 2021. For this grant, Open Hand will grow their capacity to offer CDSMP classes and will operate under the ARC's license and oversight.

Strengthen our Internal Operations:
- **Improve Productivity through Technology**

  The Group has made a significant commitment to improving the productivity of staff and its partners thereby stretching resource dollars further for the residents of our region. Technology

is an important part of this process and the Group has overhauled the technology and data systems it uses to manage client information, process payments and increase client access to critical services. This process however is an evolution and data systems and technology needs constant improvement and enhancement to meet changing needs. Focus areas for 2018 include: the development of a stable process for improvement and maintenance of Group's technology tools and systems, including quantifying costs; increase use of existing tools by staff and partners to maximize productivity and efficiency; and the completion of the buildout for SAMS.

STATUS: ARC contracted with Long Term Care Innovations to complete a comparison of the WellSky SAMS/Aging and Disability platform and the WellSky Harmony/Human Services platform. LTCI identified what functionality is similar and where there are gaps. In December, DAS mandated ARC to move to the DAS data system, WellSky Human Services, in 2019. ARC is using the LTCI report to identify needs for the move into the state system. EmpowerlinePRO rebrand is complete. The RFP for version 2 to improve functionality was released in November of 2018 and awarded in December 2018 with work to begin in January 2019. The empowerline web intake process was reviewed and determined to not meet consumer needs. ARC then implemented an email contact process to replace it. A on-line chat feature was implemented for inContact, creating another contact option.

- **Improve Efficiency of Group Operations:**

The Aging and Independence Services Group continues to work on the efficiency and effectiveness of its internal and external operations. Emphases in 2018 will include: the development of an Aging and Independence Services Policies and Procedures Manual comprised of financial processes and enhanced financial and programmatic monitoring of contractors; enhanced accountability through combined financial/ program reports to analyze costs and performance; transitioning the Agewise Connection website into the new modernized **empowerline** website; continued work on the branding and communications of the Group's work incorporating "reframing aging" strategies; and the creation of the Group's Business Framework to market services and generate revenue.

STATUS: The resignation of our Manager for Financial Services & Contract Administration in September, slowed down some of these efforts. However, we hired a new Manager for this position, beginning in December with expertise in financial management in both private business and state government sectors. The AIS Policies and Procedures Manual is in progress. Our Quality Team is continuing subcontractor monitoring visits and is beginning to work on the development of internal quality metrics. A&IS developed a subcontractor dashboard to assist in assessing and reporting progress on meeting contract deliverables throughout the year. Empowerline.org is fully operational and outreach activities are ongoing, including the development of Facebook and Twitter accounts and regularly updated blogposts. Reframing Aging activities have continued with ARC and partner resources created and shared and the launch of Reimagining Aging Civic dinners. In 2018, 320 guests have attended 41 dinners. We continue to seek partnerships which will generate diverse revenue streams. Starting in July 2018, we received a grant from Atlanta Housing to support our behavioral health

coaching work. In fall 2018, we began partnering with a management services organization. In 2019, a major health insurer will be purchasing social services from us for its commercial members.

PARTNERSHIPS

- Cherokee County Senior Services
- Clayton County Senior Services
- Cobb County Senior Services
- DeKalb Office of Senior Affairs
- Douglas County Senior Services
- Fayette Senior Services
- Fulton County Department of Senior Services
- Gwinnett County Senior Services
- Henry County Senior Services
- Rockdale County Senior Services
- Atlanta Legal Aid Society
- Center for Pan Asian Community Services
- Center for Visually Impaired (ended June 2018)
- Help at Home (ended June 2018)
- Innovative Solutions for Disadvantage and Disability
- The Laona M. Kitchen Foundation (ended June 2018)
- Visiting Nurse Health System
- inCommunity (began July 2018)

COST CENTERS

- 608ED1   5310 Capital - ARC
- 608ED2   5310 Operations - ARC
- 608ED3   5310 Capital – Sub-grantees
- 608ED4   5310 Operations – Sub-grantees
- 808AA1   ARC T3 B ADMIN
- 808AA2   ALZHEIMER'S SUBCONTRACTORS
- 808AB1   ARC HCBS - CBS ADMIN
- 808AC1   HCBS - CBS SUBCONTRACTOR
- 808AC2   CBS ALZ SUBS
- 808AC4   ELAP CBS SUBS
- 808AC6   HCBS CBS RESPITE
- 808ACA   ARC T3 E ADMIN
- 808AP3   CBS Program Development
- 808AQ1   ARC Cash
- 808AS1   TITLE III B SUBCONTRACTORS
- 808AS2   HCBS - SSBG SUBCONTRACTORS
- 808AS3   TITLE III-E SUBCONTRACTORS

- 808AS6   TITLE III-C1 SUBCONTRACTORS
- 808AS7   TITLE III-C2SUBCONTRACTORS
- 808ASB   ARC SSBG ADMIN
- 808ASP   SSBG - Special Projects
- 808AT1   ITCK SUBCONTRACTOR
- 808AU1   AOA NSIP
- 808AU2   STATE NSIP
- 808AU3   SSBG NSIP
- 808BCR   ARC T3 E CAREGIVER AAA I&A
- 808BD1   DATA BASE PROJECT
- 808BD2   ARC T3 B I&A
- 808BD3   SSBG AAA Information & Assistance
- 808BD4   HCBS-CBS AAA I&A
- 808BDB   DHR CHAT WEB
- 808BNT   Nursing Home Transitions
- 808BOC   DHS Local Contact Agency
- 808BQ2   MFP - Client Reimbursement
- 808BRC   STATE ADRC
- 808BSM   HCBS - SSBG SUBCONTRACTORS
- 808BTC   DHS Money Follows The Person
- 808BV1   Retired and Senior Volunteer Program (RSVP)
- 808BV2   HCBS CBS VOLUNTEER
- 808CA1   CCSP
- 808CA2   CCSP ADMIN
- 808CAS   CCSP SUBGRANTEE'
- 808CS1   SOURCE
- 808EC1   DeKalb Trn - DHS Aging
- 808EC2   DeKalb Trn - DHS Non-Aging
- 808EC3   DeKalb Trn - DHS HCBS-CBS
- 808EC4   DeKalb Trn - DeKalb Revenue
- 708ETW   Rides to Wellness
- 808DH2   ARC T3 B Health and Wellness
- 808DHP   ARC WELLNESS - CBS
- 808DR1   ARC TITLE III-D HEALTH PRO/WELL
- 808DR2   ARC TITLE III-D MED MGMT
- 808BD1   ESP DATA BASE PROJECT
- 908AA1   ARC T3 A-Admin (from B & C)
- 908AA2   ALZHEIMER'S Program State SUBCONTRACTORS
- 908AB1   ARC HCBS State - CBS ADMIN
- 908AC1   HCBS State - CBS SUBCONTRACTOR
- 908AC2   CBS ALZ SUBS
- 908AC4   ELAP CBS SUBS
- 908AC6   CBS RESPITE SUBS
- 908AC7   CBS – CASE MANAGEMENT SUBS

- 908ACA ARC T3 E ADMIN
- 908AP1 OAA TITLE III B   Supportive Services
- 908AP3 CBS – HCBS State - Program Development
- 908AQ1 ARC Cash
- 908AQ4 ARC CASH - VISTA
- 908AS1 OAA - TITLE III B – Supportive Services - SUBCONTRACTORS
- 908AS2 HCBS - SSBG SUBCONTRACTORS
- 908AS3 OAA - TITLE III-E – Family Caregiver Support - SUBCONTRACTORS
- 908AS6 OAA - TITLE III-C1-Congregate Meals- SUBCONTRACTORS
- 908AS7 OAA-TITLE III-C2-Home Delivered Meals-SUBCONTRACTORS
- 908ASB ARC SSBG-HCBS- ADMIN
- 908ASP SSBG - Special Projects- ARC
- 908AT1 ITCK SUBCONTRACTOR
- 908AU1   ACL NSIP
- 908AU2 STATE NSIP
- 908AU3 SSBG NSIP Supplemental
- 908BCR ARC OAA T3 E CAREGIVER Support
- 908BD3 ARC SSBG-HCBS
- 908BD4 ARC CBS-HCBS STATE-Operations
- 908BNT ARC Nursing Home Transitions
- 908BOC ARC MFP-MDSQ/Options
- 908BRC ARC STATE ADRC
- 908BSM ARC – SSBG-MFP
- 908BTC ARC MFP-Transition
- 908BV1 Retired and Senior Volunteer Program (RSVP)
- 908BV2 ARC HCBS State CBS -VOLUNTEER
- 908CA1 E&D Waiver Intake
- 908CA2 E&D Waiver Admin
- 908DHP ARC WELLNESS – CBS-HCBS State
- 908DR1 OAA ARC TITLE III-D HEALTH PRO/WELL
- 908ED1 5310 Capital - ARC
- 908ED2 5310 Operations - ARC
- 908ED3 5310 Capital – Sub-grantees
- 908BAH Atlanta Housing

Homeland Security & Recovery Division

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
PERFORMANCE STATUS REPORT – DECEMBER 31, 2018

ELEMENT 10 – HOMELAND SECURITY & RECOVERY GROUP

MISSION

Implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient Nation. Focus funding and support efforts on the high threat, high density Urban Areas of the Atlanta Metropolitan Area. Five mission areas of Prevention, Protection, Mitigation, Response, and Recovery are supported through a broad range of activities, includes but are not limited to preparedness activities, planning, organization, equipment purchase, training, exercises, and management and administration. The Atlanta Urban Area Security Initiative (UASI) provide funding to address the unique planning, organization, equipment, training, and exercise needs of public safety and first responders.

GOALS

- Create Advance Mapping Resource of inventory resources and assets in metro Atlanta UASI counties and map these items (CIKR Committee)
- Identifying emerging critical infrastructure and key resources in the jurisdictions (CIKR Committee)
- Multi-Year Training Exercise Plan & Full Scale Exercise (CESO Committee)
- Multi-Jurisdictional Command, Control, Coordination (C3) (CESO Committee)
- Multi-Jurisdictional Improvised Explosive Devices Exercise (CESO Committee)
- Enhance Interoperable Communications (RCT Committee)
- Enhance WebEOC Platform (CESO Committee)
- Enhance Aviation Communication (RCT Committee)
- Collaboration and Information Sharing (RCT Committee)
- Citizens Corps Summit (RRC Committee)
- Refine/ Review Evacuation Plan (RRC Committee)
- Merge Public Health Related Plans (RRC Committee)
- Apply for UASI Grant Year 2018 funds through submitting an Investment Justification application.

2018 WORK PROGRAM HIGHLIGHTS

- Submitted application for UASI Grant Year 2018 funding through an Investment Justification Application (IJ) and prioritized funding.
- UASI sponsored Atlanta delegation of Visiting Public Safety Officials to Minneapolis, MN during the 2018 Superbowl to observe security and planning protocols to support this National Special Security Event.

- Partnered with Emory University and Center for Disease Control (CDC) along with numerous stakeholders for a 2-day Full-Scale Exercise (FSE). Total attendance included 291 of participants.
- Committee Chairs and working group leads presented a variety of potential future projects and initiatives to the Urban Area Working Group (UAWG).
- Held a successful Field Drill of the radio frequency system in advance of the 2018 NCAA Collegiate Football Championship
- Sponsored an Aviation Computer Aviation Training for representatives of member jurisdictions to recertify them on this specialty computer technology.
- Sponsored a delegation of members in WebEOC Committee to attend the Intermedix Summit Training and customize their training to learn best practices for their individual roles within WebEOC.
- Collaborated with Cobb County Emergency Management Agency (EMA) to put on a three-day Community Emergency Response Team (CERT) Train the Trainer class with region wide participation.

2018 WORK PROGRAM TITLES

- 510A01 / 610A03 Law Enforcement
- 510A02 / 610A05 Interoperability Communication
- 510A03 Sustainment Program
- 510A04 / 610A01 Citizen Corps
- 510A05 / 610A04   Training
- 510A06 / 610A07 Exercise
- 510A07 /610A06 Planning
- 510A08 / 610A08 Management and Administration

2018 ACCOMPLISHMENTS

- Developed, produced and promoted a high-quality video based on our Full-Scale Exercise (FSE) in collaboration with CDC and UASI.
- Completed upgraded radio frequency system for enhance interoperable communication. Also provided training to personnel to understand the new features because of upgrades.
- Received regional input for our jurisdictions (Committees and UAWG) into our 2018 UASI Investment Justification Application and effectively prioritized future funding.
- Atlanta UASI supported 13 delegates of Visiting Public Safety Officials (VPSO) during the Minneapolis Super Bowl 52 to shadow and learn how the Atlanta region can prepare for the National Security Events.
- Developed a new project management tool to track project status by Committee. The new user-friendly project management tool increased Committee involvement and collaboration; as a result, all Committee Chairs report out on project status to the entire group with this new project management tracker.
- Funded numerous training delegations with region wide representation for CERT TT, Intermedix, National Homeland Security Conference, Aviation Training and more.

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 10 - HOMELAND SECURITY & RECOVERY DIVISION
10A – LAW ENCORCEMENT

PURPOSE

The Department of Homeland Security requires that a combined amount of 25% from both Georgia Emergency Management Agency (GEMA) and UASI grant funds be dedicated to law enforcement. These funds are to be used to enhance special law enforcement capabilities most closely associated with a response to terrorism, such as bomb, special weapons and tactics, law enforcement hazards materials response teams, aviation, bomb dog, and underwater bomb render safe assets

DELIVERABLES

- Enhance Communication Avionics - Enhance communication avionics through infrastructure investment to support region-wide aviation digital downlink interoperability, whereby each jurisdiction will have the capability to communicate, upload and download real-time video images to improve mitigation strategies during an all hazard event.
  Status: This strategic project has been assigned to the Aviation Focus Group under the Reginal Communication and Technology Committee (RCTC). To date the jurisdictions completed a self-assessment and physical audit of equipment. The Aviation Focus Group met on 2/15/218 and 5/16/18. The proper procurement process was followed for an RFP including pre-bidders conference and evaluation to select the best qualified vendor. The project was delayed, specifically due to some issues with equipment installation and connectivity due to City of Atlanta's computer network concerns. The vendor contract agreement deadline was extended to anticipate this delay. The vendor, CNC, will provide operator training and a larger exercise will be planned once the systems are complete and the operators trained. It was noted, however, that the aerial downlink was demonstrated to a limited extent in a recent communications exercise sponsored by GEMA/HS. This project will be completed 1ST Quarter of 2019. This project is over 96% completed to date.

- Cybersecurity platform – Develop strategies regarding prevention, detection, communication of, response to and recovery from cyber threats that impact critical infrastructure (in convert with the FBI and USSS). The focus is to build awareness, share best practices of prevention and protection of critical cyber systems, along with regional training.
  Status: This strategic project has been assigned to Critical Infrastructure/ Key Resources (CIKR) Committee. The Committee met on 2/21/18 and 6/18/18. A City of Atlanta representative discussed viable business continuity and recovery plans because of an actual ransomware cyber-attack.

- Multi-Jurisdictional IED Exercise – Identifying roles, responsibilities, capability gaps and how to optimize limited resource within a planning area to enhance IED prevention and response capability. Identify weaknesses and gaps in training, equipment and response capabilities identified and addressed for distributed attack scenarios and enhanced planning and collaboration with private enterprise and iconic venues.
  Status: This project has been assigned to the Critical Events/Special Operations Committee (CESO). CESO met on 3/28/18 and 5/30/2018. The next steps are to conduct a facilitated

discussion with UASI jurisdictions and other regional SWAT leaders and determine assistance needed from Department of Homeland Security's Office of Bombing Prevention. This capability was tested during a March Full Scale Exercise (FSE). Once a draft After Action Report of the FSE is finished, a facilitated discussion will be held with stakeholders to review and move forward with the development of a corrective plan of action. The evaluator's report from the FSE was distributed to the planning team during the reporting period.

PARTNERSHIPS

Georgia Emergency Management Agency (GEMA)
Department of Homeland Security (DHS)
Federal Emergency Management Agency (FEMA)
Metropolitan Atlanta Rapid Transit Authority (MARTA)
Business Executives for National Security (BENS)
Public Health (Regional and State)
Centers for Disease Control (CDC)
The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County (911 Center, EMS, PD, Fire, EOD, EMA, Public Health, etc.)

COST CENTERS

- 510A01 / 610A03   Law Enforcement

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP
10B – INTEROPERABILITY COMMUNICAITONS

PURPOSE

Interoperable communications during large emergencies and disasters is vital to the region to ensure existing mutual aid agreements can be properly and efficiently executed. This program element provides for ongoing support of interoperable communications equipment on a limited basis; developing communication plans related to the system; assessing the public safety communication systems to identify coverage gaps; establishing priority needs and working with the appropriate partners to help ensure that the needs of the stakeholders in the UASI footprint are understood and considered in any regional communications programs.

DELIVERABLES

- Enhance Interoperable Communications – Provide radio users the ability to roam throughout the region and communicate with each other as if they were on one radio system.
  Status: This strategic project has been assigned to the Regional Communications & Technology Committee (RCTC). RCTC met on 2/15/18 and 5/16/18. Successfully completed a communications drill to test the functionality of the Atlanta UASI's P25 Inter-RF Subsystem Interface (ISSI), which is intended for use by commanders in the field as an interoperable communications system during any multi-jurisdictional response. The system was placed in service in late 2017 and this drill was established to test its functionality in preparation for the 2018 NCAA Collegiate Football Championship, which was held at the Mercedes Benz Stadium in Atlanta on January 8, 2018. A high quality ISSI training video was developed with the collaborative efforts of multiple jurisdictions. All the jurisdictions represented in the RCTC meeting attest to using the ISSI video as training support for staff. This project is 100% and will be tested periodically.

- Support WebEOC for Jurisdictions - Create a unified, region wide situational awareness platform that will permit for incident management & interface, resource/asset mapping and allocation, plus general and information sharing.
  Status: This strategic project has been assigned to the Regional Communications & Technology Committee (RCTC). WebEOC Working Group met on 3/28/18. During both the NCAA College Football Championship Playoff and the Emory/CDC Full Scale Exercise, the WebEOC platform and specifically the Public Information Officer's board was used successfully. The experience gained during the building of numerous boards in preparation of the NCAA football championship has led to Atlanta being asked to provide support/advice to other cities hosting similar events. The next step is to contact UAWG committee working groups to augment their missions by further enhancing the role of WebEOC in their daily operations. UASI also sponsored a group of regional representatives to attend a local a 4-day WebEOC training to learn how to customize the product software to benefit region wide collaboration and information sharing. In 2018, improvements made included better GIS mapping, detailed traffic, security and intel assignments, live event feed. This project is 100% complete and will be tested periodically.

PARTNERSHIPS

Georgia Emergency Management Agency (GEMA)
Department of Homeland Security (DHS)
Federal Emergency Management Agency (FEMA)
The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County (911 Center, EMS, PD, Fire, EOD, EMA, Public Health, etc.)

COST CENTERS

- 510A02 / 610A05 Interoperable Communications

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP
10C – SUSTAINMENT PROGRAM

PURPOSE

The Atlanta region is unique in the nation regarding the multiple, closely-spaced political subdivisions that comprise the metropolitan area. While each of these political entities enjoys robust public safety capability, each is also impacted by major emergencies or disasters that may take place outside its border in a neighboring jurisdiction. Consequently, planning and collaboration as a region is critical to ensure that those impacts are minimized, adequate resources are available, and funds are applied effectively and efficiently.

DELIVERABLES

- Advance Mapping Resources - Asset location, identify capabilities, gaps, staging preferences and improve situational awareness.
  Status: This project has been assigned to Critical Infrastructure/Key Resources Committee (CIKR). CIKR Met on 2/21/18 and 6/19/18. The CIKR Committee discussed developing a protocol/policy for requesting and a web-based form for tracking resources. The next steps include completing the final list of assets that will be tracked in real-time while in transit and once that list is established, a request for quote will be developed and distributed to vendors who can provide the appropriate tracking system. In addition, the specifics of a policy for how to handle losses that occur during any period when a piece of equipment is in use by another jurisdiction will be finalized within the next two months. The assets have been located and vendor for tracking technology will be identified and that the policy will be codified. This project is 100% complete.

- Merging Public Health Related Plans - Collaboratively merge independent public health related plans into regional sections for measurable healthcare response and recovery. Define how to engage and be active with metro Atlanta partners responding to emerging infections and threats.
  Status: This project has been assigned to Reginal Response Coordinating Committee (RRC). RRC met on 2/28/18 and 5/24/18. This project focuses mainly on identifying area plans versus a single plan creation, since each public health region already creates their own plan. Committee members identified all the available plans during the reporting period, published the list on Salesforce and determining other projects to pursue. This project is 100% completed and the various local plans will be updated annually or whenever necessary.

PARTNERSHIPS

Georgia Emergency Management Agency (GEMA)
Department of Homeland Security (DHS)
Private Sector Members from the CIKR Committee
Public Health (Regional and State)

The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County (911 Center, EMS, PD, Fire, EOD, EMA, Public Health, etc.)

COST CENTERS

- 510A03   Sustainment

PURPOSE

The mission of the Citizen Corps Program (CCP) is to harness the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues, and disasters of all kinds. The following five volunteer programs enhance the ability to mitigate and respond due to a widespread all hazardous incident: 1) Community Emergency Response Team or CERT; 2) the Neighborhood Watch program; 3) the Metropolitan Medical Response System, 4) the Volunteers in Police Service (VIPS) program, and the Fire Core program.

DELIVERABLES

- Promote National Preparedness Month - Promote and engage participation in the annual pledge to prepare campaign during September, FEMA's designated national preparedness month.
  Status: Currently, the Homeland Security and Recovery Group is collaborating with Peachtree Center Security to share best practices and work in unison efforts along with developing the Centers efforts for the annual national preparedness month in September.

- Sustain Existing Jurisdiction Citizen Corps Program - harness the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues, and disasters of all kinds.
  Status: Sponsored a successful Community Emergency Response Team (CERT) Train the Trainer three-day course in partnership with Cobb County EMA to train and prepare participants with the guidelines to teach a CERT class. Based on recommendations by UAWG, build a sustainable, common training cadre for all metro Citizen Corps programs. The goal for this project will be to develop baseline standards and consistency across all five Citizen Corp programs, working in conjunction with a new regional Citizen Corps Council.

PARTNERSHIPS

Georgia Emergency Management Agency (GEMA)
Department of Homeland Security (DHS)
Metropolitan Atlanta Rapid Transit Authority (MARTA)
Public Health (Regional and State)
The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County (EMA)

COST CENTERS

- 510A04 / 610A01   Citizen Corp

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP
10E – TRAINING

PURPOSE

Supports ongoing, multi-agency, Metro area-wide training among all facets of planning, prevention, response recovery and mitigation. Continuous relevant training is a key element in any program and necessary to ensure core capabilities are sustained at levels necessary to protect property and the citizens, especially those vulnerable populations, that include children, the elderly, pregnant women, and individuals with disabilities such as those with access and functional needs in Metro Atlanta from terrorism and other large events that require highly trained/practiced response forces. Last, by supporting specific public safety, law enforcement, and private sector efforts, it brings the whole community together to share information and address needs through training. This effort supports the national campaign for preparedness through coordinated governance efforts throughout the Metro Atlanta area by coordinated training programs. Ultimately, having a multi-year training and exercise plan will be the principal work product produced by the HSRG and future investment will be made based on the outcomes associated with the results of the multi-year training and exercise program.

DELIVERABLES

- Training, Exercises, Drills and Seminars held.
  Status: Examples of the various types of training, exercise, drills and seminars sponsored within he reporting period included the following: training for WebEOC committee members; a field exercise of the reginal radio frequency system; Night Vision Google Aviation Training; a Full-Scale Exercise involving over 200 participants; and a Citizen Corps train-the-trainer workshop. Since 2015, 937 jurisdictional members have participated in 18 training, exercises or drills and executive seminars. An ongoing effort is underway to coordinate the first Multi-Year Training & Exercise Program through a newly created working group. The additional discipline specific training were held from August 2018 to December 2018:

- **55 officials participated in a unique Incident Command System course specializing in Area Command operations in August. This course focused on events of extraordinary significance that require a higher level of management and coordination between various command centers and venue commanders.**
- **30 personnels took an 8-day Structural Collapse Training & Certification Course and a 5-day refresher course at the Guardian Centers in Perry, GA. This training involves the movement of large concrete slabs and rubble to rescue trapped civilians, culminating in a large-scale exercise.**
- **4 Joint Hazard Response Team Training courses were held for four consecutive weeks in October 2018. Cohorts of 20 regional team members participated in three-day training sessions at Mercedes Benz Stadium, coordinated through the Georgia Bureau of Investigation for four (4) multi- discipline rapid-response specialty teams.**

- **Advanced Mobile Field Force Training was conducted over a 3-week period in November 2018. This 40-hour Crowd Control/Public Order advanced, scenario-based course was attended by 186 regional participants and included "cutting edge" training to enhance line officer capabilities to the level of Riot Control Specialist.**

PARTNERSHIPS

Georgia Emergency Management Agency (GEMA)
Department of Homeland Security (DHS)
Federal Emergency Management Agency (FEMA)
Metropolitan Atlanta Rapid Transit Authority (MARTA)
Public Health (Regional and State)
Centers for Disease Control (CDC)
The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County (911 Center, EMS, PD, Fire, EOD, EMA, Public Health, etc.).

COST CENTERS

- 510A05 / 610A04 Training

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP
10F – EXERCISE

PURPOSE

The city of Atlanta has been selected to host Super Bowl LIII at the newly constructed Mercedes Benz Stadium in the winter of 2019. Numerous other high-profile sporting events leading up to and after this event are scheduled, namely, College Championship game (2018); and the NCAA Basketball Final Four (2020). These types of Special Security events would involve every UASI jurisdiction and a host of federal, and state partners.

DELIVERABLES

- Full Scale Exercise (FSE). An active threat FSE is designed to establish a learning environment for participants to exercise emergency response plans, policies, and procedures that pertain to an active threat and Improvised Explosive Device scenario. It is intended to simulate the live response to an event and to test the response capabilities for the management of the event. In this exercise multiple agencies respond after a series of planning meetings, table top exercises and discipline specific functional exercises. Homeland Security Strategy. **Status: In March 2018, UASI and its jurisdictional members in collaboration with CDC and Emory University held a Full-Scale Exercise (FSE) that tested different capabilities including but not limited to interoperable communication, WebEOC platforms and our SWAT Response Concept of Operation Plan. The FSE was conducted in accordance based on the guiding principles found in the Homeland Security Exercise and Evaluation Program (HSEEP). A brief high-quality video about the purpose of the exercise was distributed to exercise participants.**

PARTNERSHIPS

Emory Office of Critical Event Preparedness and Response, Police & Healthcare
Centers for Disease Control (CDC)
The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County (911 Center, EMS, PD, Fire, EOD, EMA, Public Health, etc.).
Grady Hospital Marcus Trauma Center
FBI
Georgia Emergency Management Agency (GEMA)
Department of Homeland Security (DHS)
Federal Emergency Management Agency (FEMA)
Metropolitan Atlanta Rapid Transit Authority (MARTA)
Public Health (Regional and State)

COST CENTERS
- 510A06 / 610A07   Exercise

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP
10G – PLANNING

<u>**PURPOSE**</u>

Supports ongoing, multi-jurisdictional, planning in all areas of prevention, protection, response, recovery and mitigation. Continuous and relevant planning is a key element in any program and necessary to ensure that hazards and threats are properly identified. Planning also provides with some degree of certainty that specific capabilities and resources developed in the Atlanta UASI are selected and sustained.

This program element supports tasks intended to provide cohesive formation, alignment and reinforce the interconnectedness of responsibilities based upon assessments.

<u>**DELIVERABLES**</u>

- Refine the current Regional Coordination Evacuation Plan (RCEP) – Review and refine a scalable evacuation plan into an actionable document that can be agreed upon by all parties involved. Determine key stakeholders and integrate them into the revision process.
  Status: This project is assigned to the Evacuation Working Group under Regional Response Coordination Committee (RRC). In March 2014, the former Metro Atlanta UASI Inc. distributed a voluminous regional evacuation plan with several annexes, however, the plan was not well received not endorsed by any of the participating agencies. Additionally, certain protective actions were not fully explored (shelter-in-place) and evacuation routes were determined to be unrealistic. The outcome of this plan refinement effort is a final RECP issued on August 23, 2018 that has the involvement of every discipline within public safety from each of the member jurisdictions, the public health and hospital coalition, the state transit and transportation agencies, along with various private sector and educational partners. For the reporting period, the RECP is 100% complete.

- Threats and Hazards Identification Assessment (THIRA) – The THIRA helps UASI and regional partners understand their risks and determine the level of capability they need to address those risks. The outputs from this process lay the foundation for determining a community's capability gaps as part of the stakeholder preparedness review. The THIRA is required to be completed every 3 years, which ultimately would align will with a 3-year training plan.
  Status: The 2018 THIRA had a major reexamination and the addition of a new Stakeholder Preparedness Report (SPR). While the THIRA focuses on assessing the region's threats and hazards, the SPR addresses the actual readiness level of the region. A UASI representative attended the THIRA Workshop w/FEMA to gain a better understand of best application practices. As of the end of the reporting period, the 2018 THIRA is 100% complete.

PARTNERSHIPS

Georgia Emergency Management Agency (GEMA)
Department of Homeland Security (DHS)
Metropolitan Atlanta Rapid Transit Authority (MARTA)
Public Health (Regional and State)
Georgia Department of Education
The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett Counties (911 Center, EMS, PD, Fire, EOD, EMA, Public Health, plus non-UASI local jurisdiction of Fayette, Henry, Douglas & Rockdale Counties)

COST CENTERS

- 510A07 /610A06   Planning

PURPOSE

Provide continuous support for the UASI program including improved efficiency, legal service, IT services, workspace and professional development. Utilize funding to enhance training, continuous relationship building and empowering staff. Allow for ARC-UASI staff to manage the daily tasks associated with directing the technical aspects of the various sustainment programs. These tasks may include attending conferences, joining relevant network, attending meetings with end-users and other related activities.

DELIVERABLES

- Committee & Program Support – Supporting the committee meetings to include but not limited to parking validations, lunch, meeting space, basic meeting resources, salesforce, notes scriber for all meetings and more.
  Status: Currently there is an advisory group known as the Urban Area working Group (UAWG), reporting to the governing body. These are the key senior level practitioners. Under the UAWG are four (4) Committees, thirteen (13) sub-working groups and/or focus groups. Committee leaders have taken the initiative to meet without being prompted as often as necessary to meet deadlines. Typically, meetings take place almost on bi-weekly basis via phone, offsite, on-site meeting spaces and more. A great deal of planning and assistance is provided by HSRG staff to help with project management, setting up meetings, resource identification, and tracking over a dozen active projects through funding that supports the Atlanta UASI Program.

- Support Operations.
  Status: Continue to invest in various professional development for team members and exposure to other training opportunities, along with supporting legal and divisional support services.

PARTNERSHIPS

Georgia Emergency Management Agency (GEMA)
Department of Homeland Security (DHS)
Federal Emergency Management Agency (FEMA)
Urban Area Working Group Members
Committee Members from both the public and private sector, consisting of, but not limited to, representation from the City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County (911 Center, EMS, PD, Fire, EOD, EMA, Public Health, etc.).

COST CENTERS

- 510A08 /610A08   Management & Administration

Administration, Business Services and Center for Strategic Relations

ATLANTA REGIONAL COMMISSION
2018 WORK PROGRAM
PERFORMANCE STATUS REPORT – DECEMBER 31, 2018

ELEMENT 21 – OFFICE OF THE EXECUTIVE DIRECTOR

MISSION

The Office of the Executive Director is "responsible to the Board for the administration of Commission affairs and implementing Commission policies." This is done in a public entrepreneurial framework that emphasizes innovation, creativity, collaboration, implementation and performance outcomes. Components of the Office of the Executive Director include legal counsel, strategic plan implementation, governmental affairs coordination, strategic initiatives and agency capacity building.

Most of the costs associated with ARC Administration and Coordination are recovered from agency programs through a cost allocation process.

GOALS

The Office of the Executive Director is guided by the objective themes in the "*ARC 5 Year Strategic Framework (2016 – 2021)*". The themes are:

- *Maintain ARC position as a regional leader.*
- *Operate in ways relevant to state legislators, local governments, regional communities and other strategic partners.*
- *Deliver positive impact in areas where ARC has a presence.*
- *Drive organizational operations which are efficient, adaptive and well governed.*

2018 WORK PROGRAM HIGHLIGHTS

- Continue to work with the "Learn 4 Life" Education Partnership in conjunction with regional partners.
- Implemented Government Affairs Legislative Strategy.
- Finalized move to a new office environment.
- Conducted an offsite Board work session.
- Implement a new Time management and Expense system transitioned to the Cloud.
- Enhance civic and local government partnerships.
- Advance the Evolution Strategy.
- Orient new Commission members.
- Continue to partner with local governments and the Georgia Governor's Office on water litigation.

2018 WORK PROGRAM TITLES

- Strategic Management/Policy Coordination
- Civic Engagement
- Learn 4 Life

2018 ACCOMPLISHMENTS

- The agency received an unqualified audit.
- The Commission adopted the "Atlanta Region's Plan."
- The Commission adopted a Transportation Freight Plan.
- The Commission adopted the new and updated Personnel, Travel & reimbursement and Purchasing and Procurement Policies.
- The agency continues to host successful leadership programs such as MARC, RLI, ALMA and LINK.
- An engaging, reimagined SORB, including "What's Next ATL" talks and "The Unsung Hero" award
- A new, major conference (Connect ATL)
- Successfully on-boarded a new Director for the Center for Business Services

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 21 – ADMINISTRATION AND COORDINATION
21A – STRATEGIC MANAGEMENT/POLICY COORDINATION

PURPOSE

The Office of the Executive Director is responsible for leading and managing the Atlanta Regional Commission. Board support and policy implementation, intergovernmental cooperation, and the building of civic partnerships are key work cornerstones. The Office of the Executive Director also has the responsibility for positioning the agency to respond effectively to changing economic, social and political environments.

DELIVERABLES

- Implement the "Atlanta Region's Plan."
  Status: On-going – **Implementing components of the plan such as the Transportation Improvement Program (TIP) or short-range transportation plan.**

- Implement the Commission's 5-year Strategic Framework.
  Status: On-going -- **The plan was adopted by the ARC Board, December, 2016. Objectives of the plan are in the implementation phase as opportunities are created or ARC takes the lead to influence action.**

- Prepare the "Comprehensive Annual Financial Report."
  Status: Completed -- **The CAFR was completed and the 2017 audit was a unqualified (clean) audit.**

- Implement RLI, MARC, ALMA and LINK leadership programs.
  Status: Completed – **2018 LINK was conducted in San Diego, CA. The 2018 ALMA program was completed in May 2018. The other leadership programs are in the planning stages.**

- Implement a regional workforce plan in partnership with all of the workforce boards in the Region.
  Status: On-going -- **The Georgia Department of Economic Development Workforce unit approved the plan in February, 2017. Implementation of the plan is progressing.**

- Participate in the "Learn 4 Life" Education Partnership in conjunction with regional partners.
  Status: On-going -- **The program hired an executive director and held a community forum to present key economic and education indicators.**

- Develop 2019 Work Program and Budget.
  Status: Completed.

- Create a 2018 legislative strategy for the Commission. Meet with individual legislators and committees throughout the year; monitor legislation that has a clear benefit to ARC and/or the region; conduct briefings and legislative meetings on issues of particular importance to the Commission; update the Commission on legislative activities.
  Status: Completed -- **The Commission supported the work of the Georgia Legislature's House Study Commission on Transit Funding & Governance to develop several of the policy concepts included in final regional transit governance legislation, which successfully passed the House and Senate earlier this year. We are now supporting the newly established Atlanta-region Transit Link Authority (ATL) with its start-up activities.**

- Work to deliver ARC's stated priorities within the reauthorization of the FAST Act (federal transportation) funding, the Older Americans Act, Workforce Investment Opportunities Act, and other federal legislation. Work with Congressional delegation district and Washington, DC staff to assist in their overall understanding of how ARC assists the Atlanta Region & Georgia.
  Status: On-going -- This is ARC's ongoing responsibility to its constituents.

- Conduct regular meetings with center directors and senior managers to review implementation progress on the Evolution Strategy, Strategic Plan, work program and other issues of agency importance.
  Status: On-going -- The ARC Center Groups leaders & representatives participated in discussions outlining opportunities and challenges to implement the next phase of the Evolution Strategy.

- Develop measurements to track agency & work program progress.
  Status: On-going -- The task is not completed yet. Measurements are in place for individual programs.

- Continue the Atlanta Region Public Arts Program.
  Status: On-going -- The second phase of the public art programs is in the planning stage.

- Place an active emphasis on staff development and positioning the agency for new leadership opportunities.
  Status: On-going -- The agency has implemented the first phase of an organizational re-alignment base upon succession plan developments.

PARTNERSHIPS

The Atlanta Regional Commission works closely with many federal and state grantor agencies, non-profit organizations, local government, state and federal elected officials and their staff, business and civic interest groups, regional planning agencies and the public to develop, implement and fund regional planning initiatives and programs.

COST CENTERS

- 021AD   Administration & Collaboration
- 021AC   Commission Expenses
- 021AN   Non grant related Expenses
- 021AL   Learn 4 Life Partnership
- 021CE   Civic Engagement

MISSION

Business Services provides the agency's talent management, information systems, financial services (including accounting, budgeting, grants administration, purchasing) and general services management (including facilities and fleet management). The Center manages the agency's information technology and provides related technical services, including user training, applications support, network management and internet services.

GOALS

The Financial Services Group responded to the audit of 2016 financial activities with updated policies; produced the 2017 Comprehensive Annual Financial Report (CAFR); and continues the preparation of the agency budget and financial forecast, and improvement of agency-wide financial management reporting. General Services has successfully concluded the relocation of ARC offices to Peachtree Center; has taken steps to ensure that ARC's secured automobile pool is in compliance with existing policies; and continues to focus on the agency's physical infrastructure and fixed assets management. The Information Technology Group has upgraded virtualized servers, resulting in improved security and better performance; deployed Vo/IP phone system, and will continue to upgrade information security, provide user support, and maintain hardware & software. Talent Management has initiated an enterprise-wide compensation and classification study, and has continued its focus on updating personnel policies, employee benefits, recruitment, staff development and performance management.

2018 WORK PROGRAM

- Manage the comprehensive financial management system and related activities.
- Manage agency facilities and related day-to-day operations of the agency. Manage the office move process.
- Maintain operational computer systems to support ARC's network and enterprise database.
- Manage the employee staff development programs, the talent recruitment process, the benefits program and performance management system.
- Manage the Operations Assessment of Business Services in delivering high quality service that meets or exceeds agency expectations

2018 WORK PROGRAM TITLES

- 22A   Financial Services
- 22B   General Services
- 22C   Talent Management
- 41I   Information Technology Services

2018 ACCOMPLISHMENTS

- Completed the 2017 CAFR which meets the requirement of the Government Finance Officers Association (GFOA) Award for Excellence of Financial Reporting.
- Completed the oversight of the audit of 2017 financial activities.
- Closed the relocation transition year to the ARC offices to Peachtree Center.
- Upgrade the virtualized servers, resulting in improved security, faster provisioning, better performance, improved backup and recovery, and a "greener" IT.
- Executing an enterprise-wide compensation and classification study.

PURPOSE

ARC's centralized financial services division provides comprehensive financial management for the agency. The work program includes general ledger, payroll, and accounts receivable, accounts payable, purchasing, contracting and fixed assets. All facets of the work program are focused on providing integrated project accounting. Central to this focus is the operation of the Costpoint financial management software that provides ARC with strong project accounting. Beyond meeting the requirements of grantors and internal procedures, the primary goal of this work program is to provide efficient business processes that produce accurate and timely information.

DELIVERABLES

- Operation of the comprehensive financial management system integrated with accounting, purchasing, and payroll and human resources functions
  Status: On-going

- Management of the audit of 2017 financial activities.
  Status: Completed and report issued

- Production of the 2017 Comprehensive Annual Financial Report (CAFR) in compliance with the GASB 34 reporting requirements.
  Status: Completed

- Production of a CAFR which meets the requirements of the Government Finance Officer's Association (GFOA) Award for Excellence in Financial Reporting.
  Status: Completed

- Production of monthly and quarterly grant financial reports and reimbursement requests.
  Status: On-going

- Preparation of the agency wide budget and financial forecast and assistance to project staff in the preparation and management of project level budgets.
  Status: Completed

- Improved agency-wide financial management reporting with development of Deltek Travel and Expense module**.**
  Status: Process in final stages

- Move ARC' financial management system to the Cloud.
  Status: Completed

PARNTERSHIPS

- All ARC Directors and Division Managers
- Budget Managers
- Outside auditors
- ARC Budget and Audit Committee

COST CENTERS

- 022AA   Financial Services

<u>**PURPOSE**</u>

General Services provides day-to-day management of ARC office space and agency office equipment. The activity centers on ensuring that office and conference spaces are well maintained, reporting problems to building management, and coordinating necessary improvements. General Services is also responsible for ensuring the efficient operation and maintenance of agency equipment, to include automobiles, copiers, postage machine, mobile phones. Additionally, General Services ensures that adequate office supplies are stocked and available for ARC staff.

<u>**DELIVERABLES**</u>

- **Manage facilities and related day-to-day operations of the agency.**

    Status: This period marked the end of ARC's first 18 months at Peachtree Center.   General Services continued to respond to the varying needs of staff in support of a comfortable and functional work environment.   To that end, approximately 67 service requests were made during the reporting period to Property Management and Engineering; all of which were satisfactorily resolved. Requests were wide-ranging and included, but were not limited to the following:

Request Type	Number of Requests
HVAC – Too Cold/Too Hot	26
General Repairs	2
Plumbing & Drains	6
Housekeeping	12
Security Clearance	2
Lighting	2
Electrical	6
Doors/Locks	5
Odor	2
Window/Roof Leaks	2
Elevators/Escalators	1
Miscellaneous	1

    Sixty-six of the 67 requests were completed, with only one for which the status is "In Progress".

- **Identify problem areas and coordinate corrections related to ARC's office space**.

    Status: General Services' coordination with Property Management and Engineering regarding the relocation of access card readers and customized programming in support of better ADA accessibility for Maria Sotnikova and others was completed.   Other projects completed during the reporting period include, but are not limited to:

    - Completion of repairs to the street lever entrance to the conference center. Repairs included replacing a large broken window facing the lobby desk and re-laying of the tile outside the street level entrance and smoothing out of the walkway immediately inside that same entrance.

- Replacement of hot water producing mechanism in the 16th floor break area.
- Upgrading of the door lock to the lobby mailroom
- Installation of baseboard heating units in the main lobby.

- **Maintain a functional automobile fleet.**

  Status: ARC's vehicle upkeep and maintenance is ongoing. The rollout of the new and improved intranet resulted in a few minor issues regarding vehicle bookings, however, those were easily rectified through coordination with the I.T. team. There were 158 vehicle bookings from September 1st through December 31, 2018. The data for July and August of 2018 did not carry over when the new calendar went into effect.

  Initial discussions were had with the Financial Services Manager about replacing the 2010 Toyota Prius in CY 2019 since the vehicle reached the 100,000-mile mark on October 18th. At the end of the reporting period, all vehicles were in good and operable condition.

- **Manage the agency's parking and transit program.**

  Status: General Services continues to coordinate with the Central Atlanta Progress to facilitate the discount transit pass program. The chart below displays a comparison of staff transit participation between the reporting period ending June 30, 2018 and the period ending December 31, 2018.

Transit Mode	Participants as of 06/30/2018 (Corrected)	Participants as of 12/31/2018
MARTA Monthly	69	76
MARTA 10-trip	1	1
MARTA 20-trip	4	4
Gwinnett County Monthly	1	1
Cobb County Transit Monthly	5	6
Cobb County Transit 20-Trip	2	2
GRTA Xpress (Green) Monthly	7	6
GRTA Xpress (Blue) Monthly	1	1
TOTAL:	90	97

General Services continues to coordinate with Lanier Parking in the management of the agency's parking program. As of 12/31/2018, the number of employees utilizing parking were as follows:

161 Garage	39
Courtland Garage	38
International Garage	16
TOTAL	93

- **Coordinate safety, security and continuity of ARC's office space and business operations with the appropriate internal staff and external partners.**

  Status: ARC experienced no major incidents or safety threats during the current reporting period. General Services worked directly with Talent Management on policy updates related to employee safety. Specifically, Workplace Violence, Information Protection and Security and Harassment policies were brought forward for review and updating. General Services also assembled a small team of staff to review and update ARC's Business Continuity Plan. The first meeting was held on October 3rd and included a broad overview of the changes needed since many of the references in the 2014 Plan are related to ARC's previous location.

- **Enhance sustainability efforts agency-wide.**

  Status: Following an extended hiatus, General Services, in coordination with Natural Resources staff re-instituted the agency's Green Team. The first meeting of the new and improved Green Team was held on November 7th and included the following staff: Danny Johnson (proxy for Andrew Morris), Crystal Jackson, Hannah Chappel-Dick, Katie Perumbeti, Kurl Gustave-Cason, Cheryl Mayerik, Ryan Barrett, Caitlin Ovide and David D'Onofrio. The meeting included open discussion about issues that need to be addressed agency-wide and focused discussion about how those issues begin to be addressed.

  ## PARTNERSHIPS

  - Edge Business Systems
  - Central Atlanta Progress
  - Lanier Parking
  - Verizon Wireless
  - Sharp
  - Banyan Street Capital

  ## COST CENTERS

  - 022BF   General Services

PURPOSE

Talent Management operates as a strategic partner with all other Agency groups to develop and implement Talent Management strategies to effectively link Talent Management activities with the overall work program and objectives of the Agency. This strategic partnership contributes to the Agency's efforts to improve employee recruitment and retention by helping to establish an organizational culture that encourages mutual respect, teamwork and high morale; by ensuring that employees have the necessary skills, competencies and knowledge with which to successfully carry out the work program; by offering competitive salaries and benefits to attract and reward a highly skilled workforce; and by ensuring that management practices and decisions are in compliance with employment laws and regulations.

DELIVERABLES

- Develop systems that creates a paperless environment and promotes greater efficiency and system integration.

Project Description	Convert HR/Talent Management forms to automated workflow in SharePoint. Initial phase identified 4 processes to be converted.
Project Duration	12 Months
Project Start Date	June 2018
Est. Project End Date	December 2018
Percentage (%) Complete	100%
Project Slippage	None

- Conduct a comprehensive Classification and Compensation Study to ensure compliance with Fair Labor Standards Act and remain competitive in the marketplace by attracting and retaining the best talent.
- Manage ARC's classification and compensation plan to ensure that it remains as competitive as possible in the current economic climate.

Project Description	Conduct a comprehensive Classification and Compensation Study to ensure compliance with Fair Labor Standards Act and other statutes; to promote a system that is fair and equitable and allows for advancement and establishes technical and professional career tracks, and rewards employees for knowledge and skills.
Project Duration	18 months
Project Start Date	October 2017
Est. Project End Date	Study Findings: September 2018 Implementation: March 2019
Percentage (%) Complete	100% New structure goes into effective March 2019
Project Slippage	None

- 1. Fully implement and manage ARC's automated performance management and development process to ensure that it aligns with ARC's objectives and effectively measures and rewards employee performance; 2. Rollout and fully implement NEOGOV onboarding, learning and development, and recruitment modules

- Provide training and development opportunities to assure that staff acquires the critical competencies necessary for success, to prepare staff for career growth/development opportunities, and to provide continuity of leadership when key staff members retire.

- Manage ARC's recruitment process so that vacant positions are filled in a timely manner with highly qualified candidates who possess the skills and competencies necessary for success at ARC

Project Description	Complete rollout of NEOGOV Onboarding, Learning and Development, and Recruiting Systems and train all employees on the use of the new systems.
Project Duration	18 months
Project Start Date	October 2017
Est. Project End Date	April 2019
Percentage (%) Complete	0% Projects placed on hold to further assess systems capabilities. Project Start Target Date set for January 2019
Project Slippage	None

- Update ARC's Personnel Policy Manual and manage the effective application of its policies.

Project Description	Review and revise Employee Handbook; policies and procedures; research policy changes by federal and state statutes; work with internal teams to gather insight on business acumens and desired forecasting, organization culture; determine interdependencies of policies on other business practices
Project Duration	18 months
Project Start Date	January 2018
Est. Project End Date	June 2019
Percentage (%) Complete	30%
Project Slippage	None

- Manage ARC's employee benefits program, emphasizing health and wellness and offering a benefits plan that provides value to employees.

Project Description	Restructure Benefits Committee composition and revise guidelines;
Project Duration	18 months
Project Start Date	September 2017
Est. Project End Date	March 2019
Percentage (%) Complete	100%
Project Slippage	None

PARTNERSHIPS

All levels of ARC staff; benefits providers and consultants; outside trainers and speakers; labor attorney; local government HR staff; and recruiting sources.

COST CENTERS

- 022CH   Talent Management

PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 41 – INTERNAL SERVICE FUND
41I – INFORMATION TECHNOLOGY SERVICES

PURPOSE

The objectives of Information Technology Services are to anticipate, provide, maintain and support effective computer systems for use in unified planning work programs and agency administration; to provide systems staff resources for applications support, development and consultation in all technology areas; and to provide technical support and training for all staff.

DELIVERABLES

- Upgrade the virtualized servers, resulting in improved security, faster provisioning, better performance, improved backup and recovery, and a "greener" IT.
  Status: Completed: Upgraded five host servers to new ESXi and VNX software.

- Upgrade the enterprise-wide SQL Server database system to support all agency database applications.
  Status: Completed: Upgraded 65 of 65 databases to SQL 2016.

- Install a base of standardized, state-of-the-art network desktops throughout the agency.
  Status: Ongoing- Continue to deploy Surface books or Dell XPS laptops to new and existing employees. Managers determine if new or existing staff will receive a mobile device.

- Updated Acceptable Use Policies and Technology Business Plan; refined to include new technology areas, status information and projections.
  Status: Ongoing-Continue to review industry standards, add necessary information to the policy as needed.

- Effective customer-service oriented staff to provide technical support for both hardware, software and network technologies for all desktops and servers in the agency as well as career resource centers.
  Status: Ongoing-Have continuously received over 98% approval rating on surveys from agency staff.

- Applications integration, development, implementation and support of client, server and web-based applications across the agency for business users of technology in planning programs and agency administration.
  Status: Ongoing-Reviewing cost of Software as a Service (SaaS) products that can replace internal licensed applications.

- Create a comprehensive Disaster Recovery Plan.
  Status: Ongoing- This document continues to change due to new hardware and software being deployed; however, the steps that need to be taken after a disaster have been documented.

- Create external access to Extranet site that will allow internal and external customers to share data.
  Status: Complete-Move SharePoint to a online environment.

- Create data retention plans for agency data based on Georgia Archives recommendations.
  Status: Ongoing- working to create the physical space to archive data based on Federal and State policies.

- Perform Workforce Flexibility Study: **Finalizing – Document with Talent Management for final draft revision.**

- Deploy VO/IP Phone System: **Completed- Deployed new VO/IP phone system and infrastructure during agency move.**

- Deploy Solarwinds Software: **Completed-Software to monitor the agency's internal infrastructure for issues as well measure current bandwidth usage.**

- Contact other state MPO's: **Ongoing-Set meetings with 4 MPO's to collaborate on IT standards.**

- Creation of IT Committee: **Ongoing-Committee worked to develop a draft charter to state expectations and responsibilities of committee. Started to develop an IT Strategic plan, as wells as work to research future technology that may affect the agency and region.**

PARTNERSHIPS

- Internal coordination with all users of technology throughout the agency and in all elements of the work program.
- IT staff is often involved in external coordination and consultation, vendors and other government agencies in support of ARC's operations and programs.
- Outsourcing of training, support and development is contracted to supplement staff resources as needed. External partners we are working with to achieve these goals are CapeNexis and Training Knowledge Solutions.

COST CENTERS

- 041IS   Information Technology Services

MISSION

The Center for Strategic Relationships is charged with leading ARC's efforts to connect, communicate and collaborate across boundaries, disciplines, cultures and generations to harness the imagination, ideas and energy of our people and put it to work to drive positive change. Key areas of this work include:

- **Government Relations:** Designing and deploying a year-round state and congressional legislative relations program
- **Digital Strategy:** Leveraging digital media to amplify all ARC communications
- **Creative:** Maintaining and evolving the ARC brand perception, look and feel to support its relevancy to the Region
- **Communications:** Implementing a strategic communications program to support the goals of ARC and key initiatives
- **Corporate & Community Engagement:** Developing and implementing a best practices approach to community engagement and developing strategic relationships that maximize financial support of select external initiatives.

DELIVERABLES

- Provide comprehensive media relations, editorial services, marketing, graphic design, digital strategy, video services to support ARC's many plans, programs and initiatives.
  Status: Ongoing (see 23AM)

- Expand awareness of ARC and key regional issues through ARC digital and social media, special outreach to news media and community leaders & stakeholders.
  Status: Launched What's Next ATL community engagement platform in July to provide new way of communicating about regional issues. Staff is generating 5-10 original blog posts per month and promoting the content via ARC's social media channels and an e-newsletter that is sent to a list of 10,000+ 1-2 times per month; published a series of op-eds in local media highlighting key issues, including housing affordability, transportation planning, and regional transit; developed 'About ARC' brochure and 'elevator speech' to better explain ARC to key stakeholders and the public.

- Develop and deploy a year-round state and congressional legislative relations program.
  Status: Governmental Affairs Division Manager in the Center executed strategic program for the 2018 legislative session and coordinated inaugural ARC Legislative briefing that included ARC's Top 10 Issues to Watch. This work played key role in passage of Regional Transit legislation in the General Assembly.

- Detail and implement a regional Community Engagement Plan approach and Agency-wide strategy.

Status: Community Engagement Division is executing Civic Dinners engagement initiative. In 2018, 167 dinners were held involving 1,231 participants, covering 8 conversations and generating 1,300 comments.

- Coordinate and enhance ARC's annual "State of the Region" breakfast and other agency special events.
  Status: 2018 event was held on Nov. 2. The event highlighted the What's Next ATL community engagement platform, with a program that includes three What's Next ATL talks, with the State of the Region Address, Metro Atlanta Speaks results, DOE Awards, Harry West award, and Unsung Hero award. About 1,400 people attended, including local and state elected officials. Considerable media coverage was generated, including coverage of Metro Atlanta Speaks results and DOE award winners.

- Coordinate Annual Strategic Partnership program
  Status: Recruited three partners (Georgia Power, Uber, Delta Air Lines), generating $130,000 in revenue. Benefits delivered to sponsors include: legislative breakfast and e-newsletter sponsored articles. Also conducted executive roundtable that provided sponsors with early look at 2018 Metro Atlanta Speaks results. Also actively recruited sponsors to support other ARC programs including ConnectATL, SORB and leadership programs like LINK and RLI.

PARTNERSHIPS

Internal coordination is maintained with all functional areas of the organization.
External coordination is maintained with federal, state and local governments and agencies as well as chambers of commerce, universities, libraries and other community partners.

2018 WORK PROGRAM TITLES

- Communications/Marketing   23AM
- State of the Region Breakfast   23AC

PURPOSE

The Communications Group coordinates the development and implementation of a comprehensive communications and marketing program that supports agency strategic directions and promotes the internal and external understanding of key programs and projects. Major components of the communications program include strategic communications counseling and services, editorial services, media relations, broadcast/video services, special event planning, website management, marketing and graphic design and production.

DELIVERABLES

- Publish monthly ARC e-newsletter
  Status: Published monthly e-newsletters, transitioned to What's Next ATL e-newsletter that is distributed to 10,000+ recipients 1-2 times per month.
- Coordinate the 2018 State of the Region Breakfast
  Status: 2018 event was held on Nov. 2. The event highlighted the What's Next ATL community engagement platform, with a program that includes three What's Next ATL talks, with the State of the Region Address, Metro Atlanta Speaks results, DOE Awards, Harry West award, and Unsung Hero award. About 1,400 people attended, including local and state elected officials.
- Manage ARC website
  Status: Ongoing, working collaboratively across the agency. Plans are under way to refresh the home page to incorporate additional ARC messaging.
- Develop and manage an ARC speaker's bureau, coordinating with Government Affairs division.
  Status: Speaker's bureau plan has been developed; presentation decks are in development.
- Coordinate media relations efforts on behalf of the agency
  Status: Media placements have been made in numerous outlets, including AJC, Atlanta Business Chronicle, WABE, WSB-TV, and Saporta Report.
- Provide communications and issues management counseling to the ARC Executive Director, Board and senior management. Position agency chairman and executive director as primary voices for regional issues and concerns
  Status: Wrote and placed op-eds and articles in local media to highlight key regional issues, including housing affordability and regional transit. Also wrote multiple speeches and created presentations for ARC leadership.
- Promote ARC as a regional leader, convenor and collaborator through strategic communications, including publicity, media relations, publications, videos, social media, speeches and more
  Status: This work is broad, multifaceted, and ongoing
- Develop and manage content for new What's Next ATL website
  Status: Ongoing. Staff is generating 5-10 original blog posts per month and promoting the content via ARC's social media channels and an e-newsletter that is sent to a list of 10,000+ 1-2 times per month. Content is coordinated with ARC's

10 regional issues. Also developed What's Next ATL podcast, which launched at State of the Region Breakfast.

- Support the work of work of the Center for Livable Communities and Center for Community Services through strategic communications of center programs
  Status: This work is broad, multifaceted, and ongoing

PARTNERSHIPS

- Internal coordination is maintained with all functional areas of the organization.
- External coordination is maintained with federal, state and local governments and agencies as well as chambers of commerce, universities, libraries and other community partners.

COST CENTERS

- 023AM   Communications and Marketing
- 23 AE   State of the Region Breakfast

ATLANTA REGIONAL COMMISSION
PERFORMANCE STATUS REPORT – DECEMBER 31, 2018
ELEMENT 723 - CENTER FOR STRATEGIC RELATIONS
23 - STATE OF THE REGION BREAKFAST

PURPOSE

ARC's annual "State of the Region" breakfast brings together the region's key elected, business and civic leaders for a progress report on key issues and challenges facing the Atlanta region. It is intended to act as a catalyst for regional cooperation and collaboration to address shared goals and priorities for metro Atlanta. Here, regional awards are presented to recognize and encourage quality growth and excellence in local government, as well as other regional programs of excellence. The breakfast is ARC's signature event to underscore regional progress and the benefits of acting cohesively for the good of the region as a whole.

DELIVERABLES

- Hold breakfast event for approximately 1,300 key regional leaders in the fall of the year.
  Status: Status: 2018 event was held on Nov. 2. The event highlighted the What's Next ATL community engagement platform, with a program that includes three What's Next ATL talks, the State of the Region Address, Metro Atlanta Speaks results, DOE Awards, Harry West award, and Unsung Hero award. About 1,400 people attended, including local and state elected officials. Considerable media coverage was generated, including coverage of Metro Atlanta Speaks results and DOE award winners.

PARTNERSHIPS

- The State of the Region Breakfast involves almost every Center and Division in the agency, including Research & Analytics (data for the State of the Region Report), Community Development (Developments of Excellence Awards), Business Services (contracting) and others, depending on the theme of the meeting. Outside partners such as CIDs, area developers and others are involved in various aspects of the program.

COST CENTERS

- 723 AC   State of the Region Breakfast

Publications

ATLANTA REGIONAL COMMISSION
LIST OF PUBLICATIONS

July 1 – December 31, 2018

Element Number	Work Program	Element/Work Program Title	Publication
03	603DPL	Center for Livable Communities/Natural Resources Division	2018 Annual Activities & Progress Report
03	603BGC	Center for Livable Communities/Natural Resources Division	Green Communities Summary of Achievements
03	603BGC	Center for Livable Communities/Natural Resources Division	Green Communities e-newsletter
04	704PA	Community Services/Workforce	WorkSouce Atlanta Regional Luncheon program
04	704PA	Community Services/Workforce	WorkSource Atlanta Regional informational flyers for Career Centers and Mobile Lab
08	8AB1	Center for Community Services/Aging & Independence Services	Empowerline brochure
08	8AB1	Center for Community Services/Aging & Independence Services	Transportation policy briefing
08	08AB1	Center for Community Services/Aging & Independence Services	Housing policy briefing
08	08AB1	Center for Community Services/Aging & Independence Services	Aging and Independence forum flyers Aging and Independence forum programs
08	08AB1	Center for Community Services/Aging & Independence Services	RSVP e-newsletters
06	606CCC	Center for Livable Communities/Transportation Access	Atlanta Regional Truck Parking Assessment Study
06	606CCC	Center for Livable Communities/Transportation Access	Safe Streets for Walking & Bicycling - Report
06	606FAM	Center for Livable Communities/Transportation Access	TIP/RTP updates
06	606FAM	Center for Livable Communities/Transportation Access	Community Engagement newsletter
02	802ELO	Center for Livable Communities/ Community Partnerships	2018 LINK report
02	802EMP	Center for Livable Communities/Community Partnerships	MARC handbook
01	801CN	Center for Livable Communities/Research & Analytics	Metro Atlanta Speaks Report
22	022AA	Support Services/Finance	Draft Strategy 2019 Annual Work Program
22	022AA	Support Services/Finance	2018 Semi-Annual Work Program

ATLANTA REGIONAL COMMISSION
LIST OF PUBLICATIONS

July 1 – December 31, 2018

			Report
23	023AM	Center for Strategic Relations/Communications	ARC Brochure
23	023AM	Center for Strategic Relations/Communications	What's Next ATL magazine
23	023AM	Center for Strategic Relations/Communications	ARC County Annual Reports – 11 individual reports
23	023AM	Center for Strategic Relations/Communications	What's Next ATL e-newsletter (monthly)

Workforce Demographics Report

WORKFORCE DEMOGRAPHICS REPORT

Commission Policy

The Atlanta Regional Commission maintains an Equal Employment Opportunity Policy and is an equal opportunity employer. ARC is committed to providing equal employment opportunities regardless of race, color, national origin, sex, age, religion, disability or any other protected class. Assessments of ARC's work force and minority employees' representation are made semi-annually in order to evaluate our equal employment opportunity efforts. By job category, work force statistics from January 1 through December 31, 2018 are as follows:

Job Categories	Salary Group (In thousands)	Male	Female
Officials/ Administrators	$61 plus	10 nonminority 5 minority	3 nonminority 3 minority
Professionals	$38 plus	32 nonminority 18 minority	52 nonminority 52 minority
Technicians	$38 plus	2 nonminority - minority	- nonminority 1 minority
Administrative Support	$27 plus	- nonminority - minority	2 nonminority 10 minority
Service & Maintenance	$27 plus	- nonminority - minority	- nonminority 1 minority