



# **2019 Work Program Completion Report February 2020**

Atlanta Regional Commission  
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Atlanta Regional Commission

# MEMORANDUM

**DATE:** February 26, 2020

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

**FROM:** Douglas R. Hooker, Executive Director

**SUBJECT:** 2019 Work Program - Performance Report

Enclosed for your information is the Commission's 2019 Work Program Completion Report.

This document covers work performed during the period January 1, 2019 through December 31, 2019, in accord with the 2019 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.

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# The Atlanta Region



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.

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# **Research & Analytics**

**ATLANTA REGIONAL COMMISSION  
2019 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

**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 data tools to ease data access, innovative data visualizations to facilitate understanding of the data, and detailed custom analyses with narrative “storytelling” to inform application of the data. These products and promotion of their use seek to increase community understanding and policy applications of the data produced by the agency.

The geospatial technology developed and maintained are assets not only for ARC but also for the entire community. All Element 1 activities are managed 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.
- Act as a go-to regional resource for demographic, economic, and geospatial data and analysis, providing research assistance to our key audiences
- Serve as a community resource by producing or aggregating, visualizing, 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 and mapping applications.

## **2019 WORK PROGRAM HIGHLIGHTS**

- Develop the 2019 major jurisdiction population estimates for 10 member counties, in support of the ARC dues calculations. Provide small-area population estimates (sub county) for 2018 and 2019 for planning use.
- Provide regional, county, and small area economic data (including at-place employment estimates by industry and occupation, 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 and enhance 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. Explore the Metro-PI model for assistance with small-area allocation processes. Investigate the eREMI model for extension of regional forecast availability.
- Refine the PECAS spatial economic allocation model, integrated with the travel model, for use in conformity forecasting in support of development of an update to The Atlanta Region’s Plan.
- Manage the 2019 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, through new ARC fundraising coordination initiatives, to maintain and/or increase survey content and funding. Continue exploring panel survey pilot initiatives for the long-term, to enhance, supplement and/or replace MAS and other surveying efforts.
- Maintain and enhance data visualization tools, including small-area spatial data visualization, including: Tableau, Highcharts, AMCharts, and Venngage visualization; asset mapping, ArcGIS Server published services, Google Maps API, updates to and/or transitions to the ArcGIS Online platform, web and mobile mapping applications; and web-based snapshot development.
- Define strategic directions for and management structure of the Neighborhood Nexus program, in collaboration with the Community Foundation for Greater Atlanta. This effort in 2019 will include implementation of a new resource development plan, with focused emphasis on securing operational funding for public-good data development. Continue custom data analyses and database development assistance for (primarily) existing external and internal clients.
- Continue to feed content to and develop new ways to communicate information through the 33 Degrees North blog, as well as other Research & Analytics and ARC social media outlets -- including the new What’s Next ATL website.

## **2019 WORK PROGRAM TITLES**

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

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## 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 group 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 2019, the Group will work to refine its regional leadership role in innovative and efficient data visualization and dissemination.

#### DELIVERABLES

- Develop major jurisdiction-level estimates of population as of April 1, 2019 for the Region, its counties, and the City of Atlanta. Provide 2019 small-area estimates of population and housing for the Region, its counties, cities, superdistricts, census tracts and traffic analysis zones (TAZs) as needed.
  - **STATUS: Major jurisdiction-level estimates were completed in July 2019 and presented to committee in early August. They were then approved the full Board in late August.**
- 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: 2015 employment estimates were finalized for use as the baseline for the Series 16 forecasts; cursory 2017 estimates were completed to inform (crosscheck) the 2020 forecasts generated in Series 16 work; 2019 base file was acquired in late 2019 and small-area estimates are to be done in the first part of 2020.**
- 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: Generated regional conformity forecast using the REMI TranSight model and informed by advice of the Technical Advisory Committee (TAC); explored acquiring REMI household module to more seamlessly integrate the land use model sets.**
- Maintain, update and enhance the PECAS spatial economic allocation model for use in policy scenario analysis, as well as in forecast development.
  - **STATUS: Completed large majority of contract scope with two-thirds of maximum awarded amount billed. Used latest version of the Atlanta implementation of the**



## **PECAS model in the Series 16 conformity forecast's disaggregation of regional and county control totals to small-areas to produce land use data for the update of The Atlanta Region's Plan.**

- Using the REMI and PECAS models, in tandem with the activity-based travel model (ABM), produce a small-area allocation of the Series 16 regional control total forecasts as a foundation for 2020 adoption of the update to The Atlanta Region's Plan.
  - **STATUS: Completed integrated conformity runs of the land use and transportation model set for the planning horizon of (baseline) 2015 to 2050.**
- 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: Expanded member consortium and completed renewal for Burning Glass Labor Insight. Progressed on renewals for CoStar, A to Z, Infogroup, and Woods and Poole; initiated new renewal for JobsEQ.**
- 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 and special features. Produce *The Quarter* and 33 Degrees North e-newsletters. Integrate elements of blog post data with the Open Data Portal and What's Next website.
  - **STATUS: Produced five (5) regional snapshots; published an average of two and a half (2.5) blog posts per week on 33 Degrees North, with reposts onto group social media; expanded views for Research & Analytics LinkedIn and Facebook pages; partnered with ARC What's Next Website on several data-focused posts; initiated update for 2014-2018 5-year ACS and continued to expand offerings in Open Data web portal.**
- 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: Finished and adopted the resource development plan (RDP) for Neighborhood Nexus, which refined strategies for pursuit of custom work as well as seeking opportunities to offer clients data literacy training.**

## **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**

- 901AA Estimates & Forecasts
- 901AT Estimates & Forecasts – Transit

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 1– RESEARCH & ANALYTICS

### 1B – GEOSPATIAL TECHNOLOGY AND ANALYSIS

#### **PURPOSE**

The Research & Analytics Group 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 further enhance ARC's standing as a leader in data visualization and analysis, including state-of-the-art analysis tools, as well as 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 Esri ModelBuilder and Python scripting.
  - **STATUS: In 2019, ARC Research published or updated 750 (GARC) feature layers and seven web map/web mapping applications on the ARC Open Data Portal, with 700 of the added feature layers related to Census data.**
- Support, in partnership with the Georgia Association of Regional Commissions (GARC), of 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, and technical development for, the validation and verification of statewide street attributes.
  - **STATUS: ARC Research provided GIS Validation and Data Capture services to the MAP-21 program for Henry, Douglas, Rockdale, Fayette, Clayton and Cherokee counties.**
- 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: Managed and completed the BAS, LUCA, and PSAP processes for the Region; work involved extensive back-and-forth contact with local governments, instructional webinars, interface programming, data collection, spatial and network analysis, and data entry to meet state and federal deadlines. Currently beginning review of Census geography produced with PSAP work as input.**
- 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: ARC Research developed and deployed the Small Area Forecast Interactive Mapping tool to capture our constituent government's current and future housing and employment plans.**
- Continue working with Neighborhood Nexus in seeking new fee-for-service projects and maintenance contracts for existing projects.
  - **STATUS: ARC Research provided Neighborhood Nexus development, updates and support on a number of projects in 2019, including updates to the Georgia Early Education Alliance for Ready Students (GEEARS) Community Compass tool, Latin Community Fund Provider map, Prevent Child Abuse of Georgia web mapping application, Southface Energy Institute TransFormation Alliance Story Map and the ARC Community Development Land Trust tool.**
- 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 Geospatial Community.
  - **STATUS: In 2019, ARC Research organized and hosted quarterly meetings with 60-80 attendees per meeting. Topics range from geo-enabling small local governments to US Census Bureau updates.**
- 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: ARC Research migrated to a new, upgraded physical GIS server and performed the necessary migration and updating of automated scripting processes as well as installing and configuring ArcGIS Server 10.7 software. ARC Research organized and delivered ArcGIS Pro 2.4 software training to fifty-seven Center for Livable Community staff.**

## **PARTNERSHIPS**

Atlanta Region Geospatial Community, 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**

- 901BA GIS Administration
- 901BE GIS Enterprise
- 901BT GIS Transportation
- 901BS GIS Transit

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## 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 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 and infographic expertise in-house and are quickly becoming recognized regionally for those areas of expertise.

#### DELIVERABLES

- Work with local partners on the best and greatest use of Neighborhood Nexus' data and tools.
  - **STATUS: The Nexus team increased capacity among mission-driven organizations and engaged with the community to demonstrate its tools, community resources. Nexus supported the work of public, nonprofit, academic, and community groups across the region.**
- Produce and assist in implementation of a resource development plan (to include budgeting and fundraising strategies) to ensure ongoing operational support for Neighborhood Nexus in a move towards more involvement in promoting regional data literacy.
  - **STATUS: The resource development plan (RDP) was completed. Informed by the RDP, Nexus created a 2020 core budget (approved by its advisory board) as well as budget projections through 2022. Funding priorities, including a new level of focus on data literacy, were established in alignment with the RDP.**
- Refine existing and develop new web-based tools and methods, with easy-to-understand training videos and modules, to promote data-driven decision making through easier access to data and clearer visualization of those data. Maintain the pipeline of fee-for-service projects.
  - **STATUS: The Nexus team developed, 100% in-house, a new data analysis and mapping platform, which is projected to launch in Q2 of 2020. Focus groups and surveys were conducted to ensure improved usability among community users. Along with piecemeal website updates and a forthcoming marketing strategy, Neighborhood Nexus has improved user experience, positioned itself in front of a larger audience, and subsequently increased its business development pipeline for fee-for-service projects. Completed fee-for-service project phases for the Latino Community Fund, the United Way, and CareerRise.**

- Continue long-term “maintenance” contracts with current partners.
  - **STATUS: Neighborhood Nexus continues to support and, as appropriate, improve its maintenance of partner contracts with clients including the Georgia Municipal Association and the Georgia Early Education Alliance for Ready Students.**
- Manage the Metro Atlanta Speaks (MAS) survey that assesses perceptions of quality of life as well as regional opportunities and challenges. Continue to explore implementation of Question Pro panel survey software, along with exploration of the user base(s) for the panel and software Community.
  - **STATUS: The 2019 survey began in late July and completed in early September. 5,400 residents were surveyed. Aggregate and record-level data were received, from the consultant, in installments through to the beginning of October. Presentations and webinars were developed, designed, and completed through October and November. A dashboard was designed, web materials were updated, and media requests were addressed. Several meetings were held to discuss the 2020 survey and ongoing future direction of and methodology for the survey.**
- Update and enhance benchmarking indicators to track ARC program performance, focusing on what our partners might find most helpful.
  - **STATUS: Progress on this line item would require collaboration of all relevant groups within ARC departments to establish/ agree on meaningful metrics that would be “trackable” at frequent intervals using either existing or readily collectible data. Discussion among the relevant ARC groups is ongoing.**
- Support internal partners in the agency with the development and effective use of data visualization tools and practices.
  - **STATUS: The team supports internal data requests, tool development, and technical assistance as needed among internal partners. Further, demonstrations and training are offered to build additional capacity in and for the user community.**

## **PARTNERSHIPS**

Local governments of the Atlanta Regional Commission, as well as the governments of the ten non-member counties that are included in the forecast study area; the Neighborhood Nexus Program; ARC, The Community Foundation for Greater Atlanta, Metro Atlanta Chamber, and United Way of Greater Atlanta form the “core” partnership of Neighborhood Nexus. The partnership with United Way includes working with ARC on development of questions for the Metro Atlanta Speaks survey 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**

- 801CN Neighborhood Nexus Project
- 901CN Neighborhood Nexus Project
- 901CD General Data Development
- 701CL DCA LUCA Project

- 901CM MAP-21 Mapping Project

# **Community Development**

**ATLANTA REGIONAL COMMISSION  
2019 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

**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 2019 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 (CIEs 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 continue to house the managing director for the Alliance in 2019. 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. ARC updated the Economic Competitiveness Strategy in 2017 and will continue to work with regional partners to implement the strategy in 2019.

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 will be implementing the newly adopted regional arts plan in 2019 to help guide the agency's role and priorities in arts and culture.

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. In 2019, ARC will continue to work with the Alliance in a limited role to support ongoing initiatives as well as serve on committees as needed.

## **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.
- Provide technical assistance to cities and counties that help them implement their long-range plans.
- 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.

## **2019 WORK PROGRAM HIGHLIGHTS**

- Implement the new Regional Economic Competitiveness Strategy. (CATLYST)
- Continue to administer LCI program and implement program changes identified in 2018.
- Manage the continued improvement of the agency's leadership programs – LINK, RLI, ALMA and MARC.
- Support local governments through the Community Development Assistance Program (CDAP) with plan writing, facilitation, implementation assistance trainings, and other capacity building activities.
- Implement the Arts, Culture and Creative Placemaking Strategic Plan with ARC partners and civic volunteers.
- Review DRIs and Comprehensive Plans.
- Undertake Resource, Preservation and Cultural Planning.

## **2019 WORK PROGRAM TITLES**

- 02A – Comprehensive Planning & Review
- 02B – Regional Plan Implementation
- 02C – LCI Program
- 02D – Economic Development
- 02E – Regional Leadership Development
- 02F – Arts & Culture

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 2 – COMMUNITY DEVELOPMENT**

### **2A – COMPREHENSIVE PLANNING & REVIEW**

#### **PURPOSE**

This sub-element 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 to local governments to complete their Comprehensive Plans, if requested, under DCA rules for the Georgia Planning Act. ARC has completed plans for numerous municipalities and counties within the Atlanta region and will work with one local government in 2019 to complete their Comprehensive Plan. Community Development launched a new technical assistance program for municipalities in 2018 and will continue to refine that program in 2019.

ARC undertakes regional planning responsibilities for many issues including coordination with local governments, economic development coordination, resource planning, historic preservation, housing issues and arts/culture. ARC has undertaken a quarterly Regional Housing Forum event since 2003 with a group of partner organizations. ARC also convenes a quarterly regional housing task force meeting that includes housing authorities and planning officials. In 2018, ARC embarked on the creation of a regional housing strategy intended to help cities and counties understand barriers to creating affordable housing as well as strategies to help overcome those barriers. This work will continue in 2019.

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. ARC has undertaken an annual regional forum focused on historic preservation. The Regional Resource Plan will be updated in 2019.

#### **DELIVERABLES**

- Upon request complete basic Local Comprehensive Plans.
  - **STATUS: Provided technical assistance to complete local Comprehensive Plans for Clayton County and the cities of Duluth, Lilburn, Sugar Hill and Berkeley Lake.**
- General technical assistance to support local implementation of The Atlanta Region's Plan.
  - **STATUS: Examined the Community Development Assistance Program and the Livable Centers Initiative with The Atlanta Region's Plan goals to provide technical assistance to local governments and non-profits within the region.**
- Conduct Developments of Regional Impact (DRI) reviews.
  - **STATUS: Conducted 25 DRI Reviews in 2019.**
- Provide technical assistance through the Community Development Assistance Program (CDAP).

- **STATUS: Provided planning technical assistance to thirteen local governments through CDAP including Acworth, Chattahoochee Hills, Clayton County, Fairburn, East Point, Hampton, Hapeville, Kennesaw, Stone Mountain, Tyrone, Union City, and Powder Springs.**
- Update the Resource Plan and continue implementation activities.
  - **STATUS: Updated the Resource Plan to align with new Regional Planning rules.**
- Continue to conduct Regional Housing Forums and Regional Housing Task Force convenings in support of the agency's regional housing efforts.
  - **STATUS: Hosted four Regional Housing Forums and conducted Regional Housing Task Force meetings to provide information to discuss the development of the Regional Housing Strategy.**
- Develop a stakeholder driven Regional Housing Strategy.
  - **STATUS: The Regional Housing Strategy, now called Metro Atlanta Housing Strategy was released at the State of the Region's Breakfast in November. In addition, the strategy is now available at metroathousing.org.**
- Conduct Area Plan Reviews (APR).
  - **STATUS: There were no APRs in 2019.**
- Conduct the Community Planning Academy.
  - **STATUS: ARC hosted the Community Planning Academy in Spring 2019 for 42 people.**
- Coordinate as necessary on historic preservation forums and issues.
  - **STATUS: Undertook one Regional Historic Preservation Forum in partnership with the Fox Theater Institute.**

## **PARTNERSHIPS**

This sub-element will be coordinated with local government officials, partner organizations, other Regional Commissions, staff from ARC's Research and Analytics, Natural Resources, Transportation, Aging and Independence, and Workforce Development, and the Georgia Department of Community Affairs.

## **COST CENTERS**

- |          |   |
|----------|---|
| • 902AAL | Local Government Assistance & Training            |
| • 902ARC | Review and Comment                                |
| • 902ART | Review and Comment                                |
| • 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                       |
| • 002AAM | DCA – Planning Implementation Strategy for Region |
| • 002AWP | DCA – Regional Planning and Priorities            |
| • 002API | DCA – Regional Plan Implementation                |
| • 002APR | DCA – Local Plan Preparation                      |

- 002ADR DCA – Review and Consultation
- 002AIG DCA – Mapping
- 002APC DCA – Planning Capabilities

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 2 – COMMUNITY DEVELOPMENT

### 2B – REGIONAL PLAN IMPLEMENTATION

#### PURPOSE

This sub-element provides for maintenance of metro Atlanta's Regional Plan. ARC develops the Regional Plan under Georgia DCA rules adopted in 2017 to promulgate the 1989 Georgia Planning Act. ARC as the Regional Commission completes a Regional Development Plan and ensures the plan is coordinated with the Regional Transportation Plan (RTP) as well as local government planning activities.

The ARC Board adopted The Atlanta Region's Plan in February of 2016. The Plan includes a series of implementation activities contained within a 5-year work program. ARC also outlines and evaluates annually how the agency and local governments have undertaken implementation. ARC will adopt an update to the Atlanta Region's Plan in 2020 along with creation of a 5-year program to guide implementation activities.

This sub-element 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 administrative and 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 TransFormation Alliance to include MARTA staff as well as the Urban Land Institute, Partnership for Southern Equity, etc. The TransFormation Alliance 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).**
- Update The Atlanta Region's Plan as per DCA requirements.
  - **STATUS: Staff prepared a draft update. Adoption of the Plan Update will occur in 2020.**
- Support RTP process and development of forecasts.

- **STATUS: Staff supported the development of the RTP process and forecast with an updated Unified Growth Policy Map and aligning public engagement efforts with The Atlanta Region's Plan.**
- Track local government greenspace and preservation activities including GIS data.
  - **STATUS: 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 staff supported the local implementation of The Atlanta Region's Plan by monitoring local governments participation within the Local Performance Standards required by Georgia DCA, and through its technical assistance program, Community Development Assistance Program (CDAP).**
- 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 2019.**
- Support the creation of a sustainable regional food system by supporting local governments through local food plans and partnering with external agencies to fund implementation.
  - **STATUS: Staff has partnered with Food Well Alliance to work with communities on local food plans and selected the City of East Point to develop the first plan through this process.**
- Update the Regional Resource Plan.
  - **STATUS: Community Development Staff has updated the Resource Plan as a part of the 2020 The Atlanta Region's Plan Update.**
- Lead activities and provide administrative support for the LUCC.
  - **STATUS: Community Development Staff has continued to host LUCC at ARC. Nine meetings were held in 2019 covering topics from the Chattahoochee River, Regional Plan updates, and the revisions to the LCI program.**
- Provide staff and administrative support for CRC.
  - **STATUS: Community Development Staff has continued to support CRC with administrative and technical support. Ten CRC meetings were held, and staff conducted a survey to better align the needs of CRC members to the meetings.**

## **PARTNERSHIPS**

This sub-element will be coordinated with local government officials, ARC staff in Transportation and Mobility, Natural Resources, CRC members and the LUCC participants.

## **COST CENTERS**

- 802BAP      CD Technical Assistance Program

- 902BAP CD Technical Assistance Program
- 602BFI Atlanta Local Food Initiative (ALFI) Administration
- 902BPL Regional Development Plan Implementation
- 902BTP Land Use and Transportation Planning Coordination
- 902BTT Transit Oriented Development Planning
- 902BGS Greenspace Planning
- 702BTA TransFormation Alliance
- 802BTG TranFormation Alliance- Grant
- 802BTD TransFormation Alliance- Projects



# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 2 – COMMUNITY DEVELOPMENT

### 2C – LIVABLE CENTERS INITIATIVE (LCI)

#### **PURPOSE**

This sub-element 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 \$1,800,000 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 122 communities and an additional 142 supplemental studies have been awarded to LCI communities to help implement their plans.

The Community Development Group has produced eight LCI Implementation Reports between 2004 and 2018. 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 36 of the 38 MARTA stations have been prepared through the LCI program. Through fiscal year 2019, \$157 Million has been spent on 74 LCI projects that provide transit enhancement or bicycle and pedestrian access to transit rail stations or bus stops (including MARTA, CobbLinc and Gwinnett County Transit). 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.

\$244 million of LCI funds have been distributed to 116 transportation projects in 63 LCI communities.

#### **DELIVERABLES**

- Launch the new LCI program focused on supporting existing and future transit investment and existing town centers.
  - **STATUS: The 2019 LCI Program was relaunched with eligibility for new studies that focus on supporting existing and future transit investment and existing town centers.**

- Solicit project ideas through a combined LCI and CDAP call for projects.
  - **STATUS: ARC received 39 applications through the joint LCI/CDAP call and selected 25 projects to receive technical assistance or grant assistance in 2019.**
- Continue to solicit LCI project ideas and fund projects that closely align with new priorities.
  - **STATUS: In 2019, the LCI program selected 10 communities to receive planning grants with \$1.56 million in study funds, and a transportation call for projects was held with projects to be selected in 2020.**
- Continue to provide implementation support including planning and regulatory assistance as well as funding transportation projects in LCI communities.
  - **STATUS: Community Development continued to provide guidance to communities to promote the LCI program and as a part of the new LCI program, assist communities in implementing their LCI plans both as a part of CDAP and LCI programs.**
- Track completed LCI transportation projects, new developments, and supportive local actions.
  - **STATUS: Staff developed a new LCI Dashboard to quickly track LCI funds and project status.**

## **PARTNERSHIPS**

This sub-element 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**

- 802CAS      Livable Centers Initiative (Subgrants)
- 902CAT      Livable Centers Initiative (Program Management)
- 902CAS      Livable Centers Initiative (Subgrants)

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 2 – COMMUNITY DEVELOPMENT

### 2D – ECONOMIC DEVELOPMENT

#### PURPOSE

Element 2D provides resources for ARC staff to undertake implementation of the Regional Competitiveness Strategy, now known as CATLYST. 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 CATLYST planning process yielded four project teams focused on the key work areas defined by the Strategy. These groups 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. Activities include support for the Regional Marketing Alliance and the Regional Housing Strategy.
  - **STATUS: Staff in coordination with Research and Analytics staff held several meetings and focus groups to develop a Regional Housing Strategy. This includes the development of regional housing subareas and the identification of housing strategies.**
- Integrate the relevant goals, tactics and actions from CATLYST into The Atlanta Region's Plan Update and other ARC program activities.
  - **STATUS: Working together across the Center, staff sought this year to align the relevant goals, tactics, and actions from CATLYST into the current The Atlanta Region's Plan Update which is due in 2020, as well as the Livable Centers Initiative and Community Development Assistance Program.**
- Support local governments and regional planning efforts to complete appropriate grants or other technical support from the Economic Development Administration (EDA).
  - **STATUS: Completed in partnership with Georgia Power, the Metro Atlanta Chamber of Commerce, and the Atlanta Community Foundation, an Opportunity Zone Prospectus to encourage investment into the new Federal Opportunity Zone program. Continued working with local governments and partners connecting grant opportunities from the EDA and other funding sources. Two grants were awarded to communities in 2019, from EDA.**
- Continue to host quarterly meeting 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.
  - **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.**

## **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
- 902DRS      ED Administration

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## 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 2019 LINK trip brought together 110 top leaders from all sectors of metro Atlanta to visit the Pittsburgh region. The trip gave leaders an opportunity to explore Pittsburgh's past and future, focusing on work the city has done around social equity, investing in its relationships with colleges and universities, and expanding transportation infrastructure.

The 2019 Regional Leadership Institute was the 29<sup>th</sup> year of the program. RLI was held in Savannah and was comprised of 50 established leaders representing diverse perspectives, communities and sectors. The RLI program featured discussions of metro Atlanta's challenges and opportunities, leadership development exercises, and chances for leaders to connect and build new relationships.

In 2019, the Model Atlanta Regional Commission (MARC) Program was in its 22<sup>nd</sup> year and continues to challenge high school youth with meaningful sessions and exercises on a broad range of regional issues, while giving them opportunities to sharpen their leadership skills.

#### **DELIVERABLES**

- Develop and implement the 2019 LINK trip.
  - **STATUS: Complete. The trip took place May 15-18 in Pittsburgh, PA. Unlike in many previous years, a group of 15-20 LINK attendees has continued to meet for six months after the visit to explore how they could host an equity summit to impact the broader region. This is a valuable takeaway and action item that stems directly from the Pittsburgh visit.**
- Develop and implement the 2019 Regional Leadership Institute (RLI).
  - **STATUS: Complete. The program took place September 22-27 in Savannah, GA. New in 2019, we included a 2-hour training specifically on racial equity at the beginning of the program. This session was informative and provided a base level of knowledge so participants could connect around these issues for the remainder of the week. RLI graduates were charged with returning to metro Atlanta energized to make a difference in their communities and the region. An RLI alumni event was held in January 2020, and many class members are working together on driving specific actions in the region.**
- Provide ongoing RLI communications and engagement opportunities.
  - **STATUS: RLI alumni have received opportunities to provide input on ongoing activities through surveys and focus groups. The CP team is also building out an alumni network that will engage RLI alumni. An RLI alumni event took place in January 2020.**

- Develop and implement the 2019 MARC program.
  - **STATUS: The 2019-2020 MARC program is in process, as it occurs from August-February of each year (aligning with the school calendar). New in 2019, MARC included discreet modules on emotional intelligence/leadership and public speaking, led by Alliance@Work, a training arm of the Alliance Theatre. These sessions help strengthen the program's delivery of leadership development content and lessons to grow youth leaders in intentional ways.**
- 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: Each program manager provided feedback from evaluations and planning materials to ensure continuous improvement of all the leadership programs. Our group is continuing to engage program alumni in further shaping and strengthening each program, as well as developing post-program experiences to continue regional learning and connections. These alumni events will kick off in summer 2020.**

## **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**

- 902EPL      RLI Planning
- 902EOL      RLI Operations
- 902EKP      LINK Planning
- 902ELO      LINK Operations
- 902EMP      MARC Program

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## 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 400 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, as part of the Arts & Culture Plan update. Arts staff are working with steering committee members from this effort and others to implement the various recommendations of this plan update.

#### DELIVERABLES

- Continue to implement the ALMA program and provide connections to the RLI, LINK and MARC programs when possible.
  - **STATUS: ALMA 2019 was a great success and provided more robust linkages with ARC's core work and key regional issues. Arts and culture issues were also included in LINK, RLI and MARC programming in 2019. Technical assistance for creative placemaking was included in the 2019 CDAP program for the City of Fairburn.**
- Undertake at least two cultural forums per year around topics of regional importance on a regular basis.
  - **STATUS: Two cultural forums were held in partnership with other arts organizations in the region on the topic of cultural spaces and community development. ARC continues to lead in this space, as modules on creative placemaking will be included in the ALMA curriculum.**
- 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 Arts, Culture and Creative Placemaking Strategic Plan provided direction that this program should continue, pending fundraising efforts that involve other organizations. Issues around public art in the region will be the focus of an arts strategy implementation committee. This team will launch in spring 2020.**
- 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: Arts and artists were present in the outreach planning for The Region's Plan update in 2019. ALMA alumni were invited to outreach activities and helped establish connections in various ways.**
- Create opportunities to foster innovation within the creative industries and develop cross-sector collaboration.
  - **STATUS: Two members of the creative industries sector in the region attended RLI in 2019 and provided valuable perspective and connections to their work for the entire class. One has registered for the ALMA program and has already developed several opportunities to work more closely with ARC and on regional issues. An executive of one of the region's major film studios has also been invited on the Chicago 2020 LINK trip.**

## **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**

- 902FOA      Arts & Culture Planning and Assistance
- 902FLA      Arts Leadership Programs



# **Natural Resources**

**ATLANTA REGIONAL COMMISSION  
2019 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

**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.

**2019 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.
- Conduct Metropolitan River Protection Act reviews and provide 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.

### **2019 WORK PROGRAM TITLES**

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

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 3 – NATURAL RESOURCES**

### **3A – WATER RESOURCES**

#### **PURPOSE**

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.

#### **DELIVERABLES**

- Monitor ACT/ACF Interstate Water Allocation litigation and U.S. Congressional activities and coordinate related activities and management of legal and technical assistance.
  - **STATUS: ACF Basin:** In the Florida v. Georgia case before the Supreme Court, Florida is seeking an equitable apportionment of the waters of the ACF. On December 11, 2019, the Special Master recommended that the Supreme Court deny Florida's request. The case will now proceed back to the full court. Separately, 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.
  - **ACT Basin:** 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. This case is currently stayed. 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.
  - **Related Activities:** 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 throughout the entire year. Staff also coordinated the collection of data from utilities that withdraw directly from the Chattahoochee River and as well as the dissemination of time-sensitive information related to changes in withdrawal forecasts or in the releases from either dam. Staff is in the

**process of renewing the contract with utilities for calendar years 2020, 2021 and 2022.**

- Assist in the implementation of State Water Plan.
  - **STATUS: ARC/MNGWPD staff continued to participate in water council meetings across the State.**

### **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**

- 903ARM River/Lake Management System
- 903AWS Water Supply Coordination, Data and Reviews
- 703AWW Technical Assistance Contracts
- 903AWW Technical Assistance Contracts

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 3 – NATURAL RESOURCES

### 3B – ENVIRONMENTAL MANAGEMENT

#### PURPOSE

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, Finding the Flint as well as other special environmental projects as needed. This sub-element also provides for the Group's involvement in DRI reviews and other environmental management projects.

#### DELIVERABLES

- DRI and other miscellaneous reviews and local assistance.
  - **STATUS: Reviewed and commented as necessary on stream buffers, water supply watersheds and stormwater on 26 DRIs and 9 Out-of-Region DRIs as well as on relevant Natural Resources, Community Facilities and Intergovernmental Coordination issues for 24 City and County Comprehensive Plan and related documents during the year. Reviewed 9 Corps permit applications, 137 State buffer variance requests, and other reviews as needed throughout 2019.**
- 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 during the year.**
- Assist Metropolitan North Georgia Water Planning District (MNGWPD) and participating local and state agencies with implementation of the Clean Water Campaign.
  - **STATUS: Clean Water Campaign: 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. Education and outreach materials were distributed to partners. 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.**
  - **My Drop Counts: District staff managed the My Drop Counts water conservation pledge for home and businesses. To date, over 3,800 pledges to conserve water have been made by residents across the state using our program. The District continues to work with a consultant to coordinate a media strategy and secure in-kind media coverage focused on the My Drop Counts Business and Individual Pledges. Education and outreach materials were distributed to partners.**
  - **Video Contest: The annual High School Video Contest, focusing on the importance of water conservation, had 60 entries, with over 150 students participating. The winning videos were recognized at the District's Governing Board meeting in June. Winning videos were distributed and aired on local access stations across the region. For the first time, we held a contest for both English and Spanish entries.**
  - **Photo Contest: District staff held the Annual Water Reflections Calendar Photo Contest, with selected entries used in the 2020 calendar. About 180 photos were submitted for the 2019 contest.**

- **Essay Contest:** Over 600 students participated in the 18th annual Middle School Essay Contest. Winners were honored at a reception at the State Capitol on December 11, 2019.
- **Other Children's Education:** Over 1,200 elementary-aged 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 and local utility staff to educate over 1,600 children, parents, and teachers on the water cycle and the importance of shared water resources.
- **Other Related Activities:** The District continues to update the [cleanwatercampaign.org](http://cleanwatercampaign.org) and [mydropcounts.org](http://mydropcounts.org) websites to reflect current information. The District continues to increase its presence and improve its outreach potential on social media. The District continues to build community partnerships through its contests, events, and initiatives.
- 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: Green Communities Certification:** Seven 2018 Green Communities certifications were announced in late January. The certifications were comprised of one upgraded certification and six recertifications. The Green Communities Story Map also went live in January. The interactive map highlights just some of the green initiatives that certified Green Communities have implemented to lighten their environmental footprints. The application period for 2019 certifications closed in late May and the review of the five submitted applications commenced in June. Of those applications, two were upgraded certifications and two were recertified. The certifications will be announced in January 2020. The updated Green Communities manual was published in June and will apply to communities seeking certification in 2020 onward. In addition, the Green Communities New Leaf Level was launched in June. This level is geared towards communities who wish to be fully certified under the program but need additional technical assistance in identifying and implementing qualifying projects. Staff met with five communities seeking to enter the New Leaf Level.
  - **Communications and Events:** Green Community-related events and materials have been promoted on the website and via email, including the Green Matters e-newsletters, eleven of which went out to an audience of over 1,000. Three Network+Knowledge events took place and reached an audience of 68 representatives from local governments and partners. Subjects discussed were sustainability planning, green affordable housing, and tracking building energy/water use. The Green Communities 10<sup>th</sup> Anniversary celebration was hosted in December at the Kendeda Living Building and with over 80 attendees. At this event, a new logo for ARC sustainability programs was announced, along with the new Green Business Partnership Program and the Climate Conscious Communities designation.
- 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:** February through April, the recruitment for the next round of SCIP took place. The four 2018-2019 SCIP interns completed their community projects in

**April. In May, recruitment of interns and projects for the 2019-2020 Sustainable Connections Internship Program (SCIP) concluded. In June, 14 potential interns participated in the first round of interviews with ARC staff for internships with the following hosts: Keep Smyrna Beautiful/City of Smyrna; Keep North Fulton Beautiful; Keep Conyers Rockdale Beautiful; City of Norcross and; Livable Buckhead. Final matches were made in July following the community interview phase, with a total of 5 interns from Georgia Gwinnett College (2), Georgia State University, Georgia Tech, and the University of Georgia placed with the communities. The interns began their work in September and the group met in October for a Connection event where they learned about each other's projects, identified challenges, and brainstormed solutions. In December, staff checked in with intern hosts to determine how internships were going and offer support, as needed.**

- 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 eight FTF Core Team meetings, attended meetings with potential project partners and the larger working group, conducted headwaters tours for community stakeholders, and managed preliminary concept drawings to support project proposals.**

## **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**

- 903BSP Special Projects (DRI review, Manual Training)
- 903BSU Sustainability Programs
- 603BEP Proctor Creek Planning Assessment
- 903BRP Resiliency and Durability Project



# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **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 2019. One review was opened before the end of the year and will be completed in early January 2020. One review was submitted and opened but the submitting local government requested that it be withdrawn. It was withdrawn and will require resubmission. Four reviews had been submitted but were awaiting review, or corrections and revisions as of December 31. Staff was also working with applicants on three reviews that had not yet been officially submitted by the end of the year. Staff also determined that 12 proposed projects did not require reviews during the year.**
- 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 20 reanalyses, reviewing three 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. Research, consultation and assistance activities averaged 4 days a week. Updating the review files averaged 2 - 3 hours 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 impervious overages through the removal or relocation of paving, as well as the revegetation of excessively cleared areas.**
- 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 Cobb and Fulton counties and the cities of Chattahoochee Hills, Duluth, Johns Creek, Peachtree Corners and Sandy Springs throughout 2019. 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**

- 903CCR      Chattahoochee Corridor Reviews, Assistance and Education

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 3 – NATURAL RESOURCES

### 3D – METROPOLITAN NORTH GEORGIA 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 2019.

#### 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 five Board meetings, three Board Executive Committee meetings, two Board Finance Committee meeting, two Board Legislative Committee meeting, 10 Technical Coordinating Committee meetings and 12 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 one plan amendment.**
- Provide technical assistance in support of the District-wide Water Resource Management Plan, including:
  - Stormwater Model Ordinance training and implementation assistance
    - **STATUS: The 2019 Model Ordinance for Post-Construction Stormwater Management for New Development and Redevelopment (Model Ordinance) was drafted for use by local jurisdictions in the District and was adopted by the District Board on December 4, 2019. The Model Ordinance was developed to match the substance and language of the Georgia Environmental Protection Division (EPD) Municipal Separate Storm Sewer System (MS4) Permit and the Georgia Stormwater Management Manual (GSMM).**
  - Local Stormwater Monitoring Data Collection and preparation of source water protection education materials
    - **STATUS: Met with Georgia Environmental Protection Division (EDP) in May to discuss stormwater monitoring and to get a status update on access to EPD's digital monitoring database. Presented to the District Board to increase awareness of harmful algal blooms and their potential to impact source water supply.**
  - Local wastewater planning
    - **STATUS: District Staff worked with a consultant to present results of the Septic System Impacts to Surface Water Quality Study to local stakeholder groups. District staff presented updates on regional septage receiving data.**
  - Facilitation of multi-jurisdictional approaches on wastewater issues, including Lake Lanier water quality issues
    - **STATUS: District staff coordinated a regional discussion on changes in statewide biosolids disposal impacting the wastewater industry and assisted with a statewide survey of biosolids collection and management practices for wastewater utilities in coordination with the Georgia Association of Water Professionals.**

- Support of local utilities
  - **STATUS: In preparation for EPD audits, nineteen one-on-one technical assistance meetings were conducted with local governments and utilities throughout Gwinnett and Cobb counties. In addition, a county-wide walkthrough session was held at the Gwinnett Stormwater Roundtable during the first quarter of the year. EPD has sent out twelve requests for more information and nine good faith letters this year.**
  - **Four local governments received individual assistance regarding specific issues. Roswell submitted an exception to EPD regarding Action Item WSWC-7: High Efficiency Toilets and Urinals in Government Buildings. Woodstock requested help interpreting unclear stream buffer language for proposed development. Kennesaw received help connecting with EPD regarding a FEMA floodplain meeting. Fayette County received resources on water loss policies and procedures. Fulton County was provided with sewage capacity information.**
  - **Seventeen utilities signed up for the pilot year Commercial Water Assessment Program. Thirteen utilities voluntarily submitted requested information and nine utilities had qualifying customers. Ten letters to customers across six utilities have been sent offering free water assessment services. The three remaining utilities' customers will be identified, and letters mailed by March 2020.**
- Providing a mechanism for review and oversight of the Plan's water conservation element
  - **STATUS: District staff supported the board-created cost-benefit committee in evaluating and preparing a framework for the next District plan update. With local government and utility leadership on the committee, this work will ensure that future action items, especially on water supply-water conservation, maximize benefits while minimizing costs.**
- Guidance and workshops for water conservation coordination including program planning
  - **STATUS: District staff coordinated and led quarterly technical coordinating committee meetings on key plan implementation activities, including system water loss, large landscape irrigation, and advanced metering evaluation, among other topics. District staff began work with the Georgia Green Industry Association (GGIA) to implement a technical program on large landscape irrigation design in early 2020 for the GGIA annual tradeshow.**
- System data collection and review
  - **STATUS: District staff collected water withdrawal and wastewater discharge data for prior years to assess trends and monitor progress of water conservation and efficiency efforts.**
- 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 25 water providers participating in the program. More than 3,300 toilet rebates were issued through the program in 2019. Staff managed the regional toilet rebate program and provided technical and customer service support to 25 water providers participating in the program.**
- 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: Water Drop Dash: The District partnered with Chattahoochee Nature Center and local government staff in March to organize the seventh annual Water**

Drop Dash 5K race, children's fun run and education fair focused on water conservation awareness. Nearly 1000 participants attended the event held at the Chattahoochee Nature Center along the Chattahoochee River. The District held the inaugural Water Drop Dash T-shirt Design Contest and received around 20 entries. The winning design was featured on the front of the race t-shirt. Staff is working with local governments to plan the 2020 race and second annual T-shirt Contest.

- **Clean Water Campaign:** 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. Education and outreach materials were distributed to partners. 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.
  - **My Drop Counts:** District staff managed the My Drop Counts water conservation pledge for home and businesses. To date, over 3,800 pledges to conserve water have been made by residents across the state using our program. The District continues to work with a consultant to coordinate a media strategy and secure in-kind media coverage focused on the My Drop Counts Business and Individual Pledges. Education and outreach materials were distributed to partners.
  - **Video Contest:** The annual High School Video Contest, focusing on the importance of water conservation, had 60 entries, with over 150 students participating. The winning videos were recognized at the District's Governing Board meeting in June. Winning videos were distributed and aired on local access stations across the region. For the first time, we held a contest for both English and Spanish entries.
  - **Photo Contest:** District staff held the Annual Water Reflections Calendar Photo Contest, with selected entries used in the 2020 calendar. About 180 photos were submitted for the 2019 contest.
  - **Essay Contest:** Over 600 students participated in the 18<sup>th</sup> annual Middle School Essay Contest. Winners were honored at a reception at the State Capitol on December 11, 2019.
  - **Other Children's Education:** Over 1,200 elementary-aged 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 and local utility staff to educate over 1,600 children, parents, and teachers on the water cycle and the importance of shared water resources.
  - **Other Related Activities:** The District continues to update the [cleanwatercampaign.org](http://cleanwatercampaign.org) and [mydropcounts.org](http://mydropcounts.org) websites to reflect current information. The District continues to increase its presence and improve its outreach potential on social media. The District continues to build community partnerships through its contests, events, and initiatives.
- Update Source Water Assessment Plans.
    - **STATUS:** Source water assessment data was collected and was reviewed for accuracy through aerial and field verification as part of the Source Water Assessment Plan (SWAP) updates. In late summer, individual meetings were held for each utility to share preliminary results, discuss methodology, and address any questions or concerns. Draft SWAPs were provided to member utilities for review in the fall with a deadline for final approval in early 2020.

## **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**

- 903DPL      Water District Support Activities
- 903DPE      Water District Education Program
- 903DP1      Water District Support
- 903DDU      Water District Dues Activities
- 803DSW      Source Water Assessment Plans

# **Workforce Solutions**

**ATLANTA REGIONAL COMMISSION  
2019 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

**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 programs in each of the 7 counties.
- Coordinate with businesses to provide work-based learning through programs such as On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, Pre-Apprenticeships, and Apprenticeships.
- Work with the Georgia Department of Labor and other community resources to provide rapid response services for displaced workers at companies facing closure or downsizing.
- Develop and implement industry sector strategies within strategic industries including healthcare, information technology, and transportation, distribution & logistics.
- Work with the Technical College System of Georgia, Office of Workforce Development 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.



## **2019 WORK PROGRAM HIGHLIGHTS**

- Provide administrative and staff support for the ARWDB and its committees. Hold at least four meetings of the ARWDB.
  - **STATUS: Held full Board meetings on March 14<sup>th</sup>, May 23<sup>rd</sup>, August 29<sup>th</sup>, October 17<sup>th</sup>, and December 10<sup>th</sup>. Held Executive Committee meeting prior to each of the full Board meetings.**
- Maintain a system of Career Resource Centers for employment and training services, in addition to the Mobile Unit, providing access to workforce programs and services in all 7 counties in our service area; participate in special projects such as job fairs and community events to extend ARWDB employment and training services beyond traditional service locations.
  - **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, there were 30,795 customer visits at the centers. The mobile career lab logged a total of 1,590 visits.**
- Develop and implement services for displaced workers at major companies facing closure or downsizing as the needs arise.
  - **STATUS: Responded to six Worker Adjustment and Retraining Notices (WARN) received by providing coordinated information related to employment and retraining opportunities to affected employees at the companies. These employers were: Bank of America, CC Kitchens, Nestle, Orchsler Motion, Southern Crescent Behavioral Health System, and Z Gallerie, LLC.**
- Continue to develop and enhance training opportunities for individuals with barriers to employment such as those with disabilities and returning citizens.
  - **STATUS: The Disability Employment Initiative grant ended in March 2019. However, we found the disability services valuable to our career centers and customers, so we extended the coordinator's contract through December 2019. The coordinator worked with 110 individuals seeking workforce programs and needing disability services.**
- Maintain 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: Contracted with 8 youth service providers to offer WIOA youth services to out-of-school youth (OSY) and in-school youth (ISY) in each of the 7 ARWDB counties. During the period of January to December of 2019, 1,170 youth were served through the NextGen Program.**
- Enhance connections to local businesses and expand opportunities for adult and youth participants to receive work-based learning experiences through On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, Apprenticeships, and Work Experience.
  - **STATUS: There were 54 active work-based learning programs during the period. The majority were On the Job Training programs, but also included 14 Incumbent Worker Training projects and 2 Registered Apprenticeship projects.**
- 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 HDCI grant administration, including coordinating an “all partners” meeting in January to plan for 2019 implementation. Staff also participated in the coordination of the Partners Updated Webinar series, Fall Workforce Learning Series and the All Partners Meeting. WorkSource Metro Atlanta (the five local workforce development boards in metro Atlanta) partnered with Atlanta CareerRise to submit for and receive a grant to continue the Metro Atlanta Industry Partnerships (formerly HDCI-MA). This is a two-year grant for \$998,000 provided by the Technical College System of Georgia, Office of Workforce Development.**
- **Actively participated in Aerotropolis Workforce Collective leadership meetings and participated in the full Aerotropolis Workforce Collective quarterly meetings. The Workforce Collective continued to work on their strategic plan and helped to actively recruit participants for the construction, customs brokerage, and hospitality training programs.**

### **2019 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, 2019

## 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 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

- Plan and deliver workforce development services for adults or dislocated workers at career resource centers, or the Mobile Unit, in each of the seven counties in the Atlanta region service area.
  - **STATUS: Between January 1 – December 31, there were 30,795 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, and onsite hiring events. The mobile career lab logged a total of 1,590 visits.**
- Develop and enhance training opportunities for individuals with barriers to employment such as those with disabilities and returning citizens
  - **STATUS: A Disability Employment Coordinator was hired to improve employment outcomes of individuals with disabilities. The position focuses on customizing career pathways in high demand industries, facilitating cross-system collaboration and expansion of the capacity of the Career Resource Centers to service customers with disabilities.**
- 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 Metro Atlanta ITA Work Group meets quarterly; within the last year, meetings were held in January, April, July and October. The Work Group reviewed all submitted requests and resulted in the following: 12 new training providers' applications submitted with 9 being approved, 53 new and additional program requests with 30 being approved, and 41 program changes with 41 being approved. Program changes may consist of program cost change, a change in the length of program, or program name change. All approved programs have been added to the State Eligible Training Provider List.**
  - **Also, note that the ITA Committee name changed to Metro Atlanta ITA Work Group.**

- Participate in Rapid Response activities with the 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: Bank of America, CC Kitchens, Nestle, Orchsler Motion, Southern Crescent Behavioral Health System, and Z Gallerie, LLC.**

## **PARTNERSHIPS**

Coordination will occur with a variety of agencies including the four other local workforce development boards within the region (City of Atlanta, Cobb, DeKalb, and Fulton), County Human Service Coalition Committees, County DFCS offices, local school systems, Chambers of Commerce, and Economic Development Agencies. Additional partners include non-profit organizations such as Atlanta CareerRise, The Center for Working Families, and Goodwill of North Georgia. Coordination will also occur with multiple state and federal agencies such as the Georgia Department of Economic Development, Technical College System of Georgia, Georgia Department of Labor/US Department of Labor, Vocational Rehabilitation, and the Georgia Department of Human Resources.

## **COST CENTERS**

- |                                     |                                  |
|-------------------------------------|----------------------------------|
| • 804AY, 904AA, 904AY, 004AA, 004AY | Adult Administration             |
| • 804AZ, 904AB, 904AZ, 004AB, 004AZ | Adult Program                    |
| • 804EY, 904EA, 904EY, 004EA, 004EY | Dislocated Worker Administration |
| • 804EZ, 904EB, 904EZ, 004EB, 004EZ | Dislocated Worker Program        |

# PERFORMANCE REPORT – DECEMBER 31, 2019

## ELEMENT 4 – WORKFORCE DEVELOPMENT

### 4B – YOUTH SERVICES

#### PURPOSE

The Workforce Innovation & Opportunity Act (WIOA) provides for services to out-of-school youth 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. 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 located in the 7-county service area. Services to assist with attainment of credentials (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.

#### DELIVERABLES

- Strategically designed 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 01/01/2019 to 12/31/2019, 1,170 youth were served in the NextGen Program. Of the 111 youth who completed (exited) the program, 92 attained credentials (GED, high school diploma, occupational, or post-secondary), 30 were placed in education (advance training or post-secondary), and 45 were placed in long-term viable employment. All others continue to receive the full array of services provided to meet their short and long goals/objectives.**
- Conduct economic and labor market analysis that describes the economic conditions in the ARWDB service areas, then develop and implement strategies to address the economic challenges facing youth.
  - **STATUS: The NextGen program utilized several economic and labor market analysis tools/methods to identify and address the economic challenges facing youth in the ARWDB service area. Some of the tools utilized to identify economic conditions are labor market information through the State & Federal Department of Labor, Burning Glass, Jobs EQ, and the In-Demand Occupations List. These tools, as well as additional tools (Jobs for the Future (JFF) Best Bets tech, Career Scope/Onet, YouScience, etc.) are used to ensure that youth are suitable (aptitude and interest) for various jobs leading to job retention and promotion.**
- Participate in or lead discussions surrounding strategies and solutions that promote long-term economic sustainability for youth.
  - **STATUS: The NextGen program led and participated in discussions, convening, forums or activities to promote local and regional economic sustainability for youth. These interactive dialogues, as well as peer learning with stakeholders**

(Federal/State/Local representatives and policymakers, advocates, researchers, other workforce areas, companies, youth, etc.), integrated multidisciplinary approaches to identify the economic challenges and build supportive systems to help youth gain critical skills, access to employment and career pathways, and economic opportunity. For example, the NextGen program, Workforce Solutions Business Services staff, and Douglas County Development Authority collaborated on a special project of “Workplace Fundamentals” (soft-skills training) to address the need for a skilled workforce in the manufacturing industry in Douglas County. In another example, the NextGen program participated in an initiative with the Taco Bell Foundation to collectively develop strategies that would support youth to be successful in post-secondary education and beyond. In one other example, the NextGen program met with several employers (Toto USA, Tindall Corporation, Starbucks, Taco Bell, GAP, etc.) to address their employment needs (position opening, skills gap and retention). Through these meetings, job-specific training and pre-apprenticeship programs/opportunities were developed and implemented to address employment challenges.

- Leverage resources, connections, collaborations, coordination, and access to organizations and services throughout the educational and workforce system to effectively and efficiently provide and expand youth services.
  - **STATUS: The NextGen program leveraged resources, collaborated, coordinated and accessed organizations and services that would assist in meeting the employment, education, and social development needs of youth in the ARWDB service area. Through these efforts, youth were introduced and exposed to entrepreneurship, apprenticeships, career pathways, employers in non-traditional and high demand industries/sectors, opportunities to enroll or dual-enroll in post-secondary/advance educational institutions, and organizations that aid to provide the wrap-around services required for the youth to be successful. For example, the NextGen program collaborated with Starbucks Foundation and the Schultz Foundation to pilot a mentoring program for youth. The youth received mentoring from employees (supervisors) where the youth were placed for work experience. In another example, NextGen program contractors received funding from Atlanta CareerRise to train youth as Maintenance Technicians.**

## **PARTNERSHIPS**

Coordination will occur with a variety of agencies including the four other local workforce development boards within the region (City of Atlanta, Cobb, DeKalb, and Fulton), County Human Service Coalition Committees, County DFCS offices, local school systems, Chambers of Commerce, and Economic Development Agencies. Additional partners include non-profit organizations such as Atlanta CareerRise, The Center for Working Families, and Goodwill of North Georgia. Coordination will also occur with multiple state and federal agencies such as the Georgia Department of Economic Development, Technical College System of Georgia, Georgia Department of Labor/US Department of Labor, Vocational Rehabilitation, and the Georgia Department of Human Resources.

## **COST CENTERS**

- |  |                      |
|--|----------------------|
| • 804CA, 904CA, 004CA                      | Youth Administration |
| • 804CB, 804CD, 904CB, 904CD, 004CB, 004CD | Youth Program        |

## PERFORMANCE REPORT – DECEMBER 31, 2019

### ELEMENT 4 – WORKFORCE DEVELOPMENT

#### 4C – BUSINESS SERVICES

##### **PURPOSE**

The Workforce Innovation & Opportunity Act (WIOA) places an emphasis on business services through work-based learning and developing business driven initiatives. Business are a core customer for ARWDB programs and activities. Staff will engage businesses to determine their employment needs related to hiring new staff or training existing staff, 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, Registered Apprenticeships, and Pre-apprenticeships.
  - **STATUS: There were 54 active work-based learning programs during the period; up from 44 in the 2018 and 38 in 2017. The majority are On the Job Training, with 14 active Incumbent Worker Training projects, and 2 new Registered Apprenticeship projects. A Workplace Fundamentals training project with the Douglas County Development Authority was also completed this period. This joint Business Services and NextGen project trained 15 graduating high school seniors in basic soft skills, business etiquette, and workplace safety. 12 of the 15 trainees were offered jobs paying in excess of \$15 per hour. Numerous specialized recruitment projects were conducted, including one for Georgia Power Plant Operators in conjunction with Three Rivers Commission, for the International Union of Operating Engineers for a Pre-Apprenticeship training, and for an Amazon subcontractor which attracted more than 100 participants. We also supported the Department of Juvenile Justice in a joint event with WorkSource Atlanta.**
- Participate in rapid response activities as needed with the Georgia Department of Labor, US Department of Labor Employee Benefits Security Administration, 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: Bank of America, CC Kitchens, Nestle, Orchsler Motion, Southern Crescent Behavioral Health System, and Z Gallerie, LLC (revised).**
- Continue the implementation of the High Demand Career Initiative (HDCI) Sector Partnerships by engaging businesses targeted sectors. Serve as the lead local workforce development board in the Atlanta region for the Transportation, Distribution & Logistics sector strategy to determine their needs and define career paths. Coordinate with and support the work of other local workforce development boards in the region that are leading in the Healthcare and Information Technology sectors.

- **STATUS: The HDCI project is proceeding well and is on schedule. All partners were convened in January to review last year's program and plan for 2019. New partnerships were developed with the Georgia Beverage Association, which has resulted in 2 proposals for an IWT program for a combined Driver and Customer Service Rep program; one of which was initiated in Q4 2019. An all partner listening session was conducted in Q4, including breakout sessions for each of the service lines. A recurring webinar series was also implemented.**
- **WorkSource Metro Atlanta (the five local workforce development boards in metro Atlanta) partnered with Atlanta CareerRise to submit for and receive a grant to continue the Metro Atlanta Industry Partnerships. This is a two-year grant for \$998,000 provided by the Technical College System of Georgia, Office of Workforce Development, that will allow us to continue working with the targeted industries of Information Technology, Healthcare, and Transportation/Distribution/Logistics; we will also expand these efforts to include Advanced Manufacturing and Skilled Trades. ARC is the lead agency and will contract with TCSG and Atlanta CareerRise to administer and oversee the grant.**
- Achieve a balanced distribution of programs and services across the region that is proportional to each counties' share of population and employment.
  - **STATUS: The business services programs were well distributed across the service area. Gwinnett had the greatest number of projects (17), followed by Clayton (12), Douglas (11), Fayette (5), Henry (4), Cherokee (2) and Rockdale (1) with several strong new prospects. Several companies had both OJT and IWT contracts.**

## **PARTNERSHIPS**

Coordination will occur with a variety of agencies including the four other local workforce development boards within the region (City of Atlanta, Cobb, DeKalb, and Fulton), County Human Service Coalition Committees, County DFCS offices, local school systems, Chambers of Commerce, and Economic Development Agencies. Additional partners include non-profit organizations such as Atlanta CareerRise, The Center for Working Families, and Goodwill of North Georgia. Coordination will also occur with multiple state and federal agencies such as the Georgia Department of Economic Development, Technical College System of Georgia, Georgia Department of Labor/US Department of Labor, Vocational Rehabilitation, and the Georgia Department of Human Resources.

## **COST CENTERS**

- |  |                                  |
|--|----------------------------------|
| ● 804AY, 904AA, 904AY, 004AA, 004AY        | Adult Administration             |
| ● 804AZ, 904AB, 904AZ, 004AB, 004AZ        | Adult Program                    |
| ● 804CA, 904CA, 004CA                      | Youth Administration             |
| ● 804CB, 904CD, 904CB, 904CD, 004CB, 004CD | Youth Program                    |
| ● 804EY, 904EA, 904EY, 004EA, 004EY        | Dislocated Worker Administration |
| ● 804EZ, 904EB, 904EZ, 004EB, 004EZ        | Dislocated Worker Program        |
| ● 804EW                                    | Rapid Response                   |



## **PERFORMANCE REPORT – DECEMBER 31, 2019**

### **ELEMENT 4 – WORKFORCE DEVELOPMENT**

#### **4D – SYSTEM INNOVATIONS & SPECIAL PROJECTS**

##### **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: 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 (or longer, as extended) 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**

WorkSource Metro Atlanta (the five local workforce development boards in metro Atlanta) partnered with Atlanta CareerRise to submit for and receive a grant to continue the Metro Atlanta Industry Partnerships. This is a two-year grant for \$998,000 provided by the Technical College System of Georgia, Office of Workforce Development, that will allow us to continue working with the targeted industries of Information Technology, Healthcare, and Transportation/Distribution/Logistics; we will also expand these efforts to include Advanced Manufacturing and Skilled Trades. ARC is the lead agency and will contract with TCSG and Atlanta CareerRise to administer and oversee the grant. *(revised)*

##### **Disability Employment Initiative**

The Disability Employment Initiative (DEI) Grant is a two-year United States Department of Labor grant designed to expand the capacity of American Job Centers (AJCs), also known as the One-Stop Career Centers, to improve employment outcomes of individuals with disabilities. The project will focus on customizing career pathways in high-demand industries, facilitating cross-system collaboration, and expansion of the capacity of the workforce system in Georgia to service customers with disabilities.

### **Atlanta CareerRise National Fund Grant/Systems Change Economic Mobility (SCEM) Grant**

The five metro Atlanta Workforce Development Boards in partnership with Atlanta CareerRise will work to expand access to services to individuals from high-need areas. To ensure more equitable access to services, the project aims to determine how and where services are deployed across the entire region, develop uniform eligibility requirements and application process, and increase participation of nonprofit providers to deliver services in the community. *(added)*

### **Youth – Social Welfare Program Initiative (SWPI) Grant**

In January 2018, the NextGen Program competitively applied and received a \$500,000 grant to operate a special project for twenty-four (24) months to end December 2019. The intent of the Social Welfare Program Initiative (SWPI) grant is to aggressively and extensively provide workforce services to fifty (50) young adults, ages 18 -24 who are the direct recipients of government assistance and reside in Gwinnett and Clayton Counties. The outcome of the grant is to prepare those individuals to secure a future that relies on self-sufficiency through family sustaining-wages. SWPI promotes 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 leading to a long-term career.

### **DELIVERABLES**

- Complete the specific tasks or other requirements related to each of the grants or special projects criteria. Ensure the financial and time constraints are adhered to.
  - **STATUS: One career advisor continued to provide services for the SNAP Works 2.0 grant.**
  - **Workforce Solutions staff actively participated in Aerotropolis Workforce Collective leadership meetings and participated in the full Aerotropolis Workforce Collective quarterly meetings.**
  - **The Workforce Collective continued to work on their strategic plan and helped to actively recruit participants for the construction, customs brokerage, and hospitality training programs.**
  - **The Disability Employment Coordinator provided intensive services to participants with disabilities in Gwinnett and Henry counties.**
  - **Workforce Solutions staff participated in the Human Center Design process to create the aligned WIOA Eligibility and Assessment process. (added)**
  - **SWPI continues to make strides to meet the recruitment and service delivery requirements and expectations as outlined in the SWPI Proposal. Currently, nine (9) youth are enrolled in the program and are receiving an array of WIOA intensive services.**
- Document experiences and consider the applicability of the services for new or expanded programs in the ARWDB service area.
  - **STATUS: The SNAP 2.0 grant ended in March 2019. Career advisors provided intensive services and occupation skills training to 115 referrals from GDOL for the SNAP 2.0 grant. Staff worked diligently with customers and other key stakeholders to enroll customers into occupational skills training programs.**
  - **The next Aerotropolis Construction Ready class begins in March 2020. The Aerotropolis Workforce Collective successfully graduated five Construction Ready cohorts. Through this program, 67 individuals successfully completed training and 62 of them gained employment in construction related jobs resulting in a 93%**

placement rate. One-year retention rate on the job for construction ready graduates is 70%, with an average wage of \$13.50 an hour.

- The Hospitality Program graduated its eighth cohort in November. Fourteen participants graduated and nine<sup>10</sup> were placed in employment. The Hospitality Young Adult Program successfully graduated four cohorts in 2019. Through this program, 92 individuals successfully completed training and 70 of them gained employment.
- The Business Outreach Manager continues to identify the needs of employers and coordinate services with the local workforce boards in the Aerotropolis. Over 200 employers have been engaged.
- The Disability Employment Initiative grant ended March 2019. The Disability Employment Coordinator position was retained by ARWDB. The coordinator has contacted 115 individuals to either provide information about WIOA services, provide career mapping and exploration, and to assist/coordinate One Stop Services for job seekers and assist Career Advisors when working with participants.
- Workforce Solutions staff successfully completed three of the five phases of the Human Centered Design Process: Research (focus groups with customers/staff interviews), Synthesize (analysis of research) and Ideation. Staff also presented preliminary findings at the Fall SETA conference.
- The SWPI grant was expected to end December 2019, however, it has been extended to June 2020.

## **PARTNERSHIPS**

Coordination will occur with a variety of agencies including the four other local workforce development boards within the region (City of Atlanta, Cobb, DeKalb, and Fulton), County Human Service Coalition Committees, County DFCS offices, local school systems, Chambers of Commerce, and Economic Development Agencies. Additional partners include non-profit organizations such as Atlanta CareerRise, The Center for Working Families, and Goodwill of North Georgia. Coordination will also occur with multiple state and federal agencies such as the Georgia Department of Economic Development, Technical College System of Georgia, Georgia Department of Labor/US Department of Labor, Vocational Rehabilitation, Department of Agriculture, Social Security Administration, and the Georgia Department of Human Resources.

## **COST CENTERS**

- 604ZS            SNAP Grant
- 804ZH            HDCI Grant
- 904ZD            DEI Grant
- 804CS            Social Welfare Program Initiative (SWPI) Grant

# **PERFORMANCE REPORT – DECEMBER 31, 2019**

## **ELEMENT 4 – WORKFORCE DEVELOPMENT**

### **4E – LOCAL AND REGIONAL WORKFORCE PLANNING**

#### **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 take the lead on coordinating the preparation of the regional workforce plan.

#### **DELIVERABLES**

- Monitor the implementation progress of the local and regional workforce plans. Update the plans as warranted, but not less than every two years, to reflect changing economic conditions and workforce priorities.
  - **STATUS: The Directors of the five local workforce 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. In 2019, the Directors met on January 14, April 8, May 6, June 3, July 6, August 3, October 5, November 2, and December 7. Two-year updates to the local and regional workforce plans were required by the end of 2018. ARC coordinated the updates to these plans and submitted the draft local and regional plan documents to the State Workforce Office on December 21, 2018. State staff reviewed the draft plans and approved these documents on March 1, 2019. The Atlanta Regional Workforce Development Board adopted the final plans at their meeting on March 14, 2019.**
- 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 23, 2019 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 4 boards 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. ARC led a targeted outreach campaign for WorkSource Georgia directing job seekers to a common landing page at ATLworks.org. The initial outreach efforts included billboards in Clayton, Douglas, and Gwinnett Counties, along with radio ads on NPR and Sport Radio. This outreach campaign will be expanded to other counties and media. Early results show over 1,000 visits to the new customer landing page at ATLworks.org.**

## **PARTNERSHIPS**

Coordination will occur with a variety of agencies including the four other local workforce development boards within the region (City of Atlanta, Cobb, DeKalb, and Fulton), County Human Service Coalition Committees, County DFCS offices, local school systems, Chambers of Commerce, and Economic Development Agencies. Additional partners include non-profit organizations such as Atlanta CareerRise, The Center for Working Families, and Goodwill of North Georgia. Coordination will also occur with multiple state and federal agencies such as the Georgia Department of Economic Development, Technical College System of Georgia, Georgia Department of Labor/US Department of Labor, Vocational Rehabilitation, and the Georgia Department of Human Resources.

## **COST CENTERS**

- Applicable WIOA or other funding opportunities based on activity

# **Mobility Services**

**ATLANTA REGIONAL COMMISSION**  
**2019 WORK PROGRAM**  
**PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

**ELEMENT 5 – MOBILITY SERVICES**

**MISSION**

The mission of Mobility Services is to facilitate the movement of the traveling public within and through the metropolitan Atlanta Region 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.
- Advance awareness and understanding of the role that technological changes have on the region's transportation demand management efforts 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 to increase non-SOV mode share.
- Improve communications about transportation options to the general public to increase their awareness of the array of travel options available and their understanding of how to access them.

**2019 WORK PROGRAM HIGHLIGHTS**

- Update the regional TDM Plan
- Launch Regional TDM Evaluation Framework and TDM Local Government Guide
- Secure rideshare database vendor and supporting technologies
- Re-engineer Georgia Commute Options Incentive Programs' Processes
- Expand Guaranteed Ride Home ride options
- Execute a series of non-SOV modal promotions focused on transit, telework/flexwork and biking
- Administer TMA service contracts and establish a TDM Advisory Committee
- Plan, develop and execute updated regional marketing, public relations and advertising campaigns for the GCO Program

**2019 WORK PROGRAM SUBELEMENTS**

- 05A Transportation Demand Management (TDM)

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## 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 views its TDM activities largely as implementation mechanisms for The Atlanta Region's Plan.

#### DELIVERABLES

- Manage and administer the Georgia Commute Options (GCO) Program
  - **STATUS: Mobility Services managed and administered work for Georgia Commute Options in order to increase the use of travel modes other than single occupant vehicles by establishing, maintaining and enhancing partnerships with employers and property managers in designated areas of the Region to implement programs that encourage employees to commute by using alternatives to driving alone. Objectives were achieved with organizations contracted to provide Transportation Demand Management (TDM) services. Implementation of these programs resulted in decreased single occupant vehicle (SOV) trips, reduced vehicle miles traveled (VMT), and reduced emissions throughout the region. The service area for the work completed consisted of the designated Atlanta nonattainment and maintenance areas. Mobility Services conducted strategic planning and coordination with Employer Service Organizations (ESO) to support employer engagement and financial incentives programs and improvement of measurement capabilities. ARC hosted a highly successful *GCO Regional TDM Summit* on October 9, 2019 at the Metro Atlanta Chamber of Commerce highlighting 25 Years of TDM in the Atlanta region. Attendance was 105 representing transportation stakeholders and TDM practitioners from the public and private sectors.**
- Maintain TDM information for commuters, employers, and property managers.
  - **STATUS: Mobility Services continues to serve as a resource to the Atlanta region as it relates to the latest advancements in technology, commuting habits and trends and alternative mode use intelligence. Georgia Commute Options is required by contract to provide notifications of air quality and smog alerts. An automated system was developed to connect directly into the EPD air quality monitoring center and immediately releases information to commuters and others regarding any issues. The GCO website also displays an air quality index that automatically updates to provide required information to visitors. Telework/Flexwork and other clean commute info is provided through social media channels as well.**
- Administer current travel behavior change incentives programs. Analyze these programs processes and implement a refined incentives program.
  - **STATUS: All incentive programs are active and underway. Incentive programs include 1) Gimme \$5, 2) \$25 Prizes, 3) Carpool Gas Cards and 4) Vanpool Referrals. GCO processed 4800 Guaranteed Ride Home applications in 2019; 4480 are**



currently enrolled in program. In early 2019, modifications were made to Gimme 5 to make it easier for commuters to access the incentive and removes duplication of work for Georgia Commute Options staff. In 3rd quarter of 2019, ARC received from FHWA/GDOT approval to include Guaranteed Ride Home with the new Logging and Ridematching App. Commuters who are signed up for GRH and who are logging their clean commute are able to request an Uber in case of emergency (unscheduled overtime, sick child, personal illness).

- Expand Guaranteed Ride Home ride options.
  - **STATUS:** In 3rd quarter of 2019, ARC received from FHWA/GDOT approval to include Guaranteed Ride Home with the new Logging and Ridematching App. Commuters who are signed up for GRH and who are logging their clean commute are able to request an Uber in case of emergency (unscheduled overtime, sick child, personal illness).
- Issue RFP for new and/or updated regional rideshare database and supporting technologies.
  - **STATUS:** An RFP for regional trip planning and ridesharing was released and seven firms submitted proposals for review in first quarter of 2019. A new consultant firm (Agile Mile) was selected. The new system provides a very user-friendly experience for commuters and employers; and offers additional participation incentives to the existing GCO incentives. An easy to use mobile app component is a major benefit of the newly selected system and is designed to invite more frequent logging and commuter participation. The technology will go live to users on January 1, 2020.
- Administer Transportation Management Association TDM service contracts.
  - **STATUS:** In 4th Quarter of 2019, issued RFPs for the next two years (2020 – 2021) TMA Contracts. Managed seven Transportation Management Association contracts for years 2018-2019. Scheduled dates for 2019 TMA Financial Reviews.
- Facilitate the implementation of TDM-based construction mitigation strategies.
  - **STATUS:** Mobility Services continues to manage regional TDM coordination and alignment for the Transform 285/400 construction project with 4 quarterly meetings held in 2019. These meetings serve as an opportunity for greater coordination and communication with local municipalities and our partners to discuss a variety of initiatives the various organizations are involved. A key component has been the sharing of information regarding public involvement and public meetings by posting on websites and social channels. In addition, Georgia Commute Options held a Transportation Projects Update for Employer Transportation Coordinators (ETC's) in the Cobb County and surrounding areas. More than 40 employers and county officials learned about the positive impact of the Northwest Toll Lanes as well as the region's construction efforts for 285 and 400.
- Produce non-SOV modal based programs to encourage the use of these modes.
  - **STATUS:** Georgia Commute Options implemented several modal based programs designed to decrease single occupant vehicle usage:
  - Try Transit Super Bowl Edition - 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 along with three of the Transportation Management Associations (Central Atlanta Progress, Livable Buckhead, Midtown)

participated in Try Transit – Super Bowl Edition during Super Bowl Week, January 25 – February 4, 2019.

- **Super Bowl LIII** with over one million visitors and a \$185 million economic impact, provided the opportunity for Georgia Commute Options (GCO) and metro Atlanta's Transportation Management Association partners to deepen the reach and influence of TDM in the Atlanta region. The Super Bowl provided an avenue for positioning TDM providers and services within region-wide preparations and planning efforts. The disruption to the region's already tenuous traffic challenges and patterns that would result from required road closures for safety and security, staging and event space, accompanied by the arrival of thousands of visitors, the Super Bowl offered a prime moment for GCO to deploy travel behavior change strategies to influence commuters to adopt alternative travel modes. A Telework Summit was hosted in November of 2018 in order to get employers prepared for the Super Bowl in 2019. GCO saw a 28% increase in telework between November 2018 and February 2019.
- **Get on Board -Try Transit** – April 22 – May 3, 2019, GCO hosted Get On Board – Try Transit in partnership with the regional transit providers (MARTA, Gwinnett Transit, Cobb Transit and Xpress). 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.
- **Clear the Deck- Week of August 17, 2019**
- **Biketober** – entire month of October 2019. This year's Atlanta Bike Challenge: Biketober, saw increased participation rates across the board. Registration for the challenge was up nearly 80% over last year with 4,477 registrants. Participation increased 48% with 2,811 individuals logging trips during the month. There was also a 16% increase in trips logged and a 14% increase in miles ridden by participants this year.
- **Telework Summit** – Hosted the Regional Telework Summit on November 17, 2019.
- **Plan, develop and execute updated regional marketing, public relations and advertising campaigns for the GCO Program.**
  - **STATUS: Building off the base Drive Change Campaign** released in April 2018, a new scope and set of deliverables was tasked to focus the first half of 2019 on developing messaging and content that specifically has a call to action to participate in the GCO program and log commutes. Additionally, video spots were secured for both broadcast and cable/streaming channels that increased the awareness of commute alternatives. A new website was designed and successfully launched that streamlines the user experience visiting GCO. A new video concept and a messaging refresh to further strengthen the call to action was developed and is being implemented in the second half of the year.
  - **Full communications and marketing materials** were developed for efforts related to Super Bowl LIII, Get on Board – Try Transit, Clear the Deck, and Biketober for use by our partners and transit providers, as well as GCO Work Site Advisors. This included robust social posts, blogs, articles, banners, and more to help support the programs.
- **Establish the TDM Coordinating Committee (Advisory Committee) for the region to provide research, resources and support for the regional TDM program.**
  - **STATUS: A TDM Coordinating Committee (TDM CC) Steering Committee** was formed to determine the path forward towards establishment of a full committee.

**A TDM CC Charter was created, along with committee membership criteria for qualifications and disciplines to be included. A call for inaugural committee members was released and 33 applicants responded to the application questionnaire by the deadline. Qualified applicants were notified by July 31, 2019 and the first official TDM CC meeting was held on August 26, 2019. Two additional meetings were held in October and December and terms were drawn (2 or 3 year) and committee members selected a subcommittee to engage (Policy/Research, Marketing/Communications, Equity, Technology). The TDMCC will assist with drafting the priorities for the TDM Plan Update.**

- **Initiate multi-year process to update ARC's TDM plans and programs.**
  - **STATUS: The ARC will conduct an update of the Atlanta Regional Transportation Demand Management Plan (TDM Plan) in 2020. The TDM Plan will provide ideas, strategies, and tactics for improving TDM services delivered in the region. The Atlanta Regional Transportation Demand Management Plan will reflect changes in the region since the previous TDM Plan (2016). During Q2 of 2020, an RFP and Scopes will be written for release in Q3 of 2020. A draft TDM Plan will be completed by Q1 2021.**
- **Launch a Regional TDM Evaluation Framework and TDM Local Government Guide.**
  - **STATUS: Mobility Services completed a Regional TDM Evaluation Framework Document in January 2019. Regional TDM Measures were created from this document. Held workshop for TDM contractors to review and accept feedback for 2020 TDM Measures. Regional Commuter Survey conducted. Over 5300 responses received to make survey statistically significant. Conducted Employer Partnership Program Assessment to determine future direction of program. Completed Try Transit Super Bowl Edition Data Analysis. Conducted Regional Transit Pass Purchase ROI Analysis. Transit pass purchases by the TMA's on behalf of employers totals over \$14,000,000.00, contributing to the regional transit partners bottom line.**

## **PARTNERSHIPS**

The success of the TDM program requires the Mobility Services Group to work closely with Georgia Department of Transportation (GDOT), The ATL, 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

# **Transportation Access & Mobility**

**ATLANTA REGIONAL COMMISSION  
2019 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

**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**

- Prepare a draft update to the Regional Transportation Plan (RTP) which must be completed by February 2020.
- Fully incorporate into the RTP the FAST Act targets.
- Conduct major technical work activities for the Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture Update.
- Promote active transportation mode projects through the creation of a toolkit for regional planning partners and an on-going regional trails program.
- Respond to critical freight needs and deficiencies through outreach and jurisdiction support, including identification of the federally required urban freight network.
- Support regional transit expansion initiatives through technical support and assistance with communication of plan strategies.

**2019 WORK PROGRAM HIGHLIGHTS**

- Update the Regional Transportation Plan, extending the planning horizon year to 2050 and meeting federal planning requirements.

- 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.
- 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.
- Update the Regional Transit Vision (Concept 3).

### **2019 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

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## 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 May 2018. 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 2019 to update 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) incorporating the federally-required FAST Act performance targets in the regional transportation planning process; 3) completing major work activities necessary to conduct an update of the transportation element of the Atlanta Region's Plan; 4) responding to the outcomes of multiple transportation sales tax initiatives; and 5) relevant planning work completed under Sub-element 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. Close coordination will also occur with the recently created ATL Authority.

#### DELIVERABLES

- Undertake an update to the RTP/TIP to extend the plan horizon year to 2050, reflect updates to regional policies and vision, address emerging technologies, and incorporate funding priorities approved by recent referenda.
  - **STATUS: Reviewed existing and potential projects for inclusion in the plan with local governments, GDOT, transit operators and other stakeholders. Confirmed existing vision and policies are still appropriate. Updated revenue forecasts to reflect latest collections data and referenda outcomes. Developed draft fiscally constrained project list. Conducted model network coding activities. Prepared draft documentation to and conducted community engagement activities. Public comment period closed on December 13. Began final edits to all plan documentation in preparation for adoption in February 2020.**
- Conduct the technical work activities for the Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture Update, as described in Sub-element 6E.

- **STATUS: Conducted four stakeholder workshops. Completed Pilot Project Task. Continued work on Local Agency Deployment Guide and Strategic Plan.**
- Continue refinements and study of scenarios that assess and evaluate the impact of emerging technologies on regional planning, including autonomous and connected vehicles.
  - **STATUS: Made refinements to an online tool to engage the public in perceptions about key drivers of change and disruptors, including transportation technologies. Launched tool in June and incorporated into engagement activities for the RTP update. Included summary of results in plan documentation and will build on findings to guide future engagement in 2020.**
- 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: Met all federal requirements for 2019 for establishing targets, integrating them into the RTP, and documenting the process. Participated in performance-based planning workshops and seminars throughout the year. Updated RTP documentation to meet all federal requirements.**
- Continue execution of LCI program activities, including working with agency partners to update LCI program and project selection criteria, conducting project performance evaluation, and provide ongoing technical support.
  - **STATUS: Staff continues to provide technical directions and implementation support through the LCI plans and project development. ARC worked with local sponsors of LCI transportation projects to troubleshoot project delivery issues and authorize all of the LCI PE, ROW and CST funding for FY19 (state fiscal year). Conducted TIP funding solicitation and received applications for new planning and project development activities. Review of applications will continue into the first quarter of 2020.**
- Continue integration of equitable transportation planning principles into the regional planning process and support the Transportation Equity Advisory Group (TEAG).
  - **STATUS: Staff drafted a TEAG Accomplishments report, covering calendar years 2016-2018. The group met in February, April, June, August and November. Agenda items discussed were: 2019 TEAG goals, meeting content and schedule preference, updates to the group on the Regional Resiliency Plan, 2019 TIP Project Solicitation, proposed changes to the regional transit system network in conjunction with the long range transportation plan update, and overall engagement strategy for the update.**
- Monitor and serve as a technical resource for federal, state, regional and local initiatives on transportation legislation and funding alternatives.
  - **STATUS: Provided regular updates to committees on state legislation being considered during the 2019 General Assembly session. Briefed committees at all key points in responding to federal performance target requirements. Provided information to key stakeholders on financial assumptions for the RTP update and received concurrence on reasonableness. Monitored activities at the state and national levels through news articles and email newsletters from various partner agencies.**
- Update the Regional Bicycle Facility Inventory. This work will build on the existing high-level inventory work to create a more comprehensive inventory for the region.



- **STATUS: The Regional Bicycle Facility Inventory was developed between Jan-May 2019. Intern work was completed in May and stakeholder coordination and review is continued through the summer. Final shapefile was posted to ARC's data portal near the end of summer 2019.**
- Host multi-use trail and other workshops for communities; and fund scoping studies or RSAs (Roadway Safety Audits).
  - **STATUS: ARC has hosted multi-use trail workshops in conjunction with the Chattahoochee River Greenway Study. Roadway Safety Audits have been funded and developed in coordination with ARC's Community Development Assistance Program (CDAP). Other opportunities for greenway trail coordination and Roadway Safety Audits were identified during the rest of the year.**
- Continue on-going work activities to update networks of roadways identified as regionally significant for commuter and freight traffic.
  - **STATUS: Reviewed network changes and proposed projects for inclusion in the RTP with local governments, GDOT and other stakeholder agencies. Included summary statistics on roadway investments proposed for RTP update in documentation and presentations.**
- Analyze changes in regulations for air quality and update planning partners, as applicable.
  - **STATUS: No significant changes in regulations in 2019. Convened regular meetings of the Interagency Consultation Group to confirm that all federal air quality issues are being addressed in the planning process for ARC and adjacent MPOs. Coordinated with Georgia EPD on the removal of several TCMs from the SIP. Reviewed preliminary 2019 data with Georgia EPD to determine attainment status. Work on developing scoring techniques for air quality impacts of projects submitted for TIP funding will continue in early 2020.**
- Perform the necessary technical evaluations for conformity for the Atlanta Nonattainment Area for ozone in support of any updates or amendments of the Atlanta MPO, Gainesville MPO and Cartersville MPO RTPs and TIPs.
  - **STATUS: Conducted air quality conformity analysis for TIP/RTP Amendment #7. Conducted air quality conformity analysis for TIP/RTP update. For both processes, shared findings with Interagency Consultation Group, updated CDR documentation, and posted all files to the website.**
- Assess the need for and – if needed - conduct a Regional Transportation Technology Summit (ConnectATL).
  - **STATUS: The next summit is scheduled for March 2020. Staff continues to develop program outline and securing speakers.**
- Facilitate meetings of the Regional Transportation Technology Advisory Committee.
  - **STATUS: Initial responsibilities for fulfilling this group's conceptual vision were fulfilled by the role of the Regional TSMO Steering Committee, which was formed to support an update to the Regional ITS Architecture and TSMO Plan. The need to continue and/or modify the responsibilities of this group will be determined at the conclusion of the plan update in 2020.**
- Coordinate regional transportation resiliency policy development.
  - **STATUS: Selected a firm to conduct regional vulnerability assessment. Worked with City of Atlanta, Dekalb County, and GDOT stormwater and resilience staff to identify pilot project. Developed online interactive story map to increase public awareness and to gather localized input on extreme weather events. Built**

**sensitivity index at the TAZ level to understand where to prioritize running the completed flood and heat event model around the region. Conducted training on the City Simulator tool. Work on developing scoring techniques for resilience impacts of projects submitted for TIP funding will continue in early 2020.**

## **PARTNERSHIPS**

Internal coordination is required within all aspects of Element 6. External coordination is also very important for 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), 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), ATL Authority, 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**

- 906ALR Long Range Planning
- 906ALT Long Range Transit Planning
- 906AAQ Air Quality Planning
- 906AAT Air Quality Planning – Transit

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **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 2019 through 2023 and was amended in May 2018 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 2019, 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: Processed 1<sup>st</sup> quarter (March), 2<sup>nd</sup> quarter (May), 3<sup>rd</sup> quarter (September) and 4<sup>th</sup> quarter (December) TIP administrative modifications. TIP Amendment #7 was adopted and processed in May 2019. Attended GDOT Let Status meetings throughout the year to stay up to date on potential project delivery issues. Met with GRTA Planning and Programs Committee Chair to review projects in the new FY 2020-2025 TIP ahead of January 2020 GRTA Board adoption.**
- 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 status of updating the PlanIt database with the Technology Services Group. It was determined by TS and TAM staff that additional assistance will be required via a consultant services contract to complete necessary changes to the user interface. Updates to the project database are on hold. Activities will resume in 2020 with the development of an RFP for consultant services to implement updates to the project database. The Project Delivery Task Force Risk**

**Assessment Tool was transposed into a digitized format. Questions from the tool were incorporated into the TIP Project Solicitation application.**

- Support the implementation of livability programs through coordination with the ARC Community Development Group and state agencies, including programming and project development activities associated with the LCI program. This effort will also include a reassessment and refinement of the overall LCI program.
  - **STATUS: Staff continues to provide technical directions and implementation support through the LCI plans and project development. ARC worked with local sponsors of LCI transportation projects to troubleshoot project delivery issues and authorize LCI PE, ROW and CST funding for FY2019 and FY2020 phases. LCI project applications received on October 11th, evaluation and scoring of applications underway using LCI evaluation criteria, final selections expected early January.**
- Further emphasize project delivery efforts by: (1) implementing the Project Delivery Task Force (PDTF) action plan and recommendations and (2) updating the *TIP Blueprint* and business rules.
  - **STATUS: The Project Delivery Task Force (PDTF) Action Plan items were revised in Spring 2019 to highlight items that have been completed to date and emphasize items that are still outstanding. The TIP Blueprint was revised.**
- 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: In coordination with ATL Authority staff, adjustments were made to the Regional Suballocation Policies for the FTA Formula Fund Programs for Section 5307, 5337, and 5339. Policies were adopted in the summer. The format of the Transit Program of Projects (POP) was adjusted for improved readability and access to project information. The incorporation of the Transit POP into the PlanIt project database will be placed on hold indefinitely as the ATL Authority staff assumes maintenance and production responsibility for the Transit POP.**
- The CMAQ evaluation tool will be updated to reflect the latest emissions factors and congestion relief metrics associated with transportation projects. This update is required to assist in developing metrics associated with FAST Act planning and reporting requirements.
  - **STATUS: Hired and managed consultant to refine the tool. Collected suggestions from ARC internal staff and Georgia EPD staff. Received final tool and documentation from consultant in December.**
- Prepare and conduct an update to the Regional Community Engagement Plan as described in Sub-element 6F.
  - **STATUS: Staff prepared, presented, and managed public involvement process to support the development of an update Regional Community Engagement Plan which was adopted by ARC Committees and Board in June 2019. This updated plan includes a series of simplified, visually engaging user-friendly guidebooks to various aspects of transportation planning, in addition to outlining the community engagement policies for regional transportation planning.**
- 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: This issue remains a challenge for local transit operators that are in areas that will or are already transitioning from rural to urban areas. GDOT has**

**contracted with Georgia Tech to review and forecast the impact that this issue may have on counties within the state. Further discussions and guidance with GDOT will be necessary to appropriately move forward with this item. The ATL Authority staff are also looking into some innovative funding methods.**

- Coordinate with the Community Development Group and GRTA in reviewing DRI applications and incorporation of related data into the transportation planning process, as appropriate.
  - **STATUS: Staff reviewed and coordinated with the staff from the Community Development Group by providing the appropriate transportation related comments for each review.**

## **PARTNERSHIPS**

Internal coordination is required within all aspects of Element 6. External coordination is also very important for 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), 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 ATL, 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**

- 906BSR      Program Implementation
- 906BST      Program Implementation – Transit
- 906BLG      Partner Assistance
- 906BGT      Partner Assistance - Transit

## **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019 ELEMENT 6 – TRANSPORTATION ACCESS AND MOBILITY**

### **6C – TRAVEL DEMAND MODEL DEVELOPMENT & SUPPORT**

#### **PURPOSE**

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.

#### **DELIVERABLES**

- Continue implementation of the recommendations from the peer review of the Activity-Based Model (ABM), as part of USDOT's Travel Model Improvement Program (TMIP). These activities will focus on the continued enhancement of the ABM, including calibration, validation, adjusted procedures to assess managed lanes and value pricing, and streamlining model run times and efficiencies.
  - **STATUS: In 2019, ARC continued to implement the recommendations of the model peer review. For instance, ARC made comparisons between the origin-destination data ARC purchased from AirSage and the Base Year 2015 Activity Based Model (ABM). The comparisons were focused on trips internal to the 21-county modeling area and include items such as general time-of-day (TOD) patterns, district-to-district comparisons (Daily and by TOD), and desire line comparisons to selected activity centers. ARC also performed travel time and speed comparisons between ARC's base year 2015 model and INRIX data processed by ARC staff, including information related to the INRIX data, the selected corridors, and the comparisons between the observed data and the model estimates.**
- Conduct the transit on-board survey, including survey design and initial survey work. 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 (see section 6E for additional details).
  - **STATUS: In 2019, the survey administration was completed, collecting more than 40,000 interviews. The progress of the collection has been tracked through the online dashboard, hence providing ARC modeling staff the ability to track the data**

collection in near real-time via [https://etcinstitute.com/transit/transit-dashboards/ga\\_arc/](https://etcinstitute.com/transit/transit-dashboards/ga_arc/).

- ARC also completed a 1-Day Tour Travel Diary Supplemental Survey, collecting tours that reached the 1,000 records goal and threshold. QA/QC cleansing of these records also took place. The finalized survey instrument for Android Smartphone, Tablets & Devices, can be found via the Google Play Store: <https://play.google.com/store/apps/details?id=com.etcinstitute.arctripsurvey>, for iPhone, iPad & iOS Devices, via the App Store: <https://apps.apple.com/us/app/arc-trip-survey/id1478255328?ls=1>, and also Online at <http://mytrips.etcmain3.com/survey/etc?&type=public>

- SHRP2 Model Research- I-85 Bridge Collapse - ARC will use a SHRP2 Implementation Assistance Program grant to assess the multimodal impacts of the I-85 bridge collapse incident in 2017 (see section 6E for additional details).
  - **STATUS:** ARC continued this data collection project and explored the impact of the I-85 bridge collapse on the 2017 FHWA NHTS add-on data collection effort. ARC also continued data mining efforts of INRIX and NPMRDS datasets associated with the I-85 bridge collapse and reported that progress monthly to USDOT / FHWA and Volpe on monthly teleconferences. This work was done 100% in-house with ARC staff only, no outside consultants assistance.
- Continue work to execute recommendations from prior SHRP2 grant that integrates roadway travel time reliability in the ARC transportation models, to better serve the Region. 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). 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.
  - **STATUS:** In 2019, ARC continued to explore ways to best integrate findings from these SHRP2 projects on how to integrate travel time reliability in the regional travel demand model, and how to better account for dynamic traffic assignment (DTA). Various methods and software platforms were tested. While regional DTA remains an evolving modeling method at ARC, findings reveal that accounting for travel time reliability will enhance ARC's toll optimization methods.
- Continue work to integrate the activity-based model with dynamic traffic assignment.
  - **STATUS:** In 2019, ARC continued to explore regional DTA for planning purposes, though model run-times remain quite long for a planning agency. As such, ARC decided to wait before implementing regional DTA for planning purposes, until the software becomes more user-friendly and time efficient.
- Maintain, update and pursue innovative enhancements of the Regional Activity-Based (ABM) Travel Demand Model via model calibration and validation. Integrate with other model update efforts, e.g., land use model, air quality model, etc.
  - **STATUS:** In 2019, ARC continued to integrate its ABM with its land use model via a data exchange program of logsums and composite impedances. The ARC ABM and land use models remain fully integrated.
- 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: In 2019, ARC modeling staff continued to attend various TRB and NCHRP meetings, as well as a series of webinars aimed at travel demand modeling continuing education and workforce development.**
- Conduct quarterly meetings of the Model Users Group.
  - **STATUS: In 2019, ARC successfully conducted 4 quarterly model users group meetings, with each one attended by more than 30 modelers from all over the region.**
- 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, SEMCOG and ARC.
  - **STATUS: In 2019, ARC remained very active and involved in the ActivitySim project. ARC developed an ActivitySim implementation prototype website on GitHub, as powered by [https://github.com/wsp-sag/client\\_arc\\_activitysim](https://github.com/wsp-sag/client_arc_activitysim), featuring items that are specific to ARC, such as the tour scheduling/time-of-day choice models, where the ARC model uses 30-minute time windows instead of 1-hour time windows. To incorporate 30-minute time windows in the ARC implementation, the codes were modified, and appropriate changes were made in the model expression files. Some of the tour purposes and person-level attributes were hard-coded in the general ActivitySim implementation. Since the code modification required a decent amount of work, instead of modifying the code, some additional variables and columns were created/added to the ARC data and model expression files in order to match with the hard-coded tour purposes and person-level attributes**

## **PARTNERSHIPS**

All work for this sub-element will be coordinated with the Transportation Access and Mobility Group. 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 ATL, the U.S. Environmental Protection Agency (EPA), and other groups and agencies.

## **COST CENTERS**

- 906CDM      Model Development & Support
- 906CDT      Model Development & Support – Transit
- 906CTS      On Board Transit Survey
- 806ESM      SHRP2 Model Research- I-85 Bridge Collapse



# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## 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: The updated project evaluation framework has been completed, distributed to, and is being used by partner agencies. Staff participated in multiple national conferences and meetings to share their experiences on the project. Completed RTP project level analysis. Organized data for TIP project funding solicitation. Evaluation work will continue into early 2020.**
- Define targets in accordance with FAST Act rulemaking and develop processes to track and report on transportation system performance over time. In 2019, emphasis will be placed on system performance and safety measures.
  - **STATUS: ARC has met all federal requirements and deadlines for establishing and reporting targets in the RTP, as well as documenting the overall process. ARC concurred with GDOT’s targets settings. Developed a new online visualization tool**

**called DASH to report data associated with these targets and other metrics from the planning process.**

- 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 update to 15-minute INRIX speed data for 2017 and 2018 data from the 20-county region. Completed the TIP project coding in key network for the next RTP project analysis and continued to update network, transport system, and demand segments with VISUM and linear referencing NPMRDS TMC code for analysis of P3 of MAP21. Organized and started using various model tools for TIP project analysis.**
- Continue to improve the evaluation of management and operations (M&O) projects by using macro- and meso-level modeling software.
  - **STATUS: Improvements to the simulation of TSM&O project at a microscopic level continue. Created an animation file using VISSIM. CMAQ update contract consultant was hired and completed the CMAQ tool update in December of 2019 to calculate the benefit and disbenefit of TSM&O projects.**
- Develop evaluation procedures for active mode and transit projects, including procedures to evaluate transit project via VISUM.
  - **STATUS: Researched national best practices for bike/ped performance measures, especially safety, connectivity, and network development. Updated VISUM network, transport system, and demand matrix for transit mode. Researched bike network and bike assignment algorithm to run bike trip table using VISUM.**
- 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 2015 transit network coding in the VISUM. Created SQL scripts to produce PA tables from ABM results and completed converting ABM OD trip tables to VISUM for developing simplified VISUM transit mode choice model with PTV. Imported GTFS data from six agencies into VISUM and converted GTFS into transit route with VIMUM network. Updated and edited transit route with real transit lines. The model was completely calibrated and validated for use in conformity determination analysis for RTP update.**
- 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: Converted crash data into GIS shape files and merged 5 years data and incorporated point crash data into model network. Worked on identifying mismatches in fatalities and serious injury reporting through the GEARS database. Worked with the Georgia TMC and the TIME Task Force to improve the reporting and accuracy of crash data. Calculated performance measures for inclusion in RTP update documentation.**
- 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 performance visualization tool DASH, which was developed by internal staff and used for various purposes. Congestion**

**Management Process section in DASH includes: Bottleneck analysis, Regional Speed and Congestion map, and Transit Congestion performance. Prepared 2020 RTP Project evaluation visualization DASH page. Converted ABM's 6000 TAZ and connectors to VISUM 5000 TAZ system.**

- Continue to gather and analyze public feedback on Ladders of Opportunity and incorporate into updated ETA analyses.
  - **STATUS: Updated and expanded Equity analysis model and used for Equity advisory working group meetings and project analysis. Updated ARC's Title VI document, particularly components related to our equity analyses and transit accessibility. Analyzed ABM results to find summaries and potential narratives regarding how a build out of all RTP projects would affect mode shifts from private vehicles to transit in 2050, with particular focus on data for the region as a whole compared to Activity Centers and Equity-Justice areas.**

## **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 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), 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, 2019

## 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 (Sub-element 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 Sub-element 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**
  - Activity Based Model (ABM) 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) and continue to integrate with other model update efforts. This program will also respond to recommendations from the Peer Exchange to provide continuous model improvements. A major emphasis area in 2019 will be to continue to identify and implement process improvements to allow the model to run faster. (\$280,000 federal; \$70,000 local)
  - **STATUS: In 2019, ARC continued to implement the recommendations of the model peer review for model development. For instance, ARC made comparisons between the origin-destination data ARC purchased from AirSage and the Base Year 2015 Activity Based Model (ABM). The comparisons were focused on trips internal to the 21-county modeling area and include items such as general time-of-day (TOD) patterns, district-to-district comparisons (Daily and by TOD), and desire line comparisons to selected activity centers. ARC also performed travel time and speed comparisons between ARC's base year 2015 model and INRIX data processed by ARC staff, including information related to the INRIX data, the selected corridors, and the comparisons between the observed data and the model estimates.**
  - Land Use 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. Emphasis in 2019 will include updating zonal structures to the census tract level and development of forecasts for 2050. (\$140,000 federal; \$35,000 local)

- **STATUS: The zonal structure of the PECAS model was expanded from 78 superdistricts (census tract groupings) to 948 individual census tracts. New data was incorporated at the (census tract) level of the new zones to yield new estimated equation parameters, and to updated spatial datasets (e.g. parcel boundaries, zoning, land use) incorporated as possible. Initial scenarios informed development of activity constraints in certain zones. Additional coding work streamlined (a) translation of an activity-based (travel) model {ABM} skims into input for the PECAS model and (b) conversion of PECAS model outputs into ABM inputs. The resultant version of PECAS was used for the Series 16 conformity forecast's disaggregation of regional and county control totals to small-areas to produce land use data for the update of The Atlanta Region's Plan. Updated documentation was then generated for model used in forecast development**
- Regional HST Paratransit Brokerage Study – This study will recommend strategies to more cost effectively deliver human services transportation paratransit trips. Desired outcomes of the study include implementing recommendations from the Human Services Transportation (HST) plan, including better serving trips across various jurisdictions with multiple transportation providers. A study team will be developed to provide input on the study and close coordination will occur with statewide initiatives evaluating paratransit issues. (\$320,000 federal, \$80,000 local)
- **STATUS: Contract executed and first Technical Advisory held. Stakeholder engagement, transit inventory and existing conditions inventory underway. Estimated completion date is 3rd quarter 2020.**
- Regional Transportation Plan Community Engagement Implementation – To implement the recommendations of the community engagement plan, focused outreach will occur with environmental justice and Title VI communities to better understand needs and improvements for these areas. This initiative will devote resources to reaching traditionally underserved communities and seek focused input on plan development activities. (\$56,000 federal, \$14,000 local)
- **STATUS: The ARC website was updated to reflect the 2020 RTP update. This includes procedures to use the scenario futures game, participate in Civic Dinners and other ARC community engagement opportunities. ARC convened meetings of underserved groups to seek their involvement in the planning process. Responded to partner and public requests on The Atlanta Region's Plan and other planning activities. Conducted a series of open houses to provide information on the plan update and receive feedback. Finalized the public comment period for the plan update and began work to comply and respond to public comments received. Work will continue into 1st quarter 2020.**
- Tri-State Megaregional Goods Movement Planning - ARC will partner with the Birmingham and Chattanooga MPOs – as well as TDOT – to conduct a corridor study of truck parking needs along the I-75 and I-20 corridors. TDOT is the lead on the project with FHWA acting as the federal funding partner. (\$5,000 local)
- **STATUS: The project kick-off was held in late July in Nashville, Tennessee and ARC discussed project outcomes at this meeting and identify updated schedule milestones. ARC provided updated baseline goods movement and truck parking information to stakeholders as part of this process. Coordination with partner agencies continues and will continue into 2020.**

- SHRP2 Model Research- I-85 Bridge Collapse - ARC will use a SHRP2 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: In 2019, ARC staff continued this data collection project and also explored the impact of the I-85 bridge collapse on the 2017 FHWA NHTS add-on data collection effort. Most importantly, ARC also continued data mining efforts of INRIX and NPMRDS datasets associated with the I-85 bridge collapse and reported that progress monthly to USDOT / FHWA and Volpe on monthly teleconferences, especially as it pertains to before the incident, during the closure with detours and reroutes, and after the bridge re-opened, looking at traffic patterns, counts and travel behavior associated with the bridge collapse. This work was done 100% in-house with ARC staff only, with no outside consultant assistance, all in R-Studio and processed in GIS. This work will be completed in early 2020.**
- 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. (\$500,000 federal, \$125,000 local)
  - **STATUS: Conducted four stakeholder workshops. Completed Pilot Project Task. Continued work on Local Agency Deployment Guide and Strategic Plan.**
- 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 be conducted in 2019. The goal will be to collect 38,000 completed surveys. (\$1,400,000 federal, \$350,000 local)
  - **STATUS: In 2019, The survey administration was completed, collecting more than 40,000 interviews. The progress of the collection has been tracked through an online dashboard, hence providing ARC modeling staff the ability to track the data collection in near real-time. ARC also completed a 1-Day Tour Travel Diary Supplemental Survey, collecting tours that reached the 1,000 records goal and threshold. QA/QC cleansing of these records also took place. This survey effort will be completed in early 2020.**
- 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: Hosted regular stakeholder committee meetings and briefings to ARC committees. Conducted public meetings in June. Consultants provided a final draft of Task 4 as a preferred trail alignment along the corridor. Hosted calls to begin work on Task 5 elements for stakeholder review. Work will continue into 2020.**
- Regional 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 project 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: Selected a firm to conduct regional vulnerability assessment. Worked with City of Atlanta, Dekalb County, and GDOT stormwater and resilience staff to identify pilot project. Developed online interactive story map to increase public awareness and to gather localized input on extreme weather events. Built sensitivity index at the TAZ level to understand where to prioritize running the completed flood and heat event model around the region. Conducted training on the City Simulator tool. Work on developing scoring techniques for resilience impacts of projects submitted for TIP funding will continue in early 2020.**
- 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 local)
- **STATUS: ARC and its partner agencies reached an agreement to pool funds to share a Remix license. Invoiced the participating agencies for their share. Coordinated training workshop in November.**
- **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. ARC will directly lead project contract oversight for the Southern Fulton CTP and the DeKalb County CTP Phase I transit plan development.
  - **STATUS:**
    - **DeKalb CTP - Contract execution process for phase 2 is in process.**
    - **Cobb County – Ongoing data collection and analysis activities underway; conducted project management and stakeholder committee meetings.**
    - **Southern Fulton – Ongoing data collection and analysis activities underway; draft assessment documentation prepared**
    - **Fayette County – All work completed in December**
    - **Douglas County – Interviews conducted and preferred consultant identified; contract negotiations underway**
- 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:**
  - **Aerotropolis Atlanta CIDs – Stakeholder outreach, the Inventory and Assessment task, and the Traffic Study tasks are ongoing.**
  - **Gateway 85 CID – Submitted revised Inventory and Assessment report; Stakeholder outreach and the Traffic Study task are ongoing.**
  - **Spalding County – Comments/revisions submitted to consultants on the draft Inventory and Assessment report; Stakeholder outreach, the Inventory and Assessment task, and the traffic study task are ongoing.**
  - **Tucker Summit CID – Submitted the Stakeholder Engagement Plan; The Best Practices task and the Inventory and Assessment task are ongoing.**
- Regional Transportation Planning Study Program – The Regional Transportation Planning Study Program was established to assist local governments and Community Improvement Districts in the development of 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:**
    - **Chamblee Multimodal Plan – complete.**
    - **Fort MacPherson Street and Intersection Concept Study – preparing final deliverables and invoice for ARC (contract ends in December).**
    - **College Park MARTA Access Study – held additional meeting regarding implementation and FTA flex funds. Final public meeting held in December. Consultant completing final deliverables.**
    - **Howell Mill Rd Study – preparing for CID Board working session on the project alternatives, scheduled January 15th. Preparing mailers and content for neighborhood meetings in January. Developed costs for operational improvements and scheduling meeting with GDOT District regarding preferred alternative.**
    - **Peachtree St Concept Study – Consultant contract routing for signatures (already approved by Council). Preparing for kick-off in January. Contract extension requested.**
    - **Poplar Rd Concept Study (Coweta) – Incorporating input from November 20th public meeting into concept, held PMT meeting, preparing contract extension.**
    - **Sandy Creek/Tyrone/Palmetto/Banks Roads Study (Fayette), SR279 Study (Fayette) – Final deliverables completed, adopted by Commission on December.**
    - **SR9 Study (Forsyth) – PMT meeting held first week of December. Traffic counts began Nov 12th, GIS analysis underway.**
    - **SR400 Interchange Study – Determined new interchange not feasible, investigating other options.**
    - **Loop Trail Study (Gwinnett) – Incorporating public meeting input from November into concept, preparing for January stakeholder meeting.**
    - **Crooked Creek Trail Study (Peachtree Corners) – Released survey and conducted public engagement at holiday festival**
    - **Smyrna Transit Study (Smyrna) – Developed service improvement strategies, continued to conduct stakeholder interviews and incorporate input into plan.**
    - **Main & Broad Streets (Senoia) – Finalizing preferred alternatives**



- **Hammond Drive (Griffin) - Study project team kick-off meeting held.**
  - **US78/Evermore CID (Gwinnett) - traffic analysis complete, developed proposed concept, typical sections and ROW cost estimates.**
- Spalding County Transit Feasibility Study – ARC will act as the FTA 5307 direct recipient for Spalding County in a transit feasibility study. ARC will subcontract with the county. The county will directly manage all the study activities. This study will assess the feasibility of transit services in the community and recommend potential next steps.
  - **STATUS: Spalding County provided scope of work and application is in progress in TRAMS. Resolving issues with certifications and assurances to obtain FTA approval.**
- Newton County Transit Feasibility Study – ARC will act as the FTA 5307 direct recipient for Newton County in a transit feasibility study. ARC will subcontract with the county. The county will directly manage all the study activities. This study will assess the feasibility of transit services in the community and recommend potential next steps.
  - **STATUS: Completed preliminary discussions and financial review of the County as part of FTA requirements. Submittal of scope and budget/funding amount from county in order to submit into TrAMs is pending.**
- 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 2019. (See [www.beltline.org](http://www.beltline.org).)
  - **STATUS: Attended ABI/GDOT Monthly Status meetings. PI#0012586 - waiting on signed agreement. PI#0009395 - Draft concept report expected by June for two different alignments; coordination needed w/Norfolk Southern, CSX, and GDOT due to ROW acquisition; initial concept team meeting expected in February along with cost estimate to be submitted during 1st quarter of 2020. PI#0009397 - agreement revisions needed; ABI will send updated schedule in January; FHWA has one month to review and provide comments on CE document; GDOT waiting on ROW agreement from ABI. PI#0009398 - will not be deleted from GDOT's system but schedule has been removed.**
- CPACS 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. ARC currently acts as the direct recipient for federal transit funds. In the coming year, ARC will work with CPACS to identify an alternative direct recipient and operating plan. 2019 is the last year that ARC will act as a direct recipient for transit operating funds.
  - **STATUS: ARC has facilitated discussions with other regional partners, to explore a transitioning ARC’s role as CPACS’ current Direct Recipient. ARC will continue to process FTA grants and conduct audits until a permanent solution becomes viable.**
- COA/MARTA PMO Liaison – ARC will support the More MARTA initiative with project management staff support for the City of Atlanta and MARTA.
  - **STATUS: Major program milestones have now been completed, including MARTA Board adoption of the programming schedule for the \$2.7 billion transit funding program. More MARTA program has been incorporated into the RTP financially constrained list.**

## **PARTNERSHIPS**

Internal coordination is required within all aspects of Element 6. External coordination is also very important for 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), 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), ATL Authority, 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**

- 406EBL Atlanta Beltline Project
- 606ECP County Transportation Plan (CTP) Program
- 806ECP County Transportation Plan (CTP) Program
- 806ECP County Transportation Plan (CTP) Program
- 806ECR Chattahoochee River Corridor Plan
- 806ED Regional Resilience and Durability Project
- 806EFS Freight Cluster Plan Program
- 806EIT TSM&O and ITS Architecture Study Update
- 806EPM COA-MARTA PMO Liaison
- 806ERR Regional Remix License
- 806ESM SHRP2 Model Research- I-85 Bridge Collapse
- 906EST Spalding County Section 5307 Transit Feasibility Study
- 806ETS Regional Transportation Planning Study Program
- 906CTS On Board Transit Survey
- 906CMS ABM Support and Development
- 906ELM Land Use Model Development
- 906EHT Regional HST Paratransit Brokerage Study
- 906ETM Tri-State Megaregional Goods Movement Planning

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 6 – TRANSPORTATION ACCESS & MOBILITY**

### **6F – ADMINISTRATION & SUPPORT**

#### **PURPOSE**

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

Transportation Community Engagement – ARC will complete the update of the region's Community Engagement Plan in 2019. 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 with the activities of the agency-wide community engagement program conducted by the Community Engagement Group of the Center for Strategic Relations, to assure an efficient, comprehensive agency community engagement program.

Administration – During 2019, an emphasis area is preparation for the quadrennial federal certification process during the summer of 2019. This includes evaluation of the organization's ability to meet federal planning rules and requirements, including those associated with Title VI and the performance planning process.

This overall work program task will 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: Staff managed public review and comment process for recent TIP Amendments during 2019. Developed strategic communications plan detailing the activities, promotions, and outreach strategy to support the development of The Atlanta Region's Plan 2020 Update. Conducted a series of open houses to present info on the update and receive feedback. Finalized the public comment period for the 2020 updated to TARP and began work to comply and respond to public comments received.**
- Expand external partnerships and facilitate the Community Engagement Network.
  - **STATUS: The Regional Community Engagement Network has not met in 2019, but connects through ongoing coordination between regional partners, nonprofits, and advocate organizations. The Community Engagement Network e-newsletter continues to be distributed biweekly to a mailing list of 1,000+ regional residents. This is developed and published bi-weekly.**
- Enhance social equity outreach through the Equitable Target Area research and quarterly meeting of an advisory group.
  - **STATUS: Staff drafted a TEAG Accomplishments report, covering calendar years 2016-2018. The group met in February, April, and June of 2019. Agenda items discussed were: 2019 TEAG goals, meeting content and schedule preference, updates to the group on the Regional Resiliency Plan and upcoming 2019 TIP Project Solicitation, and overview of the proposed changes to the regional transit system network in conjunction with the long-range transportation plan update.**
- Enhance the transportation interactive, community-based website for input into the planning process and distribution of transportation planning information.
  - **STATUS: ARC's website provides information about all ARC programs and plans. It also 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. The Atlanta Region's Plan website was updated to reflect work underway for the 2020 update to the RTP.**
- Prepare and conduct an update to the *Regional Community Engagement Plan* to reflect agency evolution, federal transportation policy and best state of practice.
  - **STATUS: Staff prepared, presented, and managed public involvement process to support the development of an update Regional Community Engagement Plan which was adopted by ARC Committees and Board in June 2019. This updated plan includes a series of simplified, visually engaging user-friendly guidebooks to various aspects of transportation planning, in addition to outlining the community engagement policies for regional transportation planning.**
- Continue on-going evaluation and implementation of public involvement techniques to remain on the leading edge of community involvement and planning.
  - **STATUS: Staff evaluated public involvement after each campaign and activity, accounting for number of people reached and outcomes of engagement efforts. Staff continues to develop and monitor metrics for each community engagement activity as well as overall engagement program. Staff began compiling data to evaluate and summarize overall community engagement efforts for The Atlanta Region's Plan.**

- Program Administration & Maintenance

- Updating existing planning agreements with partner agencies (GDOT, MARTA, GRTA/SRTA, CBMPO, GHMPO and potentially the ATL) to address FAST Act planning requirements.
  - **STATUS: Five Party agreement outlining the roles and responsibilities of key agencies in fulfilling federal MPO planning process requirements was approved by GDOT, MARTA, GRTA, ATL and ARC.**
- Manage the 2019 Unified Planning Work Program and develop the 2020 UPWP. Provide detailed reports on work activities covered under grants and contracts as required.
  - **STATUS: The 2019 UPWP has been administratively modified on time to incorporate new studies being undertaken in calendar year 2019 by ARC. Mid-year progress report was prepared and submitted. The 2020 UPWP was developed and approved in December.**
- 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 UPWP are supported by staff throughout the year. Additional groups (ex. TAQC subcommittee) meet regularly and are supported by staff.**
- Facilitate staff development through participation or attendance in national, state and local organizations and participation in educational opportunities.
  - **STATUS: Staff continues to participate in relevant events, to review professional services, and to take advantage of available educational opportunities.**
- Successfully complete the quadrennial federal certification process.
  - **STATUS: The quadrennial federal certification process was initiated in early spring. Staff responded to questions submitted by FHWA in late May. The certification review was scheduled for August 13-15, 2019. Final report was prepared by USDOT and received by ARC in October. No corrective actions were identified.**

## PARTNERSHIPS

Internal coordination is required within all aspects of Element 6. External coordination is also very important for 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), 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 ATL, 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

- 906FAM Program Support & Administration
- 906FAT Program Support & Administration - Transit
- 906FPI Community Engagement
- 906FPT Community Engagement - Transit

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 6 – TRANSPORTATION ACCESS & MOBILITY

### 6G – TRANSIT SERVICES

#### **PURPOSE**

The purpose of the transit services aspect of ARC's 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 (Human Services Transportation) in the Atlanta region, including a paratransit brokerage study. The project will give a snapshot of HST and highlight opportunities for improving services.
  - **STATUS: Contract executed and first Technical Advisory held. Stakeholder engagement, transit inventory and existing conditions inventory underway. Estimated completion date is 3<sup>rd</sup> quarter 2020.**
- Facilitate a DeKalb County transit plan.
  - **STATUS: Conducted needs assessment, identified potential projects for key travel corridors, and developed transit expansion scenarios based on various funding levels. Completed community engagement and prepared draft final documentation. Plan adopted by DeKalb County Board of Commissioners in July.**
- Complete the update of the comprehensive regional transit vision.
  - **STATUS: All technical work for this project was previously completed in 2018. Final plan documentation was completed and adopted in February.**
- Administer special transit studies for communities – including potential areas such as Forsyth and Newton.
  - **STATUS: The ATL Authority will be managing the Forsyth County Transit Study while ARC will manage the Newton County study. Submittal of scope and budget/funding amount from Newton County in order to submit into TrAMs is pending.**
- Coordinate with the ATL Authority on regional transit planning such as the Regional Transit Plan and the Concept 3 regional transit vision.
  - **STATUS: Conducted bi-weekly staff coordination meetings to share information. Partnered with ATL on refinement of funding estimates for the long-range transit expansion component of the RTP. Reviewed draft plan recommendations with ATL. Coordinated information sharing protocols as the ATL conducted a project solicitation in the summer/fall to populate the first Regional Transit Plan.**
- Administer federal Section 5307 low-income program grant for the Center for Pan Asian Community Services, Inc.

- **STATUS: ARC has facilitated discussions with other regional partners, to explore a transitioning ARC's role as CPACS' current Direct Recipient. ARC will continue to process FTA grants and conduct audits until a permanent solution becomes viable.**
- Administer federal Section 5307 program grant for Spalding County.
  - **STATUS: Spalding County provided scope of work and application is in progress in TRAMS. Resolving issues with certifications and assurances to obtain FTA approval.**
- Initiate a GTFS and GTFS Real-Time Coordination Plan.
  - **STATUS: This line item has been deferred to the Atlanta-Region Transit Link Authority (ATL), per agreement. ARC will provide on-going support to the ATL and will continue to help identify strategies for initiating a real-time coordination plan. The coordination project officially kicked off the week of December 17th.**
- Maintain and update the region's central transit information website, ATLtransit.org and the one bus away app.
  - **STATUS: The GTFS Data Validator has officially migrated to IBI Group. ARC continues to support operators by validating their GTFS feeds and publishing it for trip planning purposes.**

## **PARTNERSHIPS**

The success of the transit services program requires ARC to work closely with Georgia Department of Transportation (GDOT), Georgia Regional Transportation Authority (GRTA), Federal Transit Administration (FTA), ARC leadership, ATL Authority, 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

# **Aging & Health Resources**



**ATLANTA REGIONAL COMMISSION**  
**2019 WORK PROGRAM**  
**PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**  
**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 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. 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 Aging Services Funds. In addition to its AAA responsibilities, ARC administers a centralized intake system for access to Long Term Supports and Services Medicaid waivers, and assists nursing home residents to transition to the community through the Money Follows the Person and Nursing Home Transition programs. The Department of Human Services contracts with ARC to administer transportation innovation programs. ARC also administers a variety of public and private grants. With an annual budget of over \$25 million, the ARC seeks to expand its reach to serve residents of the region, increasing the resources available to individuals, their families and caregivers, especially those in greatest need.

**GOALS**

The Atlanta Regional Commission has adopted seven 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.

**2019 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
  - Grow the Scale of Health and Wellness Programs
  - Provide Leadership for the Region
- Strengthen Aging and Independence Services Internal Operations, including:
  - Improve Productivity through Technology
  - Improve Efficiency of Group Operations

### **2019 WORK PROGRAM TITLES**

- Supports and Services
- Home and Community Based Services
- Health and Wellness Programs
- Regional Leadership
- Technology
- Group Operations

**ATLANTA REGIONAL COMMISSION  
PERFORMANCE STATUS REPORT –DECEMBER 31, 2019  
ELEMENT 8 - AGING AND INDEPENDENCE SERVICES**

**8A – 2019 WORK PROGRAM**

**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**

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 that funds CCSP and Source is newly redesigned and ARC is actively engaged with DCH on this work through administration of a centralized intake system for access to Long Term Supports and Services. The Group will implement quality improvement and performance analysis across programs and services to sustain high quality programs and services.

- **STATUS:**
- **Aging and Disability Resource Connection: ARC is continuing to focus both on the policies and regulations that will affect how and who these programs serve and ARC's new role in supporting a broader "no wrong door" intake system.**
- **Medicaid waiver: The region's Medicaid home and community-based services (HCBS) waiver case management providers have expanded from a single entity, Visiting Nurse Health System, to a total of 8 case management providers. The intake unit is working to implement significant policy changes and standardize the intake and referral processes to these entities, while ensuring client choice.**
- **Technology transition: ARC transitioned during this year from the SAMS client management system to the DAS Data System (DDS) client management system as required by the Department of Human Services. After several months of transition, we are evaluating staffing and workflow changes needed to meet client needs.**

- **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 2019 major activities, will include: AIS staff will provide training and technical assistance to partners to ensure implementation of DHS' mandated conflict free case management and Quality Team will monitor compliance; build provider capacity to deliver quality services and minimize disruptions in service delivery as ARC shifts technology software to DHS mandated Wellsky Human Services; and provide more robust analytical tools on a regular basis to ARC management, staff and partner agencies.

- **STATUS:**

- **Technology transition:** ARC staff worked with DAS and contracted providers to promote the smooth transition from the previous data system (SAMS) into the new designated DAS Data System (DDS), Georgia's version of Wellsky Human Services. During 2019, all DAS-funded client management and reimbursement processing were transitioned into DDS. ARC staff participated as integral partners in the DAS transition workgroup; created tools and supportive resources for providers; and provided intensive technical assistance and training to help ease the transition and minimize disruptions to service delivery.
- **Quality assurance:** The Quality Team completed SFY '19 monitoring of all OAA funded service providers and their sub-contractors. In-home services and Elderly Legal Assistance Program monitoring tools were revised to reflect essential requirements and codes. Providers submitted approved corrective action plans. SFY'20 monitoring was completed during July – December for senior centers, meal preparation kitchens and home-delivered meals service. ARC staff delivered training and technical assistance to providers to improve efficiency and strengthen quality assurance to prepare them to conduct required monitoring of their subcontractors. The overall level of compliance by providers was much improved from FY 2019 with the number of citations for senior centers decreasing by 29%, congregate meals decreasing by 42%, home delivered meals decreasing by 12% and kitchens decreasing by 12%.
- **Case management changes:** The A&IS team met with providers' case managers quarterly to instill the concept of case managing most in need with minimal case management provided (CM) to clients with more adequate support systems. The emphasis of CM has shifted from Case Managers mainly assessing and reassessing enrolled clients to more focus on crisis CM. In the Notice of Funding Availability (NOFA) for SFY 21-22, ARC required all CM proposals to include descriptions of how they will meet the goals of conflict free CM.

- **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. The Group is also participating in the design and implementation of value-based health care partnerships, specifically related to individuals living with diabetes and heart failure.

- **STATUS:**
- **The scale of Evidence Based Health programs continues to grow.** During this period ARC held 11 Chronic Disease Self-Management workshops, 3 Diabetes Self-Management workshops, 8 A Matter of Balance workshops and 2 Powerful Tools for Caregivers workshops reaching 315 people.
- **AIS expanded its menu of community outreach programs available through RSVP** via the addition of "Let's Talk About: Loneliness, Isolation, & Depression in Older Adults." This presentation explains the health impacts of these conditions and suggests techniques to help. The Georgia Geriatrics Workforce Enforcement Program (GA-GWEP) contract with DAS is moving slower than expected and still in implementation stages. Contracts for offering of A Matter of Balance (AMOB) workshops through the AAA are not yet completed so workshops will not start until year-2 of the 5-year initiative.
- **Value-based healthcare partnerships continue to evolve across A&IS units, partnerships, diagnoses, and scope.** The common theme across these projects is helping reduce healthcare costs by providing individuals with critical social and community supports.

- **During this reporting period the following was accomplished working with healthcare partners:**
  - ARC worked with 3 local hospital systems to provide coaching to individuals with unmanaged diabetes, serving 31 individuals during this time period.
  - ARC continues its partnership with a national health care insurer providing complex care management to some of the insurers high healthcare utilizers, bringing on 5 new clients during this time period.
  - ARC serves as the receiving area agency on aging for Memory Assessment Clinic Referrals for the Atlanta region. ARC's ADRC received its 1st MAC referral from Grady Health Systems in September 2018 and has had 41 MAC referrals to date. ARC's ADRC provides Certified Options Counseling to individuals referred by the MAC (and their families and caregivers) who have recently been diagnosed with Alzheimer's and related dementias.

- **Provide Leadership for Region**

The Group will provide leadership to advance coordination and excellence in the organization and delivery of services for older persons and individuals with disabilities. ARC will strategically plan, partner and advocate to engage others in infrastructure, service, policy and communication enhancements that promote the region's development as a place where people of all ages, abilities and income can live high quality lives. In 2019, strategies include: embarking on the development of Strategic Plan on Aging for 2020 – 2025; continued work on the **empowerline** brand and communications of the Group's work incorporating "reframing aging" strategies; enhancement of **empowerlinePro**; and the provision of aging forums and trainings (now called **empowerline** forums and trainings) to increase capacity and knowledge on relevant issues.

- **STATUS:**
- **Strategic planning: A consultant firm was selected to assist in updating the 2020-2025 Strategic Plan on Aging. Stakeholder engagement and key informant interviews were conducted in November and December and will continue into 2020.**
- **Consumer outreach: This past year has focused on operationalizing the empowerline website to: 1) ensure sustainability, 2) implement continuous quality improvements and 3) expand outreach to target audiences to increase awareness of resources and services. Some of the tasks undertaken included: a blog feature, events calendar, and e-newsletter. Regular social media presence has been established on Facebook and Twitter. Facebook ads were implemented and have driven considerably more traffic to the website. When comparing July 2018 to May 2019, visitors/sessions increased 115% and pageviews increased 52%. This upward trend continued with a 25% increase in empowerline visits during the last 6 months of 2019.**
- **Helping consumers find resources: ARC completed updates to enhance operations of EmpowerlinePro (ARC's statewide database of aging and disability providers and other resources, available to Aging Network partners and other subscribers).**
- **Hot topics: Three empowerline Forums featuring state and nationally recognized experts were completed in 2019 with a total of 300 attendees:**
  - *Fostering Health Equity in our Region,*
  - *Lifelong Communities: Making the Atlanta Region Age-Friendly and*
  - *Elder Protection: In Plain Sight.*
- **Strengthen Aging and Independence Services' 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 need constant improvement and enhancement to meet changing needs. Focus areas for 2019 include: the development of a stable process for improvement and maintenance of Group's technology tools and systems, including quantifying costs; effective use of existing tools by staff and partners to maximize productivity and efficiency; and ensuring that systems employed provide ARC's quality management needs, required funders' reporting data and ARC's enterprise operations' needs.

- **STATUS: The 2019 transition into the Division of Aging Service (DAS) Data System (DDS) was a phased approach with the Money Follows the Person and Options Counseling Programs occurring in March, the Aging and Disability Resource Center in April, and Home and Community Based Services in July. Requests to DAS and the implementation of enhancements in the reporting and functionality of DDS was a large focus of staff July – December 2019. In addition, ARC and partner staff throughout the region were trained on DDS. ARC continues to use the SAMS system to support programs not funded through DAS. ARC will realize a significant annual subscription cost savings utilizing the DDS system for DAS required programs as opposed to SAMS alone.**
- **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 2019 will include: the continued 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.
  - **STATUS:**
  - **Group policy development:** The A&IS policy and procedural manual has been drafted and is under final review.
  - **Contracts management:** The contract tracker has been revamped and updated for enhanced accountability, efficiency and transparency.
  - **Invoicing:** The A&IS team worked with DAS to create a needed invoicing tool in DDS to ensure efficient financial management of grants. A new internal budget report was created for each grant to track actuals to budget and budget attainment. These developments are not only critical for financial efficiency in A&IS but have also improved efficiencies to area agencies on aging throughout Georgia.
  - **Key Performance Indicators and Dashboards:** A&IS has developed key performance indicators (KPIs) to establish targets for enhanced productivity and efficiencies in each unit. It continues to use a monthly data dashboard to monitor program productivity and trends.

## **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
- Innovative Solutions for Disadvantage and Disability
- inCommunity (formerly GCSS)
- Visiting Nurse Health System

## **COST CENTERS**

008BD1	TECHNOLOGY SUBSCRIPTIONS (SAMS/EMPOWERLINE-PRO)
008AA1	ARC T3 A-Admin (from B & C)
008AA2	ALZHEIMER'S Program State SUBCONTRACTORS
008AB1	ARC HCBS State - CBS ADMIN
008AC1	HCBS State - CBS SUBCONTRACTOR
008AC2	CBS ALZ SUBS
008AC4	ELAP CBS SUBS
008AC6	CBS RESPITE SUBS
008AC7	CBS – CASE MANAGEMENT SUBS
008BCO	ARC-ALZHEIMER'S PROGRAM, STATE
008AP1	OAA TITLE III B Supportive Services
008AP3	CBS – HCBS State - Program Development
008AQ1	ARC Cash
008AS1	OAA - TITLE III B – Supportive Services - SUBCONTRACTORS
008AS2	HCBS - SSBG SUBCONTRACTORS
008AS3	OAA - TITLE III-E – Family Caregiver Support - SUBCONTRACTORS
008AS6	OAA - TITLE III-C1-Congregate Meals- SUBCONTRACTORS
008AS7	OAA-TITLE III-C2-Home Delivered Meals-SUBCONTRACTORS
008ASB	ARC SSBG-HCBS- ADMIN
008AT1	ITCK SUBCONTRACTOR
008AU1	ACL NSIP SUBS
008AU2	STATE NSIP SUBS
008AU3	SSBG NSIP Supplemental SUBS
008BCR	ARC OAA T3 E CAREGIVER Support
008BD3	ARC SSBG-HCBS
008BD4	ARC CBS-HCBS STATE-Operations
008BNT	ARC Nursing Home Transitions
008BOC	ARC MFP-MDSQ/Options
008BRC	ARC STATE ADRC
008BSM	ARC – SSBG-MFP
008BTC	ARC MFP-TRANSITION
008BV1	Retired and Senior Volunteer Program (RSVP)
008BV2	ARC HCBS State CBS -VOLUNTEER
008CA1	E&D Waiver Intake

?	008DR1	OAA ARC TITLE III-D HEALTH PRO/WELL
?	008ED1	5310 Capital - ARC
?	008ED2	5310 Operations - ARC
?	008ED3	5310 Capital – Sub-grantees
?	008ED4	5310 Operations-Sub-grantees
?	008BAH	Atlanta Housing
?	008DAP	PCHP/Anthem



# **Homeland Security & Recovery Division**

**ATLANTA REGIONAL COMMISSION  
2019 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

**ELEMENT 10 – HOMELAND SECURITY & RECOVERY DIVISION**

**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**

- Continue to sustain existing law enforcement projects through the acquisition of specialty equipment.
- Continue to sustain interoperable communication and crisis management/situational awareness systems.
- Completion of Phase 2 of the regional Aerial Video Downlink project.
- Make measurable progress on the remaining 4 of the 14 Urban Area Working Group (UAWG) outcome based projects, specifically those related to cybersecurity; collaboration and information sharing; multi-year training & exercise plan, critical infrastructure/key resources; and the 2019 Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review.
- Gain local ownership on a second set of outcome focused projects, namely Training for Mass Casualty Incident (MCI) Preparedness; Mass Shelter Planning and Training; Active Shooter Preparedness; Full Scale Exercise; Cybersecurity; Regional Hazmat and CBRNE Preparedness; Drone Usage & Defense; National Incident Management System & Beyond the Refined Base Plan of the Regional Evacuation Coordination Plan.

**2019 WORK PROGRAM TITLES**

- 610A01 – Citizen Corps
- 610A02 – Combatting Violent Extremism
- 610A03 – Sustain / Build Capabilities through Equipment Purchases
- 610A04 – Sustain Training Programs
- 610A05 – Interoperable Communications
- 610A06 – Planning
- 610A07 – Exercise
- 610A08 – Management and Administration
- 710A01 – Citizen Corps
- 710A02 – Interoperable Communications
- 710A03 – Planning

- 710A04 – Sustain Training Programs
- 710A05 – Exercise
- 710A06 – Sustainment
- 710A07 – Law Enforcement
- 710A08 – Building Capabilities for Long-Term Recovery
- 710A09 – Management & Administration

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP**

### **10A – PREVENTING BIAS-MOTIVATED CONFRONTATIONS**

#### **PURPOSE**

The purpose of this project is to develop a framework for preventing bias-motivated confrontations in member jurisdictions through orientation and education of religious and cultural beliefs and practices intersecting with first responder protocols and procedures. The intent is to 1) create relationships and trust by making deeper inroads into communities of various cultures, whereby information can be shared, and allows for community conversation on difficult issues; 2) reduce and prevent threats within our region due to networks that can reach out to each other; 3) reduce the isolation of vulnerable populations within the Atlanta region thereby limiting the effect of negative messaging; and 4) create paths of familiarity and support within different communities and cultures thereby lessening the anxiety of either party during encounters and work; leading to mutually beneficial partnerships.

#### **DELIVERABLES**

- Public Safety Community Engagement Program – Through this investment, the Atlanta UASI will introduce public safety officials to different cultures with the express purpose of building stronger and deeper relationship with community leaders, as well as broaden the communities' awareness of the challenges facing public safety officials, thereby leveraging their respective and unique positions in the community to intervene in community issues early.
  - **STATUS: HSRG contracted with the Interfaith Community Initiative to create the 2019 Regional Public Safety Immersion Experience. Between February – May 2019, 125 public safety officials from 6 UASI jurisdictions participated and visited 30 distinct cultural and religious communities and intermingled with over 5,000 citizens from 20 different countries to build better relationships and trust. From this Immersion experience, each jurisdiction has committed to continuing the relationships in ways suitable for their jurisdiction. This project was completed in August 2019. In addition to the production of both a video and colorful booklet describing the project, interest on the program was sought by FEMA's headquarter director of faith initiatives.**

#### **PARTNERSHIPS**

- Georgia Emergency Management Agency (GEMA)
- Department of Homeland Security (DHS)
- Federal Emergency Management Agency (FEMA)
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Public Health
- Centers for Disease Control (CDC)
- The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County.

#### **COST CENTERS**

- 610A02 Preventing Bias-Motivated Confrontations

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP**

### **10B - LAW ENFORCEMENT**

#### **PURPOSE**

The Department of Homeland Security requires that a combined amount of 25% from both Georgia Emergency Management Homeland Security Agency (GEMHSA) and UASI grant funds be dedicated to law enforcement. These funds are to be used to enhance and sustained special law enforcement capabilities most closely associated with a response to terrorism. The Atlanta UASI has enhanced the capabilities of law enforcement specialty teams.

#### **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 Regional Communication and Technology Committee (RCTC). The \$1.8 million investment thus far into Phase 1 and Phase 2 of the regional airborne and ground digital downlink system upgrade and modifications project are complete. Planning on this project began in 2015 and now we are entering in Phase 3, which increases camera capabilities. Phase 3 is scheduled to begin in 2020.**
- Cybersecurity platform – Develop strategies regarding prevention, detection, communication of, response to and recovery from cyber threats that impact critical infrastructure (in concert 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 Cybersecurity working group has been established and met several times in 2019. The group's initial goal is to align with NIST Cybersecurity framework, establish processes and procedures for cyber threat information sharing, develop a methodology and plan for providing cybersecurity training for members. The next steps include preparing a scope of work and initiating a procurement process to secure a consultant to assist with services related to cyber threat information, training and ultimately conducting an exercise. This is a long-term ongoing project.**
- Acquisition of specialty equipment – Atlanta UASI will continue to build new and sustain existing public safety capabilities projects through the acquisition of specialty equipment. This is a long- term ongoing project.

#### **PARTNERSHIPS**

- Georgia Emergency Management Agency (GEMA)
- Department of Homeland Security (DHS)
- Federal Emergency Management Agency (FEMA)

- Georgia State Patrol (GSP)
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County

**COST CENTERS**

- 610A03 / 710A07 Law Enforcement

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 10- HOMELAND SECURITY & RECOVERY DIVISION**

### **10C – 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 is assigned to the Regional Communications & Technology Committee (RCTC). Testing on the regional Command and Control radio communication system was again completed in July 2019 and successfully confirmed the functional capability of public safety personnel roaming onto any other Atlanta UASI member radio and talk back to their own jurisdiction. Continuous training and testing on the radio system will be done in the Region. This is a project that will go into 2020.**
- Enhance Region's Crisis Management Software - 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 is assigned to the Regional Communications & Technology Committee (RCTC). The WebEOC, a crisis management system, was essential in the successful deployment of public safety officials during major events in 2019 including Super Bowl LIII. The information sharing, GIS mapping, and development of detailed traffic and security assignments are a few of the recent upgrades that were used during major events. At the request of the regional partners, both a UASI private page on the WebEOC platform and a resource tracking app is being considered to share pertinent information. This is a project that will go into 2020.**
- Collaboration and Information Sharing – Provide one, consistent message for any event that involves multiple jurisdictions and agencies.
  - **STATUS: This strategic project is assigned to the Regional Communications & Technology Committee (RCTC). The Public Information Officer (PIO) working group has been re-established in the reporting period and is working on building relationships with other agency PIOs to develop goals for the group. The immediate objectives of the group include training, creating various regional emergency press release templates, and identifying a communication tool amongst members. This is a project that will go into 2020.**

## **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**

- 610A05 / 710A02 Interoperable Communications



# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP**

### **10D – 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**

- Critical Infrastructure/Key Resources - Complete assessments of critical infrastructure throughout the region.
  - **STATUS: This project is assigned to Critical Infrastructure/Key Resources Committee (CIKR). All CIKR working group members have been successfully trained in performing risk assessment. As requested, HSRG provided the equipment needed to begin completing risk assessments. Members have successfully completed major assessments at four facilities. The group has identified Texas A&M Engineering Extension Service (commonly referred to as TEEX) training as an additional training need for the CIKR members. This is a project that will go into 2020.**
- Advance Mapping Resources - Asset location, identify capabilities, gaps, staging preferences and improve situational awareness.
  - **STATUS: This project is assigned to Critical Infrastructure/Key Resources Committee (CIKR). The working group has researched and determined a web base, resource tracking software associated with using the WebEOC platform for the region and presented to the committee. The next step will be procuring the software by HSRG. This is a project that will go into 2020.**
- Regional Evacuation Coordination Plan – In August 2018, UASI issued a Refined Base Plan for the Metro Atlanta Regional Evacuation Coordination Plan (RECP).
  - **STATUS: This project is assigned to Regional Response Coordination Committee (RRC). The next step pertains to plan maintenance, determining the priority of future annexes and an exercise of the RECP. This is a project that will go into 2020.**

#### **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**

- 610A03 / 710A06 Sustainment

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP**

### **10E – CITIZEN CORPS**

#### **PURPOSE**

The mission of the Citizen Corps (CC) Program 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 Corps program.

#### **DELIVERABLES**

- Citizen Corps (CC) Program – Revitalize and continue to build a sustainable CC Program. Reinforce the extraordinary expansion efforts of our regional partners with additional funding to support the regional CC program.
  - **STATUS: This strategic project is assigned to the Regional Response Coordination Committee (RRCC). In the reporting period, the open Grant Year 2016 was successfully closed. HSRG awarded additional funding to 4 out of the 6 UASI jurisdictions for expansion projects in the region to include 1.) Gwinnett’s location management system for Dementia patients, specialized emergency response training, 2.) for Cobb and DeKalb County’s deaf community, and 3.) Clayton County’s Pathways Project that includes an immediate employment, post-secondary education, and life-long learning skill in emergency preparedness. Additionally, emergency preparedness training was extended to Hartsfield Jackson Airport and MARTA, through partnering UASI jurisdictions, to protect our millions of visitors. This is a project that will go into 2020.**
- Regional Citizen Corps Council - Develop baseline standards and consistency across all five CC programs.
  - **STATUS: This strategic project is assigned to the Regional Response Coordination Committee (RRCC). The Council has been established with the emergency management director from the six UASI jurisdictions. The Working group has been expanded to include representation from all managers/coordinators of all five programs of Citizen Corps and the objectives for 2020 have been established. This is a project that will go into 2020.**

#### **PARTNERSHIPS**

- Georgia Emergency Management/Homeland Security Agency (GEMHSA)
- Department of Homeland Security (DHS)
- Federal Emergency Management Agency (FEMA)
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Public Health
- Centers for Disease Control (CDC)
- The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County

## **COST CENTERS**

- 610A01/710A01      Citizen Corps

# PERFORMANCE STATUS REPORT - DECEMBER 31, 2019

## ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP

### 10F - TRAINING

#### PURPOSE

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. By supporting specific public safety, law enforcement, and private sector efforts, 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.

#### DELIVERABLES

- Training, Exercises, Drills and Seminars - Develop and support training by subject matter experts on a wide variety of topics necessary to ensure that public safety teams with recurring training that serves to build or sustain capabilities consistent with DHS Homeland Security Exercise and Evaluation Program (HSEEP).
  - **STATUS: This strategic project is assigned to the Critical Events Special Operations Committee. The Multi Year Training, Exercise and Planning (MYTEP) working group has documented and organized past trainings and has begun identifying gaps as it relates to the 32 capabilities set by DHS. In addition, ARC/UASI has entered in a contract with a training and exercise consultant, L2 Defense. L2 Defense will work with the MYTEP working group to develop a schedule of trainings that will provide a roadmap for the region to accomplish priorities described in the Homeland Security Strategy. These services will not begin until 2020 and therefore will be for 710A04/810A04. This is a project that will continue in 2020.**
- Mass Casualty Incident (MCI) Preparedness – Focus on and develop training for first responders in newer tactics and treatment during an MCI, such as the need for Rescue Task Forces to enter those areas not yet completely secured to treat and recover the injured.
  - **STATUS: This is a new strategic project and is assigned to Regional Response Coordination Committee. A Mass Casualty Incident working group has been established to identify first responder capabilities and address specific training needed for MCIs. L2 Defense will assist the group with this project. This is a project that will go into 2020.**
- Mass Shelter Planning – Develop and incorporate training and exercise needs to assist local Emergency Management, Public Health providers, and associated departments in sheltering for local and community related emergencies.
  - **STATUS: This is a new strategic project and is assigned to Regional Response Coordination Committee. This working group has been established, identifying those facilities to be used as disaster shelters, and gathering appropriate information and agreements. L2 Defense will assist the group with this project. These services will not begin until 2020 and therefore will be for 710A04/810A04. This is a project that will go into 2020.**

- Active Threat/Assessment - Increase the awareness of the population through training and identify and address weaknesses in first responder preparedness with equipment, training and exercises.
  - **STATUS: This is a new strategic project and has been assigned to Critical Events/Special Operations Committee. This working group has been established and is currently evaluating After Action Reports from previous active shooter events as lessons learned. Training and equipment needs have been identified. L2 Defense will assist the group with this project and therefore will be for 710A04/810A04 (revised). This is a project that will go into 2020.**
- Regional Hazmat and Chemical, Biological, Radiological, Nuclear, and Explosive CBRNE Preparedness - To explore the need for personal protective measures training and support for hazardous materials under manufacture, in transit, and at fixed sites in the Region.
  - **STATUS: This is a new strategic project and has been assigned to Critical Events/Special Operations Committee. This working group has been established, submitted a list of training needed to the MYTEP working group, and will continue to meet as a group for open dialog and discussion of topics and events. L2 Defense will assist the group with any future projects. This is a project that will go into 2020.**
- Unified Command/NIMS – To continue to test the Incident Command System (ICS) component in all exercises, to identify weaknesses and gaps in ICS capabilities, and provide appropriate ICS training at the higher levels of command through existing or newly developed training.
  - **STATUS: This is a new strategic project and has been assigned to Critical Events/Special Operations Committee. This working group has been established but additional regional participation is needed L2 Defense will assist the group with this project and therefore will be for 710A04/810A04 (revised). This is a project that will go into 2020.**

## **PARTNERSHIPS**

- Georgia Emergency Management Agency (GEMA)
- Department of Homeland Security (DHS)
- Federal Emergency Management Agency (FEMA)
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Public Health
- Centers for Disease Control (CDC)
- The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County

## **COST CENTERS**

- 610A04/ 710A04    Sustain Training Programs

# PERFORMANCE STATUS REPROT – DECEMBER 31, 2019

## ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP

### 10G – EXERCISE

#### PURPOSE

Consistent with the Training sub-element workplan, continuous relevant exercises are a key element in any program and necessary to ensure core capabilities are sustained at levels necessary to protect property and the citizens. The end-goal is a series of initial planning meetings, discipline specific workshops, tabletop exercises, functional exercises, and finally a Full-Scale Exercise based on a set of plausible scenarios to test capabilities. This exercise effort supports the national campaign for preparedness through coordinated governance efforts throughout the Metro Atlanta area.

#### DELIVERABLES

- Future Full-Scale Exercise (FSE) - A series of functional exercises to build up to an FSE needing a multi-jurisdictional response. The Atlanta UASI, in conjunction with Emory University and the Centers for Disease Control (CDC), sponsored its first full-scale exercise under the restructured UASI program since ARC assumed operational control and on March 14th and 17th 2018 worked in partnership with Emory University, the Center for Disease Control and Prevention, along with its jurisdictional partners. The significant of this FSE event was also that Clifton corridor where Emory and CDC are located had recently been annex into the city of Atlanta. The active shooter threat and vehicle borne improvised explosive device exercise required a multi-jurisdictional and agency response, which evaluated many critical response units.
  - **STATUS: A Multi Year Training, Exercise and Planning (MYTEP) working group has been established to addresses training and the specific exercise needs, timing, and requirements consistent with DHS Homeland Security Exercise and Evaluation Program (HSEEP). In addition, ARC/UASI has entered in a contract with L2 Defense, for training and exercise support. These services will not begin until 2020 and therefore will be for 710A04/810A04 (*revised*). This is a project that will continue into 2020 and 2021.**

#### PARTNERSHIPS

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

#### COST CENTERS

- 610A07/ 710A04 - Exercise/Training

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP

### 10H – PLANNING

#### **PURPOSE**

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.

#### **DELIVERABLES**

- 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 August 2018, UASI issued a Refined Base Plan for the Metro Atlanta Regional Evacuation Coordination Plan (RECP). The next steps pertain to plan maintenance, determining the priority of future annexes and an exercise of the RECP. ARC/UASI has entered in a contract with L2 Defense for training and exercise support for a future exercise in 2021. These services will begin in 2020 and therefore will be for 810A03 (*revised*). Annual review of this project and maintenance of the RECP will make this an ongoing and long-term project.**
- Threats and Hazards Identification Assessment (THIRA) – The THIRA is an annual FEMA requirement to assess risks and determine the level of capability.
  - **STATUS: This project is assigned to the THIRA Working Group under Regional Response Coordination Committee (RRC). UASI's 2019 Threat and Hazard Identification and Risk Assessment (THIRA) and the new Stakeholder Preparedness Review was successfully completed and submitted by the December 31st deadline. This is on-going report due annually.**
- Planning, Training, Exercise and Project Management – Seek the assistance of experienced firm(s)/organization(s) with innovative approaches and proven strategies to further enhance and expedite the work of jurisdictional partners, to ensure effective and efficient coordination and implementation of the region's homeland security and emergency preparedness programs.
  - **STATUS: A Request for Proposals (RFP) was posted early in 2019, a bidders' conference was held and HSRG received a substantial number of responses. Due to the size of this project and the number of responses, this project was delayed. HSRG put together a review team comprised of subject matter experts from the UASI jurisdictions to thoroughly evaluate each proposal. From that evaluation and vendor selections, ARC/UASI entered into an 18-month contract with IEM, Inc. for project management and planning services, and L2 Defense for training and**



**exercise support. These services will begin in 2020 and therefore will be for 710A03/810A03 (revised).**

**PARTNERSHIPS**

- Georgia Emergency Management Agency (GEMA)
- Department of Homeland Security (DHS)
- Federal Emergency Management Agency (FEMA)
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Public Health
- Centers for Disease Control (CDC)
- The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County

**COST CENTERS**

- 610A06 /710A03 Planning

# **PERFORMANCE REPORT STATUS – DECEMBER 31, 2019**

## **ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP**

### **10I – MANAGEMENT & ADMINISTRATION**

#### **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, note scribe for all meetings and more.
  - **STATUS: Atlanta UASI continues to support the advisory group known as the Urban Area working Group (UAWG), who reports to the governing body, known as the Senior Policy Group. The four (4) Committees under the UAWG along with the sub-working groups and/or focus groups are continuing to meet on a quarterly basis to achieve Atlanta UASI's programmatic goals. Committee leaders have taken the initiative to alternate locations and host meetings in their jurisdictions. Planning and assistance are 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. HSRG made a few member modifications of the various committees to ensure we had the right subject matter experts participating to meet our goals.**
- 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. This year team members participated in the annual Homeland Security Conference in Phoenix, AZ, the Threat Hazard Identification Risk Assessment process workshop in Chicago, IL, and the International Association of Emergency Management in Savannah, GA. These events are trainings and network opportunities related to grants managements, emergency preparedness, project management and updated technology. HSRG maintains a standing budget to ensure funding is always available for professional development opportunities.**

#### **PARTNERSHIPS**

- Georgia Emergency Management Agency (GEMA)
- Department of Homeland Security (DHS)
- Federal Emergency Management Agency (FEMA)
- City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County

## **COST CENTERS**

- 610A08/710A09 Management & Administration

**Administration,  
Business Services and  
Center for Strategic Relations**

**ATLANTA REGIONAL COMMISSION**  
**2019 WORK PROGRAM**  
**PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**  
**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.

**2019 WORK PROGRAM HIGHLIGHTS**

- Continued to work with the “Learn 4 Life” Education Partnership in conjunction with regional partners.
- Conducted an offsite Board work session.
- 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.

**2019 WORK PROGRAM TITLES**

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

## **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

### **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 2018 audit was an unqualified (clean) audit.**
- Implement RLI, MARC, ALMA and LINK leadership programs.
  - **STATUS: Completed – 2019 LINK was conducted in Pittsburg, PA. The 2019 ALMA program was completed in May 2019. The other leadership programs are in the planning stages to be held later this year.**
- Implement a regional workforce plan in partnership with all of the workforce boards in the Region.
  - **STATUS: On-going -- ARC coordinated the updates to these plans and submitted the draft local and regional plan documents to the State Workforce Office on December 21, 2018. State staff reviewed the draft plans and approved these documents on March 1, 2019. The Atlanta Regional Workforce Development Board adopted the final plans at their meeting on March 14, 2019.**
- Participate in the “Learn 4 Life” Education Partnership in conjunction with regional partners.
  - **STATUS: On-going – The Executive Committee extended the executive director’s contract for another year and held a community forum to present key economic and education indicators.**
- Develop 2019 Work Program and Budget.
  - **STATUS: Completed -The proposed budget was drafted and adopted by the Board on December 4, 2019.**
- Create a 2019 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 Senior 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 next phase of the public art programs is part of the Arts, Culture, and Creative Placemaking Strategic Plan that the Board approved in March 2019.**
- Place an active emphasis on staff development and positioning the agency for new leadership opportunities.
  - **STATUS: On-going -- The agency is implementing organizational re-alignment based upon succession plan developments and role re-allocation.**

## **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

**ATLANTA REGIONAL COMMISSION  
2019 WORK PROGRAM  
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**22 – BUSINESS SERVICES**

**MISSION**

Business Services provides the agency's talent management, information systems, financial services (including accounting, budgeting, grants administration, purchasing), legal 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 will conduct the annual policy review process updating agency policies, produce the 2018 Comprehensive Annual Financial Report (CAFR), implement automated expense reimbursement system, and continue the preparation of the agency budget and financial forecast, and improvement of agency-wide financial management reporting. General Services will prioritize resource sustainability within the agency, ensure the agency fleet's compliance with existing policies; and continues to focus on maintaining and/or optimizing the agency's physical infrastructure and fixed assets. The Information Technology Group will optimize IT operations and infrastructure, ensure high customer satisfaction and deliver on the IT Strategic Plan. Talent Management will finalize and implement the recommended findings from the enterprise-wide compensation and classification study, and continue its focus on updating personnel policies, employee benefits, recruitment, staff development and performance management. Legal will finish the selection and introduction of legal services across several categories for the agency, manage regular policy updates, interpretation, compliance support and Open Record/DBE requirements.

**2019 WORK PROGRAM HIGHLIGHTS**

- Managed the comprehensive financial management system and related activities.
- Managed agency facilities and related day-to-day operations of the agency. Managed the final elements of the office move process.
- Maintained operational computer systems to support ARC's network and enterprise database.
- Managed the employee staff development programs, the talent recruitment process, the benefits program and performance management system.
- Managed our external legal partners, supported the legal integrity and policy compliance of the agency

**2019 WORK PROGRAM TITLES**

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



# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**

## **ELEMENT 22 – BUSINESS SERVICES**

### **22A – FINANCIAL SERVICES**

#### **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 2018 financial activities.
  - **STATUS: Completed and report issued**
- Production of the 2018 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: On-going**
- Improved agency-wide financial management reporting with development of Deltek Travel and Expense module.
  - **STATUS: Prepared to launch in 1th quarter of 2020**

#### **PARNTERSHIPS**

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

## **COST CENTERS**

- 022AA Financial Services

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## ELEMENT 22 – SUPPORT SERVICES

### 22B - GENERAL SERVICES

#### PURPOSE

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.

#### DELIVERABLES

- Manage facilities and related day-to-day operations of the agency.
  - **STATUS: General Services continued to respond to the varying needs of staff in support of a comfortable and functional work environment. To that end, 57 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	20
General Repairs	8
Plumbing & Drains	5
Housekeeping	14
Security Clearance	0
Lighting	1
Electrical	3
Doors/Locks	4
Odor	0
Window/Roof Leaks	1
Elevators/Escalators	1
Miscellaneous	0

All 57 requests were completed.

- Identify problem areas and coordinate corrections and improvements related to ARC's office space and equipment.
  - **STATUS: During the reporting period, General Services responded to reports of various issues which were reported by staff or discovered by the General Services Manager's own observations. Many of these issues were directly related to the use and upkeep of agency office equipment. Work performed in support of this deliverable include:**
  - **Completed the procurement process for the upgrade of network printers and the postage meter. This included notification of non-selection of the unsuccessful**

vendors and notification of selection to Edge Business Systems. Additionally, this process involved the negotiation and execution of the contract for services with Edge Business Systems.

- Installation of window frosting on Strategic Relations Director's office.
- Coordinated with Talent Management to arrange for ongoing ergonomic consulting and support for staff who need said services. Completed an ergonomic assessment for one staff member, made the recommended changes to the staff person's workspace and ordered the recommended equipment.
- Ice machine repair and maintenance on all floors.
- Discussed space concerns with Center for Livable Communities Director; specifically, the handling of interns and temporary employees over the next 12-18 months.
- Maintain a functional automobile fleet.
  - **STATUS:** During the reporting period, there were 224 vehicle bookings; down from 271 bookings for the previous reporting period. The decrease is directly attributable to the holidays; which typically yield less reservations and vehicle usage. Routine maintenance and upkeep were performed on all vehicles. Non-routine work was scheduled and completed as follows:
  - 2015 Ford Explorer – recall 19S17 (Frequent full articulation of the rear suspension). Recall repair performed on July 16, 2019.
  - 2014 Ford Fusion Hybrid – windshield replacement (July 24, 2019).
- 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, 2019 and the period ending December 31, 2019.

Transit Mode	Participants as of 6/30/2019	Participants as of 12/31/2019
MARTA Monthly	78	81
MARTA 10-trip	2	2
MARTA 20-trip	6	6
Gwinnett County Monthly	1	2
Cobb County Transit Monthly	6	5
Cobb County Transit 20-Trip	2	2
GRTA Xpress (Green) Monthly	4	4
GRTA Xpress (Blue) Monthly	1	2
TOTAL:	100	104

General Services continues to coordinate with Lanier Parking in the management of the agency's parking program. As of 12/31/2019, the number of employees utilizing parking were as follows:

161 Garage	46
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Courtland Garage	35
International Garage	13
<b>TOTAL</b>	94

- Coordinate safety, security and continuity of ARC's office space and business operations with the appropriate internal staff and external partners.
  - **STATUS: General Services served on the Crisis Management Committee; an effort spearheaded by the Director of the Center for Strategic Relations. The Committee's work included identifying/evaluating potential threats to ARC, determining the degree of significance of said threats, and the appropriate response measures.**
- Enhance sustainability efforts agency wide.
  - **STATUS: During the current reporting period, General Services and Natural Resources met with the Senior Property Manager and Chief Engineer to discuss aligning ARC's sustainability efforts with those of the property. Based on talks with Property Management and Engineering, ARC's Green Team committed to better educating staff on available recycling/sustainability options, setting a date to take a tour of the building's facilities and processes, properly labeling receptacles throughout the office and conference space.**
  - **General Services and Natural Resources (Crystal Jackson) toured the building's facilities and were able to, firsthand, see cardboard bailing, electronics recycling receptacles and trash/recycling separating compactors.**

### **PARTNERSHIPS**

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

### **COST CENTERS**

- 022BF General Services

**PERFORMANCE STATUS REPORT – DECEMBER 31, 2019**  
**ELEMENT 22 – BUSINESS SERVICES**  
**022CH - TALENT MANAGEMENT**

**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. Talent Management broad objectives are:

- Development of a comprehensive Learning and Development program that enhances the performance of the organization by giving employees the skills needed to excel, and develop and prepare employees to take on greater leadership roles, while demonstrating an investment in the employee's career development and growth.
- Develop a high - performance culture in which staff performance can be supported, rewarded, enhanced and managed effectively, resulting in informed and effective performance management conversations supported by transparent performance data.
- Create a clear and sustainable talent acquisition strategy that promotes and fosters the development of internal talent, the attraction of external talent, and the use of appropriate tools and methods for talent retention.
- Develop a framework that fosters a values-based culture that is focused on diversity, inclusivity, wellbeing and positive employee engagement by supporting cultural transformation initiatives throughout the agency.
- Manage Benefits & Wellness Program in the most cost-efficient manner, while emphasizing the importance of health and wellness, while offering plans that provides value-added services to employees in a seamless and useful manner.
- Deliver core policies and procedures which are purposeful, aligned with agency's objectives, and legally compliant.

**DELIVERABLES**

Evaluate the conversion of HR/Talent Management forms to enhance automated workflow processes for greater efficiency and a reduction in manual resources for increased system capacity. Phase I will be initiated in 2019 with review of the Docufree virtual file storage system and system capability.

**Status:** 100% Complete. Reviewed the Docufree, the virtual employee filing system was enhanced with multiple layer indexing, which provided greater accessibility and improved retention standards. The next step is to interface the Docufree system with other talent management/human resources systems in 2020.

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

**Status:** 100% Complete. Revamped Docufree, the virtual employee filing system for greater accessibility and improved retention standards. The next step is to interface the Docufree system with other talent management/human resources systems in 2020.

Conduct a comprehensive Classification and Compensation Study (18- month project), 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:

**Status:** 100% Complete. New structure went into effect March 2019. Number of classifications were reduced by 40%; pay ranges established above the 50% percentile for competitive talent acquisition; the new structure has dual technical/management tracks to allow for greater career advancement within the agency.

Reevaluate automated performance management process to ensure that it aligns with ARC's objectives and effectively measures and rewards employees' performance. This process will start with evaluating and streaming the NEOGOV Performance Management system for enhanced efficiency. This project will be completed in 3 phases. Phase one is slated for 2019, which will include feedback from workforce at all levels.

**Status:** Phase I is 100% complete. Phase II of (PE) Redesign project is slated to begin second quarter of FY 2020. RFP solicitation slated for Q2-2020 for phase II work. Target full completion date is December 2020.

Manage ARC's employee benefits program, emphasizing health and wellness and offering a benefits plan that provides value to employees; restructure Benefits Committee composition and revise guidelines; Develop framework for a health and wellness program and timeline for implementation; Institute cost containment strategies.

**Status:** 100% complete. New committee composition and bylaws have been put in place. Committee has been expanded to include retiree representation. Health and Wellness committee has been successfully created and implemented ahead of project schedule. The Wellness program has successfully implemented and was awarded \$30K seed funds for program expansion.

Manage ARC's talent acquisition 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.

**Status:** Reviewed internal processes to streamline number of days to onboard from recruitment to hire. Reduced number of days to post a position from 5 days to 3 days; and from offer to start date from 7 days to 3.

Continuously review and update ARC's Personnel Policies and manage the effective interpretation application of its policies.

**Status:** Reviewed and revise Employee Handbook and administrative policies as required and mandated by federal and state statute changes.

### **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



# ATLANTA REGIONAL COMMISSION PERFORMANCE STATUS REPORT – DECEMBER 31,2019

## ELEMENT 23 – CENTER FOR STRATEGIC RELATIONS

### **MISSION**

The Center for Strategic Relations 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:

- **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.
- **Creative:** Maintaining and evolving the ARC brand perception, look and feel to support its relevancy to the Region
- **Digital Strategy:** Leveraging digital media to amplify all ARC communications
- **Government Relations:** Designing and deploying a year-round local and state/congressional legislative relations program
- **Strategic Event Management:** Planning, coordinating and executing events across the agency in a way that brings together partners and other stakeholders to educate, inform and inspire.

### **DELIVERABLES**

- Expanded awareness of ARC and key regional issues through ARC digital and social media, special outreach to news media and community leaders & stakeholders.
  - **STATUS: Provided comprehensive media relations, editorial services, marketing, graphic design, digital strategy, video services to support ARC's many plans, programs and initiatives. Managed What's Next ATL platform to engage the public 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. Developed social media content on a daily/weekly basis to promote ARC programs and initiatives, highlight key regional issues, and support our regional partners. Also developed 2019 Annual Reports for ARC member jurisdictions, to highlight value of ARC membership. Distributed to board and audiences across the region.**
- Provided communications and issues management counseling to the ARC Executive Director, Board and senior management.
  - **STATUS: Developed a crisis communications framework for the agency. Managed and provided counsel on strategic communications issues that could potentially impact the operations and reputation of the agency. Began the framework for a comprehensive Strategic Communications Plan to be completed in 2020. Provided**

**presentation and speechwriting support to the agency chairman and executive director.**

- Coordinated Annual Strategic Partnership program and support ARC's annual "State of the Region" breakfast and other agency special events.
  - **STATUS: Annual Program Partners renewed (Georgia Power, Uber, Delta Air Lines) for third year beginning in 2018, generating \$130,000 in revenue. Heightened level of corporate engagement within ARC network resulting in highest level of State of the Region sponsorship since program inception totaling \$118,900 with 9 new corporate supporters including 5 gained directly from LINK 2019 engagement. Benefits delivered to sponsors include opportunity to be primary strategic partner for planning, execution and/or participant in ARC initiatives and events to include the Legislative Breakfast, ConnectATL, MARC youth leadership program, empowerline forum series and others.**
  - **Provided prime visibility at ARC events, strategic partners web page, executive roundtable briefing collaboration and planning with formal feedback solicitation, e- newsletter sponsored articles, and superior customer service delivery. Additionally, provided access to ARC research data for sponsor internal and external communication efforts in support of aligned initiatives and an early look at 2019 Metro Atlanta Speaks results. Corporate thought leadership intelligence gained for increased (c-suite) private- sector solicitation for involvement, participation and support of ARC LINK and RLI leadership programs.**
- Provided creative services, including graphic design, photography, and video production to support the work of the different centers and groups of the agency.
  - **STATUS: Work is provided on and ongoing basis throughout the year to all agency centers and groups. The Creative group completed a high volume of work during 2019, these are a few of the highlights of the work done: print collateral, PowerPoint presentations and 3 videos for the 2019 ARC State of the Region; Collateral and signage for the 2019 RLI Class; invitation for the 2020 LINK trip; collateral and signage for the Empowerline Forum series; 2019 Aging Annual report; 2019 Water District Annual Report; 2020 Water District Photo Contest Calendar; Collateral and videos for ARC's Green Communities program; Collateral, posters and event photography for the 2019 Water District Annual Essay contest; Updates and the creation of collateral in support of the community educational work of the Metro Water District; design of a template and design support for the update to The Atlanta Region's Plan; collateral and videos for the Workforce group's annual awards lunch; design of a trailer wrap for the new mobile WorkSource GA Welding Training Trailer, design of collateral to support the agency's Affordable Housing Strategy; design of collateral for the UASI group such as the Immersion Report; design assistance in developing PowerPoints for the Executive Director and other groups within the agency.**
- Provided digital strategy services, including management of agency websites, coordination of social media channels, e-newsletters, and email campaigns.
  - **STATUS: Managed the development of two new websites – atlworks.org and metroatlhousing.org. Developed an agency-wide social media policy. Completed migration to the Active Campaign EMS for email communications/marketing. Developed 47 email campaigns. Posted 850 social posts including 40 paid/boosted posts. Developed a document hosting strategy for ARC websites to increase the performance of our websites and prevent an increase in hosting costs. Developed and implemented a HIPAA webform solution for Aging & Independence Services.**

**Supported the WorkSource ad campaign with a landing page and automated email strategy. We managed the development of a community event calendar for the Empowerline website. Supported the State of the Region Breakfast initiative with a digital marketing strategy that included a landing page, social posts and email marketing.**

- Manage local government relations for the agency.
  - **STATUS: After creating a Local Government Affairs coordinator position in the first half of 2019, the Center for Strategic Relations developed a strategy and work program for the position in the second half. Targeted strategies have resulted in more visibility and brand awareness of ARC staff in the region and increased collaborative efforts with the Georgia Municipal Association and the Association for County Commissions. CSR has also worked with the other ARC Centers to galvanize the leadership and connect them with county commissioners and other elected officials in 2019 and 2020.**
- Coordinated and enhanced ARC's annual "State of the Region" breakfast and other agency special events.
  - **STATUS: State of the Region 2019 was a success by all accounts: the event sold out, attendees' feedback was overwhelmingly positive, the event generated revenue and the operations were extremely well executed. Additionally, Strategic Relations planned and executed the RSVP luncheon, three empowerline forums, the ARC Manager's Workshop, Small Cell/5G workshop, and the Regional Communicators Alliance. We also began work on Connect ATL 2020, LINK 2020 and NARC 2021. (See 23AE for details.)**

## **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.

## **2019 WORK PROGRAM TITLES**

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

# PERFORMANCE STATUS REPORT – DECEMBER 31, 2019

## 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: Complete- Upgraded all host servers to new ESXi and VNX software.**
- Upgrade the enterprise-wide SQL Server database system to support all agency database applications.
  - **STATUS: Ongoing- Upgraded 55 of 65 databases to SQL 2019.**
- Install a base of standardized, state-of-the-art mobile devices 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. Working to create an automated form that requires users to resign AUP on a yearly basis.**
- 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. Updated survey to allow at home users to complete survey.**
- 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. 60% completed.**
- 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: Ongoing- Working to complete automation of forms, creation of workflows and creation of a new ticketing system.**
- Create data retention plans for agency data based on Georgia Archives recommendations.
  - **STATUS: Ongoing- Reviewing Amazon S3 cost to determine is proper location to archive data based on Federal and State policies.**
- Upgrade\Deploy Solarwinds Software:
  - **STATUS: Ongoing- Upgrade complete, increase monitoring of servers and switches by different reporting options.**
- Contact other state MPO's
  - **STATUS: Ongoing- Created standing meetings with Dallas, Chicago and Denver municipalities. Continuing to discuss best practices, new technology, budget, etc. Work to establish partnerships with other agency's for quarterly meetings on continued discussions on technology and standards.**
- IT Committee Meetings
  - **STATUS: Ongoing- Monthly meetings to discuss the technology within the agency, review of IT Strategic Plan and as wells as 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

# **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, 2019 are as follows:

<u>Job Categories</u>	<u>Salary Group</u> (In thousands)	<u>Male</u>	<u>Female</u>
Officials/ Administrators	\$107 plus	9 nonminority 7 minority	5 nonminority 3 minority
Professionals	\$40 plus	31 nonminority 22 minority	51 nonminority 59 minority
Administrative Support	\$40 plus	1 nonminority - minority	4 nonminority 9 minority
Service & Maintenance	\$36 plus	- nonminority - minority	- nonminority 1 minority