Wednesday, September 23, 2020 | 1:00 p.m.
Join Microsoft Teams Meeting
+1 470-419-6063 United States, Atlanta (Toll)
Conference ID: 207 762 778#

The meeting agenda with all presentations and references can be found at: www.atlantaregional.org/board

I. Welcome and Pledge of Allegiance
   Kerry Armstrong, Chair

II. Chairman’s Comments
    Kerry Armstrong, Chair

III. Treasurer’s Report
     Bob Reeves, Treasurer

IV. Consent Agenda
    Kerry Armstrong, Chair
    A. August 26, 2020 Meeting Summary

V. Action Items
   Kerry Armstrong, Chair
   A. Issue Summary and Resolution for TIP Amendment #1
      Patrick Bradshaw, ARC, Transportation Access and Mobility
   B. Transportation Systems Management and Operations (TSMO) and Intelligent Transportation Systems (ITS) Architecture Strategic Plan Update
      Charlotte Nash, Chair, TAQC
      Maria Roell, ARC, Transportation Access & Mobility
   C. Issue Summary and Resolution to adopt the Atlanta Regional Commission Live Beyond Expectations Strategic Plan Framework 2020-2025
      Romona Jackson-Jones, Chair, Aging & Independence Services
      Becky Kurtz, Managing Director, A&IS Group

VI. Discussion/Information Items
    Kerry Armstrong, Chair
    A. ARC Bylaws Revisions Recommendations (First Read)
       Brittany Zwald, ARC Staff Legal Counsel
    B. Learn4Life Update
       Ken Zeff, Executive Director, Learn4Life
    C. Legislative Update
       Eric Dial, Chair, SRC
       John Bayalis, Manager, Intergovernmental Affairs

VII. Announcements and References
    Doug Hooker, Executive Director
    ➢ ARC Annual State of the Region Breakfast, Friday, November 13, 2020, Virtual, 8:00 a.m.
    ➢ ARC is partnering with the Mid-Ohio Regional Planning Commission (MORPC) to present a virtual Summit on Sustainability on October 15 & 16. This online forum with the theme of “Resilient. Adaptable. Bold.” offers community leaders a unique opportunity to explore and share sustainable ideas and best practices. https://www.morpc.org/event/summit-on-sustainability/ Contact Crystal Jackson (cjackson@atlantaregional.org) for registration information.

VIII. Adjourn

Next Committee Day: Thursday, October 15, 2020 – Tentative
Next Commission Meeting: Wednesday, October 28, 2020 – Tentative
MEMORANDUM

DATE: September 23, 2020

TO: Atlanta Regional Commission

FROM: Bob Reeves, Treasurer

SUBJECT: Treasurer’s Report

Attached is the summary of total governmental fund type revenues, expenditures and change in fund balance through August 31, 2020. Total governmental fund revenues, expenditures and change in fund balance may be summarized as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance at 1/1/20</td>
<td>$5,421,746</td>
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<tr>
<td>Add: Revenues and Transfers in</td>
<td>$47,705,667</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>47,494,483</td>
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<tr>
<td>Revenue over (under) Expenditures</td>
<td>211,184</td>
</tr>
<tr>
<td>Net Increase, (Decrease) in Fund Balance</td>
<td>211,184</td>
</tr>
<tr>
<td>Estimated Fund Balance at 12/31/2020</td>
<td>$5,632,930</td>
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Attachment
| ATLANTA REGIONAL COMMISSION  
Treasurer’s Report  
Revenues and Expenditures  
August 31, 2020 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fund Balance as of 1/1/2020</strong></td>
<td>$5,421,746</td>
<td>$5,421,746</td>
<td></td>
</tr>
<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Appropriations</td>
<td>5,113,240</td>
<td>3,756,798</td>
<td>73.5%</td>
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<td>Interest Income</td>
<td>48,000</td>
<td>36,352</td>
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<td>Special Revenue Fund Income</td>
<td>82,325,490</td>
<td>41,723,643</td>
<td>50.7%</td>
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<tr>
<td>Local Match</td>
<td>3,637,103</td>
<td>1,718,727</td>
<td>47.3%</td>
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<tr>
<td>Enterprise Income</td>
<td>654,500</td>
<td>470,147</td>
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<td>Miscellaneous Income</td>
<td>127,047</td>
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<td><strong>TOTAL</strong></td>
<td>$91,905,380</td>
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<td><strong>Expenses:</strong></td>
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<td>Salaries and Benefits</td>
<td>25,706,710</td>
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<td>Contracts</td>
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<td>6,198,006</td>
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<td>Equipment</td>
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<td>Miscellaneous Operating</td>
<td>2,444,241</td>
<td>870,405</td>
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<td>Travel</td>
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<td>Rent and Related</td>
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<td>22,191,271</td>
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<td>Other Expenses</td>
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<td>Over/(Under) Indirect Recovery</td>
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<td><strong>TOTAL</strong></td>
<td>$91,966,153</td>
<td>47,494,483</td>
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<td><strong>Excess (Deficiency) of Revenues</strong></td>
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<td></td>
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<tr>
<td>Over (Under) Expenses</td>
<td>(60,773)</td>
<td>211,184</td>
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<td><strong>Estimated Fund Balance:</strong></td>
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<tr>
<td>December 31, 2020</td>
<td>$5,360,973</td>
<td>$5,632,930</td>
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Atlanta Region Adds 63,600 people in Past Year

The ARC Board approved the 2020 population estimates for the 10-county region, which showed that metro Atlanta added 63,600 people in the 12 months ending in April 2020. The population growth is down slightly from the year before, reflecting a modest cooling in the local job market. The 1.37% population increase in 2019-20 compares to 1.59% in 2018-19. This year’s growth was a little better than average over the past decade. Overall, the 10-county region added 585,000 people in the past decade – the equivalent of all of metro Chattanooga.

- Issue Summary: ARC 2020 Population Estimates
- Regional Snapshot: ARC 2020 Population Estimates

ARC Board Approves Chattahoochee RiverLands Plan

The ARC Board gave final approval to the Chattahoochee River Greenway Study, which provides a new vision for the river in the Atlanta region. The plan envisions a more than 100-mile network of trails and parks that provides new places to walk and bike and offers much greater access to this vital natural resource. The Chattahoochee RiverLands report was developed by SCAPE, an award-winning landscape architecture firm. The two-year-long effort was commissioned by the Atlanta Regional Commission, The
Trust for Public Land, Cobb County, and City of Atlanta, and guided by input from local residents and other stakeholders.

- Issue Summary – Chattahoochee River Greenway Study
- Re-imagining the Chattahoochee – ARC Blog Post
- Chattahoochee RiverLands website

FY 2020-2025 TIP Amendment #1 Presented for First Read

Patrick Bradshaw with ARC’s Transportation Access and Mobility group presented the 2020-2025 TIP Amendment #1 for its first reading. The Amendment includes 2019 TIP Solicitation Projects that were awarded in May 2020; the latest GDOT MMIP schedule, scope, and financial assumptions; and routine financial, scope, and schedule changes requiring an amendment per a public engagement process.

2019 TIP Solicitation Highlights

- AT-320 – Atlanta Traffic Enhancement Signal Program – Phase 1 (Sponsor – City of Atlanta; GDOT PI# TBD)
- FS-280 – Global Gateway Connector (Sponsor - City of College Park; GDOT PI#0015080/0012882)
- GW-423 – Route 50 Vehicle Expansion (Sponsor – Gwinnett County; GDOT PI# TBD)
- DO-220A – Lee Road Segment 2 Widening from SR 92 (Fairburn Road) to Monier Avenue (Sponsor - Douglas County; GDOT PI#004428)
- M-AR-452 – Clayton County Bus Route 197 (I-675 and Clayton/Henry Line) and Route 198 (South Lake Mall) (Sponsor – MARTA; GDOT PI# TBD)

The TIP Amendment will be up for a vote from the ARC Board on September 23, 2020.

- FY 2020-2025 TIP Amendment #1 Presentation

Regional Transportation Systems Management and Operations (TSMO) and Intelligent Transportation Systems (ITS) Architecture Strategic Plan Update Presented for First Read

Maria Roell with ARC’s Transportation Access & Mobility Group presented the TSMO and ITS Architecture Strategic Plan Update for its first read. This plan aims to proactively advance the region’s vision ITS/TSCO via eight initiatives:

- Strengthen TSMO Planning & Institutions
- Enhance Data Sharing & Management
- Encourage TSMO Innovation
- Deploy Connected & Automated Vehicle Technologies
- Advance Regional Coordination & Network Communications
- Enhance Transit Operations
- Advance Mobility as a Services
- Strengthen Work Zone & Event Management
The TSMO and ITA Architecture Strategic Plan Update will be voted upon by the ARC Board on September 23, 2020.

- TSMO and ITS Architecture Strategic Plan Update Presentation

Progress on Implementation of Board Engagement

Mayor Eric Dial, the Board Engagement Task Force Chair, delivered an update on the Board Engagement Implementation Plan. Previously, the Board adopted the recommendations of the Board Engagement Task Force, and staff has been creating a plan for implementation of these new recommendations, with practices set to begin in 2021.

Liz Sanford presented highlights of the plan:

- Implementation will be divided into the following workstreams:
  - Revise matters of practice
  - Enhance communications
  - Coordinate agendas and calendars for boards and committees
  - Restructure board and committees

The Board and committees will move to bimonthly and quarterly meetings beginning in 2021. The final schedule is forthcoming. Bylaw revisions will also better align ARC’s governance with agency operations. Next steps for the plan of implementation is to examine the committee structure and work out the bylaw revisions, with early 2021 as the goal for full implementation.

- Presentation: Implementation Plan for Board Engagement

ARC Pension Plan/Retirement Benefits Studied for Updates

Chairman Kerry Armstrong and Executive Director Doug Hooker presented updates on the study of ARC’s pension plan and retirement benefits. The effort is a proactive one, as the agency’s program is healthy and well-funded, but could prove to be unsustainable in the long run.

Recommendations were adopted by the Pension Board on August 26. The process began in March 2019 with a review of coverage, analysis of cost sustainability, and led to shifting risk to newer employees, while keeping programming for legacy employees largely intact.

- Presentation: Overview of Retirement Benefit Updates

Next Committee Day: Thursday, September 10, 2020 – Tentative

Next Commission Meeting: Wednesday, September 23, 2020 – Tentative
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<tr>
<th>Name</th>
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<td>Armstrong, Kerry</td>
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<td>Bivins, Charlton</td>
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<td>Bonner, Deane</td>
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<td>Bottoms, Keisha Lance</td>
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<td>Boyce, Mike</td>
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<td>Burnette, Dennis</td>
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<td>Cantrell, Greg</td>
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<td>Clarkerson, Eric</td>
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<td>Clemons, Ollie</td>
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<tr>
<td>Davis, Tread - NON VOTING</td>
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<td>Day, Joy</td>
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<td>Dial, Eric</td>
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<td>Evans, Vince</td>
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<td>Houchard, Mike</td>
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<td>Jackson Jones, Romona</td>
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<td>Johnston, Harry</td>
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<td>Levetan, Liane</td>
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<td>Mason, Mike</td>
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<td>Mathews, Mark</td>
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<td>McGuire, Mickey</td>
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<td>Nash, Charlotte</td>
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<td>O'Neal, Angelia</td>
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<td>Pitts, Robb</td>
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<td>Reeves, Bob</td>
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<td>Robinson, Rochelle</td>
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<td>Thurmond, Michael</td>
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<td>Turner, Jeff</td>
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<tr>
<td>Wan, Alex</td>
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<tr>
<td>Williams, Vince</td>
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</tr>
<tr>
<td>Wood, June</td>
<td>NOT PRESENT</td>
</tr>
</tbody>
</table>

DOUG HOOKER - Executive Director

Any questions? Contact: Charissa White-Fulks
For approval by TCC on 9/4; TAQC on 9/10 and ARC Board on 9/23

DATE: September 4, 2020

ISSUE SUMMARY: FY 2020-2025 Transportation Improvement Program (TIP) Amendment #1

FROM: Charlotte Nash, Transportation & Air Quality Committee

IMPORTANCE:

TIP Amendment #1 was developed to:

1. Include the programming of new funding recommendations from the 2019 TIP solicitation
2. Update programming and financial details for projects in the Major Mobility Investment Program (MMIP)
3. Address project cost estimate and programmatic changes that are of a time sensitive nature or cannot be handled administratively
4. Incorporate changes to the travel demand model coding.

For additional information on the amendment: www.atlantaregional.org/amendment

Regarding the required conformity determination for the TIP amendment:

1. The changes required a new technical evaluation for conformity
2. ARC coordinated the technical evaluation process with the adjacent Cartersville-Bartow MPO and Gainesville Hall MPO.
3. Prior to the formal public comment period, ARC received concurrence on modeling assumptions through the Interagency Consultation process

Pursuant to the ARC Community Engagement Plan, a 20-day public comment period was conducted from July 31, 2020 to August 19, 2020. Comments received, and responses to those comments, were provided to TCC, TAQC and the ARC Board prior to action being taken.

ACTION REQUIRED: ARC approval
A RESOLUTION ADOPTING:

FY 2020-2025 Transportation Improvement Program (TIP) Amendment #1

WHEREAS, the Atlanta Regional Commission is the designated Metropolitan Planning Organization (MPO) for transportation planning in the Atlanta Metropolitan Transportation Planning Area which includes all or parts of twenty counties; and

WHEREAS, Fixing America’s Surface Transportation (FAST Act) and the Clean Air Act (CAA) Amendments of 1990 require the MPO to develop and adopt a long-range Regional Transportation Plan (RTP) and short-range Transportation Improvement Program (TIP) that conforms with the applicable State Implementation Plan (SIP) for air quality; and

WHEREAS, a conformity determination was made on The Atlanta Region’s Plan RTP Update/FY 2020-2025 TIP on February 18, 2020, by the US Department of Transportation in consultation with the US Environmental Protection Agency, which determined based on The Atlanta Region’s Plan Conformity Determination Report, that The Atlanta Region’s Plan RTP Update and FY 2020-2025 TIP conform to the requirements of the Clean Air Act under 40 CFR Part 93 for the 8 hour ozone 2015 standard (7 county nonattainment area), 2008 standard (15 county maintenance area) and 1997 standard (20 county partial maintenance area); and

WHEREAS, ARC conducted a technical evaluation to reflect changes to the scopes and schedules of certain non-exempt status projects as part of this amendment process; and

WHEREAS, ARC did notify the Cartersville-Bartow MPO and Gainesville Hall MPO, that such a technical evaluation would be performed for the entire maintenance area and would include necessary changes in that region as well; and

WHEREAS, prior to releasing the amendment for a formal public comment period, ARC received concurrence through the Interagency Consultation process that Amendment #1 consists of changes that required a new technical evaluation for conformity, and
WHEREAS, Amendment #1 to the Atlanta Region’s Plan RTP Update/FY 2020-2025 TIP was developed consistently with the requirements of 23 CFR 450.316 and in adherence with the participation processes and guidelines outlined in the ARC Community Engagement Plan as follows:

- Notice of such an amendment was published in a legal organ for a 20-day public comment period from July 31, 2020 to August 19, 2020.
- Interested parties were provided the opportunity to comment on the amendment through the ARC website; and
- Results of this public comment period were provided to the Transportation Coordinating Committee, the Transportation & Air Quality Committee and the ARC Board for consideration.

NOW, THEREFORE, BE IT RESOLVED that the Atlanta Regional Commission adopts the Amendment #1 to The Atlanta Region’s Plan RTP Update/FY 2020-2025 TIP, as defined above; and

BE IT FURTHER RESOLVED that the Commission authorizes staff, with approval of the Chair of the Atlanta Regional Commission, to make non-substantive technical corrections to the final documents as necessary; and

BE IT FURTHER RESOLVED that the Commission directs the staff to continue the regular reporting on The Atlanta Region’s Plan management and implementation.
**DATE:** September 4, 2020

**ISSUE SUMMARY:**

FROM: Mike Alexander, Director, Center for Livable Communities

**IMPORTANCE:**

Since the early 1990s, the Atlanta region has been at the forefront of implementing Intelligent Transportation Systems (ITS) and Transportation System Management and Operations (TSMO) initiatives with groundbreaking deployments like the Georgia NaviGAtor System (including HERO service patrols), and the Regional Traffic Operations Program (RTOP), a nationally recognized arterial management program. These two strategies alone, have had a tremendous impact on travel time reliability and safety, as the region continued to grow rapidly.

Transportation technology has recently undergone a significant transformation and is expected to continue to evolve very rapidly. The region must be more prepared for the proliferation of connected infrastructure, availability of real-time travel data, and private sector innovation that will fundamentally change the way people and goods move. This transformation is changing the expectations and behavior of travelers, freight, businesses, and public agencies.

Today, there is a real need to imagine the collective future in light of the new opportunities and real uncertainties posed by this transformation. The Regional TSMO Vision and ITS Architecture Update establishes this by having achieved the following objectives:

- Facilitate rigorous stakeholder engagement around a forward-thinking vision for TSMO and strengthen relationship between planning and operations professionals.
- Assess and compare the region’s TSMO/ITS inventory and identify gaps.
- Modernize and expand the Regional ITS Architecture.
- Identify interoperable approaches to TSMO and ITS innovation.
- Identify enterprise-level data environments for TSMO
- Identify a strategic roadmap for regional deployment with a focus on early success.

**ACTION REQUIRED:** Approval
A RESOLUTION SUPPORTING THE REGIONAL TRANSPORTATION SYSTEM MANAGEMENT AND OPERATIONS VISION AND REGIONAL INTELLIGENT TRANSPORTATION SYSTEMS ARCHITECTURE UPDATE

WHEREAS, the Atlanta Regional Commission is the designated Metropolitan Planning Organization (MPO) for transportation planning within the Atlanta Metropolitan Area Boundary which includes all or portions of 20 counties; and

WHEREAS, the Regional Policy Framework includes a goal of “Ensuring A Comprehensive Transportation Network, Incorporating Regional Transit and 21st Century Technology;” and

WHEREAS, at the metropolitan level, planning for TSMO often is led or facilitated by the MPO, which convenes a group of TSMO stakeholders, typically including State DOTs, local governments, and public transit operators, to advance TSMO in the region; and

WHEREAS, the benefits of transportation systems management and operations (TSMO) are achieved through coordinated, strategic implementation and ongoing support through day-to-day operations and maintenance, requiring deliberate planning and monitoring; and

WHEREAS, the Regional Transportation Systems Management and Operations Vision and Regional Intelligent Transportation Systems Architecture study serves as the all-encompassing groundwork on how to advance TSMO and ITS in the Atlanta region; and

WHEREAS, the TSMO Strategic Action Plan is one of the key deliverables of the study, and lays out a strategic, ten-year course of action that will strengthen partnerships between planning and operations as well as public and private parties.

NOW, THEREFORE, BE IT RESOLVED that the Atlanta Regional Commission adopts the Regional Transportation Systems Management and Operations Vision and Regional Intelligent Transportation Systems Architecture Update Plan.

BE IT FURTHER RESOLVED that the ARC directs staff to implement the accompanying TSMO Strategic Action Plan, and provide annual updates to the TAQC and the Board on the status of the progress made.
DATE: September 10, 2020

**ISSUE SUMMARY:**
RESOLUTION (1) ADOPTING THE ATLANTA REGIONAL COMMISSION LIVE BEYOND EXPECTATIONS STRATEGIC PLAN FRAMEWORK 2020 - 2025

| FROM: | The Honorable Dr. Romona Jackson- Jones, Chair, Aging & Independence Services Committee |

| IMPORTANCE: | The Atlanta Regional Commission seeks adoption of the Live Beyond Expectations Strategic Plan Framework 2020 - 2025. The attached resolution approves adoption of the Plan. |

| ACTION REQUIRED: | Recommend Committee Approval to be submitted to the full Board for Adoption on September 23, 2020. |
RESOLUTION ADOPTING THE ATLANTA REGIONAL COMMISSION LIVE BEYOND EXPECTATIONS STRATEGIC PLAN FRAMEWORK 2020 - 2025

WHEREAS, ARC is the federally designated Area Agency on Aging (AAA) serving as the regional planning, development, and intergovernmental coordination agency for the 10-county Atlanta Region with an estimated 792,000 adults age 65 or older living in the region; and

WHEREAS, the ARC AAA’s mission is to maximize the independence, health, and well-being for older persons, individuals with disabilities, and their care partners today, while preparing the 10-county region for the future.

WHEREAS, ARC recognized inconsistency throughout the region in life expectancy within neighborhoods with some areas experiencing up to 24 years less in average length of life for residents;

WHEREAS, the planning process included analysis of life expectancy research, community input, stakeholder interviews and ARC’s internal organization analysis; and

WHEREAS, there is a need to develop a Regional Strategic Plan to understand these converging factors; and to align policies, services and supports for greater impact to address disparities in life expectancy; and

WHEREAS, the Commission finds the Framework attached hereto to be consistent with the interests of the Region and of particular benefit to the older persons residing therein.

NOW, THEREFORE, BE IT RESOLVED that the Commission adopts the Live Beyond Expectations Strategic Plan for the period September 23, 2020 through June 30, 2025.

BE IT FURTHER RESOLVED that this resolution has the recommendation of the Aging and Independence Services Committee.
Live Beyond Expectations
Regional Strategic Plan Framework
2020-2025

Helping people live longer, healthier lives in the Atlanta region

Atlanta Regional Commission | empowerline
# Table of Contents

1. Framework Overview
2. Life Expectancy Research
3. Goal and Objectives
4. Impact of COVID-19 Pandemic
5. Background: ARC’s Aging and Independence Services Group and the Region’s Aging Network
6. ARC’s Internal Organizational Analysis
7. Community Input and Stakeholder Interviews
8. Next Steps
9. Appendix A
10. Appendix B
11. Appendix C
Framework Overview

The story we hear of aging in America is often one of increasing longevity: that, on average, we can expect to live several decades longer than our great-grandparents did, thanks to improvements in healthcare and lifestyle. But this narrative ignores a stark truth: life expectancy is strongly correlated with geography. That is, you can expect to live a longer or shorter life, simply because of where you live.

Here in metro Atlanta, ZIP codes tell this tale of inequity. Someone who lives in the 30339 ZIP code can expect to live, on average, 25 years longer than someone just 6.7 miles away, in the 30314 ZIP code. Such life expectancy differences can be found within every county in the region. (See Appendix A for life expectancies across metro Atlanta.) The factors leading to these vastly different outcomes are numerous and complex—everything from health considerations like access to care, to built environment considerations such as access to transportation, to socioeconomic factors such as race, ethnicity, income, and level of education. Yet, as a community, we have the power to effect real change. It is due to these conditions that the Atlanta Regional Commission (ARC) is launching the Live Beyond Expectations Strategic Plan 2020 - 2025.

During the next five years, ARC, led by its Aging and Independence Services (AIS) group, will begin implementing the Live Beyond Expectations Regional Strategic Plan 2020-2025. This strategic framework is designed to identify and address the inequities that create disparities in life expectancy — explained further in this document. ARC will engage with regional, state, and national stakeholders to bolster current partnerships, develop new relationships, and marshal existing and new resources to support a long-range vision that all who live in the Atlanta region can lead long and healthy lives, no matter where they live.

(See Figure 1 and Appendix A for life expectancies across the Atlanta region.)
LIFE EXPECTANCY IS DETERMINED BY MORE THAN LIFE CHOICES

There’s no doubt that factors such as genetics, diet, and exercise play a role in determining lifespan. However, research suggests that the strong ties between one’s ZIP code and life expectancy are rooted in a complex mix of issues that include the economic, social, and physical conditions in the environments in which people are born, live, learn, work, play, worship, and age. These include such issues as stable housing, safe neighborhoods, and access to healthy food.

Figure 2 illustrates the complex mix of factors that impact one’s quality and length of life that are rooted in our policies and programs. These health factors represent those things we can modify to improve the length and quality of life for residents.

Reducing disparities in life expectancy requires addressing issues of equity. Any long term solutions must include a revision of the policies and programs that can lead to inequitable outcomes, such as discriminatory housing loans and unequal investment in public transportation, sidewalks, and other infrastructure.

1 “Life Expectancy” is a summary mortality measure often used to describe the health status of a population and defined as the average number of years a population of a certain age would be expected to live, given a set of age specific death rates in a given year (Healthy People 2020).
For example, someone who lives in a neighborhood without access to healthy food or safe spaces to walk is likely to experience negative health outcomes. Those who lack access to quality education may struggle economically and not have access to quality healthcare.

**Life Expectancy Research**

Research shows that many factors impact life expectancy. Figure 3 illustrates some of the key factors that research indicates impact life expectancy. For added clarity, ARC has grouped these factors into four areas:

1. **Health**
2. **Built/Physical Environment**
3. **Socioeconomics**
4. **Behavioral/Mental Health**

Figure 3 illustrates that a mixture of individual characteristics as well as environmental conditions (social determinants of health) can impact life expectancy. While several factors may be based on individual genetics (e.g., physical disability at birth), many are part of the larger context in which individuals live that are out of an individual’s personal control (i.e., social determinants of health) such as air quality and access to safe and affordable housing. Furthermore, several factors that are seemingly within the control of the individual are directly linked to and dependent on multiple social determinants of health factors. For example, obesity may be linked to an individual’s genetics and health characteristics, but it is additionally dependent on access to healthy and culturally appropriate foods and ability to engage in physical activity safely in one’s neighborhood, among other social determinants of health. For a summary of literature on factors that contribute to or correlate with life expectancy, see Appendix B.
REDUCING DISPARITIES IS CRITICAL TO EVERYONE’S FUTURE

There’s no easy solution to this challenge. Increasing the life expectancy of people in disadvantaged communities will likely take decades and requires intentional interventions in factors as disparate as public health, the environment, and education.

However, such interventions are critical if we are to succeed as a region. And, while ARC’s work may not impact all of these factors, we are committed to identifying which factors we can influence – and how we can make a difference.

At present, nearly 30% of all metro Atlantans ages 65 and older are unable to handle a $400 emergency, and a third spend more than 30% of their income on housing, leaving insufficient funds for groceries, medicine, and other necessities. But there is a way forward. Across metro Atlanta, numerous interventions are already taking place aimed at diverse factors affecting life expectancy. This plan is the first phase of a long-term, agency-wide commitment to provide new support and resources to existing efforts, coordinating processes for maximum impact, and innovating where there are gaps. When we pool our strengths and knowledge, we can create substantial change, together.

This framework is designed to clearly identify the challenges our region is facing and to set forth a process by which ARC, led by its Aging and Independence Services Group, will work with community members over the next few years to make meaningful progress.

- **Year One: Research and Outreach**
  Establish strategic plan steering committee, identify key focus areas, develop relationships with key community partners, and establish evaluation techniques.

- **Years 2-5: Implement Place, Policy, and Practice Interventions**
  Work with partners to execute strategies to address disparities related to:
  - **Place** – Focus on locations, within each county, where residents experience the most inequity
  - **Policy** – Change systems and structures that create inequities and advance policies that promote equity
  - **Practice** – Provide services and programs that address unmet needs

Communicate efforts to governmental, philanthropic, educational, nonprofit, and business leaders, as well as residents across the region to build to build support, evaluate ongoing progress, and refine efforts as needed.
Goals and Objectives

During the next five years, the Atlanta Regional Commission (ARC), led by its Aging and Independence Services (AIS) Group, will implement a planning and communication framework, Live Beyond Expectations Regional Strategic Plan 2020 -2025, designed to address inequities that create disparities in life expectancy.

The plan includes four top line goals:

1. **Identify key areas of focus for concerted regional effort.**
2. **Enhance existing partnerships and expand engagement with new community partners.**
3. **Create increased awareness of disparities in life expectancy and the factors driving them throughout the Atlanta region.**
4. **Marshal resources to address disparities.**

**Goals and objectives for Year 1.**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify key areas of focus for concerted effort.</td>
<td>Establish steering committee to guide interdisciplinary effort. Identify disparities and indicators through analysis of available data and data sources on life expectancy disparities, factors that impact life expectancy, and ARC service delivery; disaggregate top line data to gain more detailed information. Identify gaps in community efforts where ARC may establish leadership or catalyze efforts. Apply a structured and collaborative process to all information gained to identify the limited number of areas where ARC will focus direct effort.</td>
</tr>
<tr>
<td>Enhance existing partnerships and expand engagement with new partners in the community.</td>
<td>Inventory existing community initiatives that address disparities in health access, social determinants, or life expectancy to identify resources and gaps. Develop approaches to meet identified gaps in community needs, such as services, information, and/or outreach. Develop actionable outreach strategy to identify and connect with underserved persons in metro area.</td>
</tr>
<tr>
<td>Create increased awareness throughout the metro region of disparities in life expectancy and the factors that drive those.</td>
<td>Develop Life Expectancy Scorecard. Develop and implement communication strategy.</td>
</tr>
<tr>
<td>Marshal resources to address disparities.</td>
<td>Increase available funding to support plan objectives. Update strategies for targeting of ARC Aging and Independence Services funding. Explore public-private partnerships and/or foundation grants that are targeted to the same objectives and/or communities identified by ARC.</td>
</tr>
</tbody>
</table>
**Impact of COVID-19 Pandemic**

It is impossible to ignore the devastating effects of COVID-19 on older persons and other people already experiencing disparities. The focus of this plan was set in Fall 2019, before the U.S. onset of the pandemic in early Spring 2020. Though at present we are still learning all the nuances and repercussions of COVID-19, it is clear that older persons are disproportionately affected by the novel coronavirus and experience greater rates of hospitalization and mortality if infected. As emphasized by the American Psychological Association [https://www.apa.org/topics/covid-19/research-ageism], “COVID-19 risks and effects for older adults are not uniform. The oldest adults (aged 80+), those with other diseases and those in nursing homes are at greatest risk. While still at-risk, the young-old (60-70 years) have notably better outcomes.” Additionally, the fear of COVID-19 exposure and widespread practice of social distancing has resulted in social isolation for more individuals, negatively impacting their emotional and physical health.

Older adults are diverse in many ways, including race, ethnicity, economic status, disability, sexual orientation, and gender identity. Any conversation about marginalization and discrimination toward under-represented groups in the pandemic must include old age. Age has proven to be a compounding factor when it comes to inequity in the pandemic; within marginalized groups, older adults are most likely to lack needed resources, and to need healthcare and community services during this crisis. It is expected that plan development will include strategies to create a more equitable environment for those most at risk during crises such as COVID-19.

**Background: ARC’s Aging and Independence Services Group and the Region’s Aging Network**

ARC is the federally designated Area Agency on Aging (AAA) serving as the regional planning, development, and intergovernmental coordination agency for the Atlanta region, which is composed of ten contiguous counties: Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale. Its mission is to maximize the independence, health, and well-being for older persons, individuals with disabilities, and their care partners today, while preparing the 10-county region for the future.

In 2019, an estimated 792,000 adults age 65 or older lived in the region, constituting 35% of Georgia’s older residents.

**ATLANTA REGIONAL COMMISSION’S AGING AND INDEPENDENCE SERVICES**

**Vision**  
Well-designed well-being: The Atlanta region is a place where people of all ages, abilities, and incomes can live high-quality lives, regardless of location.

**Mission**  
Maximize the independence, health, and well-being for older persons, individuals with disabilities, and their care partners today, while preparing the 10-county region for the future.
The ARC AAA serves as the steward of funds from the federal government (through the Older Americans Act [OAA], the Social Services Block Grant, and other sources as well as state Aging Services Funds administered through the Georgia Division of Aging Services [DAS]). ARC supports the region’s residents through Empowerline™, a resource that helps older people, individuals with disabilities, and their caregivers to make informed life decisions with the help of certified professionals and free online tools and information at empowerline.org and (404) 463-3333. In addition to its AAA responsibilities, ARC administers a centralized intake system for access to Medicaid home and community-based services waivers and assists nursing home residents to transition to the community. The Georgia Department of Human Services (DHS) contracts with ARC to administer transportation innovation programs. ARC also provides and administers services through a variety of public and private grants. ARC works with local governments, community partners, and residents to design more inclusive lifelong communities that offer multiple housing types and enhanced transportation options, increased opportunities for healthy living, and convenient access to services and information.

ARC’s AAA role, as specified in the OAA, requires the creation of an “Area Plan on Aging” for the region every four years. While there is overlap in the Area Plan and this Framework for ARC’s Live Beyond Expectations Strategic Plan, the two are separate in essential ways and have distinct purposes. ARC’s Area Plan on Aging reflects goals set forth by Georgia’s DAS and is primarily related to programs and services funded by that agency. The Area Plan addresses how ARC intends to deploy DAS-funded resources, and as such, is restricted to activities allowed by those funding sources. By contrast, this document — the Framework for ARC’s Live Beyond Expectations Strategic Plan — is designed to create a holistic vision for improving the lives of older persons in the region by addressing their most critical needs and social risk factors (unrelated to specific program funding), while setting priorities that ARC and other partners in the Atlanta region can join together to address. The plan’s overall goal — to focus resources to address inequities — aligns with the critical OAA requirement to target resources to underserved older adults with the greatest need, which it defines as those who are: low-income, minority, limited in English proficiency, frail, and in greatest social need. These factors are also among the most critical determinants of life expectancy, and this is the population toward whom ARC seeks to target the use of its annual budget of more than $25 million.

**ARC’s Internal Organizational Analysis**

As its strategic planning framework, the Plan will employ “SOAR,” an acronym which stands for “Strengths/Opportunities/Aspirations/Results.” Based in appreciative inquiry⁵, SOAR is designed to focus on organizational strengths in order to initiate change. Given the scope and long-range nature of the Plan’s goal to impact disparities in life expectancy, the initial plan period focuses on goals and objectives to build a foundation of capacity, knowledge, and resources to support the
strategic goal. SOAR is strengths-based and future-focused. Many of the objectives and activities associated with this plan are based on evaluating and building on strengths and planning for an aspirational vision of the future.

SOAR is rooted in the following questions:

1. **What are ARC’s strengths?**
   ARC has significant strengths, both internal and external, to build on in this five-year period in order to develop the platform for longer range planning.

   a. Internal strengths include (but are not limited to):
      
      i. ARC is the federally designated Area Agency on Aging for metro Atlanta’s 10 counties. This designation establishes the centrality of ARC to the lives of older adults in the metro region, with a responsibility for planning, advocacy, and service delivery systems that are designed to support quality of life for older people.
      
      ii. The ARC Aging and Independence Services Group has a well-established vision and mission that encompasses big-picture, aspirational thinking.
      
      iii. ARC has a wealth of organizational resources that include research, data analysis, communications, and community planning (including arts, transportation, housing, and employment), to contribute to the ongoing development of this plan.
      
      iv. The ARC Equity Playbook indicates organizational willingness to bring an equity focus to prioritizing and planning and creates a framework for articulating how ARC’s work impacts equity at the Policy, Place, and Practice levels.
      
      v. This plan is rooted in ARC’s Guiding Principles:
         
         1. **Interdisciplinary** and **Holistic**– Achieving this goal will require integrated work across all of ARC’s functional disciplines and build stronger relationships among the work of ARC’s Groups and other community partners.
         
         2. It is designed to be **Actionable**, with concrete objectives that will move ARC forward toward clearly stated short- and long-range outcomes.
         
         3. ARC will **Ensure Colleagues’ Success** through strong collaboration with stakeholders both internal and external to ARC, and by developing and providing community-wide infrastructure that will allow for the sharing of information, promoting efforts, and celebrating successes in addressing disparities across the region.

   b. Community strengths include:
      
      i. A community with growing awareness of inequities and the

   [2] Appreciative inquiry is a model for organizational change based on a collaborative and strengths-based approach that focuses on what is working, as opposed to what’s not working, to design the future.
disparities that have been created
ii. Community partners who may already be engaged in related work and who are eager to engage with ARC to tackle the strategic goal of reducing life expectancy disparities
iii. Existing community assets to tap for expert assistance, including, but not limited to, the Centers for Disease Control and Prevention

2. Where are ARC’s opportunities for change?
ARC has already identified the biggest opportunity for change: the startling disparity in life expectancy based on where people live within metro Atlanta. Other matters may present as strengths but are also opportunities to build on:
   a. Stakeholder engagement revealed community partners were aware of some disparity but not the magnitude. Growing awareness of these disparities will be one way to catalyze community efforts to reduce them.
   b. There are several large- and small-scale initiatives occurring in the Atlanta region that address the social determinants instead health that drive life expectancy outcomes. But there is a lack of coordination and synergy of these efforts to facilitate meaningful change. This means that critical gaps may exist, or that there is unnecessary duplication of efforts that creates confusion and reduces effectiveness or impact.
   c. Older individuals are far too often marginalized and discriminated against because of their age. Furthermore, aging is often misunderstood, and this misunderstanding creates obstacles to productive policies and practices. ARC has an opportunity to shift public understanding of aging and create a more age-integrated region that engages older people more fully in our communities and systems.

3. What does ARC aspire to?
ARC’s foremost aspiration through this plan is to reduce disparities in life expectancy. This first five-year plan outlines a set of goals and objectives to build organizational and community capacity and awareness as well as the infrastructure to focus efforts on.

4. How will ARC evaluate results?
It will be many years before ARC might see any indication of a reduction in life expectancy disparities. The agency must develop a combination of process and outcome measures to evaluate progress on goals and objectives along the way. One key objective for the plan is to establish a community-wide life expectancy scorecard and publish this broadly on a regular basis as a means of raising awareness and then facilitating ongoing awareness of life expectancy issues throughout the region.
Community Input and Stakeholder Interviews

Between October 6, 2019 and January 16, 2020, ARC conducted 14 key informant interviews and seven stakeholder meetings. The purpose of the interviews and meetings was to gather information to be used in the development of the five-year Live Beyond Expectations Regional Strategic Plan on Aging, starting in 2020.

Early interviews and meetings focused on learning from respondents which factors ARC might concentrate its efforts on. Most responded with suggestions related to their organization’s area of focus. As stakeholder interviews progressed, ARC recognized the importance of leading a holistic process- working with those affected by these disparities to inform the plan’s eventual priorities, strategies, and tactics.

As collective knowledge and understanding evolved, ARC shifted its focus. Rather than looking at the factors themselves, interviews and meetings instead concentrated on how to impact life expectancy for the better, including:

- ARC’s role as we embark on this plan
- How ARC might examine resource distribution and new ways of targeting funds
- The effective elements of a communication strategy
- How ARC might connect with populations throughout the Atlanta region that have been historically marginalized

The agency identified key respondents based on their health and human service subject matter expertise, their knowledge of the Atlanta region, or their experience with regional collaborative initiatives. Other stakeholder input was gathered through a variety of meetings. Meetings included groups internal to ARC as well as groups that exist in an advisory capacity, provider network/grantee function, or other stakeholder role to the agency. ARC recognizes that more guidance and input from the voices of persons with lived experience of disparities is needed to fully develop this Plan’s focus areas and strategies.

Appendix C provides a summary of the process and findings of community input gathered for the development of the Plan. Some general themes that emerged are:

- Stakeholders are generally aware of life expectancy disparities
- Several existing community initiatives touch on life expectancy issues
- Impacting life expectancy was recognized as a very long-range goal — far exceeding a single five-year plan
- Concern for maintaining community engagement over such a long period of time
- Importance of letting data drive this initiative
- Need for the process to enable ARC to effectively focus on specific factors
First Year Strategies to Launch the Plan:
Return to these steps as necessary

- Establish Strategic Plan Steering Committee with both internal ARC and external organization members.

- Identify key areas for focused efforts to reduce disparities.

- Identify and develop relationships with community partners working in this arena.

- Create outreach and communication avenues to increase awareness and support for Plan goals and share progress towards goals.

- Establish appropriate evaluation measurements to track progress over time.

The collaborative partnership process established in year one of the plan will identify specific targets with strategies to measure, evaluate, and achieve goals over the five-year plan period. As implementation moves forward, flexibility is paramount. As the agency evaluates its progress, we must be willing to revise both our focus and strategies as needed.

The first year of the plan will focus on the examination and refinement of ARC’s internal operations to ensure it is responsive to this effort. Additionally, the focus will be on selecting data-driven measures and having conversations to build a strong, sustainable partnership network. At the end of five years, ARC should have a robust and rich network of core partnerships actively focused on addressing inequities in life expectancies.

The Atlanta Regional Commission seeks to ensure our region’s future success and ensure quality of life through world-class infrastructure; healthy, livable communities; and a competitive economy. But the stark fact is that we cannot achieve those goals when we allow a metro Atlantan’s opportunities in life to be determined by a ZIP code. Working together for the long term — across our agency and across the region — we can address the region’s life disparity challenge. The ingenuity is there. So are the resources. When we work together to channel our strengths into action, then the dream of high quality of life for all becomes achievable.

This framework is an invitation to all interested individuals and organizations to join with ARC in working to ensure that the Atlanta region is a place where people of all ages, abilities, and incomes can live high quality lives, regardless of location.
Appendix A: Life Expectancy in Years

Atlanta Region Life Expectancy in Years

Life expectancy at birth: 87.6 (longest in state)

Life expectancy at birth: 63.8 (second lowest in the state)

Cherokee County Life Expectancy in Years

- Cherokee County: 75.6 Years
- Georgia: 77.77 Years
- United States: 78.70 Years

Average Life Expectancy Comparison

- Cherokee County: 80.06 YEARS
- Georgia: 77.77 YEARS
- United States: 78.70 YEARS

Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
Clayton County Life Expectancy in Years

Average Life Expectancy Comparison

<table>
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<tr>
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<th>Life Expectancy</th>
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<tbody>
<tr>
<td>Clayton County</td>
<td>76.49 YEARS</td>
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<tr>
<td>Georgia</td>
<td>77.77 YEARS</td>
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<tr>
<td>United States</td>
<td>78.70 YEARS</td>
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</tbody>
</table>

Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
Average Life Expectancy Comparison

<table>
<thead>
<tr>
<th></th>
<th>Cobb County</th>
<th>Georgia</th>
<th>United States</th>
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<tbody>
<tr>
<td></td>
<td>80.52 YEARS</td>
<td>77.77 YEARS</td>
<td>78.70 YEARS</td>
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Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
DeKalb County Life Expectancy in Years

Average Life Expectancy Comparison

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</table>

Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
Douglas County Life Expectancy in Years

- Douglas County: 77.70 years
- Georgia: 77.77 years
- United States: 78.70 years

Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
Average Life Expectancy Comparison

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Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
Fulton County Life Expectancy in Years

Average Life Expectancy Comparison

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<thead>
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<th>Location</th>
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<tr>
<td>Fulton County</td>
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<td>United States</td>
<td>78.70</td>
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</table>

Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
# Gwinnett County Life Expectancy in Years

![Map of Gwinnett County with life expectancy data](image)

**Average Life Expectancy Comparison**

<table>
<thead>
<tr>
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<tr>
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<td>United States</td>
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Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
Henry County Life Expectancy in Years

Average Life Expectancy Comparison

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Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
Average Life Expectancy Comparison

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Sources: U.S. Small-area Life Expectancy Estimates Project, 2010-2015
Life Expectancy Bar Charts: Robert Wood Johnson Foundation Life Expectancy Tool, January 2020
Population Level Factors that Cause, Contribute to, or Correlate with Changes in Population Level Life Expectancy

<table>
<thead>
<tr>
<th>Reducing these factors increases life expectancy</th>
<th>Increasing these factors decreases life expectancy</th>
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<tr>
<td>Air pollution</td>
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<td>Aortic aneurysm</td>
<td>Chronic Liver disease</td>
<td>Government spending</td>
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<td>COPD</td>
<td>Immigration</td>
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<td>Cardiovascular disease</td>
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<td>Gender inequity</td>
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<td>Heart disease</td>
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<td>Infant mortality</td>
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<td>Older adult mortality</td>
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<td>Lung cancer</td>
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<td>Lung cancer</td>
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Appendix B: Life Expectancy Research
Excerpts from Literature

   a. “Mortality improvements result from the intricate interplay of advances in income, salubrity, nutrition, education, sanitation, and medicine, with the mix varying over age, period, cohort, place, and disease. Before 1950, most of the gain in life expectancy was due to large reductions in death rates at younger ages. In the second half of the 20th century, improvements in survival after age 65 propelled the rise in the length of people’s lives.”

   a. “[T]he life-shortening effect of obesity could rise from its current level of about one third to three fourths of a year to two to five years, or more, in the coming decades, as the obese who are now at younger ages carry their elevated risk of death into middle and older ages.”
   b. “We anticipate that as a result of the substantial rise in the prevalence of obesity and its life-shortening complications such as diabetes, life expectancy at birth and at older ages could level off or even decline within the first half of this century.”

   a) “We estimated that elimination of physical inactivity would increase the life expectancy of the world’s population by 0.68 (range 0.41–0.95) years.”
   b) “[O]n average, life expectancy increased more in areas with larger reductions in air pollution”
   c) “Reduced air pollution was only one factor contributing to increased life expectancies, with its effects overlapping with those of other factors... Multicausality and competing risk issues make it difficult to quantify changes in life expectancy attributable to single risk factors, but these results suggest that the individual effect of reductions in air pollution on life expectancy was as much as 15% of the overall increase.”
   d) “[T]he three variables in the analysis that were most strongly associated with changes in life expectancy are all proxy variables. Increases in per capita income probably serve as a proxy variable for, or are highly correlated with, such factors as access to medical care, higher-quality diets, and healthier lifestyles. The use of rates of death from lung cancer and COPD as proxy variables was necessitated by the lack of reliable data on smoking, especially for the period from 1978 through 1982, yet these rates reflect the cumulative effects of smoking, which may similarly affect life expectancy.”

   a) “A decrease of 10 μg per cubic meter in the concentration of fine particulate matter was associated with an estimated increase in mean (±SE) life expectancy of 0.61±0.20 year (P=0.004). The estimated effect of reduced exposure to pollution on life expectancy was not highly sensitive to adjustment for changes in socioeconomic, demographic, or proxy variables for the prevalence of smoking or to the restriction of observations to relatively large counties.”
   b) “[O]n average, life expectancy increased more in areas with larger reductions in air pollution”
   c) “Reduced air pollution was only one factor contributing to increased life expectancies, with its effects overlapping with those of other factors... Multicausality and competing risk issues make it difficult to quantify changes in life expectancy attributable to single risk factors, but these results suggest that the individual effect of reductions in air pollution on life expectancy was as much as 15% of the overall increase.”
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a) “We classified health status on the basis of responses to questions about five activities used as measures of physical functioning, developed by Nagi, six instrumental activities of daily living, and six activities of daily living... The five Nagi activities are stooping, crouching, or kneeling; lifting or carrying objects weighing up to 6 kg (10 lb); extending the arms above the shoulder; grasping small objects; and walking two to three blocks. Respondents are asked how much difficulty, if any, they have with the activity, and the answers range from ‘no difficulty at all’ to ‘not able to do it.’ We counted persons who responded that they had any difficulty or that they were unable to perform the activity as having a limitation in physical functioning.”

b) “The six instrumental activities of daily living are using the telephone, doing light housework, doing heavy housework, preparing meals, shopping for personal items, and managing money. The six activities of daily living are bathing or showering, dressing, eating, getting into or out of a bed or a chair, walking, and using the toilet. For the purpose of our study, persons who reported having any difficulty or not being able to perform the activity for reasons of health were considered to have a limitation in the activity.”

c) “We defined states of health according to the following classification: no limitations, at least one Nagi limitation but no other limitations, a limitation in at least one instrumental activity of daily living but no limitations in activities of daily living, a limitation in at least one activity of daily living, institutionalization (e.g., in a nursing home), or death.”

d) “Persons with no limitations had the longest life expectancy, and institutionalized persons the shortest.”

e) “[P]ersons in good health live longer, and longevity is associated with lack of social support (e.g., widowhood) and frailty, and thus with a high risk of institutionalization. However, in our study the annual risk of institutionalization was lower for those in better health at 70 years of age; they lived longer, but the expected time spent in an institution was the same as for persons in poorer health.”

f) “Our analysis shows not only that persons in good health at 70 years of age can expect to live longer and to have more years of good health than those in poor health at age 70, but also that their total expected medical care expenses appear to be no greater than those for less healthy persons, even though healthier persons live longer. Lower annual expenditures from the age of 70 until death among healthier persons offset the greater time they have to accumulate health care costs — a finding hinted at in earlier research.”


a) “The increase in life expectancy for the non-Hispanic white population was positively affected by decreases in death rates due to heart disease, cancer, stroke, pneumonia, and aortic aneurysm. On the other hand, increases in death rates due to unintentional injuries, suicide, Alzheimer’s disease, chronic liver disease, and hypertension had negative effects on the change in life expectancy.”

b) “Increases in cause-specific death rates from only three causes—unintentional injuries, suicide, and chronic liver disease—were large enough to affect the all-cause death rates for the non-Hispanic white population in the age groups 25–34 (27.6% increase), 35–44 (2.7% increase), and 45–54 (7.0% increase). No other cause, including Alzheimer’s disease, had a large enough influence to affect all-cause age specific death rates.”

c) “Increases in death rates due to unintentional poisonings (mostly drug and alcohol poisoning) for these three age groups had the single greatest negative effect on the change in life expectancy.”

7) Source: Franco, Oscar H., et al. “Associations of diabetes mellitus with total life expectancy and life expectancy with and without cardiovascular
a) “Women and men with diabetes who were 50 years and older were expected to live on average 8.2 and 7.5 years less, respectively, than their non-diabetic equivalents.”
b) “Life expectancy at age 50 years and older for diabetic women was 8.2 years less than for women at the same age but without diabetes.”
c) “The larger total [life expectancy] among nondiabetic subjects was predominantly the result of the larger number of years lived without [cardiovascular disease] and a slightly shorter—but nonsignificant—[life expectancy] with [cardiovascular disease].”


a) [H]igher income was associated with greater longevity throughout the income distribution. The gap in life expectancy between the richest 1% and poorest 1% of individuals was 14.6 years [95% CI, 14.4 to 14.8 years] for men and 10.1 years [95% CI, 9.9 to 10.3 years] for women.”
b) “[G]eographic differences in life expectancy for individuals in the lowest income quartile were significantly correlated with health behaviors such as smoking (r = -0.69, P < .001), but were not significantly correlated with access to medical care, physical environmental factors, income inequality, or labor market conditions. Life expectancy for low-income individuals was positively correlated with the local area fraction of immigrants (r = 0.72, P < .001), fraction of college graduates (r = 0.42, P < .001), and government expenditures (r = 0.57, P < .001).”


a) “Life expectancy for sedentary people at age 50 years was found to be 1.5 years shorter than for people engaging in moderate daily physical activity and more than 3.5 years shorter than for people with high physical activity levels. These differences were similar for both sexes.”
b) “Moderate and high physical activity levels led to 1.3 and 3.7 years more in total life expectancy […] for men aged 50 years or older compared with those who maintained a low physical activity level. For women the differences were 1.5 and 3.5 years in total life expectancy.”


a) “Eliminating smoking could increase population life expectancy by as much as 1 to 2 years.”
b) “Our study also has some limitations. Although it quantifies the effects of obesity and smoking, it cannot account for the many other factors that determine life expectancy and quality of life, such as advances in medicine and public health.”


a) “Between 1990 and 2000, life expectancy grew 1.6 years for the high-education group but remained unchanged for the low-education group (p < 0.001 for the difference).”
b) “From 1990 to 2000, the life expectancy differences between blacks and whites decreased 1.8 years for low-education males, 1.5 years for high-education males, and 0.7 and 0.6 years for low- and high-education females, respectively.”
c) “One important exception to this pattern is that education-related mortality disparities...
narrowed among young black men, a finding consistent with recent evidence that race-related mortality gaps narrowed in the 1990s. Nevertheless, a five-year gap in life expectancy between blacks and whites remains."

d) “Our results suggest that differential trends in smoking may explain a large part of widening gaps in mortality and life expectancy.”


a) “Male and female immigrants had, respectively, 3.4 and 2.5 years longer life expectancy than the US-born.”

b) “Compared to their US-born counterparts, black immigrant men and women had, respectively, 9.4 and 7.8 years longer life expectancy, but Chinese, Japanese, and Filipino immigrants had lower life expectancy.”


a) “A factor-based deprivation index consisting of 11 education, occupation, wealth, income distribution, unemployment, poverty, and housing quality indicators was used to define deprivation deciles… In 1980–82, the overall life expectancy at birth was 2.8 years longer for the least-deprived group than for the most-deprived group [75.8 vs 73.0 years]. By 1998–2000, the absolute difference in life expectancy at birth had increased to 4.5 years [79.2 vs 74.7 years].”

b) “Inequalities in life expectancy at birth, as measured by both the absolute and relative differences, were larger for males than for females in each period, and the magnitude of the difference increased over time more for males than for females. For males, the absolute difference in life expectancy at birth between the least-deprived and most-deprived groups increased from 3.8 years in 1980–82 to 5.4 years in 1998–2000. For females, the corresponding absolute differences were 1.3 and 3.3 years in the two time periods, respectively.”

c) “Between 1980–82 and 1998–2000, those in higher socioeconomic groups posted larger gains in life expectancy at birth than those in more-deprived groups, contributing to the widening gap. This was apparent for both men and women, but the pattern held much more strongly for men. For men in the most-deprived group, life expectancy at birth increased by 0.23% per year from 1980–82 to 1998–2000, whereas it increased by 0.34% per year for men in the least-deprived group over the same time period. For women in the most-deprived and least-deprived groups, the average annual increases were 0.04 and 0.18%, respectively. The sex difference in life expectancy at birth was higher in more-deprived groups in each time period, and the magnitude of the sex differentials decreased over time across all deprivation groups.”


a) “Regardless of their level of completed education, we found that women in the United States lived longer than men at every age, a result that is consistent with previous research findings.”

b) “White males and females outlived black males and females, respectively, at every age and level of education—with the exception of age sixty, where black females have a slight longevity advantage over white females.”

c) “Hispanics appear to have the highest reported life expectancy at birth among the three racial or ethnic categories. However, caution is required when evaluating Hispanic mortality in the United States because of known variation in death rates based on national origin, age, and cause of death.”
d) “The largest disparity in life expectancy at birth in the United States among the subgroups for which there are reliable data involve differences between the highest educated whites, those with sixteen or more years of education by age twenty-five, and the lowest educated blacks, those with fewer than twelve years of education by the same age. The observed disparities in life expectancy at birth between these subgroups in 2008 were 14.2 years for males and 10.3 years for females.”

e) “Within racial and ethnic groups, the difference in life expectancy at birth between those with the most and those with the least education in 2008 was 10.4 years for white females, 6.5 years for black females, 2.9 years for Hispanic females, 12.9 years for white males, 9.7 years for black males, and 5.5 years for Hispanic males.”

f) “[I]n 1990 the disparities between life expectancy at birth between the most and the least educated were 13.4 years for males and 7.7 years for females, compared to the 14.2 years for males and 10.3 years for females in 2008 noted above—revealing that during this eighteen-year time period the disparities increased.”

g) “We found that on average, blacks and Hispanics with sixteen or more years of education lived 7.5 years and 13.6 years longer, respectively, than whites with less than twelve years of education. This is a clear demonstration of the profound influence that education and its correlates have on length of life. Yet disparities within racial and ethnic groups persist even at the highest level of education. The same highly educated black men and women who live longer than less educated whites still live about 4.2 years less than comparably educated whites and 6.1 years less than comparably educated Hispanics.”
SYNOPSIS

Key informant interviews were conducted by Sage Squirrel Consulting with 14 individuals and six stakeholder groups between October 6, 2019 and January 16, 2020. The purpose of the interviews was to gather information to use in the development of the five-year Live Beyond Expectations Strategic Plan starting in 2020.

KEY INFORMANTS

The key informants were identified based on their health and human services subject matter knowledge, their knowledge of the Atlanta metro region, and/or their experience with regional collaborative initiatives. Key informants included:

- **Abby Cox**, Director, Georgia Division of Aging Services
- **Debra Edelson**, Executive Director, Grove Park Foundation
- **Jeff Graham**, Executive Director, Georgia Equality
- **John Hammond**, Director, Center for Community Services, Atlanta Regional Commission
- **Nat Kendall-Taylor**, Chief Executive Officer, FrameWorks Institute
- **Keun Kim**, Chief Compliance Officer, Center for Pan-Asian Community Services
- **Kathryn Lawler**, Executive Director, ARCHI
- **Odetta MacLeish-White**, Managing Director, TransFormation Alliance
- **Cynthia McDonald**, Manager Accessibility Compliance and Resident Initiatives, Atlanta Housing Authority
- **Shalini Nag**, Entrepreneur and Business Consultant
- **Elizabeth O’Neill**, Research Supervisor, Multnomah County Area Agency on Aging
- **Lindsay Parsons**, Aging Policy Advocate and Planner, Boulder County Area Agency on Aging
- **Nathaniel Smith**, Founder and Chief Equity Officer, Partnership for Southern Equity
• Ken Zeff, Executive Director, Learn4Life

Key informants were asked the following questions:

1. Please describe your organization and the work you do.

2. ARC has identified the following as significant factors in life expectancy:
   - Loneliness/isolation
   - Physical activity
   - Smoking
   - Injuries
   - Suicide
   - Chronic conditions and illnesses
   - Physical disability
   - Race/ethnicity
   - Gender
   - Socioeconomic factors

Does your organization have interest in these areas? In what ways might your organization contribute to reducing inequities in life expectancy numbers and improving life expectancy overall?

3. Are you currently doing any projects in this area that ARC could assist with in some way?

4. How do you believe ARC can best address the issue of life expectancy? What factors do you believe are in their sphere of influence?

5. ARC is hoping to engage with diverse community partners. Are you aware of organizations that ARC should speak with?

6. Are there other individuals you recommend we speak with as part of this project?

7. What population gaps have you identified that may need to be more deliberately targeted? How would that best be accomplished?
STAKEHOLDER ORGANIZATIONS

Other stakeholder input was gathered through a variety of meetings. Meetings included groups internal to ARC, as well as groups that exist in an advisory or other stakeholder capacity to ARC. Meetings included:

- ARC Aging and Independence Services Group staff
- ARC program and Group managers
- Lifelong Communities Partnership
- ARC Aging and Independence Services Board Committee
- ARC Advisory Committee on Aging
- ARC provider network

Initial discussion questions included:

1. What specific factors can/should ARC prioritize?
2. How should they do this:
   a. By focusing on specific services?
   b. By focusing on specific populations?
3. What community groups should ARC be working with?
4. What do you see as potential barriers?

Later discussion questions included:

1. What words do you think of when you hear “life expectancy”?
2. Are you aware of any initiatives in the Atlanta area addressing life expectancy disparities?
3. What community groups should ARC be trying to talk to as part of this process?
4. What do you see as potential benefits to embarking on this work?
5. What do you see as potential barriers to embarking on this work?

THEMES

There was a high level of awareness among key informants of life expectancy disparities. Multiple informants quoted us life expectancy disparity data that they were already familiar with and incorporating in their work. Community stakeholders did not appear to be quite as familiar with the magnitude of the life expectancy gaps in the region as the key informants but were not surprised at the fact that there was a gap. Nearly all involved in interviews or stakeholder meetings were overwhelmingly positive about ARC making this effort and wanted to support it.
We were told of multiple large regional collaborative efforts ongoing in the Atlanta metro region that touch on some of the social determinants of health that contribute to life expectancy. These include health access, education, transit, and housing. Both key informants and stakeholders indicated that there are also smaller scale efforts in these areas, plus nutrition-focused initiatives. Community stakeholders identified initiatives that were local to their areas including employer wellness programs, the state program to promote standing desks, and health insurance programs including Silver Sneakers. Many informants and stakeholders emphasized programs or projects that were focused on the needs or quality of life of older adults.

Many of the key informants noted the proliferation of health-equity focused initiatives, but most stated that they knew there was more going on than they were aware of. A couple noted that there was little coordination among these efforts and many may be duplicative, so ARC was well-positioned to play a clearinghouse role. Both key informants and community stakeholders thought that an inventory might be needed and suggested that ARC develop an inventory database and/or a map.

Nearly all the interviewees and meeting attendees discussed the long-range nature of ARC's goal of impacting inequities and life expectancy disparities. Key informants concurred that this plan would focus on what ARC wants to do, how it wants to do it, and with whom it wanted to do it during the next five years; in short, a plan to plan. One key informant suggested outlining the plan as an assessment of where the Atlanta region is, where it wants to be, and how it plan to get there in five years, while noting that ARC will NOT be impacting life expectancy in that time frame. Some community stakeholders saw the long timeframes as a significant obstacle to accomplishing anything.

Many who participated shared thoughts and concerns about how to keep the community engaged in something so long-range. There was discussion of how ARC could leverage its role as a hub of efforts, acting as a connector and a centralized communicator of the different efforts and outcomes associated with the agency.

Key informants noted that specific factors, such as areas of focus, do not need to be identified at this point in time. The initial plan can include a process for identifying focal areas and how those will be identified and measured. In many of their own initiatives, they utilized a defined process that involved stakeholders or outside resources to help them do this and noted that developing this process for that involvement and the development of areas of focus should be part of the planning process.

One informant stated that, at the end of five years, ARC should have a robust and rich network of core partnerships. The focus in the next year or two should be on data and having the early conversations to build that partnership network. The goal is to tell the richest story possible to as many people as possible. Another suggested that ARC pull groups and individuals together to share a common framework on how life expectancy issues are framed and include new ideas about aging in the conversation.

Almost all informants discussed the importance of being data-driven in developing the plan, implementing potential solutions, and measuring progress. Three informants discussed disaggregating data to look beyond
broad generalizations. Several noted the availability of Neighborhood Nexus as a significant resource for ARC to use in these efforts, although noted that there may be new data that needs to be collected. For example, one informant stated: “Figure out how to use that data to identify the most vulnerable populations and make sure to think about them the most,” giving, as an example, the LGBTQ population, noting that within that group there are black LGBTQ elders who may be disassociated with traditional supports because of their lifestyle.

Despite recognizing that it was premature to concentrate its efforts on specific factors, several informants and stakeholders suggested specific areas of focus for ARC’s efforts. Most discussions with key informants and many of the stakeholders centered on healthcare, the role that healthcare plays in longevity, and the barriers that many experience in accessing healthcare. Other major areas that came up in all discussions are those described as the “social determinants of health.” Housing, transportation (including the need for transportation to access other service needs), and nutrition were the most frequently mentioned. A specific recommendation from one key informant was to increase capacity to provide care coordination services, with a note that this is a revenue-generating activity.

**NOTABLE QUOTES**

- “Racism should not be forgotten as a factor, not just race itself.”
- “Don’t be afraid of the role ARC has played over the years.”
- “Health is sum of many other determinants including the lack of healthy options and the stress of not being able to access the supports and services that are necessary to well-being.”
- “Goal is to tell the richest story possible.”
- “Only way to be relevant as a AAA [Area Agency on Aging] is to demonstrate you are having an impact on health outcomes, and that has to be more than Older Americans Act (OAA) services.”
- “Three R’s: reach, relevance and resources.”
- “Limited funding is not why the underserved don’t get services; it’s just how we’ve always done it.” (The people most in need of services are the least able to advocate for what they need.)
- “Poverty is not a reason – try to get beyond that; they can’t fix that; physical health issues like vision might be the real problem – get a few layers deeper into the problem; disparities by race, but you can’t fix race – how do you get beyond that – strategies to fix those historical barriers – wealth inequality alone, you are not going to make any progress.”
**BARRIERS**

Barriers were not a focus of key informant interviews although a couple volunteered thoughts about barriers. Community stakeholder groups were asked about barriers. Barriers included:

- ARC is not in a position to change how OAA funds are distributed.
- The lack of translation services is a barrier to service delivery as well as quality outreach to immigrant communities and development of culturally appropriate service resources.
- The long-range time frame required to have any effect on measuring life expectancy and the inability to measure that outcome along the way
- How to sustain buy-in and engagement over that length of time
- Unprepared political environment and inadequate community planning
- Inadequate resources
- Ageism

**TARGET POPULATION**

Populations experiencing inequities were largely identified as people of color and those below the poverty line who live in older neighborhoods where infrastructure supports have worn away. Their housing supply is decaying; they may live in food deserts, and transit may be a particular challenge. This was true among all key informants and all stakeholder groups.

One informant stated that ARC should pay special attention to racial generational divides in the community because the majority of younger people are people of color while the older generation is majority white. He did not provide data to support this assertion, but data disaggregation and analysis described above would allow ARC to plan accordingly.

**PROCESS CONSIDERATIONS**

Most key informant interviewees described a process by which they winnowed down their work to concentrate on a limited number of key areas. Some informants provided input that was particularly helpful to the process of developing the plan and objectives.

- Define key factors and indicators you are focused on to “make the work smaller”
- Find trusted resources on these indicators rather than engaging in a lot of community debating; Learn 4 Life (L4L) found a think tank for each indicator
- Organize work groups on each indicator to figure out what is working and how to take it to scale
- Don’t have to be innovative – just find what is working and remove barriers to enable it to go to a larger scale
• Showcase what is working
• Figure out where there are gaps in which ARC could add value
• Identify indicators where there are gaps and that you can influence
• Figure out your lane – be disciplined in sticking to that lane
• Need dedicated resources working on plan to have sustainability/momentum
• The process needs to keep moving quickly in order to keep people engaged
• Update indicators and publish annual report; L4L publishes the State of Education in Metro Atlanta on a regular basis.

Another key informant emphasized that a focus on addressing inequities means engaging more directly with communities of people who experience inequity. He strongly cautioned that these groups of people should be involved in the development of strategies and not just be asked to “rubber stamp” the strategies after they are developed.

OTHER GROUPS

All key informants and meeting attendees were asked about other groups that ARC should connect with. These groups include:

• Alzheimer’s Association (and other affinity groups)
• Centers for Disease Control and Prevention
• Culture Change Network of Georgia
• Food Banks
• Georgia Alliance for Health Literacy
• Georgia Watch
• Gilliam’s Community Garden
• Habitat for Humanity
• Historic West Side Gardens
• Morehouse School of Medicine
• Neighborhood Planning Units
• Tools for Life
• Urban League of Greater Atlanta

OTHER AREA AGENCIES ON AGING INPUT

Boulder, Colorado

The AAA in Boulder, CO was selected as a key informant, as it took on an approach to strategic planning that went beyond mandatory Older Americans Act area plans. While Boulder is still conducting its strategic planning process, it has completed the preliminary data report that will inform its planning process. Although the primary focus is older persons, it hopes to positively impact quality of life for all residents.
To that end, Boulder is planning across the eight domains that constitute age-friendly communities (as defined by AARP and the World Health Organization), but highlighting subpopulations with higher health and social risks. The domains include outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community and health services.

Boulder used the Community Assessment Survey for Older Adults (CASOA) from the National Research Center to glean insight into the views of older adults in their area across its domains, and then delved into that data and other primary data to gain specific knowledge about the subpopulations. This strategic plan is not yet aligned with Boulder’s area plan, although that is its goal. The Boulder AAA plans to do this by looking at the strategic plan as “external” and the area plan as “internal.”

**Multnomah County, Oregon**

In area plan alignment discussions, the AAA in Multnomah County, Oregon laid out its approach, which is somewhat reversed from Boulder’s. Multnomah County is creating alignment by including client-facing elements in the area plan, while its strategic plan is aligned with county performance management strategy, but both include overlapping focal areas. The Oregon AAA includes similar key performance indicators in both plans for those overlapping areas.

The Multnomah County AAA was selected as a key informant for its experience in distributing OAA funding to increase equity. It conducted participant level stakeholder engagement in the community to engage with “left out” populations as part of this effort. Intensive effort was put into 21 community listening sessions that targeted minority, low income, and rural populations. For each of its nine focus areas, it asked 500 participants three questions:

- What is going well?
- What do you need more of?
- What can we do to improve?

The AAA then did “qualitative coding” of the data gathered through this process. Results will be incorporated into the area plan being developed for the next cycle. This stakeholder engagement was part of the process utilized by the AAA in determining how to distribute funds. The research of Raj Chetty was identified as an influence by Multnomah County in its efforts to restructure OAA funding distribution to address inequities in service administration and outcomes in that area.
DATE: October 28, 2020

ISSUE SUMMARY: ARC Bylaws Revisions

FROM: Kerry Armstrong, Governance Committee

IMPORTANCE:

ARC has completed its five-year review of the Bylaws as required by Article IX, Section A of the current Bylaws. The Bylaws were last amended on October 22, 2014 with an effective date of January 1, 2015. With the dissolution of the Metro Atlanta UASI and addition to ARC in 2015, action taken by the Board on the Five Party Agreement to reflect the creation of the Atlanta-region Transit Link Authority on September 25, 2019, and the action taken on the Board Engagement Task Force recommendations on February 20, 2020, changes were necessitated to the Bylaws.

To undergo this process, the Executive Leadership Team designated a group of ARC staff, led by ARC Staff Legal Counsel, to develop recommended language. This language was then reviewed by the Executive Director and Executive Leadership Team, as well as the Board Chair, and the outside General Counsel. Members of the Board were issued copies of the draft language, and briefings were held the week of September 14, to collect questions, comments, or concerns from the Board.

ACTION REQUIRED:

ARC adoption
A RESOLUTION ADOPTING THE ATLANTA REGION COMMISSION’S AMENDED BYLAWS

WHEREAS, the Atlanta Regional Commission is a Metropolitan Area Planning and Development Commission created pursuant to O.C.G.A. § 50-8-80, et seq.; and

WHEREAS, O.C.G.A. § 50-8-98 authorizes such a commission to adopt bylaws and rules and regulations concerning all aspects of its functions and operations; and

WHEREAS, the Atlanta Regional Commission adopted Bylaws on September 10, 1971, and later amended said Bylaws on October 22, 2014; and

WHEREAS, Article IX, Section A of those Bylaws requires that a review shall be initiated at least every five years and the Bylaws be amended as necessary; and

WHEREAS, the review has been conducted and amendments have been deemed necessary.

NOW, THEREFORE, BE IT RESOLVED that the Atlanta Regional Commission certifies compliance with governing state law and hereby adopts the 2020 Bylaws Amendments; and

BE IT FURTHER RESOLVED that the Atlanta Regional Commission directs staff to begin efforts immediately to implement the provisions of the revised Bylaws

I do hereby certify that the foregoing resolution was adopted by the Atlanta Regional Commission on October 28, 2020.

Charissa White-Fulks, ARC Executive Assistant/Board Secretary
**Update of the Bylaws of the Atlanta Regional Commission**

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Overview

Since the late 1940s, the Atlanta Regional Commission and its predecessor agencies have brought together the region’s leaders to plan for the future and act on shared opportunities and challenges.

In 1947, the Metropolitan Planning Commission (MPC) was created and became the first publicly funded multi-county planning agency in the U.S. Member governments included DeKalb and Fulton Counties, and the City of Atlanta.

In 1971, the State Legislature authorized creation of a Metropolitan Area Planning and Development Commission (MAPDC) (such legislative act hereinafter referred to as “the ARC Law”) (O.C.G.A. §§ 50-8-80, et seq.) with the responsibilities of a Regional Commission (the legislative act creating such hereinafter referred to as “the Regional Commissions Law”) (O.C.G.A. §§ 50-8-30, et seq.) and in late 1971, the Atlanta Regional Commission was created as Georgia’s sole MAPDC.

Established by local governments of the Atlanta region, the Atlanta Regional Commission currently encompasses a 10-county area (the counties of Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale, and all their municipalities including the City of Atlanta). ARC is funded through a number of sources from local, state, and federal governments.

ARC is dedicated to assisting local governments in creating a superior living environment for all residents of the Atlanta region. This is accomplished through focused collaborations, utilizing professional planning initiatives, social work services, research, and analytical techniques to provide objective information, and the pursuit of innovative financing opportunities.

ARC is committed to the principle of inclusiveness and shall not discriminate against otherwise qualified persons on the basis of race, color, religion, national origin, sex, age, genetics, physical or mental handicap or disability in its recruitment, employment, facility and program accessibility or services.

ARTICLE I – Name

The name of this organization shall be the Atlanta Regional Commission. In these Bylaws, the entity or organization itself is referred to as the “Commission,” or “ARC,” while the governing board of the Commission is referred to as the “Board” or “ARC Board.”

ARTICLE II – Purpose of Bylaws

These Bylaws have been adopted to supplement and refine the powers, authority and duties governing the Commission by the ARC Law and the Regional Commissions Law, to provide a framework for governance and management of the Commission, and to provide structure for conducting the activities of the staff of the Commission.
ARTICLE III –Purpose, Vision, Mission and Objectives of the Commission

The purpose, vision, mission, and objectives of the Commission as succinctly defined in ARC’s adopted strategic plan are as follows:

A. **Purpose** – To serve the residents of the region, local governments, and the broader regional community by providing services, support, and leadership on issues that cross jurisdictional lines and require comprehensive regional solutions.

B. **Vision** – The Atlanta Regional Commission is the regional leader in identifying values, developing policies, and executing plans that matter to residents and communities, ensure competitive advantage, and preserve long-term sustainability and livability.

C. **Mission** – The Atlanta Regional Commission will demonstrate professional and forward-looking leadership to ensure sustainable growth, livability, and competitive advantage by focusing and balancing environmental responsibility, economic growth, and social needs.

D. **Objectives** – The key objectives and implementation strategies are detailed in the Strategic Plan.

ARTICLE IV – Composition of the Board

The Board shall be composed of officials of political subdivisions and private citizens representing districts of approximately the same population within the Atlanta metropolitan area (the "Area"), as determined in accordance with O.C.G.A. § 50-8-84.

ARTICLE V – Functions and Duties

The Commission shall perform functions delegated to it under various state and federal laws, including those described below. The counties in which ARC performs these functions vary in accordance with the applicable law, and may change from time to time. These functions are described in more detail in the Commission’s adopted annual Work Program and Budget.

A. **Metropolitan Area Planning and Development Commission (MAPDC)** for the 10-county Atlanta region as defined in the ARC Law including the functions of a Regional Commission (RC) as defined in the Regional Commissions Law. Duties include, but are not limited to:

1. To be the official metropolitan agency for comprehensive research, study, advice and review concerning area plans; to improve relationships between political subdivisions and public agencies within areas; and to provide policy direction for the solution of common problems through short and long-range comprehensive planning within areas. (O.C.G.A. § 50-8-81).

2. To prepare and adopt comprehensive development guides for the Area consisting of policy statements, goals, standards, programs, and maps prescribing an orderly and economic development, public and private, of the Area. (O.C.G.A. § 50-8-92).

3. To report to the General Assembly and to each political subdivision and supporting agency within the Area on or before February 1 each year a financial report. (O.C.G.A. § 50-8-100).
4. To keep books of account and have these audited at least once a year by an independent auditor. (O.C.G.A. § 50-8-101(a)).

5. To estimate the population residing within each county in the Area and within the most populous municipality in the Area on the first day of April each year, which estimate shall serve as basis for per capita payments to be made to the Commission by the counties and the most populous municipality in the calendar year next following. (O.C.G.A. § 50-8-101(b)).

6. To adopt a budget and program of work for the next calendar year before December 15 each year and send it to each political subdivision and each agency which is expected to contribute to the support of the Commission during the next calendar year. (O.C.G.A. § 50-8-101(d)).

B. Metropolitan Planning Organization (MPO) for a multi-county Atlanta metropolitan planning area as defined in the Federal Aid Highway Act (23 U.S.C. § 101 et seq.), the Fixing America’s Surface Transportation (FAST) Act (49 U.S.C. § 101 et seq.), and the Clean Air Act (42 U.S.C. § 7401 et seq.) or any successors to these laws defining MPO roles and responsibilities. Duties include, but are not limited to development of long range transportation plans and short range transportation improvement programs for the metropolitan area through a performance driven, outcome based approach; providing for the development and integrated management and operation of transportation systems and facilities that function as an intermodal system, consideration of all modes of transportation and conducting planning that is continuing, cooperative and comprehensive to the degree appropriate based on the transportation problems to be addressed.

C. Area Agency on Aging (AAA) for the 10-county Atlanta region as defined in the Older Americans Act (42 U.S.C. § 3001 et seq.) or any successor to this law defining AAA roles and responsibilities. As the AAA, the Atlanta Regional Commission is charged with both meeting the direct needs of older individuals and their families, and planning for the impact of longevity on the metro region. ARC carries out the five core functions of an Area Agency on Aging: administration, outreach, program development, coordination, and advocacy through the use of a comprehensive service delivery system, research, analysis, and development.

D. Local Workforce Development Board (LWDB) for the 7-counties opted into Atlanta Regional Workforce Development Board which is established pursuant to the Workforce Innovation and Opportunity Act (29 U.S.C § 3101, et seq.), or any successor to this law defining LWDB roles and responsibilities.

E. Urban Area Security Initiative (UASI) for the City of Atlanta and 5 core eligible counties. In carrying out the Urban Area Security Initiative Program, the Atlanta Regional Commission uses this Department of Homeland Security grant to provide enhanced federal preparedness funding to Atlanta as an area identified as vital to the nation’s economy and national security, if disrupted by a terrorist attack.

F. Administrative and technical support for other agencies

1. Staff for the 15-county Metropolitan North Georgia Water Planning District as defined in O.C.G.A. § 12-5-570 et seq.

G. Contracting / Coordinating Agency for Regional Projects – If requested, in accordance with O.C.G.A. § 50-8-99.1, ARC shall act as contracting and coordinating agency when two or more participating local governments are affected by a public project which is more regional in scope rather than purely local.
ARTICLE VI - Membership

A. Composition – The membership of the Board shall consist of members specified in O.C.G.A. § 50-8-84, which are listed in subparagraphs 1 and 2 below, members identified in subparagraph 3, and also, for limited purposes, those members identified in subparagraph 4.

1. Public Members

   a. The Chair of the Board of County Commissioners or the County’s elected Chief Executive Officer, from each of the counties within the Regional Commission Area, as defined in O.C.G.A. § 50-8-80.

   b. The Mayor of the City of Atlanta.

   c. A mayor from each of the counties within the Area, other than Fulton County, elected as prescribed in O.C.G.A. § 50-8-84(a)(3), by the mayors within each county, excluding the Mayor of the City of Atlanta.

   d. A mayor from the northern half of Fulton County elected, as prescribed in O.C.G.A. § 50-8-84(a)(4), by a majority vote of the mayors of all municipalities located within the northern half of Fulton County and the mayor of a municipality within the southern half of Fulton County elected, as prescribed in O.C.G.A. § 50-8-84(a)(4), by a majority of the mayors of all municipalities located within the southern half of Fulton County.

   e. The President, presiding officer, or a member of the City Council from the City of Atlanta, elected by a majority vote of the members of the City Council.

2. Members at Large

   a. A resident from each of the districts created for this purpose by the legislative delegation from the Area, pursuant to O.C.G.A. § 50-8-84(a)(6)(A), elected by the public members of the Board as prescribed by O.C.G.A. § 50-8-84(a)(6)(B). Members at large may hold no elective or appointed public office nor be employed by any of the political subdivisions of the Area. The total number of members at large will be fifteen (15).

   b. Except as provided in subparagraph c below, at least thirty (30) days, but no sooner than ninety (90) days before the expiration of the term of office of a member at large of the Board, the chair of the county commission of the most populous county in the Commission shall call a meeting of the public members of the Board for the purpose of electing a successor to the member at large whose term is expiring. Such successor shall be elected before the existing member’s term expires. Nothing herein shall prevent an incumbent member at large from being permitted to succeed themselves.

   c. Within ten (10) days after (i) the boundaries of the member at large districts have been redrawn pursuant to O.C.G.A. § 50-8-84(a)(6)(A), or (ii) a vacancy occurs in an existing member at large district, the chair of the county commission of the most populous county in the Commission shall call a meeting of the public members of the Board for the purpose of electing members at large to represent the redrawn districts, or to fill the vacancy in the existing district. Such vacancy or vacancies shall be filled no later than ninety (90) days after the meeting is called for such purpose.
d. Members at large shall be elected by a majority of the public members. A quorum for such meeting shall be a majority of the public members. So long as a quorum is present, public members may vote by teleconference in accordance with the requirements of the Georgia Open Meetings law found at O.C.G.A. § 50-14-1 et. seq.

3. **Additional Members Deemed Necessary by the Georgia Department of Community Affairs** – If the Commissioner of the Georgia Department of Community Affairs determines that an additional member or members of the ARC Board are necessary to comply with applicable laws or regulations, or otherwise in accordance with O.C.G.A. § 50-8-34(b)(5), the Board may elect such additional member(s), who shall be non-voting.

4. **Limited Members for Transportation Planning Purposes** – A member of the board of county commissioners from each of the counties in the Atlanta Metropolitan Planning Organization area boundary as defined by individual agreement with each county, pursuant to 23 CFR § 450.310(d), who are not otherwise member counties of the Atlanta Regional Commission. Such persons shall be considered as limited members of the Commission for the sole purposes of participation in transportation planning matters directly affecting their counties and participation as members of the Transportation and Air Quality Committee. The counties represented by limited members shall not be assessed any regional commission dues and shall not otherwise be required to support the Commission financially; provided, however, that such counties shall provide local matching funds required pursuant to individual agreement for federal transportation planning funds and to any federal grant to the Commission for transportation planning within all or part of such counties. References in these Bylaws to a “member”, “members”, “membership”, or “full membership” shall not be deemed to refer to a limited member or limited members.

**B. Terms of Office:**

1. **Public Members**

   a. **County Members** (Chair of the Board of County Commissioners or Chief Executive Officer), **Mayor of Atlanta, and City Council representative from Atlanta** – Terms of these public members shall be concurrent with that person’s term in the public office that person holds.

   b. **Mayor other than Mayor of the City of Atlanta** – In the case of public members who are mayors, excluding the Mayor of the City of Atlanta, such mayor’s term of office as a member of the ARC Board shall begin upon that mayor’s designation as a member of the ARC Board by the other eligible mayors in accordance with O.C.G.A. § 50-8-84(a)(3) or (4), and shall expire at the end of the mayoral term which that person is serving when designated as a member of the ARC Board or when the caucus of mayors designates a new mayoral representative. Nothing shall prevent an incumbent mayor serving on the ARC Board who has been elected to another term of public office as mayor from being re-designated as a member of the ARC Board.

2. **Members at Large** – The terms of members at large on the Board shall be four years and shall begin on January 1, with the following exceptions:

   All members at large shall terminate at the end of any calendar year in which redistricting of the Area has occurred.

   For members at large first elected (or elected after redistricting): one-half (or a majority in the case of an odd number of members at large) shall serve an initial term of two years. To stagger the terms
of the members at large, those representing even numbered districts shall have four-year terms; and those representing odd numbered districts shall have two-year terms. Thereafter all members at large shall be elected for four-year terms.

3. **Limited Members for Transportation Planning Purposes** – The terms of limited members shall be concurrent with that person’s term in the public office held, with designation to represent their county’s Board of Commissioner in the Atlanta Metropolitan Planning Organization at the discretion of said Board.

C. **Vacancies** – If a vacancy on the Commission occurs due to death, resignation, removal from office or for any other reason, the unexpired term shall be filled in the same manner as such member was originally elected to the Board. No vacancies on the Board shall impair the power of the Commission to transact any and all business of the Commission and to perform all its duties as provided for by Law.

D. **Removal from Office** – Any member at large who is absent from three or more consecutive regular meetings without being excused by the Board, or any member at large who moves their residence outside of the district which they were elected to represent, shall forfeit their seat on the Board, subject to notice from the ARC Chair.

When a member at large for any reason ceases to be a member of the Board, that person’s unexpired term shall be filled by a qualified individual as required by law in the same manner as such member was originally elected to the Board.

E. **Compensation** – Each member of the Board, excluding the Chair, shall receive a per diem compensation of Forty Four Dollars ($44.00) for participating as a member at meetings of the Commission, its committees or its advisory bodies and for performing such other services on behalf of the Commission as may be authorized or approved by the Chair. The total compensation paid to each such member shall not exceed Twenty-Four Hundred Dollars ($2,400.00) per year (O.C.G.A. § 50-8-88).

Each such member shall be reimbursed for actual expenses incurred while attending to Commission business, and such reimbursement shall not count toward the Twenty-Four Hundred Dollars ($2,400.00) compensation limitation.

F. **Ethics** – All members shall abide by the “Standards of Ethical Conduct,” as adopted by the Atlanta Regional Commission.
ARTICLE VII - Officers

The officers of the Commission shall include a Chair, a Vice-Chair, a Secretary, and a Treasurer chosen from among the members of the Board in a manner as prescribed below. (O.C.G.A. § 50-8-88).

The Board may also appoint such other officers, who need not be members of the Board, as it deems necessary for the conduct of its affairs, including, but not limited to, one or more Assistant Secretaries, who shall perform such duties as shall be determined by the Board.

A. Chair – The Board shall elect a Chair from among its members.

1. Term of Office – A Chair shall be elected to serve for a term of two years and until a successor has been elected.

   An election for Chair shall be held during or prior to the last regular Board meeting in the last year of the incumbent Chair’s term of office. The new Chair shall take office at the first meeting of the year following the election, or if the successor Chair is not elected within the time period provided, then the successor Chair shall take office at the first meeting following the election.

   A Chair may be elected to two or more successive terms.

2. Vacancy – If a vacancy occurs in the office of Chair, the unexpired term shall be filled no sooner than thirty (30) days and no later than sixty (60) days thereafter by a member of the Board in the same manner in which such Chair was originally elected. Until the election of a new Chair, the Vice Chair shall serve as Chair.

3. Compensation – The Chair shall be compensated at the rate of Five Hundred Dollars ($500.00) per month. The Chair shall be reimbursed for expenses incurred while attending to Commission business, and such reimbursement shall not be a part of the Chair’s compensation.

4. Duties – The Chair shall:

   a. Preside at all meetings of the Board, except meetings of the public members held for the purpose of electing members at large.

   b. Appoint all officers and committees of the Commission and other appointments, as necessary. The Chair shall strive to seek a balance of county, city, and at-large Board members in appointments. Not later than the second Board meeting after the Chair is elected, the Chair shall submit officer and committee chair recommendations to the full Board for consideration and approval. Should conditions arise that prevent the Chair from meeting this deadline, the Chair shall provide notice of such delay to the Board and submit the recommendations in the first available meeting that such conditions subside. This list shall also include the full committee rosters for informational purposes.

   c. Serve as chief policy advocate for the Commission.

   d. Represent the Commission at hearings, conferences, and other events as may be deemed necessary for the conduct of Commission business.
e. Countersign with the Executive Director all contracts of the Commission for amounts in excess of the one hundred thousand dollar ($100,000) or such other sum as may be established by the Board from time to time.

f. Serve as the Chair of the Commission's Governance Committee and serve on such other Commission Committees as the Chair may choose.

g. Serve as Chair of the Pension Board Subcommittee of the Governance Committee.

h. Have the authority to hold Board and Committee members accountable for attendance at Board related ARC meetings, in accordance with attendance requirements in these bylaws.

i. Have the authority to cancel a regularly scheduled meeting of the Board if the Chair determines that there is not sufficient business to conduct to justify having such meeting.

5. **Removal from Office** – A Chair may be removed from office by a vote of a majority of the total membership of the Board, such vote to be taken no sooner than fourteen (14) days and no later than twenty eight (28) days after written notice of intent to remove the Chair is filed with the Secretary of the Board. Such written notice of intent to remove the Chair shall state the cause for removal and shall bear the signatures of a majority of the total membership of the Board.

After receiving such written notice, the Secretary shall inform the membership of the Board of the time and date of a special meeting to be held no sooner than fourteen (14) and no later than twenty eight (28) days from the date of receipt for the purpose of considering the Chair's removal.

B. **Vice-Chair** – The Chair shall appoint a Vice-Chair from among the membership of the Board, subject to the approval of the Board.

1. **Term of Office** – A Vice-Chair shall serve for a term of two years and until a successor has been appointed.

2. **Vacancy** – In the event that the office of Vice-Chair becomes vacant for any reason, the unexpired term shall be filled immediately from the membership of the Board in the same manner as such Vice-Chair was originally appointed.

3. **Compensation** – The Vice-Chair shall receive no compensation other than compensation as a member of the Board. The Vice-Chair shall be reimbursed for expenses incurred in connection with the duties as Vice-Chair and Board member.

4. **Duties** – During the absence or disability of the Chair or during the time that a vacancy exists in the office of Chair, the Vice-Chair shall preside over meetings of the Commission and shall exercise all the duties of the Chair.

5. **Removal from Office** – A Vice-Chair may be removed from office by vote of a majority of the total membership of the Board under the same procedures which govern the removal of a Chair.

C. **Secretary** – The Chair shall appoint a Secretary subject to approval of the Board.

1. **Term of Office** – A Secretary shall serve for a term of two years and until a successor has been appointed.
2. **Vacancy** – In the event that the office of Secretary becomes vacant for any reason, the unexpired term shall be filled immediately in the same manner as such Secretary was originally appointed.

3. **Compensation** – A Secretary shall receive no compensation other than compensation as a member of the Board. The Secretary shall be reimbursed for expenses incurred in connection with the duties as Secretary and Board member.

4. **Duties** – The duties of the Secretary shall be as follows:
   
a. Perform necessary administrative functions or secure administrative support through the designation of one or more Assistant Secretaries to assist in performing such functions, including those listed below.
   
b. Arrange for the giving of notice of Board meetings.
   
c. Arrange for the keeping of minutes of the proceedings of the Board.
   
d. Authenticate by signature, documents adopted by the Board.
   
e. Serve as the Chair of the Ethics Subcommittee of the Governance Committee.
   
f. Preside over meetings of the Board and discharge all of the duties of the Chair during the absence or disability of the Chair and the Vice Chair, or during the time that vacancies exist in the offices of Chair and Vice Chair.

5. **Removal from Office** – A Secretary may be removed from office by a vote of a majority of the total membership of the Board under the same procedures which govern the removal of a Chair or a Vice Chair.

D. **Treasurer** – The Chair shall appoint a Treasurer subject to approval of the Board.

1. **Term of Office** – A Treasurer shall serve for a term of two years and until a successor has been appointed.

2. **Vacancy** – In the event that the office of Treasurer becomes vacant for any reason, the unexpired term shall be filled immediately in the same manner as such Treasurer was originally appointed.

3. **Compensation** – The Treasurer shall receive no compensation other than compensation as a member of the Board. The Treasurer shall be reimbursed for expenses incurred in connection with the duties as Treasurer and Board member.

4. **Duties** – The duties of the Treasurer shall be as follows:
   
a. Advise the Board monthly as to the financial condition of the Commission.
   
b. Advise the Board from time to time concerning the future financial needs of the Commission.
c. Preside over meetings of the Board and discharge all of the duties of the Chair during the absence or disability of the Chair, the Vice Chair and the Secretary, or during the time that vacancies exist in the offices of Chair, Vice Chair and Secretary.

d. Act as Chair of the Budget and Audit Review Subcommittee of the Governance Committee.

e. Serve as a member of the Pension Board Subcommittee of the Governance Committee.

5. **Removal from Office** – A Treasurer may be removed from office by a vote of a majority of the total membership of the Board under the same procedures which govern the removal of a Chair, Vice-Chair or Secretary.
ARTICLE VIII - Meetings

The Board shall adopt an annual calendar, which shall include regular Board meetings, as well as meetings of the Standing Committees included herein. The Board shall schedule no fewer than six regular full Board meetings a year. Special meetings or Emergency Meetings, except for the purpose of considering removal of officers, shall be held when called by the Chair or by six or more members of the Board. Special meetings shall be called for specific purposes and only the items in the call shall be discussed at the meeting. All meetings shall be conducted in compliance with the Georgia Open Meetings law (O.C.G.A. § 50-14-1 et seq.); all regular meetings shall be open to the public.

The Board is also authorized to conduct an Executive Session of the Board to discuss specific topics, as allowed by provision of the Georgia Open Meetings law. Such session shall be closed to the public.

A. Agenda – There shall be an agenda for each regular meeting listing the items to be considered, information relating to such items, and for each item, when requested by the Board or deemed appropriate by the Executive Director, the Executive Director’s recommendations. The agenda shall be prepared by the Executive Director. For regular meetings, the agenda shall be sent to each member at least seven days prior to the meeting and posted at the meeting location as soon as possible during the two weeks prior to each meeting. Nothing shall come before the Board that is not on the agenda except by an affirmative vote of two thirds of the members present at the meeting. When such a non-agenda matter is placed before the Board in this manner, the matter may be acted upon at that meeting.

B. Rules – Except as otherwise provided by these Bylaws, all meetings of the Board shall be conducted in accordance with Robert’s Rules of Order, Newly Revised. The Board shall appoint or hire the services of a Parliamentarian to support Board procedure, to be selected from a Board member, staff member, or entity through a contract for services.

C. Quorum – A quorum shall be required to take action at a meeting of the Board. A quorum shall consist of one-half of the total number of authorized members of the Board. So long as a quorum is present, a member may participate by teleconference in accordance with the Georgia Open Meetings law.

D. Voting

1. For elections, removals, amendments to the Bylaws, and the appointment of the Executive Director, an affirmative vote of a majority of the total membership shall be required.

2. To place a non-agenda item before the Board, an affirmative vote of two thirds of the members present at a meeting, for which a quorum is established, shall be required.

3. For all other matters, a majority vote of those members present at a meeting, for which a quorum is established, shall be required to adopt or reject a motion.

4. The vote of any member of the Board shall be equal to the vote of any other member in considering or acting upon any question, proposal, or other matter before the Commission. No person shall be allowed to exercise a proxy vote.

E. Citizen Input – Opportunities shall be provided for interested persons to address the ARC Board and its Policy Committees at times and in a matter set by the Board.
F. **Action Summary** – A summary of the subjects acted on and those members present at a regular meeting of the Board shall be written and made available to the public for inspection within two business days of each meeting in accordance with the Georgia Open Meetings law.

G. **Summary of Proceedings** – A record shall be kept of all actions of the Board in a regular meeting. In addition to a legal transcript of Board proceedings, such record shall describe the subject considered, the motion made, a brief summary of discussion on the motion, if any, and the results of the vote on the motion in accordance with the Georgia Open Meetings law.
ARTICLE IX – Committees

The Commission shall have three categories of committees – Governance Committee, Standing Committees and Grant Required Boards, and Ad Hoc Committees, and shall include sub-committees of any of those committees.

The Board Chair or the Committee Chair may call a meeting of a committee as well as cancel a scheduled meeting. A quorum shall consist of one-half of the total number of authorized members of each committee unless stated otherwise elsewhere in these Bylaws. All members shall have equal vote. No member shall be entitled to exercise a proxy vote.

A. Governance Committee

1. Membership – The Governance Committee shall consist of the Chair, the officers of the Board and the Chairs of the Standing Committees and Grant Required Boards (Advisory Committee on Aging; Atlanta Regional Workforce Development Board; Community Resources Committee, Senior Policy Group; and Transportation and Air Quality Committee).

   The Chair shall balance the members of the Governance Committee to ensure equal numbers of county public members, city public members, and members at large. Any Board member may nominate candidates for the Governance Committee for consideration for appointment by the Chair. The Chair of the Board shall serve as Chair of the Governance Committee.

2. Term of Office – The terms of office of Governance Committee members shall correspond to their terms of office as either officers of the Board, or chairs of committees. In the case of Governance Committee members appointed by the Chair, terms shall continue until either replaced by the Chair or until the end of the Chair’s two-year term.

3. Duties – The duties of the Governance Committee shall include the oversight of all internal policy related issues including:

   a. To meet from time to time on governance of the Commission for any issue not requiring full Board approval.

   b. To advise the Board relative to legislation affecting Commission purposes, functions, or duties.

   c. To advise the Board regarding actions by Commission staff and legal counsel to initiate litigation on behalf of the Commission and to defend litigation brought against the Commission.

   d. To determine the compensation for the Executive Director at the time of the director’s appointment and to annually review and establish the compensation level thereafter.

   e. To review budget and audit matters including periodically reviewing the financial status of the Commission; receiving and reviewing any Commission audits; and reviewing the annual work program and budget for consistency with long term financial plans of the Commission.

   f. To identify and review shared regional goals, desired outcomes, and strategic actions to move issues forward with networks of diverse stakeholders, through communications, community engagement, government relations, and strategic initiatives.
g. To consider specific subjects referred to the Committee from time to time by the Board or initiated by the Committee, and to lead discussion of those subjects by the Board.

4. Subcommittees

a. Budget and Audit Review Subcommittee:

   i. **Membership** – The Treasurer of the Board shall serve as Chair of this Subcommittee. The Board Chair shall appoint four additional members of the Governance Committee to serve on this Committee for a total of five (5) members.

   ii. **Duties** – The following duties are established for this Committee:

       1) To provide the Board a monthly Treasurer’s Report.
       2) To review periodically the financial status of the Commission
       3) To receive and review the Commission’s annual audit.
       4) To review the annual work program and budget for consistency with long term financial plans of the Commission.

b. Ethics Subcommittee:

   i. **Membership** – The Chair of the Board shall appoint an Ethics Subcommittee, chosen from among the members of the Governance Committee, and consisting of the Secretary of the Board who shall serve as chair of the Subcommittee, a county commission chair or county CEO, a mayor, a member at large and another Governance Committee member chosen by the Board Chair.

   ii. **Duties** – The Ethics Subcommittee shall have the following duties:

       1) To determine the circumstances under which an interest constitutes a remote interest (in addition to those explicitly set forth in Standards of Ethical Conduct) and to render advisory opinions with respect to the interpretation and application of the Standards of Ethical Conduct to all persons who seek advice as to whether a particular course of conduct, or set of facts would constitute a violation of these standards.
       2) To prescribe forms for disclosures required by the Standards of Ethical Conduct and to make available to the public the information disclosed as provided in the standards.
       3) To receive and hear complaints of violations of the Standards of Ethical Conduct.
       4) To advise the Chair of the Board of the disposition of all matters coming before the committee.
       5) To make an annual report to the Board of the issues considered during the previous year, if any issues have arisen.
       6) To brief the Board at least annually as to the requirements of Standards of Ethical Conduct.
       7) To make recommendations to the Board for the adoption of any revisions to the Standards of Ethical Conduct.

c. Pension Board Subcommittee:

   i. **Membership**– The Chair of the Board shall serve as the chair of the Subcommittee and appoint members, chosen from among the members of the Governance Committee, and
consisting of the Treasurer of the Board and another Governance Committee member. The ARC Executive Director and head of the employee benefits group shall serve as employee members of the Subcommittee.

ii. Duties- To recommend major changes in retirement programs for Commission employees at the request of the Executive Director, provided that such changes do not require expenditures in excess of amounts allowed by ARC’s budget policies.

d. Strategic Relations Subcommittee:

i. Membership- The Chair shall appoint at least five (5) members of the Board to serve on this Subcommittee. The Chair shall also appoint a chair for this Subcommittee from among the members of the Governance Committee.

ii. Duties – The following duties are established for this Subcommittee:

1) To consider specific subjects referred to the Subcommittee from time to time by the Board or initiated by the Subcommittee, and to lead discussion of those subjects by the Board, including the identification of shared regional goals, desired outcomes and strategic actions to move issues forward with networks of diverse stakeholders, through communications, community engagement, government relations, and strategic initiatives.

2) To share, with the Governance Committee and/or the Board from time to time, insights, innovations, agency programs and projects, and best practices in the areas of regional collaborations, strategic communications, branding, community engagement, outreach, crisis communications, government relations, event planning and digital strategies.

e. Other Subcommittees: The Governance Committee may establish other ongoing or subcommittees for any other governance purpose, which will meet from time to time as scheduled by the Governance Committee with duties and membership established at the discretion of the Governance Committee.

B. Standing Committees and Grant Required Boards – An annual meeting schedule shall be developed and published for the Policy Committees which shall meet, as a general rule, on a designated monthly ARC Committee Day.

1. Advisory Committee on Aging

a. Function –The Advisory Committee on Aging (ACA) is responsible for advising and submitting recommendations to the Commission on all matters relating to the development, review and evaluation of the Area Plan on Aging; to advise ARC staff on operations related to planning for and administering services to support the independence, health and well-being of older persons in the region; to cooperate with and assist regional partners in the development of resources for older persons.

b. Membership –The Membership of the ACA shall not exceed thirty (30) members. A majority of the membership must be 60 years of age or older. Subject to the Older Americans Act (OAA), membership shall have a geographic representation across the region and will reflect a diverse mix of personal and professional experiences.
c. Meetings – The ACA shall set its meeting schedule in order to manage the committee’s business as allowed or required by regulations.

d. ARC role:

i. ARC is designated by the State of Georgia as the Area Agency on Aging under the OAA.

ii. The ARC Chair, subject to the approval of the ARC Board, shall appoint at least three (3) members of the ARC Board to serve on the Advisory Committee on Aging.

iii. The ARC Chair, subject to the approval of the ARC Board, shall also appoint a co-chair for the Advisory Committee on Aging from among the three appointed ARC Board members. The ACA shall appoint a second co-chair from among its non-Board members.

2. Atlanta Regional Workforce Development Board

a. Function – The Atlanta Regional Workforce Development Board (ARWDB) is responsible for providing policy guidance and exercising oversight with respect to a local workforce investment system conducted under the federal Workforce Investment Opportunity Act (WIOA). The ARWDB is responsible for strategic planning, policy development, and oversight of the local workforce development system.

b. Membership – The ARWDB has a minimum of 19 members. The majority of the ARWDB must be business representatives with optimum policy making or hiring authority. Board members are appointed in accordance with WIOA, as outlined in the ARWDB bylaws. Members of each jurisdiction within the local workforce development area are confirmed by the jurisdiction’s Chief Local Elected Official. The local workforce development area is designated by the Governor in accordance with the WIOA. The local workforce development area includes Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties.

c. Meetings – The ARWDB Co-Chairs shall set the meeting schedule in order to manage the board’s business and as allowed or required by regulations.

d. ARC role:

i. ARC is the local administrator for WIOA funds.

ii. The ARC Chair, subject to the approval of the ARC Board, shall appoint at least three (3) members of the ARC Board to serve on the ARWDB. Appointed ARC Board members must live or work in one of the seven counties that are part of the local workforce development area, or be employed by a business that has a regional presence.

iii. The ARC Chair, subject to the approval of the ARC Board, shall also appoint a co-chair for the ARWDB from among the three appointed ARC Board members. The ARWDB shall appoint a second co-chair from among its members.

3. Community Resources Committee:

a. Membership – The Chair, subject to the approval of the Board, shall appoint at least five (5) members of the Board to serve on this Committee. The Chair, subject to the approval of the
Board, may appoint such other persons, who need not be members of the Board, to this Committee as the Chair shall deem appropriate.

b. The Chair, subject to the approval of the Board, shall also appoint a chair for this Committee from among the members of the ARC Board. The Chair may recommend removal of such Committee Chair to the full Board, which may then remove such Chair by majority vote of the total membership of the Board. The Chair shall provide written notice of the intent to remove the Committee Chair. Any vacancy in Committee Chair would be filled in the same manner as originally appointed.

c. Terms of Office – The term of office of each Committee member shall be two years, or until the appointing ARC Chair’s term of office expires.

d. Duties – The following duties are established for this Committee:

i. To consider specific subjects referred to the Committee from time to time by the Board or initiated by the Committee, and to lead discussion of those subjects by the Board including, but not limited to the areas of land use, water, natural resources, housing, energy, local government services, and demographic and economic research.

ii. To review the progress of staff work.

iii. To review and transmit collaborative recommendations to the Board.

iv. To evaluate such staff and collaborative recommendations for negative comments relative to reviews of Area Plans and applications for loans or grants made to the United States Government and/or the State of Georgia by municipalities, counties, authorities, commissions, boards and/or agencies within the Area as the Commission may require.

v. To meet and confer with persons and groups wishing to bring matters to the attention of the Commission.

4. Senior Policy Group

a. Function – The Senior Policy Group (SPG) constitutes the policy-making board of the Urban Area Security Initiative (UASI) program for the Atlanta region. The mission of the SPG is to increase prevention, protection, response, recovery, and anti-terrorism capabilities of the communities within the Atlanta UASI.

b. Membership – Membership consists of the chief elected officials from six jurisdictional members, the ARC Chair, designated appointees from the Metropolitan Atlanta Rapid Transit Authority, the Georgia Emergency Management Agency/Homeland Security, the Atlanta division of the Federal Bureau of Investigations and Atlanta field office of the United States Secret Service.

c. Meetings – SPG meets on an as needed basis. Meetings can be called in accordance with the Open Meetings Act by the Chair, by two or more elected members of the SPG or by the ARC Executive Director.

d. ARC role –
i. ARC is the administrator for the UASI grant, which includes providing administrative, financial and technical staff support such as applying for and administering grants; providing administrative staff support to all SPG and Urban Area Working Group Committees; administering contracts between UASI and third-party contractors; along with preparing reports; and various budgeting, accounting, legal and bookkeeping services.

ii. The ARC Chair serves on the Senior Policy Group.

5. Transportation and Air Quality Committee:

a. Membership – The membership of the Transportation and Air Quality Committee (TAQC) shall consist of the following:

i. Chair of the ARC Board – The Chair of the Board. If the Board Chair is also an elected public official described in subparagraph (b) below, then the Board Chair shall appoint another ARC Board member to the TAQC, subject to Board approval.

ii. Elected chair of the board of county commissioners or chief executive officer of each of the Commission member counties and the mayor of the City of Atlanta.

iii. Elected board of county commissioners member from counties located outside the Atlanta Regional Commission area but wholly or partly within the MPO transportation planning area as defined by individual agreement. Those counties located partly within the MPO transportation planning area whose transportation planning activities have been assigned by agreement to an MPO other than the Commission shall have no representation on the TAQC.

iv. Board Chair or designated board member from the Metropolitan Atlanta Rapid Transit Authority (MARTA), the Atlanta-Region Transit Link Authority (ATL), the Georgia Regional Transportation Authority (GRTA) and the Georgia Department of Transportation (GDOT).

v. Senior staff member from GDOT (Director of Planning) and the Georgia Department of Natural Resources, Environmental Protection Division (EPD).

vi. Discretionary appointments – Others as appropriate as appointed by the ARC Chair.

b. Committee Chair – The Chair of the Board, subject to the approval of the Board, shall also appoint the chair of the Transportation and Air Quality Committee from among the members of the Board serving on the Committee, provided that the term of such appointment shall be for two years and until a successor has been appointed and approved.

The Chair may recommend removal of such Committee Chair to the full Board which may then remove such Chair by majority vote of the total membership of the Board. The Chair shall provide written notice of the intent to remove the Committee Chair. Any vacancy in Committee Chair would be filled in the same manner as originally appointed.

c. Terms of Office:

vii. Chair of the ARC Board – Term shall be concurrent with the Chair’s term as either ARC Chair (if a member at large) or as a public member of the Board (if holding elected office).
viii. Elected chair of the board of county commissioners or chief executive officer of each county and the mayor of the City of Atlanta – Term shall be concurrent with the term in the member’s elected public office.

ix. Elected board of county commissioners member from counties located outside the Atlanta regional commission area – Term shall be at the discretion of the applicable Board of Commissioners and consistent with the term in the member’s elected public office.

x. Board Chair or designated board member from MARTA, the ATL, GRTA and GDOT – Term shall be at the discretion of the applicable Board and consistent with the term of office on that applicable Board.

xi. Senior staff member from GDOT (Director of Planning) and the EPD – Term shall be at the discretion of that agency’s highest-ranking staff member and board Chair, and consistent with employment.

xii. Discretionary appointments by the ARC Chair – Term shall be at the discretion of the ARC Chair and reviewed annually.

d. Duties:

i. Serves as the policy committee for the Atlanta Metropolitan Planning Organization which is designated for the Atlanta Urban Area pursuant to 23 USC Section 134 and its implementing regulations.

ii. Serves as the body to develop consensus among the Commission, MARTA, the ATL, GDOT, GRTA and local transportation partners regarding metropolitan or multi-jurisdictional transportation-related policy matters potentially affecting the Atlanta Transportation Planning Area.

iii. Transmits recommendations directly to the Board.

e. Quorum – A quorum for the Transportation and Air Quality Committee shall consist of forty percent of the Committee membership.

f. TAQC Subcommittees

i. Membership- Membership of Subcommittees shall be appointed by the TAQC Chair from members of TAQC. The TAQC Chair may recommend the addition of members to Subcommittees external to TAQC membership, subject to approval by the full committee.

ii. Regional Transit Subcommittee – Serves a lead role in providing transit planning input in the regional transportation planning process. All RTS transit policy planning recommendations that impact RTP/TIP development or the regional federal/state legislative agenda will follow the Atlanta metropolitan planning organization process (i.e., the MPO technical and policy committees). Other actions of the RTS that are more operational in nature will be directed to the Commission, the ATL, or to transit operating agency boards, as appropriate.

iii. Policy Subcommittee – Provides general guidance to staff on issues requiring more extensive discussion of information and a wide range of possible policy options, with the intention of
ensuring subsequent agenda items advanced to the full Committee are more focused and results oriented.

C. **Ad Hoc Committees** The Board Chair may establish ad hoc committees to address specific topics on an as-needed basis.

D. **ARC – Relationship with Other Agencies**

1. **Metropolitan North Georgia Water Planning District Board (MNGWPD)**

   a. **Function** – The Metropolitan North Georgia Water Planning District (Metro Water District) was created by the Georgia General Assembly in 2001 to establish policy, create plans and promote intergovernmental coordination of all water issues in the District from a regional perspective. The primary purpose of the Metro Water District is to develop regional and watershed-specific plans for stormwater management, wastewater treatment and water supply and conservation.

   b. **Membership** – The Metro Water District membership is established by state law. The Metro Water District Board is separate from, and acts independently of, the ARC Board.

   c. **ARC Role** – The Metro Water District is a distinct legal entity. The Atlanta Regional Commission provides only staffing support and financial administration to the Metro Water District initially for two years pursuant to O.C.G.A. § 12-5-579, and thereafter by Memorandum of Agreement with the District Board. ARC has no role with respect to Metro Water District Board member appointment.
ARTICLE X – Executive Director

A. **Appointment** – The Board by an affirmative vote of a majority of the total membership shall appoint an Executive Director (herein referred to as Director) for an indefinite term. The Director need not be a resident of the Area or the State at the time of appointment.

B. **Qualifications** – The Director shall have the following qualifications:

1. Be a citizen of the United States.
2. Have a minimum of a baccalaureate degree from an accredited college or university (a graduate degree in a field related to management, planning, and/or administration, although not required, is desirable).
3. Have demonstrated ability as an administrator and have had experience as a responsible administrative officer of a major organization. The experience should be broad and not limited to the field of administration.
4. Have demonstrated public speaking and writing skills.

C. **Responsibilities** – The Executive Director shall be the principal operating administrator of the Commission (O.C.G.A. § 50-8-89). The Executive Director shall be responsible to the Board for the administration of Commission affairs and for implementing policy directives of the Board. The Executive Director shall have the following responsibilities and duties:

1. **ARC Organization:**
   a. Recommend the general organizational structure of the Commission for approval by the Board. All organizational units of the Commission shall be under the direction and supervision of the Executive Director. All organizational units shall be administered by persons appointed by the Executive Director.
   
   b. Have authority to change, consolidate or abolish any division of the organization, and include the revised structure in the next annual work program and budget.

2. **ARC Staffing:**
   a. Appoint and, when necessary, suspend or remove any employee. The Executive Director may authorize any manager who is subject to the Executive Director’s direct supervision to exercise these duties with respect to subordinates in that manager’s organizational unit.
   
   b. Recommend periodically a classification and pay plan for all personnel employed by the organization, and include in the annual work program and budget.

3. **Work Program and Budget:**
   a. Prepare a proposed annual program of work together with a proposed annual budget for submission to and adoption by the Board and upon adoption execute the budget and program of work.
b. Advise the Board at least semiannually as to the progress on the Commission's program of work and make recommendations to the Board concerning the affairs and operations of the organization as deemed appropriate or necessary.

c. Execute all contracts authorized by the Board, provided that all contracts for amounts in excess of one hundred thousand dollars ($100,000), or such other limit as established by the Board, shall be countersigned by the Board's Chair.

d. Authorize the issuance of all checks of the Commission in accordance with established budgetary and fiscal procedures.

4. General administration:

   a. Ensure that all provisions of laws affecting the Commission are enforced and executed as intended.

   b. Report to the Board on all matters affecting the organization as directed by the Board.

   c. Prepare the agenda for and attend Board meetings with the right to take part in discussions, but without a vote.

   d. Establish metrics for implementation of ARC’s Strategic Plan and update as directed by the Board.

   e. Submit to the Board, and make available to the general public, an annual report on the activities of the Commission.

   f. Make recommendations to the Board on producing comprehensive development guides, evaluation of grants and Area Plans, and other such matters as might be requested by the Board.

   g. Have authority to develop, establish, and implement ARC operational policies and procedures, except policies expressly listed otherwise herein.

   h. Perform other duties as required or prescribed by the Board.

5. Serve as a member of the Pension Board of Trustees.

D. Compensation – The compensation package of the Executive Director shall be established by contract at the time of appointment and shall thereafter be reviewed and established annually by a subcommittee of the Governance Committee, established by the Board Chair.

E. Annual Progress Report on Goals – The Executive Director will prepare an annual report for the Board on meeting goals established for the current year; and will work with the Board to establish goals for the upcoming year.

F. Removal – The Board may remove the Executive Director from office by an affirmative vote of a majority of all of its members. The Executive Director so removed may be entitled to receive termination pay in accordance with the terms of any applicable employment contract.
ARTICLE XI - Budget and Finance

A. Fiscal Year – The fiscal year of the Commission shall begin January 1 and end December 31.

B. Proposed Budget – On or before the fourth Wednesday in October each year, the Executive Director shall submit a proposed budget and program of work for the ensuing fiscal year to the Governance Committee. The budget shall be organized by programs showing the work that is to be accomplished and the funds needed by major object class to accomplish the work.

C. Adopted Budget – At its regular meeting in December each year, the Board shall adopt a budget and program of work for the ensuing fiscal year. Copies of the budget and program of work shall be sent to each political subdivision and each agency which is expected to contribute to the support of the Commission during the next fiscal year. After adoption and any subsequent amendment of the budget and program of work, the Executive Director shall be authorized to make application on behalf of the Commission to secure funding to implement the adopted program of work. Upon receipt of funding commitments, the Executive Director and Board Chair shall be authorized to execute such contracts and take such other action as may be necessary to accept such funding and to carry out the program of work as adopted.

D. Appropriations – From the date of the adoption of the budget by the Board, the amounts stated therein as proposed expenditures shall be appropriated to the programs and object classes set forth in the budget.

E. Limits on Expenditures – Except as provided hereinbelow, expenditures made under the budget shall not exceed the amounts appropriated by the budget. Whenever it appears that revenue collections together with unappropriated cash surpluses will fall below estimates and that a budget deficit will result, appropriations and expenditures shall be adjusted to balance with actual income expected.

F. Budget and Program of Work Revision – During the fiscal year, the Executive Director may from time to time make revisions to the adopted budget and program of work. Revisions may be undertaken by the Executive Director without prior approval of the Board if such revisions do not significantly affect the basic tenets of the program of work, or, in any way, compromise the financial integrity of the Commission.

Budget and program of work revisions may be undertaken by the Director without prior approval by the Board, subject to the following limitations:

1. The cumulative absolute value of fund transfers shall not exceed five percent of the total adopted disbursements budget.

2. Fund transfers shall not cause or result from a significant change in the scope or objective of the work to be performed under any of the elements of the adopted program of work.

G. Audit – The Commission shall annually employ a firm of independent certified public accountants, licensed to practice in Georgia, to make an audit of the financial books, records, and accounts of the Commission. Such auditors shall have no personal interest directly or indirectly in the fiscal affairs of the Commission and shall be experienced and qualified in the accounting and auditing of public bodies. Such auditors shall prepare and submit to the Commission an audit report reflecting the financial position of the Commission at the end of each fiscal year and the results of the Commission's financial operations for the fiscal year then ended.
ARTICLE XII – Revision of Bylaws

A. **Amendments** – A review of these bylaws shall be initiated by the Chair at least every five years and amended, as necessary. The bylaws revision/update must be approved by an affirmative vote of a majority of the full membership of the Board. A bylaws change shall be presented for consideration at a regular meeting of the Board but not voted on until the next regular meeting following the meeting at which the bylaws change was proposed.

B. **Administrative Modifications** – Modifications may be made in the wording of these bylaws at the direction of the Executive Director to reflect scrivener’s errors, changes in the names and descriptions of organizations, committees, and similar matters referenced herein, without the approval of the Board, provided such changes are not substantive in nature and have been approved by the Board Chair.

Following any such amendment or an administrative modification, the revised bylaws will be made available to the Board and other interested parties.
**WHO: ARC Bylaws review process**

Recommendations for the ARC Bylaws updates were developed by a team of appointed ARC staff members led by ARC Staff Legal Counsel. Updates were based on the direction of the scope of work, with appointments made by the ARC Executive Leadership Team. The Executive Leadership Team and ARC Executive Director then reviewed those recommendations and made changes. The final staff draft was reviewed by the Board Chair with direction given for the Board review process. ARC’s outside General Counsel was the final review point in the draft development.

**WHY: The scope of the Bylaws changes**

The current Bylaws require that every five years, the Chair shall initiate a review process to amend the document, as necessary. The Bylaws were last amended in 2014. The process was begun in 2019 to address updates such as, the inclusion of the UASI program, the addition of the ATL to the Five Party Agreement, and other administrative updates. As the Board Engagement Task Force suggestions would impact Bylaws changes, the review process was held until those suggestions were adopted by the Board for action.

**WHAT: Board Engagement Task Force Recommendations and Impacts**

The Task Force developed the following solutions that impacted the Bylaws:

<table>
<thead>
<tr>
<th>Accountability</th>
<th>Logistics</th>
<th>Structure</th>
<th>Scheduling</th>
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<tbody>
<tr>
<td>• Consider formal and enforceable language and actions related to habitually absent members</td>
<td>• Hold fewer Board meetings</td>
<td>• Consolidate committees</td>
<td>• Full Board meetings are not held monthly</td>
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<th>Change</th>
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<tr>
<td>• Language was added empowering the Board Chair to hold absentee members accountable</td>
<td>• The meeting requirement to hold monthly meetings was removed. Instead, ARC must schedule 6 full Board meetings a year</td>
<td>• BARC, Ethics, and Strategic Relations were made subcommittees of Governance</td>
<td>• Governance Committee will meet monthly and be empowered with more encompassing responsibilities</td>
</tr>
<tr>
<td>• A&amp;IS was consolidated with the Advisory Committee on Aging</td>
<td>• RTC became a subcommittee of TAQC</td>
<td>• The meeting requirement to hold monthly meetings was removed. See Logistics.</td>
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</table>
WHAT: The proposed Committee restructuring

The table below outlines the proposed Committee restructuring. Subcommittees in BLUE text were formerly stand-alone committees. The bodies in ORANGE text currently exist in that form, but are not currently referenced in the Bylaws. The Advisory Committee on Aging is the grant required body, which was not referenced in the Bylaws. The former Aging and Independence Services Committee is consolidated into this body. The Workforce Board was previously referenced as a distinct legal entity, and has been moved to the grant required Boards section to better describe the relationship with ARC.

<table>
<thead>
<tr>
<th>Governance Committee</th>
<th>Standing Committees and Grant Required Boards</th>
<th>Other Agencies</th>
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</thead>
<tbody>
<tr>
<td>• Budget and Audit Review Subcommittee (BARC)</td>
<td>• Advisory Committee on Aging (ACA)</td>
<td>• Metropolitan North Georgia Water Planning District Board (MNGWPD)</td>
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<tr>
<td>• Ethics Subcommittee</td>
<td>• Atlanta Regional Workforce Development Board (ARWDB)</td>
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<tr>
<td>• Pension Board Subcommittee</td>
<td>• Community Resources Committee (CRC)</td>
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<tr>
<td>• Strategic Relations Subcommittee</td>
<td>• Senior Policy Group (SPG)</td>
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<td></td>
<td>• Transportation and Air Quality Committee (TAQC)</td>
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<td>• Regional Transit Subcommittee (RTC)</td>
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<td></td>
<td>• Policy Subcommittee</td>
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</table>

WHAT: Other changes

In addition to the Bylaws updates already mentioned, the recommended draft includes:

- making the language pronoun neutral,
- addressing consistency issues,
- revising formatting for ease of reading,
- changing the emergency Board meeting notice provisions to better comply with the Open Meetings law,
- removing the Parliamentarian as an officer for an appointed role,
- addressing quorum in TAQC, and
- allowing the Executive Director to approve internal operational policies without Board action.

NEXT STEPS

<table>
<thead>
<tr>
<th>Currently</th>
<th>A copy of the draft Bylaws is attached for your review.</th>
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<tbody>
<tr>
<td>September 14, 2020 – September 18, 2020</td>
<td>Briefings will be held that review the content of this executive summary, and offer an opportunity for any questions or comments.</td>
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<tr>
<td>September 23, 2020</td>
<td>The Governance Committee will review these changes, and a First Read will take place at the full Board meeting.</td>
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<tr>
<td>October 28, 2020</td>
<td>The Bylaws will be voted on by the full Board.</td>
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<tr>
<td>January 1, 2021</td>
<td>The revised Bylaws will be effective, pending adoption</td>
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