



Atlanta Regional Commission

2023

Work Program Mid-Year Report

SEPTEMBER 2023

**COMMISSION MEMBERSHIP 2023  
As of September 1, 2023**

**OFFICERS**

Kerry Armstrong  
Chair

Harry Johnston  
Secretary

Rochelle Robinson  
Vice Chair

Robert "Bob" Reeves  
Treasurer

**PUBLIC MEMBERS**

City of Atlanta	Andre Dickens Mayor	Matt Westmoreland Atlanta City Council
Cherokee County	Harry Johnston Commission Chair	Michael Caldwell Mayor, City of Woodstock
Clayton County	Jeff Turner Commission Chair	Vacant
Cobb County	Lisa Cupid Commission Chair	Ollie Clemons Mayor, City of Austell
DeKalb County	Michael Thurmond Chief Executive Officer	Patti Garrett Mayor, City of Decatur
Douglas County	Phil Miller Commission Chair	Rochelle Robinson Mayor, City of Douglasville
Fayette County	Lee Hearn Commission Chair	Edward Johnson Mayor, City of Fayetteville
Forsyth County	Alfred John Commission Chair	Troy Brumbalow Mayor, City of Cumming
Fulton County	Robb Pitts Commission Chair	Rusty Paul Mayor, City of Sandy Springs Vince Williams Mayor, City of Union City
Gwinnett County	Nicole Hendrickson Commission Chair	Mike Mason Mayor, City of Peachtree Corners
Henry County	Carlotta Harrell Commission Chair	Anthony Ford Mayor, City of Stockbridge
Rockdale County	Oz Nesbitt Commission Chair	Vince Evans Mayor, City of Conyers

**MEMBERS AT LARGE**

Murphy Talmadge District 1	Alison Clark District 6	Julie Keeton Arnold District 11
Charlton Bivins District 2	Liane Levetan District 7	Thomas Meinhart District 12
Robert "Bob" Reeves District 3	Greg Cantrell District 8	Michelle Cooper Kelly District 13
Amol Naik District 4	Kerry Armstrong District 9	Tangela Jones District 14
Angelia O'Neal District 5	Fred Dawkins District 10	Steve Stancil District 15

**NON-VOTING MEMBER**

(Appointed by Georgia Department of Community Affairs)

Tread Davis, Jr.

**EXECUTIVE DIRECTOR**

Anna Roach

# CONTENTS

<b>MID-YEAR UPDATE FROM EXECUTIVE DIRECTOR AND CEO</b> .....	<b>3</b>
<b>HOW TO USE THIS REPORT</b> .....	<b>5</b>
<b>MAJOR INITIATIVES &amp; PROGRAMS (MIPs) SUMMARY</b> .....	<b>6</b>
<b>OPERATIONAL DEPARTMENTS</b> .....	<b>7</b>
RESEARCH & ANALYTICS .....	8
COMMUNITY DEVELOPMENT .....	16
NATURAL RESOURCES .....	31
WORKFORCE SOLUTIONS .....	41
MOBILITY SERVICES .....	51
TRANSPORTATION PLANNING .....	58
AGING & INDEPENDENCE SERVICES .....	84
HOMELAND SECURITY & EMERGENCY PREPAREDNESS .....	96
<b>ADMINISTRATIVE DEPARTMENTS</b> .....	<b>110</b>
EXECUTIVE DIRECTOR & CEO .....	111
FINANCE DEPARTMENT .....	114
GENERAL SERVICES DEPARTMENT .....	117
INFORMATION TECHNOLOGY DEPARTMENT .....	119
EXTERNAL AFFAIRS & STRATEGY DEPARTMENT .....	122
GENERAL COUNSEL & COMPLIANCE .....	129
HUMAN RESOURCES DEPARTMENT .....	131

## MID-YEAR UPDATE FROM EXECUTIVE DIRECTOR AND CEO

Dear Members of the Board,

I am delighted to present you with a mid-year update on our 2023 Work Program, which reflects the continuation of existing initiatives and investments aligned to our 5-year strategic framework.



Several strategic and structural changes made over the past several months to build a performance-driven agency have been successfully launched. We began implementation of the first phase of a comprehensive performance management structure that links programmatic and departmental level metrics to organizational outcomes. In early March the agency introduced a new performance and project management effort to track major initiatives and programs (MIPs). Through this program, employees, managers, and executives can track and evaluate the status of our efforts. Along with this program, we also began the process of defining and introducing key performance indicators for each department. These indicators will be a key component of our 2024 Budget and Work Program.

The Office of General Counsel and Compliance, which oversees procurement and contract compliance functions, has been fully staffed. We are working vigorously reviewing processes and evaluating solutions that will help us achieve greater levels of efficiency over the long term.

ARC continued to lead efforts associated with the passage of the Infrastructure and Investment Jobs Act (IIJA). In April, the agency successfully hosted a Workforce Summit to evaluate the regions' workforce capacity with IIJA project implementation goals. This effort was geared towards ensuring the right workforce structure is developed to fulfill the medium and long term needs of the region.

In May, the 2023 Regional Transportation Demand Management Plan was approved by the Board. The goal of this plan is to improve mobility across the Atlanta region in an equitable manner that serves all residents and visitors to the metro area.

During the second quarter, the agency underwent our quadrennial Metropolitan Planning Organization (MPO) review. Federal law requires the Federal Highway Administration (FHWA) to certify the transportation planning processes MPOs every four years. A certification review generally consists of a site visit, a review of planning documents, and a FHWA certification report. The review process was successful, and we are currently awaiting final comments from the US Department of Transportation.

Our National Resources Department completed a key outreach initiative informing jurisdictions in the Metro Water District about the implementation of the 2022 Water Resources Management Plan. Through this initiative, the agency provided documentation and information to the community.

The Aging Department also began the process of reassessing and enhancing the Empowerline website. The goals are to create clear and compelling messages to better communicate the resources Empowerline offers, enhance program visibility, redesigning the website so it's easier to navigate, and execute a compelling and effective outreach strategy.

In the area of security, the agency took key steps assisting jurisdictions prepare and prevent cyber-attacks through sourcing and acquisition of critical equipment. This effort included a needs assessment, the establishment of a working group, clear identification of objectives, and completing the procurement process for needed resources.

Our Community Development Department successfully completed the Community Planning Academy program for 2023. This program helps planners and decision-makers engage with stakeholders and lead their communities to achieve future goals.

The agency also completed a comprehensive assessment of our enterprise resource planning system. The objective of this evaluation was to determine the best path forward in the implementation of a system that features a more comprehensive collection of functions, resources, and tools. Our plan is to begin the implementation of recommendations from this assessment in early 2024.

The Office of External Affairs is doing a tremendous job communicating and sharing with our internal and external stakeholders ARC's new Strategic Framework. The new Framework, approved by the Board earlier in the year, was designed to guide our work between 2023 and 2027 and includes key foundational elements for the agency: vision, mission, goals, and values.

ARC will continue to work this year to address regional challenges, meet our commitments set forth as part of our 2023 Budget and Work Program and take advantage of new opportunities.

Thank you for your continued support.

Sincerely,



Anna Roach

Executive Director and CEO

# HOW TO USE THIS REPORT

This Mid-Year Report presents the agency's progress on defined programs outline in the 2023 Budget and Work Program document. The document provides a progress report from January through June of Major Initiatives and Programs (MIPs) as well as several other deliverables by department.

## MAJOR INITIATIVES AND PROGRAMS: INTRODUCTION AND EXPLANATION

The agency's Major Initiatives and Programs (MIPs) were strategically conceived to analyze the agency's extensive array of programs and projects. This approach serves the purpose of enhancing the monitoring and evaluation of organizational performance. By delineating the processes essential in these initiatives and programs, the MIPs afford better comprehension and analysis for ARC Board members, agency staff, and all stakeholders.

Within each MIP, departments create specific milestones with established timelines that allow for periodic status updates to ensure transparent and consistent communication of progress until the initiative's or program's completion.

## OTHER DELIVERABLES: INTRODUCTION & EXPLANATION

Every year, each department identifies deliverables and objectives. These deliverables provide goals or building blocks for each program area, typically over the span of one budget year. Each deliverable is established as a component of efforts aligned to the agency's mission and identified by the department.

## REPORT

In the next section you will find a summary of the agency's MIPs for the 2023 year. Subsequently, you will find a status report for each department. Each department section will include an overview of the department's functions and activities along with a summary of specific MIPs for that department. Each department section also contains a subsection that outlines additional deliverables for each work program title. These represent programs organized by functions within our financial system and annual work program.

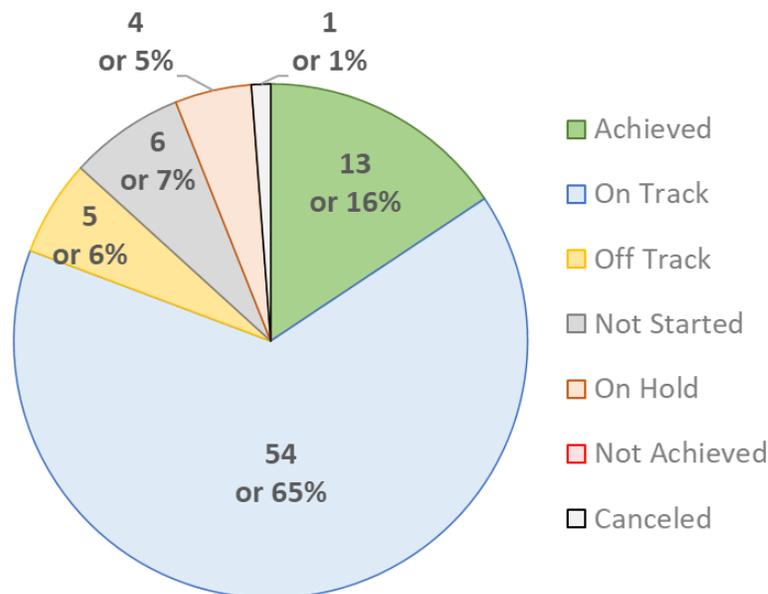
## MAJOR INITIATIVES & PROGRAMS (MIPs) SUMMARY

Each MIP is updated periodically with the progress the department has made on achieving initiative/program completion. These status updates include the following options: Achieved, On Track, Off Track, Not Started, On Hold, Not Achieved, or Cancelled.

- If a MIP is **Achieved**, the department has completed all milestones outlined for that initiative or program.
- If a MIP is **On Track**, the department has not yet completed all milestones but is slated to do so by the designated completion date.
- If a MIP is **Off Track**, the department has started work on the milestones, but the MIP may not be completed by the designated completion date.
- If a MIP is **Not Started**, the initiative or program may not have been scheduled to begin at present or may be delayed.
- If a MIP is **On Hold**, a particular milestone may be delayed because for reason out of the control of the department.
- If a MIP is **Not Achieved**, the department did not meet their goal of completion by the end of the designated timeline.
- A MIP can be **Cancelled** if it was determined no longer necessary or the project was changed to begin in a different fiscal year.

### STATUS AS OF JUNE 30, 2023

Out of total of eighty-three (83) MIPs set in 2023, thirteen (13) or 16% were completed (**Achieved**) half through the year. Fifty-four (54) or 65% were **On Track** and five (5) or 6% were **Off Track**.



# OPERATIONAL DEPARTMENTS

## RESEARCH & ANALYTICS

# RESEARCH & ANALYTICS DEPARTMENT

## OVERVIEW

The Atlanta Regional Commission is responsible for anticipating the future needs of the Atlanta Region and developing strategies for meeting them. Forecasts of future population and employment distributions are important resources for fulfilling this goal. This element is devoted not only to developing such forecasts but also to producing and maintaining the database of current and historical information that is a necessary foundation for accurate assessments of the future. An increased focus of our work is leveraging partnerships in the development and deployment of online data tools to ease data access, developing innovative spatial and tabular data visualizations to facilitate understanding of the data, and performing detailed custom analyses that include narrative “storytelling” to inform application of the data. These products and promotion of their use seek to increase community understanding and policy applications of the data produced by the agency.

The geospatial technology developed and maintained as part of and in parallel with the above products are assets not only for ARC but also for the entire community. All Element 1 activities are managed to maximize the general usefulness and direct utility of all the Commission’s products by providing timely support to internal and external customers, while engaging the community to work together on some of the region’s most pressing issues.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
<b>Population Estimates</b>	Annual population estimates for jurisdictions.	<b>ON TRACK</b>
<b>Emerging Technologies</b>	Delivering understanding of the impact of Emerging Technologies on the Atlanta Region.	<b>ON TRACK</b>
<b>Neighborhood Nexus Operation</b>	Establish organizational structure for Neighborhood Nexus that supports program growth.	<b>CANCELLED*</b>
<b>Transition Neighborhood Nexus out of ARC</b>	Establish an org structure that enables Neighborhood Nexus to better support regional needs by filling social sector information gaps.	<b>ON TRACK</b>
<b>Land use Modeling</b>	Land use forecast model to support the Atlanta Region's Plan update and integrate with travel demand models (ABM).	<b>ON TRACK</b>
<b>Socioeconomic Forecasting</b>	Series 17 small area forecasting by traffic analysis zones for updating the Atlanta Region's Plan.	<b>ON TRACK</b>
<b>Metro Atlanta Speaks</b>	Survey of Atlanta Region residents on topics of transportation, land use, quality of life, housing, and technology change.	<b>NOT STARTED</b>

\*Neighborhood Nexus venture (program) was transitioned to the Community Foundation during Q3 2023.

## 2023 WORK PROGRAM TITLES

1A – Data and Research Integration

1B – Geospatial Technology and Analysis

1C – Data Resource and Information Partnerships

# RESEARCH & ANALYTICS

## 1A – DATA AND RESEARCH INTEGRATION

### PURPOSE

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

The data and analyses that the group produces help define the assets of the region, assist in accurate community self-identification, provide the foundation for creation of a regional identity, and reduce barriers to cohesive regional planning efforts that would develop opportunities for and leverage achievement of more equitable outcomes. In 2023, the group will refine estimation procedures as needed while producing and/or providing the most current data, and work with the transportation modeling team to develop a conforming forecast for the RTP update to be adopted in 2024.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Add and update more than 2,000 data variables from multiple sources, including 2020 Census, Census estimates (PEP), and American Community Survey data products.	All 2017-2021 ACS 5-year data have been processed and uploaded to data tools. 2020 Census is being processed as released - most recently the DHC and demographic profile series in late May. Census 2022 county and city estimates (PEP) processed and analyzed.
Develop the 2023 major jurisdiction population estimates for 11 member counties in support of the ARC dues calculations for adoption at August Board meeting.	Estimates have been prepared and vetted, with dues calculated and peripherals prepared for presentation and adoption at the August Board meeting.
Acquire Department of Labor base file in Quarter 1 and produce small-area employment estimates for 2022 by October.	The base file has yet to be acquired, and resources to do the estimates are lacking--so this deliverable and its timeline are not on track and of questionable use and viability.
Collect parcel data from all jurisdictions to maintain our internal data for planning purposes. Call for data will occur in January, with data completion by April 1, 2023.	All jurisdictions were contacted, and all available requested data provided and collected by target date.
Conduct two economic analyses using the REMI Policy Insight/TranSight regional forecast model(s) and implement “quick look” service using JobsEQ tool.	Four economic analysis projects have been undertaken. The “quick look” service is made available.

<p><b>Develop forecasts at the TAZ, Census Tract and County levels using the new conformity forecasting module in the PECAS land use model. Small area-forecasts will be completed by June of 2023.</b></p>	<p>(Annual) small-area forecasts have been completed up to the 2030 model-year iteration and are in process for the decade of the 2030s ending in new transportation skims for 2040.</p>
<p><b>Write three new blog posts each month, develop eight regional snapshots, and give 50 presentations to stakeholders using our demographic and socioeconomic data, and grow LinkedIn followership to 2,000 or more.</b></p>	<p>We have averaged six blog posts a month to date and are on target for eight snapshots this year. We are (more than) on target for 50 presentations (at an estimated 35-40 to date). LinkedIn followership is nearing 1,700 and may fall just short of 2,000 by end of the year.</p>
<p><b>Grow Emerging Technologies Roundtable Membership from 9 to 20 members by December 2023.</b></p>	<p>20-member goal to be reached by mid-August 2023.</p>
<p><b>Publish “Year in Review” report of Emerging Technology Roundtable findings by March of 2023.</b></p>	<p>This report will not be produced, as result of change in priorities for the project.</p>

# RESEARCH & ANALYTICS

## 1B – GEOSPATIAL TECHNOLOGY AND ANALYSIS

### PURPOSE

The Research & Analytics Department maintains and enhances ARC’s enterprise Geographic Information System (GIS) and Geospatial Technology, key tools in turning large and varied datasets into information by allowing constituent governments, local policy decision-makers, and other partners to access, manipulate, visualize, and analyze data. ARC’s geospatial capabilities continue to drive innovation across the agency and region, as more of our GIS resources are being disseminated online via easy-to-use interactive tools including our Open Data Hub through the Open Data Program. Our online visualization tools further enhance ARC’s standing as a leader in data visualization and analysis, including state-of-the-art web tools and custom hubs.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Process and publish over 2,000 geodatabase layers/data variables, including 2021 Census American Community Survey, 2021 Maternal Health, 2022 GA Milestones, to name a few.	More than 2,000 variables have been downloaded and/or developed, processed, analyzed (often), and published by midyear.
By April 1, update statewide city boundary dataset using most current local and Census boundaries.	Statewide city boundary dataset update using recently collected local government boundaries and 2022 TIGER data is in progress and will be completed by the end of September.
Complete LandPro, a key element of spatial data that feeds our modeling work, by March.	LandPro was completed on time and presented to internal users and partners.
Host 4 quarterly meetings of the Atlanta Region Geospatial Community.	Two quarterly meetings have been held, and the third scheduled with planning underway for it.
Update suite of GIS planning tools, including TIP and RTP mapping tools, PEST project evaluation tool on a rotating basis as needed by internal clients. Anticipate updated TIP tool by August 2023 and updated PEST project evaluation tool by December of 2023.	TIP and RTP online mapping have been updated to reflect the new MTP nomenclature. Mapping assistance for the MTP document is in progress. Data collection for the PEST project evaluation tool has started and is on track to be completed by December of 2023.
Continue partnering with the Georgia Geospatial Information Office.	This is occurring regularly, with a prime example being the acquisition and use of a new hyperaccurate LiDAR coverage.

## RESEARCH & ANALYTICS

### 1C – DATA RESOURCE AND INFORMATION PARTNERSHIPS

#### PURPOSE

To enhance ARC’s standing as the go-to place for data and information, ARC partners with key community organizations to ensure greater use of our data analyses and products while gaining access to additional data. ARC’s data resources often bridge the gap among organizations not used to collaborating with one another. These activities strengthen ARC’s position as the regional forum to solve problems.

A key partnership is Neighborhood Nexus, which is an online community intelligence system that helps leaders transform data into decisions that drive policy solutions. Neighborhood Nexus is a collective impact model, in that it aligns the resources of key regionally thinking organizations to further the goal of growing a culture of data-informed decision-making. Neighborhood Nexus’ data holdings currently include more than 6,000 variables at different levels of geography. In addition to providing these data, Neighborhood Nexus also develops and hosts a variety of tools to help users analyze data, including a mapping and visualization platform that allows users to analyze multiple variables on the same screen, deeply enhancing understanding of the dynamics of neighborhoods. We have also built in-house capacity in analytics, data science, and visualization, and are recognized regionally for that expertise.

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Conduct two data capacity trainings for regional partners.	This was achieved working with a group of students through Emory’s QTM program.
As part of an effort to secure resources for ongoing operational support for Neighborhood Nexus to better resource the programs of the organization ensure 100% of staff hours utilized by Nexus will be covered by earned revenue and philanthropic support.	Neighborhood Nexus was transitioned to the Community Foundation.
Perform five key enhancements to DataNexus, our in-house data and mapping visualization tool.	Enhancements include the ability to load up categorical data and have that visualized, the ability to change colors on the legend individually, the addition of a medical facilities layer, the addition of the latest HMDA data, as well as back-end performance enhancements.
Grow the pipeline of custom-insight projects to 20 leads and 8 new projects.	Due to the transition of Neighborhood Nexus out of ARC and into the Community Foundation, we did not grow the pipeline of new projects -- as we focused on internal processes.
Continue four long-term data partnership contracts with current partners.	For the last five years, we have worked with United Way (Child Well-Being Index), Get Georgia Reading Campaign

	(Readiness Radar), GMA (suite of visualization tools) and the Beltline (on-call support plus GIS tools).
100% of data requests responded to or referred to appropriate provider.	More than 90% of requests have been responded to with “answers” rather than with referrals.
Produce a more efficient mixed-mode Community Voices Panel with 12 surveys administered and obtaining 3,000 panel members.	This project has begun as of mid-year but has evolved much more slowly than planned, given Nexus’ transition out of ARC.
As the data collection partner for a grant from Wells Fargo that aims to increase BIPOC homeownership by 5,000 units, we will collect 21 different indicators across five strategies and develop quarterly reports to the main data partner – Urban Institute.	We continue to collect data and serve as the liaison to Urban Institute to facilitate their evaluation of the overall effort.
Develop statistically significant Metro Atlanta Speaks Survey, including County-level significance for release at 2023 State of the Region Breakfast.	RFP issuance in March lead to consultant selection in May, with June and July finalizing questions in time for early August beginning of surveying efforts. Results received in September will feed content for the late October State of the Region Breakfast.
For GDOT’s Roadway Element Validation and Mapping Program (REVAMP), in partnership with the Georgia Association of Regional Commissions (GARC), complete Phase 2 data capture and validation of six data elements (school zones, sidewalks, crosswalks, pedestrian signals, turn lanes and on-street parking) for the 4 remaining counties and speed limits on 2600 miles of Federal-Aid-Eligible roads.	Phase 2 data collection was completed in early 2023. Phase 3 data collection of county-wide sidewalks, crosswalks, pedestrian signals, curb ramps, bike lanes and curb and gutter shoulder started immediately after the completion of Phase 2 and will continue through the end of 2023. Phase 4 is planned for early 2024.

## COMMUNITY DEVELOPMENT

# COMMUNITY DEVELOPMENT DEPARTMENT

## OVERVIEW

Element 2 of the ARC work program outlines all the local, multijurisdictional, and regional land use planning activities undertaken by the agency. These include those mandated by state and federal laws, and those deemed to be impactful in implementing the Atlanta Region's Plan. The Community Development activities outlined herein include a combination of long-range planning, technical assistance, grants, research, training, and facilitation activities.

## STATE AND FEDERAL REQUIREMENTS

ARC is the Regional Commission (RC) and Metropolitan Area Planning and Development Commission (MAPDC) under the applicable Georgia laws. ARC has broad authority to undertake planning and services to support local governments. Under the Georgia Planning Act of 1989 and an annual contract with Georgia Department of Community Affairs (DCA), ARC is required to undertake certain planning activities. Georgia DCA updated the statewide planning rules for Regional Commissions in 2017.

DCA regional planning rules require ARC to complete a Regional Plan with many specific elements. These elements included a Regional Resource Plan, Minimum Standards for Local Government Implementation, and a detailed Unified Growth Policy Map (UGPM) coordinated with local government Comprehensive Plans. In 2012, Georgia DCA contract requirements required that local governments have the option of receiving Comprehensive Plan development services from ARC at no additional cost. ARC has assisted the majority of local governments in updating their local Comprehensive Plans since 2012 and will continue to do so in upcoming years.

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

ARC has been designated by the Economic Development Authority (EDA) as the Economic Development District (EDD) for the 11-county metro Atlanta region. To meet the requirements of this designation, ARC undertakes the development and implementation of a Comprehensive Economic Competitiveness Strategy (CEDS) to convene, coordinate and collaborate with the region's economic development professionals and stakeholders.

## IMPLEMENTING THE ATLANTA REGIONAL PLAN

ARC undertakes several innovative and impactful activities in ensuring the successful execution of the Atlanta Region's Plan priorities. These include:

- **Grants:** Since 1999, ARC has provided substantial planning resources through the Livable Centers Initiative (LCI), aimed at improving air quality by creating walkable, mixed-use developments. Local governments and Community Improvement Districts (CIDs) have undertaken a variety of visioning, planning, and strategic

implementation activities for their communities using funds provided through this program. Element 02 continues the LCI program and staff support to support new development and build transportation investments in town centers, activity centers and transit station areas.

- ARC and public/private regional partners created the Atlanta Aerotropolis Alliance in 2014 to support planning and coordination of economic development in the Hartsfield- Jackson International Airport Area. In 2022, ARC provided the Alliance with funding to undertake an update to their long-range plan or blueprint for the future. This will be completed in 2022-2023.
- **Technical Assistance:** ARC provides communities with assistance in understanding and tackling critical local challenges. This is both through the development of actionable plans as well as inclusive processes that ensure a comprehensive understanding of issues. The Community Development Assistance Program (CDAP) provides direct technical assistance to local governments on addressing issues that range from housing, transportation, economic growth, and redevelopment. ARC also continues to practice innovative and inclusive engagement approaches in its own work of implementing the regional plan, but also in educating stakeholders about the potential and need to do the same. The Culture and Community Design program is designed to provide training opportunities to identify tools and engagement approaches for equitable transportation and land use solutions.
- **Training and Education:** ARC provides training and leadership development opportunities to build a network of regionally informed public, private, nonprofit, and civic leaders. ARC annually undertakes the Community Planning Academy (CPA), the Regional Leadership Institute (RLI), and the Culture and Community Design Program. ARC will support regional stewards who seek to strengthen and transform the Atlanta region through the 2023 LINK trip. The Model Atlanta Regional Commission (MARC) program, which provides high school youth with opportunities to learn about regional issues and build leadership skills, will also be managed by this group.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Comprehensive Economic Development Strategy (CEDS) Implementation	As the designated Economic Development District by the Economic Development Administration for the 11-county region, we are responsible for updating the CEDS every five-years and implement the actions.	ON TRACK
Regional Leadership Institute 2023	Regional Leadership Institute is a week-long intensive leadership development program that educates, connects, and engages regional leaders around critical issues, assets, and opportunities facing the Atlanta Region, with a focus on collective action.	ON TRACK
LINK 2024	LINK (Leadership Information Networking Knowledge) takes 115 of the region's most influential leaders to another metro area in North America to learn about new ideas by bringing together leaders for a purposeful, exclusive trip to another region.	ACHIEVED
Local Comprehensive Plan Update Assistance	Providing assistance to local governments to develop updates to their comprehensive plans.	ON TRACK

<b>Community Development Assistance Program (CDAP)</b>	Provide planning assistance to local governments, CIDs, and nonprofits across the metro Atlanta region to undertake local planning activities that advance the goals of the Atlanta Region's Plan.	<b>ON TRACK</b>
<b>Community Planning Academy (CPA)</b>	Training to help planners and decision-makers engage with stakeholders and lead their communities to achieve future goals. Signature offering is the annual Training for Planning Officials (TPO).	<b>ACHIEVED</b>
<b>Livable Centers Initiative</b>	Administration of the LCI Program.	<b>ON TRACK</b>

## 2023 WORK PROGRAM TITLES

02A – Regional Planning Activities

02B – Regional Plan Development Implementation

02C – LCI Program

02D – Economic Development

02E – Regional Leadership Development

## COMMUNITY DEVELOPMENT 2A – REGIONAL PLANNING ACTIVITIES

### PURPOSE

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

ARC is required to provide assistance to local governments to complete their Comprehensive Plans, if requested, under DCA rules that stem from the Georgia Planning Act. ARC has completed plans for numerous municipalities and counties within the Atlanta region and will work with approximately nine local governments in 2023 to complete their Comprehensive Plan Updates (seven due in October 2023 and two due in February 2024).

ARC undertakes regional planning responsibilities on many issues, including coordination with local governments, economic development coordination, resource planning, historic preservation, housing issues, and creative placemaking.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Complete 100% of requested local Comprehensive Plan Updates.	Kick-off meetings, steering committee meetings, and a public open house have been completed for each of the seven comprehensive plans due to be completed by October 2023. Additionally, 40% of the work completed on two plans due in February 2024.
Provide a minimum of ten technical assistance activities to support local implementation of The Atlanta Region’s Plan, including the updated 2021 Regional Development Plan.	Three CDAP projects were selected in Q2 for assistance from CDD staff - the City of Suwanee Small Area Plan, CPHA’s College View Hills Stakeholder Engagement, and the Marietta Mountain to River Trail Activation. Each directly supports implementation of The Atlanta Region’s Plan. Two housing forums were co-hosted, four LLHAC meetings were led, and twelve communities were selected for LCI grant funding for 2023, all of which implement the RDP and Atlanta Region’s Plan.
Conduct a minimum of twenty Development of Regional Impact (DRI) reviews.	Eighteen DRI Reviews have been completed. Nine additional reviews are underway.
Conduct Area Plan Reviews as requested.	None have been requested.

Conduct a minimum of twenty local Comprehensive Plan Update and CIE Update reviews.	Fifteen Comprehensive Plan and CIE Update reviews have been completed. Eleven additional reviews are underway.
Continue implementation activities for the updated 2020 Regional Resource Plan.	The City Agriculture Plan for the City of Jonesboro had a kick-off meeting and steering committee meeting.
Undertake a minimum of four local planning activities that support coordination amongst municipalities on key regional issues, e.g., housing, transportation, natural resources, and economic development.	Three Land Use Coordinating Committee meetings were held in January, March, and May to share information and address solutions on regional transportation and land use issues.
Conduct the annual Community Planning Academy (CPA), which provides training for local planning staff, local advisory boards and commissions, and other community leaders.	Hosted three CPA training modules for 50 paid participants in March, April, and May.

## COMMUNITY DEVELOPMENT

### 2B – REGIONAL PLAN DEVELOPMENT AND IMPLEMENTATION ACTIVITIES

#### PURPOSE

This sub-element provides for update and implementation of the Atlanta Region's Plan. ARC develops the Regional Plan under Georgia DCA rules adopted in 2017 to promulgate the 1989 Georgia Planning Act. As the Regional Commission, ARC completes a Regional Development Plan (RDP) and ensures the plan is coordinated with the Regional Transportation Plan (RTP) as well as local government planning activities. This sub-element supports agency coordination in terms of planning activities and forecasting for the RTP.

ARC adopted an update to the Atlanta Region's Plan in 2021 along with the creation of a 5-year program to guide implementation activities. ARC worked in 2022 to review and revise the regional policy framework for the regional plan. This policy framework will serve as the foundation for future updates of the Atlanta Region's Plan, including the RTP, RDP, and Comprehensive Economic Development Strategy (CEDs).

There are several implementation activities contained within the regional plan's 5-year work program. ARC also outlines and evaluates annually how the agency and local governments have undertaken implementation. Implementation activities include:

- Coordination amongst local governments.
- Technical assistance program for municipalities and non-profits. Creation of innovative and inclusive community engagement practices, processes, and programs that will inform all regional planning activities.
- Convening elected leadership to develop consensus on regional issues.

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

In 2019, the ARC undertook an effort to develop the agency's strategic plan for creative placemaking. This work yielded recommendations for actions within the agency as well as ideas for how ARC may strengthen culture and community engagement across the region. The current focus of the ARC's implementation of this plan is on incorporating recommendations that facilitating and improving community-engaged planning and design through creative placemaking among groups that have been excluded from or harmed by planning. These efforts are mainly housed at ARC within the Community Development Department, with specific leadership and direction from the Culture and Community Engagement team.

## OTHER DELIVERABLES

DELIVERABLES	STATUS
Promulgate the Atlanta Region’s Plan through a minimum of ten meetings and presentations with local governments, non-profits, and state departments.	Hosted twelve meetings virtually during January and February to describe the Atlanta Region’s Plan purpose, goals, and update process to 11 core counties and 10 outer counties to cover entire MPO area. Feedback was collected from participants to inform the forecasting process.
Support the RTP update process and development of forecasts by undertaking eleven meetings with counties to discuss future growth and update the Unified Growth Policy Map (UGPM).	Conducted a total of nineteen meetings with local governments that cover the entire MPO area and collected information to inform the development of forecasts.
Provide technical assistance to a minimum of four through the Community Development Assistance Program (CDAP) through a combined LCI and CDAP call for projects. The program provides community-based planning, land use and transportation technical assistance for local implementation of the policies and goals identified in the Atlanta’s Region’s Plan.	Hosted the 2023 LCI & CDAP Call for Projects at LUCC in January 2022. CDAP projects are complete, and three projects were selected for technical assistance through ARC staff or partners for 2023; two projects received grant funding through LCI.
Support the creation of a local and regional policy plan that promote healthy communities.	Completed the City of Alpharetta Urban Agriculture Plan and launched a new plan with the City of Jonesboro.
Conduct five convenings of local governments, consultants, non-profits, and development community as part of the Land Use Coordinating Committee (LUCC).	Hosted three LUCC meetings to date (January, March, and May) with three additional meetings planned for Fall.
Conduct a total of eight regional housing forums and a regional housing task force meeting.	The Atlanta Regional Housing Forum met in March and May, with an upcoming meeting in August. The regional housing task force development has been postponed until 2024 due to lack of staff capacity.
Create a new cohort of ten local elected leaders to educate and engage in housing affordability concerns through a series of seven meetings.	A cohort of 11 elected officials has been formed, known as the Local Leadership Housing Action Committee (LLHAC). Four meetings in the series have been completed. An additional three meetings will be held later this year.
Develop and implement a new Culture and Community Design program as a shared learning initiative that informs inclusive community engagement and planning processes for all plan implementation activities.	A cohort of 26 participants has been formed consisting of local artists, planners, and government officials. Three sessions have taken place. An additional four sessions will be held later this year.

<p>In connection with the new Culture and Community Design program, the Culture and Community Engagement team will host, at minimum, two information sessions, workshops, and forums (virtual or live, pandemic providing) per year. Recent forums have focused on providing more intimate gatherings for ARC to initiate relationship-building and share opportunities to provide technical assistance to community-based organizations, and this practice will continue in 2023.</p>	<p>Two online information sessions have been held. The sessions hosted 97 attendees.</p>
<p>Refine the Regional Cultural Assessment 2022 Update to research, document, and analyze data on creative industries, community-based organizations, non-profit culturally based organizations, and community and cultural plans with a focus on diversity, inclusion, equity, and justice. Use this as a baseline to identify and conduct outreach to ten BIPOC community-based organizations as potential collaborators for ARC’s long-range planning and community engagement efforts.</p>	<p>The Cultural Assessment was released publicly in May. The report will be presented at the July Land Use Coordination Committee meeting.</p>
<p>Design and facilitate the three internal training presentations, activities, and group discussions for the Community Development Department (and other departments if the appropriate opportunities arise and are in alignment with CD goals around community and culture-based planning and engagement.</p>	<p>A culture-based planning and engagement presentation was held at the Community Development Department’s staff meeting. Another presentation will be held at the Research and Analytics Department’s staff meeting in August.</p>
<p>Produce an annual report with findings, analysis, and recommendations for improvement in 2024 that documents, tracks, and evaluates all Culture and Community Engagement team activities and programs and produce an annual report with findings, analysis, and recommendations for improvement in 2024.</p>	<p>Data is being gathered for the annual report. The draft will begin in December.</p>

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

### PURPOSE

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

As the MPO, ARC annually allocates \$1,800,000 for planning studies and has committed \$600 million of transportation project funds through 2050 for the LCI program. The program has been very successful as evidenced by national awards and biannual LCI Implementation Reports. Since 1999, LCI plans have been undertaken in 129 communities and an additional 153 supplemental studies have been awarded to LCI communities to help implement their plans.

The LCI program is one of the primary mechanisms in the region to undertake Transit Oriented Development (TOD) planning. Master plans for 36 of the 38 MARTA stations have been prepared through the LCI program. Through fiscal year 2020, \$157 million has been spent on 74 LCI projects that provide transit enhancement or bicycle and pedestrian access to transit rail stations or bus stops (including MARTA, CobbLinc, and Gwinnett County Transit). ARC also coordinates extensively with MARTA, local governments, and other partner organizations to conduct TOD planning.

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

\$293 million of LCI funds have been distributed to 128 transportation projects in 64 LCI communities.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Create a LCI management and process document to help project managers and sponsors with seamless implementation of the program. Undertake a minimum of three engagement events to educate potential applicants on the LCI program and assist in development of applications.	Hosted 2023 Call for Projects at LUCC in January; conducted follow up calls with interested sponsors to assist with application development; hosted 2023 LCI Sponsors’ Meeting in June; conducted a follow up call with each sponsor to refine study scopes; conducted “LCI 101 Training” with new CD staff in June to provide step by step instructions on the LCI study process and procedures, including invoicing; provided support to

	new PMs in drafting scopes and budgets for their assigned studies.
Create visual, verbal, and written materials to help applicants understand LCI priorities with a focus on community engagement.	2023 LCI Guidebook; presentation at 2023 LCI Call for Projects at LUCC in January.
Focus the LCI study program on supporting existing and future transit investment and existing town centers.	Through the 2023 selection process, we prioritized grant awards to existing LCI communities and studies with a focus on transit (e.g., TOD plan for North Springs MARTA station added to the Sandy Springs LCI).
Solicit project ideas through a combined LCI and CDAP call for projects.	Conducted 2023 LCI & CDAP Call for Projects during January LUCC meeting.
Continue to provide implementation support including planning and regulatory assistance as well as funding transportation projects in LCI communities.	Awarded 10 communities LCI grants in the 2023 cycle.
Work with a consultant to create a 25-year LCI impact report as well as annual reporting template.	Postponed to 2024, instead using funding set aside for this effort to support strong 2023 grant applications.

## COMMUNITY DEVELOPMENT 2D – ECONOMIC DEVELOPMENT

### PURPOSE

Element 2D provides resources for ARC staff to implement the recommendations in the Action Plan of the Comprehensive Economic Development Strategy (CEDS) and update the plan as needed, support regional partners in accessing local, state, and federal funding and technical assistance to further economic stability and progress as well as mitigate the impact of COVID-19, and to continue regional connections and collaboration to realize the full potential of the Atlanta region.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Implement an update to the CEDS by participating in the Regional Marketing Alliance through a minimum of four convenings and the implementation of the Regional Housing Strategy.	Hosted and presented the adopted CEDS at the February 16 Regional Marketing Alliance (RMA) Meeting. ARC has participated in two additional RMA Meetings, on May 25 and June 15.
Implement the 120-day CEDS Next Steps Plan by May 2023, to kick-start the CEDS Action Plan for the next five years and beyond.	Kicked off the CEDS Next Steps by identifying Year-1 activities, including timelines, as well as determining a path to complete the Year-5 implementation activities. In early 2024, a plan for specific actions items and a timeline will be developed to continue the successes of 2023.
Implement the short-term recommendations for 2023 in the CEDS including the EDA yearly report.	<p>Year-1 short term recommendation implementation is underway, with Action 1.4 and 2.5 completed.</p> <p>Action 1.4 focuses on the update to the Aerotropolis Atlanta Alliance (AAA) Blueprint, known as Blueprint 2.0. The initial Blueprint 2.0 Strategy is complete. The effort was so impactful for the AAA area, that partners provided additional funding to expand the scope of services. The full strategy will be complete by the end of 2023.</p> <p>Action 2.5 focuses on access to broadband. ARC partnered with Georgia Municipal Association, Department of Community Affairs, and the Georgia Technology Authority to provide a webinar outlining existing broadband programs and technical. The speakers also highlighted funding which will be available early next year and how to best position a community to receive funding.</p>

Provide technical assistance to local governments to mitigate economic impacts from COVID-19 and to support their economies to become resilient to future pandemics.	No new requests for assistance were made in 2023 specifically to tackle the economic impacts of COVID.
Support local governments and regional planning efforts to complete appropriate grants or other technical support from the Economic Development Administration.	Attended information webinars regarding the Southeast Crescent Regional Commission grant funding. Outreach was made via email to county commissioners who could benefit and follow up with staff was conducted.
Develop an Economic Strategy Blueprint for the Atlanta Aerotropolis Area to strengthen the airport area economy and to diversify its economic base to make it resilient to future pandemics.	The initial report is complete. Additional funds from AAA partners expanded the scope of services to further meet the needs of the communities. This report, including action items, will be complete by the end of 2023.
Convene eight CEDS focus groups meetings to continue and strengthen the partnerships formed during the 2022 CEDS update public engagement process.	ARC has met with four focus groups including the RMA, GA Tech, and local governments regarding the CEDS. Additional focus groups will be convened in the Fall including the Technical and Advisory Committees from the CEDS update process.
Publish the Small Business Toolkit Document and Web-based Format. Survey the users of the Toolkit and update both versions, addressing the needs identified, which will be Phase II.	The toolkit was completed for review/edits and is being tweaked after a soft launch. Final toolkit to be created by end of 2023 and published likely in Q1 2024.
Assist local governments and regional planning partners in completing grant or other technical support applications from the Economic Development Administration and other funding agencies, including letters of support, data, or other needs.	ARC provided on-call services to seven local governments for grants released by EDA and other applicable organizations to meet ARC's role to assist, support, and facilitate economic development as the federally designated Economic Development District.  ARC is currently working with Rockdale County and the representative of the SCRC to connect to determine project eligibility.

## COMMUNITY DEVELOPMENT

### 2E – REGIONAL LEADERSHIP DEVELOPMENT

#### PURPOSE

Regional leadership programs are designed to create a lasting impact on regional issues, through building collaborative relationships between public, private, nonprofit, and civic leaders from across the Atlanta region. These programs focus on educating and developing these regional stewards to lead with empathy, courage, and a knowledgeable, equitable mindset. Each program emphasizes the importance of racial equity and local, collective impact on policy issues.

The 2023 LINK trip will bring 110 top executive leaders from all sectors of metro Atlanta to the Montreal, Quebec region in Canada. This trip will provide an opportunity for Atlanta leaders to develop relationships and meet with their peers in this region, learn from their successes and challenges, and consider potential strategies to employ in the Atlanta region.

The 2023 Regional Leadership Institute will be held at the Legacy Lodge at Lanier Islands and will be comprised of 50 established leaders representing diverse perspectives, communities, and sectors. The RLI program will feature discussions of metro Atlanta’s challenges and opportunities, leadership development exercises, and chances for leaders to connect and build new relationships. RLI graduates are charged with returning to metro Atlanta energized to make a difference in their communities and the region.

In 2023, the Model Atlanta Regional Commission (MARC) Program will continue to challenge high school youth through meaningful sessions and exercises on a broad range of regional issues, while giving them opportunities to sharpen their leadership skills. MARC will build on its history of shaping the next generation of our region’s leaders.

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Develop and implement the 2023 LINK program, bringing 110 regional leaders to Montreal for four days of programming, including at least a 10% representation of new voices as participating attendees.	The LINK program planning has been underway since August 2022 and is scheduled to take place in Montreal from August 15-19. 117 attendees are registered, and a series of 17 panel discussion, 9 small group tours are planned, including approximately 50 speakers.
Engage and expose regional leaders attending LINK 2023 to innovative, localized, tactical strategies on the ground in Montreal via a series of four field tours.	Nine small group field tours have been scheduled for LINK attendees to explore advanced AV/EV vehicle development, a brand-new light rail system, premium bus rapid transit system, bicycle express bikeways, pedestrianized streets, and several urban redevelopment projects.
Conduct a debrief session with LINK 2023 attendees after the Montreal trip and prepare a report out of	A debrief will be planned with LINK attendees to take place within two months after the LINK program in

lessons learned.	Montreal concludes.
Develop and implement the 2023 Regional Leadership Institute (RLI) incorporating 50 established regional leaders with a focus on bringing representation from all counties within the region and across sectors, including an emphasis on a quantifiably diverse class cohort measured across regional, work sector, and personal demographics.	The 2023 RLI class has been selected and will begin to meet with an initial virtual orientation as well as early in-person program days scheduled for August. The second session of in-person days including overnight stays will take place in October. Program content and participant engagement is in an active planning process.
Host two days of pre-session programming for 2023 RLI cohort and four session days for the week of RLI itself.	These dates have been scheduled for August 29-30 and October 8-11.
Conduct five evaluation surveys throughout the program, and incorporate future programmatic enhancements and improvements based on feedback received.	Evaluations will be conducted throughout both the LINK and RLI programs.
Develop and implement the 2023 MARC program including a series of five sessions, an open house, a community-based project day, and a presentation to the ARC board.	The MARC 2023 program is in active planning for each session, and dates across the program year have been set. MARC kicks off with an all-day session on August 12.
Recruit students from across the region, guided by a strong recruitment plan to reach out to at least seven schools or community-based non-profit partners in each county, with an emphasis on diverse student voices.	A very diverse and competitive class of students were selected by a committee review of their applications. These students represent every county served by ARC as a regional commission.

# NATURAL RESOURCES

# NATURAL RESOURCES DEPARTMENT

## OVERVIEW

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

## MAJOR INITIATIVES AND PROGRAMS (MIPs) 2023

MIP	DESCRIPTION	STATUS
Wet Weather Septic System Impact to Surface Waters Study	Assess impacts of septic systems during wet weather on bacterial and nutrient loading to surface waters in the metro Atlanta region.	ON TRACK
2022 Water Resources Management Plan (to be completed in 2023)	Integrated document to help the region meet future water resources needs.	ON TRACK
Metropolitan River Protection Act (MRPA) Reviews	Protects water quality and environs of the Chattahoochee River. Conduct reviews of land-disturbing activity in the corridor to be approved and certified for consistency with Corridor Plan standards.	ON TRACK
Green Communities	Voluntary sustainability certification program to encourage and assist local governments to reduce overall environmental impact and create green communities by adopting "green" measures and activities.	ON TRACK
Metro Water District Jurisdiction Outreach	Outreach initiative to collaborate with jurisdictions in the Metro Water District to discuss implementation of the 2022 Water Resources Management Plan (the Plan). Through this MIP, we will provide documentation and answer questions that members from our communities have about the required action items in the Plan update.	ACHIEVED

## 2023 WORK PROGRAM TITLES

03A – Water Resources

03B – Environmental Management

03C – Chattahoochee Corridor

03D – Metropolitan North Georgia Water Planning District

## NATURAL RESOURCES

### 3A – WATER RESOURCES

#### PURPOSE

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

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Monitor ACT/ACF Interstate Water Allocation litigation and U.S. Congressional activities and coordinate related activities and management of legal and technical assistance through calls with the local water suppliers' group and consultants.	Staff continued to monitor litigation and Congress activities, including two lawsuits in the ACF basin (both at the 11th Circuit) and one lawsuit in the ACT basin (in DC District Court). Staff also continued to monitor the Water Resources Development Act and Appropriations bills, especially Commerce, Justice and Science / Energy and Water. Staff worked with Georgia's delegation to make sure they were aware of potential risks to water supply.
Manage the funds from local governments in the litigation budget (703AWW) with sufficient balance to have at least three months of cash on hand for expected outside consultant costs.	Staff maintained a sufficient balance to meet the need for three months of cash on hand for expected outside consultant costs.
Operate the Chattahoochee River/Lake Lanier Information Management System semi-weekly and report results to U.S. Army Corps of Engineers, Georgia Environmental Protection, and Georgia Power.	Staff provided twice-weekly projections for releases from Buford Dam and Morgan Falls Dam in support of the River/Lake Lanier Information Management System throughout the first half of 2023. Staff also coordinated the collection of data from utilities that withdraw directly from the Chattahoochee River as well as the dissemination of time-sensitive information related to changes in withdrawal forecasts or in the releases from either dam.
Assist in the implementation of State Water Plan.	Staff supported Georgia EPD's planning process to complete regional water plans for the other 10 regional water councils by answering questions related to public comments received prior to their adoption in June 2022.

# NATURAL RESOURCES

## 3B – ENVIRONMENTAL MANAGEMENT

### PURPOSE

The Atlanta Regional Commission helps to protect and improve the Region’s environment by providing technical assistance for multi-jurisdictional efforts such as Finding the Flint as well as other special environmental projects as needed. This sub-element also provides for the Group’s involvement in DRI reviews and other environmental management projects.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Conduct review of comprehensive plans, developments of regional impacts, and other planning document reviews with 90% completed within the applicable target timeframe	Reviewed and commented on 18 developments of regional impact, 6 out of region developments of regional impact, 15 comprehensive plans, including two outside the Region with all comments submitted before requested deadlines. Reviewed but did not comment on over 100 Georgia EPD stream buffer variance notices.
Assist Metropolitan North Georgia Water Planning District (MNGWPD) and participating local and state agencies with implementation of the Clean Water Campaign.	<p><b>Clean Water Campaign:</b> The Clean Water Campaign Activities and Summary Report was developed for local governments’ MS-4 reports and distributed in mid-April. Updating of existing Clean Water Campaign and My Drop Counts marketing materials continued. Education and outreach materials were distributed to partners. The District shared the art files for brochures and giveaways with out-of-region and out-of-state peer organizations and local governments, furthering efforts to build our brand and reputation nationally.</p> <p><b>Video Contest:</b> This year’s annual High School Video Contest was based on the District’s River Basin Profiles. Students were asked to create 30-60 second PSA-style videos on the theme “Rep Your Watershed.” In total, 32 students from across the District submitted 14 video entries. The winning videos were recognized at the District’s Governing Board meeting in June and were also distributed on social media and shared across the region.</p> <p><b>Photo Contest:</b> District staff advertised the Annual Water Reflections Calendar Contest, which ends in September of each year.</p>

	<p><b>Essay Contest:</b> The topic and contest for the annual Middle School Essay Contest will be released in mid-August to middle school teachers across the District. This year’s topic will be similar to the Video Contest topic and will incorporate the River Basin Profiles as a primary resource.</p> <p><b>Other Children’s Education:</b> The District continues to provide robust children’s programming. As a follow-up to last year’s video for GPB’s “Camp GPB”, all about the water cycle, stormwater, and wastewater treatment, the District is working closely with GPB and partners to create a Virtual Learning Journey. The annual Children’s Water Festivals were cancelled this year due to lack of participation. The District supported several utility partners’ efforts to do National Drinking Water Week activities in their local schools, by providing staff time and support, as well as financial support for transportation to bus students to and from activities.</p> <p><b>Other Related Activities:</b> The District updated the Clean Water Campaign (<a href="http://cleanwatercampaign.org">cleanwatercampaign.org</a>) and the My Drop Counts (<a href="http://mydropcounts.org">mydropcounts.org</a>) websites to reflect current information. The District expanded its presence and improved its outreach potential on social media. The District built community partnerships through its contests, events, and initiatives.</p>
<p>Staff the Green Communities Program to encourage and assist local governments to reduce overall environmental impact and create green communities by identifying “green” measures and activities. Award announcements will be made in January 2023.</p>	<p>In May, seven communities submitted applications for either new certification, recertification, or upgrade to certification. One community submitted documentation to become a New Leaf (on track for certification within 2 years.)</p>
<p>Serve as a sub-consultant to Georgia Tech in developing a new metropolitan energy planning organization to evaluate various future energy scenarios within the Atlanta area energyshed. Working with GT, establish the Energy Policy Committee (Policy Body).</p>	<p>The project started on May 1. Staff have been coordinating with the Georgia Tech Energyshed team around the initial tasks of project collaboration process and benchmarking transportation and watershed planning models. Contracting with DOE also took place during this time.</p>

## NATURAL RESOURCES

### 3C – CHATTAHOOCHEE CORRIDOR

#### PURPOSE

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

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Conduct Metropolitan River Protection Act complete reviews with 90 percent of preliminary findings made and forwarded the Community Development Department within 10 days.	Reviewed and made preliminary findings on 16 MRPA reviews and forwarded them to Community Development. All were submitted within 10 days of determining they were complete. Four submitted reviews were not complete and were awaiting revisions or additional information as of June 30.
Provide information on requirements, specific review issues and past review histories to applicants, local governments, and the public.	Worked with applicants, consultants, and local government staff on activities including conducting five category reevaluations and one evaluation for a Corridor property that was shown as floodplain on the relevant vulnerability map that did not have assigned categories, researching past reviews as well as researching and providing information for proposed reviews and other project proposals, including commenting on replacing an existing sewer line in Peachtree Corners, proposed bike and pedestrian paths in Sandy Springs, Smyrna, Johns Creek, and Cobb County and the proposed launching of camp sites for the proposed paddle and camp water trail in Atlanta, South Fulton and Chattahoochee Hills. Research, consultation, and assistance averaged between 4 and 5 days a week.
Work with local governments to encourage enforcement of MRPA and to resolve violations of Corridor Plan standards.	Advised and worked with local governments on reported violations and other enforcement matters as needed, including resolution of impervious overages through the removal of paving and other surfaces, as well as the revegetation of excessively cleared areas and recommending solutions that prevent violations from occurring.

<p><b>Provide education on MRPA and river protection to interested groups.</b></p>	<p>Made presentations to joint meeting of the Sandy Springs Board of Assessors and Planning Commission and to members of the Johns Creek City Council. Consulted with local governments as needed to discuss MRPA and Corridor Plan issues, including Cobb, Douglas, and Forsyth Counties and the cities of Duluth, Johns Creek, Peachtree Corners, and Sandy Springs. Also answered questions and provided information as requested throughout the year.</p>
<p><b>Continue to provide critical MRPA input for development of the Chattahoochee Riverlands Study.</b></p>	<p>Attended all Chattahoochee Riverlands Working Group meetings held in the first half of 2023. Met with Trust for Public Land staff and consultants concerning a proposed Camp and Paddle Water Trail system and on routing trails through land in Cobb County.</p>

## NATURAL RESOURCES

### 3D – METROPOLITAN NORTH GEORGIA WATER PLANNING DISTRICT

#### PURPOSE

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

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Provide administrative support to the district and meeting support of the Water District Board, Committees and Advisory Councils.	Staff support was provided for one Board meeting, one Board Executive Committee meeting, one Board Finance Committee meeting, two Technical Coordinating Committee meetings, and four Basin Advisory Council meetings.
Hold quarterly meetings with District stakeholders and conduct six regional meetings to support implementation of the 2022 Water Resource Management Plan.	During January and February, staff held six intergovernmental coordination meetings around the 15-county region to support implementation of the 2022 Water Resources Management Plan and to answer questions.
Provide staff level review of requests to amend District Plans and facilitate the public process where requests are considered. Once the amendment request is considered complete, provide staff recommendation to board chair within 30 days.	No amendments were presented for consideration before June 30, 2023.
Provide technical assistance in support of the district-wide Water Resource Management Plan.	Staff answered many questions from stakeholders regarding the implementation of the 2022 Water Resources Management Plan including traveling to local communities to provide technical support during their District audit process.
Manage and provide assistance to the Regional Toilet Rebate Program.	Staff managed the regional toilet rebate program and provided technical and customer service support to 23 water providers participating in the program. In the first six months of 2023, the program has rebated over 30 Ultra-High Efficiency Toilet models for single-family properties.
Management of the District’s education program, including public awareness, the Clean Water Campaign and the My Drop Counts Campaign elements. Working with partners, execute the Water Drop Dash 5K in March 2023, targeted workshops, and primary and secondary education programs.	<b>Water Drop Dash:</b> Partnered with Chattahoochee Nature Center in March to organize the eleventh annual Water Drop Dash 5K, fun run and education fair focused on water conservation awareness. Well nearly 800 runners registered for the race, and over 400 people participated in-person due to severely inclement weather the hour before the race began. After the race, the District and several District utility and community partners hosted a

post-race Water Festival. Over 400 runners and their families attended the festival and participated in water conservation demonstrations, received useful giveaway items like leak detection kits and toilet flappers, and learned about Fix a Leak Week. We also hosted its annual T-Shirt Design Contest. There was a total of 3 entries to the contest. The winning design was featured on the race t-shirts that each runner received.

**Clean Water Campaign:** The Clean Water Campaign Activities and Summary Report was developed for local governments' MS-4 reports and distributed in mid-April. Updating of existing Clean Water Campaign and My Drop Counts marketing materials continued. Education and outreach materials were distributed to partners. We shared the art files for brochures and giveaways with out-of-region and out-of-state peer organizations and local governments, furthering efforts to build our brand and reputation nationally.

**My Drop Counts:** Staff managed the My Drop Counts water conservation pledge for home and businesses. To date, over 3,800 pledges to conserve water have been made by residents across the state using our program. We continue to work with a consultant to coordinate a media strategy and secure in-kind media coverage focused on the My Drop Counts Business and Individual Pledges. Education and outreach materials were distributed to partners.

**Video Contest:** This year's annual High School Video Contest was based on the District's River Basin Profiles. Students were asked to create 30-60 second PSA-style videos on the theme "Rep Your Watershed." In total, 32 students from across the district submitted 14 video entries. The winning videos were recognized at the Governing Board meeting in June and were also distributed on social media and shared across the region.

**Photo Contest:** Staff advertised the Annual Water Reflections Calendar Contest, which ends in September of each year.

**Essay Contest:** The topic and contest for the annual Middle School Essay Contest will be released in mid-August to middle school teachers across the district. This year's topic will be similar to the Video Contest topic and will incorporate the River Basin Profiles as a primary

	<p>resource.</p> <p><b><u>Other Children’s Education:</u></b> We continue to provide robust children’s programming. As a follow-up to last year’s video for GPB’s “Camp GPB”, all about the water cycle, stormwater, and wastewater treatment, we are working closely with GPB and partners to create a Virtual Learning Journey. The annual Children’s Water Festivals were cancelled this year due to lack of participation. Staff supported several utility partners’ efforts to do National Drinking Water Week activities in their local schools, by providing staff time and support, as well as financial support for transportation to bus students to and from activities.</p> <p><b><u>Other Related Activities:</u></b> The District updated the <a href="http://cleanwatercampaign.org">cleanwatercampaign.org</a> and <a href="http://mydropcounts.org">mydropcounts.org</a> websites to reflect current information. Staff expanded its presence and improved its outreach potential on social media. We also built community partnerships through its contests, events, and initiatives.</p>
<p><b>Implement a Septic System Impact to Surface Waters Study for Wet Weather. Complete study and present results by August 2023.</b></p>	<p>The University of Georgia Research Foundation implemented the wet weather sampling and analysis within four study watersheds and presented preliminary results to staff.</p>

# WORKFORCE SOLUTIONS

# WORKFORCE SOLUTIONS DEPARTMENT

## OVERVIEW

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

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

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
WorkSource Local and Regional Workforce Plan 2020 - 2024	The local and regional workforce plans provide the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA. These are 4-year action plans to develop, align, and integrate the local and regional job driven workforce development systems.	ACHIEVED
One-Stop/Infrastructure Funding Agreement (IFA) Certification	Local Workforce Development Area (LWDA) is responsible for developing an infrastructure funding agreement to determine how infrastructure costs will be associated with the one-stop center delivery of services.	ON HOLD*
Infrastructure Investment and Jobs Act (IIJA) Workforce Initiative	This initiative will align workforce capacity with IIJA project implementation.	ACHIEVED
NextGen 'Youth' Program July 2021 - June 2025	WIOA Title I youth funding for job training and related services to residents aged 16-24 who live in Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties.	ON TRACK
Adult and Dislocated Worker Program July 2021 - June 2025	WIOA Title I funding for job training and related services to residents who live in or have been laid off from their jobs in Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties.	ON TRACK

*\*This MIP is On Hold because the guidance information by the State will not become available until 2024.*

## 2023 WORK PROGRAM TITLES

4A – Adult Services

4C – Youth (NextGen) Services

4E – Dislocated Workers Services

4I – Regional ITA Management

4Z – Special Projects

# WORKFORCE SOLUTIONS

## 4A – ADULT SERVICES

### PURPOSE

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

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Plan, implement, and deliver workforce development services through a variety of access points, including in-person and virtual connections, to customers seeking assistance in each of the seven counties in the workforce service area. Make services available through a full one-stop center, affiliate sites, temporary access points (such as libraries), a mobile career lab and mobile welding lab, and participation in special events, along with a comprehensive online customer landing page at <a href="http://ATLworks.org">ATLworks.org</a> .	Workforce services were provided in all seven counties in the ARWDB service area through a comprehensive network of Career Resource Centers (one comprehensive one-stop and six affiliate sites), a Mobile Welding Lab, staff hours at the Fayette County library, and attending multiple special events.
Develop and enhance training opportunities for individuals with barriers to employment such as those with disabilities and returning citizens. Using the mobile welding lab, offer onsite services with correctional facilities to work directly with incarcerated individuals to provide them with skills training and a welding credential, ensuring they have an in-demand skill when released.	The Mobile Welding Lab completed four training cohorts at Henry County Corrections, with 32 participants completing training and receiving a welding credential.
Provide a system of Individual Training Accounts for customers to access training opportunities that lead to an in-demand, industry recognized credential. Serve as the lead organization for the WorkSource Metro Atlanta Eligible Training Provider Work Group, including coordinating and processing applications from training providers for new or changed training programs.	The ITA Work Group has held two meetings (January and April) resulting in six new training provider applications, two new programs and 13 program cost changes being approved.

# WORKFORCE SOLUTIONS

## 4C – YOUTH (NEXTGEN) SERVICES

### PURPOSE

The Workforce Innovation & Opportunity Act (WIOA) provides for services to out-of-school youth and in-school youth who are economically disadvantaged, unskilled, or have other barriers to employment and/or training for entry into the labor force. The ARC NextGen Program (NGP) provides services to youth aged 16 – 24 who reside in the WorkSource Atlanta Regional service area. Through a network of local providers, services are provided to identify and address the participants’ education and training, employment, personal, and social development needs. Services include assistance with the attainment of credentials (GED, high school diploma, occupational, or post-secondary), development of employability skills (resume writing, interview preparation, financial literacy, job shadowing, internships), placement in employment (job search and other related activities that leads to long-term career), and/or placement in education (grant/scholarship research and other related activities that transition to advanced training or post-secondary) in an effort to support the youth’s long-term success in the labor force.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Design and implement programs that provide a comprehensive system of youth services to qualified youth who are seeking employment and education/training services as guided by WIOA’s fourteen required elements of youth services. Strategically provide services and activities to ensure youth who are enrolled in the NGP exit the program with positive performance outcomes, which include attainment of a credential and/or placed in employment or education.	<p>WIOA’s fourteen required elements of youth services were provided to 293 youth enrolled in the NextGen Program (NGP) which resulted in the following outcome:</p> <ul style="list-style-type: none"> <li>● 83 – Attainment of credential (GED, occupational certificate, etc.)</li> <li>● 5 – Placement in unsubsidized employment</li> <li>● 1 – Placement in post-secondary education/advance training</li> <li>● 240 – Placement in subsidized work experience (143/paid and 97/unpaid)</li> </ul>
Workforce Solution youth staff will design and conduct at least three programmatic training sessions with the NextGen Service Providers (NGSP) to ensure they are prepared to meet or exceed programmatic goals and objectives and maintaining operational accountability and integrity.	<p>NGP conducted virtual training on March 13, in the following areas:</p> <ul style="list-style-type: none"> <li>● Exit Process</li> <li>● Follow-up Process</li> <li>● State Monitoring Corrective Action</li> </ul> <p>Next Step – Additional training with a tentative schedule for September 2023 to be conducted.</p>

<p>The NextGen Program (NGP) will adjust services and activities to address the needs and the priorities youth and their families resulting from the impact of COVID-19 which may include, but not limited to, weekly professional development workshops, online employer orientations, work experience and in-home employment opportunities, online case management, entrepreneurship programs, company tours, inspirational speakers, professional meetings, team building exercises, academic enrichment, social and personal enrichment, drug and alcohol abuse counseling, health safety workshops, life skills training, mentoring, and supportive services. NGP continues to expand supportive services opportunities to youth in the areas of housing, utilities, food, mental wellness, counseling, and support groups.</p>	<p>There continues to be lasting impact to the youth and their families from COVID-19. As a result, NGP continues to implement programs and services that will address those needs of the youth that would cause a disruption to their enrollment in WIOA. Also, their families are referred to the Adult/Dislocated Worker program for services that would address their needs. As a result, collectively, the family's wellbeing is addressed with services and support that can ensure present and long-term success.</p>
<p>Collaborate with various businesses, government agencies, non-profits, and other local employers to offer youth a variety of work experience opportunities that provide career exploration, employability skills, and real-world work environment experiences. Offer work experience (WEx) both in-person and virtually. Ensure at least 20% of PY21 funds and State 3rd year youth funds are expended on work experience expenses.</p>	<p>Through the various connections with local employers, the NGP provided work experience (paid and unpaid) opportunities to 240 youth. The NGP has met the 20% expenditure requirement on all the youth grants through June 30.</p>

## WORKFORCE SOLUTIONS

### 4E – DISLOCATED WORKERS SERVICES

#### PURPOSE

Employers are one of the primary customers under WIOA. Therefore, the purpose of the Business Services Program is to assist local employers with their workforce needs by offering a variety of services addressing both new and existing employees. Workforce Solution staff will engage businesses to determine their workforce needs, then determine the appropriate approach to address these needs through programs, services, or partner referrals.

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Engage with employers through a variety of approaches, including one-on-one meetings, chamber of commerce and development authority meetings, and trade/industry meetings.	Employers have been engaged through multiple events with numerous partners including the Gwinnett Talent Council, CareerRise Workforce and Talent Councils, strategic planning sessions with Invest Clayton, meetings, and presentations with the Cherokee Workforce Collaborative, AEROATL Workforce Development Collaborative and numerous others. We have had almost 200 direct customer contacts and responded to more than 100 information requests from the ATLworks landing page.
Offer local employers a suite of work-based learning programs for Adults, Youth, and Dislocated Workers that include On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, and Registered Apprenticeships. The Business Services team will execute at least 20 contracts for services with local employers.	Up to June 30, Business Services produced eight new contracts and renewed contracts for four companies to provide new training, for a total of twelve during the period. We also have approximately twelve prospects in the pipeline, some of which will convert to new projects in the next period.
Assist employers with recruitment activities, including job fairs and hiring events, collaborations with career resource centers and youth programs, and referrals to partner organizations.	We have participated with Goodwill of N Ga in career fairs in DeKalb County (two) and Henry County. We have also participated with FEMA in two virtual sessions to fill their needs and supported a hiring event in Stockbridge.
Fully implement the Launchpad regional customer relationship management database, in conjunction with the other four metro local workforce development boards.	The initial implementation is basically complete, and we now have more than 100 business accounts input. The focus with CareerRise and the other boards are progressing to include additional ways to use the database to address regional needs.

# WORKFORCE SOLUTIONS

## 4I – REGIONAL ITA MANAGEMENT

### PURPOSE

The Workforce Innovation and Opportunity Act (WIOA) requires the Local Workforce Development Board (LWDB) to submit a local plan to the Governor. If the local area is part of a planning region, the LWDB will work collaboratively with other LWDBs in the designated region to prepare and submit a regional workforce plan. The local and regional plans provide the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA. The local and regional plans serve as 4-year action plans to develop, align, and integrate the local and region’s job driven workforce development systems, and provide the platform to achieve the plan’s visions and goals. The ARC Workforce Solutions Department is responsible for preparing the local workforce plan and takes the lead on coordinating the preparation of the regional workforce plan.

### DELIVERABLES

DELIVERABLES	STATUS
Prepare a 2-year update to the local and regional workforce plans to be adopted by the ARWDB by March 2023. This is a limited update to reflect changing economic conditions and workforce priorities, based on the guidance provided by the TCSG Office of Workforce Development.	The 2-year update of the local and regional workforce plan was completed and approved by the ARWDB and by the ARC Governance Committee.
The Directors from each of the five LWDBs will meet monthly to review the regional plan implementation progress, discuss issues and opportunities of regional significance, and develop collaborative approaches to service delivery.	The metro LWDB Directors met monthly and continue to collaborate on common issues and regional priorities.

## WORKFORCE SOLUTIONS 4Z – SPECIAL PROJECTS

### PURPOSE

The ARWDB implements special projects, grants, and other partnership opportunities to provide new or expanded services that support workforce needs in the region. These projects and services may run from a few months to multiple years. Current special projects are detailed below.

### DELIVERABLES

DELIVERABLES	STATUS
Aerotropolis Atlanta Workforce Collective. The Aerotropolis Atlanta Workforce Collective envisions creating an integrated workforce development approach to better prepare residents for career opportunities in and around Atlanta’s bustling airport, an area that lags behind metro Atlanta income and employment rates.	The Aerotropolis Workforce Collective met in March and June to discuss the further development and implementation of workforce training opportunities to unite Aerotropolis businesses with prospective employees and increase economic growth and prosperity in the region.
Metro Atlanta Industry Partnerships. The Metro Atlanta Industry Partnerships (MAIP) is the evolution from the initial HDCI grant funded in 2017. The goal of this initiative is to connect businesses with qualified workers, facilitate career pathways, align education with industry needs, and improve work readiness. The Workforce Solutions Department serves as the grant contract administrator and will work collaboratively with the other local workforce development boards to fulfill the grant requirements.	Workforce Solutions continued to administer and oversee the work of the Metro Atlanta Industry Partnerships, as coordinated through a contract with CareerRise. Funds were expended and reports completed to close out the contract ending June 2023. ARC requested and received a fifth grant from TCSG-OWD to continue MAIP for a term including July 2022 to June 2023. Contracts have been extended with CareerRise to continue management of the program.
Ticket To Work Program. The Ticket to Work Program was established by the Social Security Administration to provide incentive funds to approved Employment Networks based on employment outcomes established by Social Security Disability Beneficiaries who have assigned their “ticket” to the Employment Network. Staff are charged with providing specialized workforce services for customers with disabilities. Staff will enroll 10 new customers in the program, with at least five customers successfully obtaining employment.	Staff provided Ticket to Work Services to participants in the region. From January through May staff had six tickets assigned with three people employed. ARC received \$5,557 in Ticket to Work Payments. Effective May 1, WSAR is no longer a part of the TCSG Employment Network. As a result, Atlanta Regional Commission is now a Workforce Employment Network under the American Dream Employment Networks (ADEN).

Infrastructure Investment and Jobs Act (IIJA). The Atlanta Regional Commission is uniquely positioned to work with local governments and allied organizations across the region to help understand this complex legislation and navigate the opportunities to access federal funds. Workforce Solutions staff will engage in research, program development, implementation assistance, and related services to address the workforce needs generated from implementing the IIJA projects in the region.

Building Georgia launched in March as a co-sponsored program between ARC and GDOT. A successful Building Georgia Summit was held in April. The Summit had more than 90 stakeholders from various partner agencies. A synopsis of the event and its findings was given to attendees in May. Next steps and recommendations are being developed.

## MOBILITY SERVICES

# MOBILITY SERVICES

## OVERVIEW

Mobility Services is responsible for supporting and coordinating transportation demand management activities, and provision as well as the development of technological solutions to transportation related issues.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Georgia Commute Options Education, Outreach, Marketing and Communications Program	Georgia Commute Options, the regional Transportation Demand Management (TDM) program for education, outreach, marketing and communications to employers, property managers, local governments, commuters, and other partners in the 20-county maintenance area of Metro Atlanta.	ON TRACK
Georgia Commute Options Biketober Program	Biketober is an annual modal promotion managed by the Mobility Services team. The Georgia Commute Options team and regional TMAs are required to participate in and promote the effort in their territories.	ON TRACK
Regional Transportation Demand Management Plan Update	This update to the TDM Plan, Mobility Connections: A Plan for Expanding Opportunity, is a highly collaborative process to enable ARC and partners to continue to grow collective impact. The plan sets on a path of continued success in improving mobility and access.	ACHIEVED
Transportation Demand Management Incentives Evaluation	This research project evaluating Georgia Commute Options incentives and the Guaranteed Ride Home program will identify successful and alternative approaches to incentives and reward-based motivators to prompt behavior change and promote equity in mobility. It will also identify administration options for Guaranteed/Emergency Ride Home programs based on national best practice research in similar metro areas and identify potential expansions of the service to include related use cases (guaranteed ride to work, late night rides, service outages, and similar use cases).	ON TRACK
Regional Ridematching System (GA Commute App)	Within the context of the TDM Program, the Mobility Services Department uses the ridematching system to provide a trip planner, ridematching service, and trip logging capabilities to the region's commuters; track and report on the "clean" transportation trips recorded by the system's users, with their associated reductions in emissions and vehicle miles traveled (VMT); as well as to administer a set of regional clean commute incentives programs.	ON TRACK

Salesforce Re-implementation	Salesforce is a customer relationship management system (CRM) that allows a business or organization to keep track of their clients, customers, and contracts, tracking the development of their relationships with those entities.	ON TRACK
Transportation Management Association (Subgrantees) Annual Audits	Annual audit/financial review of the Transportation Demand Management (TDM) Education and Outreach subgrantees, also known as Transportation Management Associations.	ACHIEVED

## 2023 WORK PROGRAM TITLES

05A – Transportation Demand Management (TDM)

## MOBILITY SERVICES

### 5A – TRANSPORTATION DEMAND MANAGEMENT (TDM)

#### PURPOSE

The purpose of Transportation Demand Management (TDM) is to increase the use of alternatives to single occupancy vehicle (SOV) travel to reduce vehicle miles traveled, relieve traffic congestion, improve air quality, and increase the efficiency and effectiveness of the region’s transportation infrastructure and service delivery systems. These alternatives include carpool, vanpool, transit, telework/flexwork, and walking/biking. The Atlanta Regional Commission (ARC) views its TDM activities largely as implementation mechanisms for The Atlanta Region’s Plan.

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Increase the GCO membership engagement level by 55 partners.	GCO employer partners increased by 62 (a 19% increase YTD) for a total of 529 employer partners. GCO implemented six new FlexWork programs in collaboration with regional TMA partners. Services included formal telework policies and assistance to aid in the transition back to the office, such as technological improvements, training, and customized programs for hybrid work environments.
Develop creative suite of materials, themes, and media calendars to deploy regional modal promotions (Million Air Challenge, Biketober, Telework Week, Try Transit) to raise the level of awareness of alternative modes.	<ol style="list-style-type: none"> <li>1. Together with Trees Atlanta, we ran a joint marketing campaign to promote the benefits of public transit. This included mutual promotion through our respective social media channels, websites, and newsletters.</li> <li>2. We co-hosted several environmentally themed events to increase public awareness about our initiative. These included workshops, webinars, and community tree planting events.</li> <li>3. To incentivize the use of public transit, Trees Atlanta kindly agreed to a rewards program, where participants using public transit during our campaign could earn points redeemable for tree planting in their local community.</li> <li>4. Trees Atlanta helped develop educational materials that illustrated the direct impact of increased public transit use on Atlanta's urban forest health. This provided tangible evidence of the environmental benefits of our initiative.</li> </ol> <p>Materials for Biketober are in progress.</p>
Deploy three regional modal promotions to raise the level of awareness of alternative modes.	The Mobility Services Department planned, promoted, and executed two regional modal promotions so far this

	<p>year (Million Air Challenge and Try Transit).</p> <p><b>Try Transit</b></p> <ul style="list-style-type: none"> <li>- 695 total passes were distributed.</li> <li>- Of those, 40% (275) were used,</li> <li>- 40% were reloaded indicating that those users are continuing to ride transit.</li> </ul> <p><b>Million Air Challenge:</b></p> <ul style="list-style-type: none"> <li>- 3292 participants logged a clean commute during the promotion,</li> <li>- 402 New GCO Registrations,</li> <li>- 56,114 Trips recorded,</li> <li>- 1M vehicle miles reduced, and</li> <li>- roughly 900K lbs of emissions avoided.</li> </ul> <p>The <b>Biketober</b> Modal Promotion will be conducted in October. Planning is underway for marketing, outreach, promotion, and kickoff (to be held in September).</p>
<p>Conduct an evaluation of the GCO incentives/rewards program using best practice and market research methods.</p>	<p>The GCO Incentives Research and Recommendations report was completed in June and identifies ways ARC can develop and implement incentive and rewards programs to support Georgia Commute Options’ goals of reducing single-occupancy vehicles (SOVs) and improving air quality in the region.</p> <p>For over 20 years, the incentive program has been a key service offering for the Georgia Commute Options program and an oft-cited benchmark incentive program for the TDM industry. However, during this time, two big things changed. First, major advancements in behavioral sciences and technology vastly changed the landscape for the capabilities of commuter incentive programs. Second, major market variables such as the pandemic and changing transportation infrastructure have reshaped the context and pain points for Atlanta’s regional commuters. These factors, among others, present an ideal time to reimagine the GCO incentives program to better meet the region's evolving needs.</p> <p>The primary function of incentives in behavior change is to motivate and encourage individuals to modify their current behaviors by offering rewards, benefits, or positive consequences, thereby increasing the likelihood of desired actions or outcomes. The research conducted</p>

	<p>for this report reveals opportunities for the GCO incentives program to achieve that purpose more effectively through a comprehensive overhaul of its current framework aimed at improving the program’s flexibility, accessibility, and connection to broader GCO goals.</p> <p>To establish a future-proof incentives framework, the GCO incentive program requires ongoing, dedicated resources to ensure relevance, innovation, and impact. The research revealed that this new framework must:</p> <ul style="list-style-type: none"> <li>- Ensure dedicated program staff resources remain well-versed in the latest behavior change science and associated roles of incentives.</li> <li>- Implement more strategic and consistent performance monitoring and reporting to achieve desired outcomes.</li> <li>- Facilitate ongoing coordination of a group of regional stakeholders to ensure market applicability, partner buy-in, and ease of communication.</li> <li>- Develop a flexible incentive structure that allows adaptability to meet the evolving demands of the region while remaining resilient in the face of disruptions such as evolving technologies and changes in funding sources.</li> </ul>
<b>Host the 2023 Regional TDM Summit.</b>	The Mobility Services Team will augment the 2023 Regional TDM Summit with a Regional TDM Academy. The TDM Academy will launch September 21, during TDM Week.
<b>Update the Regional TDM Program Dashboard on a monthly basis.</b>	The Regional TDM Dashboard has been updated monthly and provides data to the region’s TDM stakeholders.
<b>Create and deliver the 2022 Atlanta Regional TDM annual report.</b>	The Atlanta Regional TDM Program Annual Report for 2022 was completed and published on the <a href="#">updated ARC webpage</a> , which includes a link to a digital version of the report as well as an ArcGIS-based Story Map version.
<b>Launch a new Regional TDM Program Salesforce environment to be owned and managed internally by ARC.</b>	Completed procurement for a consulting firm to build out the in-house Salesforce Platform. Salesforce license purchases have been approved by all internal ARC checks and build-out steps have begun. The system is scheduled to be rolled out to the TMA’s in September 2023.
<b>Complete TDM Plan Update.</b>	Achieved as of March 29. The ICF consultant team delivered the final report, executive summary and supporting appendices. The 2023 TDM Plan received ARC Board approval during the May 10 meeting. ARC issued a

	<p>press release to this effect, signifying the first step in the Communications and Distribution strategy. Additional communications activities will be planned in consultation with CSR.</p> <p>Regional TDM Plan update activities were implemented within each of the following work tasks: (1) Workplan, Strategy Development, Agency, Partner, and Stakeholder Outreach and Participation; (2) Regional TDM Needs Assessment and Program Evaluation; (3) Regional TDM Strategies Development and Implementation Action Plan; and (4) Final Report with Appendices. Completed milestones/deliverables include Project Management Plan, Stakeholder Engagement Plan, Public Comment Plans (round 1 &amp; 2) and branded outreach materials, SWOT Analysis Report, Public Comment survey, four focus groups, seven ESO interviews, five Employer Partner strategy interviews, and three TDMCC workshops.</p>
<b>Select consulting firm for next 3-year GCO contract (July 1, 2023- June 30, 2026).</b>	Completed procurement for the 2023-2026 GCO contract cycle. We successfully negotiated the contract with the selected team of consultants for the 2023-2024 contract year. Transition activities are underway. Arcadis and team were the highest scoring bidder. The contract became effective April 3 for transition work.
<b>Release RFP for GCO Incentives Platform.</b>	To be released in December.
<b>Release RFP for TDM Evaluation Services.</b>	To be released in December.
<b>Release RFP for Rideshare Software System.</b>	The RFP was posted online on June 5. Questions were due June 14 and were answered and posted June 21. The winning firm will be selected in early August.

## TRANSPORTATION PLANNING

# TRANSPORTATION PLANNING

## OVERVIEW

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

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

In support of data-driven decision-making, ARC prepares the required data and technical analysis to support planning decisions. In addition, ARC manages the stakeholder engagement and public involvement processes associated with this work. For all facets of transportation planning, ARC seeks to implement state-of-the-practice data tools, technical analyses and planning practices that position the organization as an innovation center for the region.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
<b>Metropolitan Transportation Plan (MTP) Update</b>	Substantially complete work activities for the next update to the long-range metropolitan transportation plan, which must be adopted by January 2024. Work activities will include an emphasis on equity, climate change, resiliency, safety, congestion, and all other federally defined transportation factors.	<b>ON TRACK</b>
<b>Regional Transportation Electrification Plan</b>	Create a plan to accelerate equitable adoption of EVs, reduce transportation-related greenhouse gas emissions, and position the region’s workforce to support resulting in investments and deployment.	<b>ON TRACK</b>
<b>Regional Transportation Studies Program</b>	Manages local transportation study projects awarded to local sponsors through the Transportation Improvement Program	<b>ON TRACK</b>

ITS4US-Complete Trip ITS Deployment Program Phase 2	To identify ways to provide more efficient affordable and accessible transportation options	OFF TRACK*
Regional Freight and Goods Movement Plan	Conduct an update to the Regional Freight and Goods Movement Plan.	ON TRACK
MPO Quadrennial Certification	Maintain the MPO status and identify opportunities for improvement. A certification review generally consists of a site visit; a review of planning documents, and a FHWA certification report.	ON TRACK

**\*This initiative was Off Track due to delayed execution of an agreement the Georgia Department of Transportation but is expected to be back On Track during late 2023.**

## 2023 WORK PROGRAM TITLES

06A – Regional Planning

06B – Program Implementation & Partner Services

06C – Travel Demand Model Development & Support

06D – Performance Analysis & Monitoring

06E – Special Studies

06F – Administration & Support

## TRANSPORTATION PLANNING

### 6A – REGIONAL PLANNING

#### PURPOSE

ARC, as the Metropolitan Planning Organization (MPO) for the Atlanta region, is required by federal regulation to develop and maintain a long-range Metropolitan Transportation Plan (MTP) and a short-range Transportation Improvement Program (TIP) for the 20-county metropolitan planning area. The 2050 MTP constitutes the transportation element of The Atlanta Region's Plan and meets all federal planning requirements. A major update of the TIP/MTP was completed and adopted in February 2020. The next major update is scheduled for completion in January 2024. In 2023, ARC will conduct periodic amendments and administrative modifications to the TIP/MTP, as well as substantially complete all activities associated with the major update.

ARC will collaborate with the Georgia Department of Transportation (GDOT) and the State Road and Tollway Authority, local governments, transit operators, and other stakeholder agencies throughout the planning process. ARC will continue facilitating regional transit planning (capacity expansion, project programming, target setting and reporting), in coordination with the Atlanta-Region Transit Link Authority (ATL) and all other transit operators. Regular coordination will occur with GDOT, Gainesville Hall MPO, Cartersville Bartow MPO, transit operators and other stakeholders on responding to federal rulemaking and reporting requirements on transportation performance targets. ARC will monitor and serve as a technical resource for federal, state, regional and local initiatives on transportation legislation and funding alternatives.

The year 2023 will be important for expanding ARC's transportation planning in several focus areas, including: electrification, connected vehicles and other transportation technologies; transit-oriented development; travel demand management planning; responding to the long-term impacts of the pandemic on travel behavior; working more closely with equity populations; and responding to the impacts of extreme weather events and climate change. These efforts will be incorporated into the next TIP/MTP update due for completion in early 2024.

Activities in which external consulting assistance and/or subgrant agreements with other agencies may be required are also reflected in Sub-element 6E.

#### OTHER DELIVERABLES

Major work products for 2023 are categorized into three basic groups:

- Staff activities supporting core MPO responsibilities.
- Special studies directly managed by ARC and where external consultant assistance is anticipated.
- Special studies or grant management services facilitated by ARC, but managed by other agencies and which may involve external consultant assistance.

## CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
<p>6A.01 - Substantially complete work activities for the next update to the long-range metropolitan transportation plan, which must be adopted by January 2024. Work activities will include an emphasis on equity, climate change, resiliency, safety, congestion, and all other federally defined transportation factors.</p>	<p>Board participated in policy discussions and identified priorities. Comprehensive survey still open. Has been completed by over 2,200 people in the region. Documentation and modeling underway.</p>
<p>6A.02 – In collaboration with the ATL Authority, lead regional transit planning activities including supporting development of the Fast Forward plan (also known as the Atlanta Regional Transit Plan (ARTP)), assisting with transit feasibility/planning studies being conducted by local governments, expanding transit-oriented development, HST and demand response service planning efforts, and coordinating on Transit Asset Management target setting, data aggregation, and national reporting.</p>	<p>Coordinated with the ATL on TOD planning. Selected a consulting team for our Regional HST plan with the assistance of regional partners. Updated the region’s fiscally constrained transit expansion plans for the upcoming MTP in coordination with the ATL and other transit operators. Completed MPO required NTD financial reporting.</p>
<p>6A.03 - Support completion of an update to the Transportation Demand Management (TDM) plan, as directed by lead staff from the Mobility Services Department, including the impacts of increased remote working from the COVID-19 pandemic.</p>	<p>Final plan was approved in May.</p>
<p>6A.04 - Plan for regionally significant greenway trails, including data research, document production, and community assistance as requested. Coordinate with the Community Development Department as needed for local trail planning. Facilitate Regional Trails Roundtable meetings as an agency advisory group.</p>	<p>Staff coordinated with Trust for Public Land on federal discretionary grant applications for Chattahoochee Riverlands trails. Continued to attend Chattahoochee Riverlands working group.</p>
<p>6A.05 - Update bicycle and pedestrian planning methods, including discovery and implementation of more precise safety risk and mitigation analyses, refinement of complete streets policies and strategies, and enhancement of overall technical support for local governments.</p>	<p>Completed Regional Safety Strategy and continued to meet with Regional Safety Task Force, provided support and technical assistance to local governments, state and NGO partners on bicycle and pedestrian design, policy, and planning issues.</p>
<p>6A.06 - Implement a multi-year program to support the region’s response to federal transportation legislation which places new emphasis on considerations such as climate change, system resilience, safety, clean energy, and social equity.</p>	<p>Revised methodology to identify a stratification of disadvantaged communities (based on low income and minority populations) within the Atlanta region and compared with federal websites of disadvantaged communities to understand differences. Monitored NOFOs and award announcements for multiple discretionary programs related to resilience, climate change and clean energy. Developed and submitted a regional funding</p>

	application under the Charging and Fuels Infrastructure discretionary grant program.
<b>6A.07 - Perform the necessary technical evaluations for conformity for the Atlanta Nonattainment Area for ozone in support of any updates or amendments of the Atlanta MPO, Gainesville MPO and Cartersville MPO MTPs and TIPs.</b>	Ensured ARC was on schedule in setting CMAQ performance targets and responded to air quality data requests from state and internal stakeholders as needed. Presented resolution for federal air quality performance measures (among others) for official adoption as ARC targets by TAQC and ARC Board on May 10.
<b>6A. 08 - Convene and facilitate regular meetings of the Interagency Consultation Group to ensure all relevant air quality conformity requirements are addressed in the planning process.</b>	Conducted five IAC meetings in the first half of 2023, covering a broad range of topics including two TIP/MTP amendments, fiscal constraint assumptions for the MTP update, and the 2020 census urbanized area boundary.
<b>6A.09 - Redefine the MPO planning boundary, as necessary, based on the 2020 urbanized area defined by the U.S. Census Bureau. Renegotiate planning process Memoranda of Agreement with local governments, adjacent MPOs and transit operators as appropriate.</b>	The new 2020 census urbanized area boundary was released in late January. Began review to determine potential implications to planning agreements with adjacent MPOs, RCs and counties outside the ARC MAPDC area. Identified issue with the split between the Atlanta and Gainesville urbanized and met with US Census staff. It was determined that the Census Bureau made an error, and a correction will be issued in late 2023.
<b>6A.10 – Advance and implement the Regional TSM&amp;O Strategic Action Plan, including routine updates to the Regional ITS Architecture and implementation of new and emerging technologies.</b>	Applied and received Congressional Directed spending for UAM/AAM, while jumpstarting the exploration and planning of AAM capabilities. Applied for CFI discretionary funding. Continued microtransit coordination and service planning. Began preliminary software development for ITS4US - Complete Trip deployment program.
<b>6A.11 – Implement the Regional Safety Strategy and incorporate safe systems principles into project evaluation and subarea planning efforts.</b>	Worked with several local governments and their consultants to promote the use of the Regional Safety Strategy in their local planning efforts and presented the RSS at national conferences.
<b>6A.12 – Provide funding and management support for local planning initiatives that support regional planning goals, including the Comprehensive Transportation Planning program, Livable Centers Initiative and Regional Transportation Planning Study program.</b>	See updates under 6A.21 (County Transportation Plan (CTP) Program Management), 6B.04 (LCI Program and Community Development Coordination), and 6A.22 (Regional Transportation Planning Study Program Management).
<b>6A.13 – Develop a deliverable which meets planning requirements defined by Increasing Safe and Accessible Transportation Options set aside funding</b>	Presented the Regional Safety Strategy to the TAQC and ARC Board and received endorsement and adoption of the plan from both bodies. Worked with

under the FTA 5303 and FHWA Y410 programs.	several local governments and their consultants to promote the use of the Regional Safety Strategy in their local planning efforts and presented the RSS at two national conferences. Aided student groups at Georgia Tech by providing safety planning expertise and data for their projects.
--	--

## SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
6A.14 - Develop a Regional Transportation System Electrification Plan. See also Sub-element 6E.03: Regional Transportation System Electrification Plan.	Released an RFP, selected a consultant team, got the consultants under contract, and kicked off this plan.
6A.15 - Conduct a major update to the Regional Freight and Goods Movement Plan. See also Sub-element 6E.04: Regional Freight and Goods Movement Plan Update.	Conducted outreach to most local jurisdictions in the region, the private sector, and ARC committees. Reviewed data analysis related to transportation, commodity flows, land use, and related data.
6A.16 – Conduct a major update to the Regional Coordinated Human Services Transportation Plan. See also Sub-element 6E.05: Regional Coordinate Human Services Transportation Plan.	Completed procurement process and selected consulting team for the CHST Plan.
6A.17 - In collaboration with GDOT, implement second phase of ITS4US Complete Trip Deployment. See also Sub-element 6E.06: ITS4US Complete Trip Deployment Phase 2.	Project start was delayed due to inability to reach contractual agreement with Georgia Tech. Significant progress has begun, now that Tech is under contract. Key interim deliverables (PMP, SAD, SDD, schedule) submitted and approved by USDOT. Outreach to conduct end user engagement, relative to the software sprints that occurred during the spring, are underway. Current status on schedule is approximately delayed by 1-2 month compared to updated, baseline schedule.
6A.18 – Undertake a second stage TIP/MTP Update for completion prior to the next federally required four-year cycle deadline of early 2028. See also Sub-element 6E.07: TIP/MTP Update Stage 2 Consultant Assistance Contract.	Board participation, survey outreach and scenario planning using VisionEval and other new tools helped build a foundation for both MTP24 and MTP26. Additionally, staff has discussions underway about the impact of new climate data and the integration of climate-focused plans.
6A.19 – Develop Regional Transit Oriented Development Plan. See also Sub-element 6E.08: Regional Transit Oriented Development Plan.	Worked with the ATL to develop a scope for funding plan.
6A.20 – Develop Regional Human Services Transportation Innovative Pilot Deployment. See also Sub-element 6E.09: Regional Human Services Transportation Innovative Pilot	See 6A.16 – this work will start toward the end of the CHST Plan.

Deployment.	
-------------	--

**SPECIAL STUDIES OR GRANT MANAGEMENT SERVICES – ARC FACILITATED**

DELIVERABLES	STATUS
6A.21 - Provide administration and oversight services of the County Comprehensive Transportation Plan (CTP) Program. See also Sub-element 6E.15: County Comprehensive Transportation Plan (CTP) Program.	Completed all work and closeout activities for four CTPs: DeKalb County, Cherokee County, Paulding County and Spalding County. Continued to provide contract project management oversight for four active CTP updates: Barrow County, Forsyth County, Gwinnett County and Rockdale County. Coordinated with GDOT on 2023 master funding contract. Continued coordination with two counties on initiating MTP updates in the latter half of 2023 (Rockdale Phase II; Newton).
6A.22 - Provide administration and oversight services of the Regional Transportation Planning Study Program. See also Sub-element 6E.16: Regional Transportation Planning Study Program.	Reviewed deliverables and coordinated close out on two FY21 transportation studies. Coordinated term extensions on three FY21 studies. Attended study project management and stakeholder meetings. Monitored project progress and processed invoices.
6A.23 - Provide administration and oversight services of the Freight Cluster Area Planning Program. These studies will be undertaken as an element of the Regional Transportation Planning Study Program. See also Sub-element 6E.16: Regional Transportation Planning Study Program and Sub-element 6E.17: Freight Cluster Area Planning Program.	NW Atlanta Plan: Plan is going through adoption; Town Center CID Plan: Kicked off the plan in January and worked on Tasks 1 - 5; City of Stonecrest: The City completed procurement, under contract with ARC, and a kickoff meeting was held in June.
6A.24 - Provide administration and oversight services for other special studies for communities, as needed and requested. If these services are needed in 2023, each study’s associated cost center, budget and schedule information will be reflected individually in Sub-element 6E.	TPD has not been asked to manage any additional special studies above and beyond those already reflected in other UPWP elements and cost centers.

# TRANSPORTATION PLANNING

## 6B – PROGRAM IMPLEMENTATION & PARTNER SERVICES

### PURPOSE

ARC will work cooperatively with federal, state, and local transportation agencies and other project sponsors to deliver projects and programs included in the region’s long-range Metropolitan Transportation Plan (MTP) and short-range Transportation Improvement Program (TIP). ARC will ensure that the TIP is being implemented efficiently, and advancing the goals, objectives, and priorities of the MTP. The current TIP covers FY 2020-2025 and was adopted in February 2020. Coincident with the production and approval of this 2023 UPWP, an update to the TIP was underway which will shift the timeframe covered to FY 2023-2028. Final approval of that amendment is expected in January 2023.

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

Activities in which external consulting assistance and/or subgrant agreements with other agencies may be required are also reflected in Sub-element 6E.

### OTHER DELIVERABLES

Major work products for 2023 are categorized into three basic groups:

- Staff activities supporting core MPO responsibilities.
- Special studies directly managed by ARC and where external consultant assistance is anticipated.
- Special studies or grant management services facilitated by ARC, but managed by other agencies and which may involve external consultant assistance.

### CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
<b>6B.01 - Conduct periodic amendments and administrative modifications to the TIP/MTP.</b>	During the reporting period, ARC staff processed amendment 6, developed and processed amendment 7, developed amendment 8 (currently in public comment), processed two quarterly administrative modifications and two special administrative modifications.

<p>6B.02 - Produce quarterly reports on project delivery rates for STBG-Urban, TAP, CMAQ, Highway Infrastructure – Urban, and Carbon Reduction Program projects programmed in the current TIP and shared on the DASH performance data dashboard.</p>	<p>Working to transfer to new dashboard being developed by Performance Analysis and Measurement group.</p>
<p>6B.03 - Conduct abbreviated project solicitation process for available STBG Urban, CMAQ, TAP, and Carbon Reduction Program funds in FY2024 and FY2025.</p>	<p>Finished documenting the 2022 TIP solicitation during the reporting period. Will run a solicitation again in early CY 2024.</p>
<p>6B.04 - Work with LCI communities and Community Development staff to develop transportation projects that support the goals of the individual LCI studies, as well as the LCI program. Execute a competitive funding application process for LCI projects and provide technical assistance on project delivery.</p>	<p>Managed LCI project development, plans, and funding. Reviewed and made recommendations on LCI Study Applications. Assisted Community Development and study sponsors on transportation implementation plans.</p>
<p>6B.05 - Update the TIP/MTP Blueprint to reflect current policies and procedures.</p>	<p>Staff coordination ongoing.</p>
<p>6B.06 - Conduct semi-annual training and information session on TIP programming and planning/scoping studies contract management for staff from local governments, GDOT, CIDs, consultants, and other members of the general public.</p>	<p>Successfully held an in-person TIP training course; close to 80 in attendance. Held a private, one-on-one session for staff representing the city of Griffin/Spalding County.</p>
<p>6B.07 - Incorporate the Transit Program of Projects (POP) into the TIP when updated by the ATL Authority.</p>	<p>Coordinated with the ATL on development of a new Transit Program of Projects scheduled for release in July.</p>
<p>6B.08 - Coordinate with the Community Development Department and GRTA in reviewing DRI applications and incorporation of related data into the transportation planning process, as appropriate.</p>	<p>Attended various meetings (pre-methodology, staff recommendations) regarding the status of various DRIs from across the region. Completed and submitted reviews on behalf of Transportation.</p>
<p>6B.09 - Conduct an annual Regional Transportation Technology Summit (ConnectATL).</p>	<p>After ARC leadership discussion and presentation to ARC Chairman, Connect ATL was postponed until second quarter of 2024.</p>
<p>6B.10 - Coordinate with and support the activities of GDOT and other partner agencies during implementation of DSRC/C-V2X connected vehicle radio equipment at up to 1,000 intersections within the region.</p>	<p>Conducted a quick assessment and inventory of number of RSUs ordered and installed. Continued monitoring of FCC proposed rule making process on the safety spectrum, including review of 5.9 GHz waiver form.</p>

## SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
6B.11 - Enhance RTP/MTP accounting, tracking, reporting, and customer service capabilities through the development of a new platform to replace the existing PLANIT project database. See also Sub-element	During the reporting period ARC staff developed and posted an RFP, answered questions from interested firms, collected four proposals for consideration, assembled a review committee and began the process of reviewing proposals. Staff hope to hold interviews (if necessary) in July and award a contract in August.

# TRANSPORTATION PLANNING

## 6C – TRAVEL DEMAND MODEL DEVELOPMENT & SUPPORT

### PURPOSE

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

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

Activities in which external consulting assistance and/or subgrant agreements with other agencies may be required are also reflected in Sub-element 6E.

### OTHER DELIVERABLES

Major work products for 2023 are categorized into three basic groups:

- Staff activities supporting core MPO responsibilities.
- Special studies directly managed by ARC and where external consultant assistance is anticipated.
- Special studies or grant management services facilitated by ARC, but managed by other agencies and which may involve external consultant assistance.

### CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
<p><b>6C.01 - Enhance the Activity-Based Model (ABM), including calibration, validation, adjusted procedures to assess managed lanes and value pricing, and streamlining model run times and efficiencies.</b></p>	<p>ARC modeling staff worked on enhancing various parts of the ARC Atlanta regional activity-based travel demand forecasting model, including a better method to calculate accessibilities from the travel demand model to further inform ARC’s land use model, in the spirit of a fully integrated transport/land use model. ARC modeling staff</p>

	<p>also worked on a better representation of minorities at the trip table level, for future use by ARC, to better characterize diversity and equity across multi-modal transportation options offered throughout the Atlanta region. ARC modeling staff also performed decomposition analysis on its regional origin-destination transit on-board survey. The decomposition analysis allowed ARC modeling staff to determine whether the total ridership estimated adds up to the total boardings for the entire system.</p> <p>Staff also prepared a master geodatabase version from TIP 6, using queries to get any network year necessary. ARC produces a list the TIP manager presents to the sponsors to ensure the most accurate set of project assumptions and concepts are incorporated into the ABM networks.</p>
<p><b>6C.02 - Integrate the activity-based model with dynamic traffic assignment.</b></p>	<p>Staff worked on the integration of the activity-based model with dynamic traffic assignment, especially as it pertains to path retention. For instance, as an example, ARC staff compared path retention results to empirical observations at a direct entry ramp. Staff were then able to compare the distribution of synthetic household demographics for the regular lanes and managed lanes to the distribution of demographics based upon the license plates.</p> <p>With path retention, staff were able to match the skims to the modeled links file. Staff also used path retention (in the PTH files) to visualize the second-by-second location of every personal vehicle and vehicle occupant in the ARC ABM. Staff then also leveraged path files through the network to properly assign link-by-link energy use to each trip and tour (and therefore person and household). This is also important in transit, because each transit segment has a different vehicle occupancy and therefore per passenger energy use.</p>
<p><b>6C.03 – Provide interdisciplinary education opportunities for modeling staff around the region, including technical support and ABM training to planning partners and stakeholders.</b></p>	<p>The modeling staff was asked by TRB to lead a big data workshop entitled “National Data Resources for Travel Analysis” at the TRB Innovations in Travel Analysis and Planning Conference for the Transportation Research Board – Session.</p> <p>Southern California Association of Governments (SCAG) asked staff to chair the in-person SCAG model peer review, held on May 9-11. This included an intensive preparation and review of the SCAG model documentation and activity-based modeling platform. The function of the peer review panel was twofold; to evaluate SCAG’s transportation model</p>

	used in developing the TIP and RTP and advise SCAG technical staff regarding future model improvement.
6C.04 - Conduct quarterly meetings of the Model Users Group.	Organized and led the ARC Model Users Group meeting scheduled for June 2. The first quarter meeting was held March 2.
6C.05 - Participate in the multi-year AMPO Consolidated Travel Model Software Platform Development & Enhancement project, to develop ActivitySim, a common modeling platform for the MPO Partners: SANDAG, MTC, PSRC, SFCTA, SEMCOG, CMAP, Oregon DOT, Minneapolis Met Council, MWCOG, Ohio DOT and ARC.	Prepared for and actively participated in ActivitySim meetings. Staff worked on its implementation of the ActivitySim 1-zone system ARC model, using 1-zone system memory profiling and featuring a temporal resolution of 30 minutes in the ARC ActivitySim model. ARC modeling staff also continued working on summarizing some key model characteristics of the ActivitySim 1-zone system ARC model, using 1-zone system memory profiling.

## SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
6C.06 - Maintain, update, and pursue innovative enhancements of the Regional Activity-Based (ABM) Travel Demand Forecasting Model. Integrate with other model update efforts, e.g., land use model, air quality model, etc. See also Sub-element 6E.11: Activity Based Model Support and Development.	<p>Staff worked to innovate its mode choice model by adding greater sensitivity to TNCs as part of travel alternatives handled by the model. Once finalized, those were accounted for and incorporated within the ARC MTP model work and model runs. Staff was asked by TRB to prepare a “Big Data” workshop for the Transportation Research Board - Session (secure-platform.com) on National Data Resources for Travel Analysis. This “Big Data” workshop featured speakers with hands-on experience working with travel behavior datasets. They shared their knowledge on how to best deal with “Big Data” resources, from data archiving to data applications for transportation planning. After the presentations, an interactive Q&amp;A session was followed by a discussion on data challenges, such as data fusion, data synergy, and data cross-pollination of these publicly available datasets.</p> <p>ARC modeling staff continued working on the 2019 Regional One-Day Transit Rider Tour Diary Survey data and saw that after completing an analysis of that supplemental survey administered to a subset of people that responded to the transit on-board survey, there’s some useful findings about transit trip switching behavior that’s well captured, then further leveraged that info to revisit the ARC model re-calibration. Indeed, the survey contains detailed information on the respondents’ travel patterns throughout a travel day in the form of a travel diary. In total, the dataset</p>

	<p>contains data on almost 1,000 participants who made 3,058 trips as part of 989 tours in the survey day. Out of the 909 participants, 229 (25%) responded to have changed their travel mode from transit to another mode within a single tour. In total, about 8% of all the reported trips have switched to other modes from transit trip in the previous leg.</p>
<p><b>6C.07 – Conduct a Regional Household Travel Survey, including coordination with regional partners. See also Sub-element 6E.12: Regional Household Travel Survey.</b></p>	<p>ARC modeling staff worked on its draft/work-in-progress NHTS NexGen 2019 Local Add-on Dashboard. Staff also worked on a few small bugs (“Fail to load”) in the Departing Time visual under Trips Summary. The tool currently represents all 7 days, we’re working on ways to separate weekdays and weekends. ARC modeling staff was asked to join the NextGen NHTS Technical Advisory Meeting as a technical advisor. GDOT and ARC modeling staff made a joint presentation of the NextGen NHTS local add-on program for ARC.</p>
<p><b>6C.08 – Land Use and Conformity Forecasting Model Development. See also Sub-element 6E.13: Land Use and Conformity Forecasting Model Development.</b></p>	<p>ARC modeling staff worked with the ARC land use modeling staff to run both the ARC ABM and the ARC land use model for ARC’s MTP modeling work ongoing this summer, including the TAZ-D component of the ARC land use modeling approach. In addition, the integration of the land use model with the ARC ABM was verified by modeling staff to ensure timely model runs for the MTP, since roadway and network coding was completed in May 2023 for the ARC MTP.</p> <p>ARC modeling staff continued working with the ARC land use modeling staff on the work location choice model interaction, using the quantities of labor dollars by the five PECAS land use model occupation categories directly as size term variables.</p>

## ELEMENT 6 - TRANSPORTATION PLANNING 6D - PERFORMANCE ANALYSIS & MONITORING

### PURPOSE

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

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

This work program also includes providing technical assistance to local governments on travel demand and emissions modeling. The continued maintenance of the Congestion Management Process (CMP) is important in also meeting federal planning requirements.

Activities in which external consulting assistance and/or subgrant agreements with other agencies may be required are also reflected in Sub-element 6E.

### OTHER DELIVERABLES

Major work products for 2023 are categorized into three basic groups:

- Staff activities supporting core MPO responsibilities.
- Special studies directly managed by ARC and where external consultant assistance is anticipated.
- Special studies or grant management services facilitated by ARC, but managed by other agencies and which may involve external consultant assistance.

### CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
6D.01 - Research and update the latest project evaluation methodologies to score and rank projects considered for inclusion to the plan as part of the TIP project solicitation.	Updated the TIP Cookbook with other transportation staff. Most updates are minor language changes to reflect existing processes rather than large changes.

<p>6D.02 - Monitor targets and report performance in accordance with federal rulemaking and develop processes to track and report on transportation system performance including safety performance, CMAQ emissions, and regional asset management.</p>	<p>Staff presented federal performance PM1, PM2, and PM3 measures to the TAQC and ARC Board for final adoption. Last updates to the performance measure scrolling page at ARC DASH. Continued to discuss with planning staff to develop DASH for congestion management process and other performance measures.</p>
<p>6D.03 – Work with relevant stakeholders to improve ARC’s data-informed equity analysis.</p>	<p>Identified corridors that consider RTP and EJ scores and assess the alignment between these corridors, the high equity scores areas, and the transportation projects listed in the RTP.</p>
<p>6D.04 - Improve project evaluation procedures and tools, building upon “real world” data methodologies, including the FHWA developed NPMRDS, HERE data, INRIX Analytics, vehicle traffic pattern trend and trip data and implementation of state-of-the-practice tools and methodologies to evaluate the impacts of projects.</p>	<p>Continued to analyze the temporal and geospatial extent of bottleneck including magnitude of speed drops, the severity of congestion, estimated total delay, and the number of traffic events and incidents for corridors.</p>
<p>6D.05 - Improve evaluation procedures for active mode, TSMO, and transit projects, including procedures to evaluate transit projects via the trip-based model (VISUM), intersection analysis (VISTRO), microsimulation model (VISSIM), and the activity-based model (ABM).</p>	<p>Continued to attend Polaris training to figure out POLARIS’s data file structure. The demand data structure in POLARIS includes information on trip origins and destinations, trip modes, trip purposes, and trip times. The supply data structure contains information on transportation services, such as transit routes and schedules, and parking availability.</p>
<p>6D.06 - As part of the Congestion Management Process, continue to refine analysis networks, explore new data, tools and methodologies, identify and prioritize congested locations on the regional transportation network, analyzes potential causes, develops multimodal transportation strategies to mitigate congestion, and evaluates the effectiveness of implemented strategies to improve mobility, and enhance safety across the region in support of the next plan update scheduled for completion in early 2024: Create corridor performance report using data from real traffic data, including delay cost, bottleneck, travel reliability, travel time index (TTI), safety analysis, air quality analysis, and equity analysis.</p>	<p>Identified 362 corridors to analyze. Staff continued to analyze causes of congestion generalizing as the identification, quantification, and categorization of congestion including recurrent, signals, incidents, weather, work zone, and holiday at the corridor level.</p>

## SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
<p>6D.07 - Conduct scenario analyses with VisionEval and TMIP-EMAT modeling tools in support of the next plan update scheduled for completion in early 2024. See</p>	<p>Organized related data and results from VisionEval and conducted input data visualization testing. Staff completed a re-run of 250 VisionEval model runs due</p>

also Sub-element 6E.14: Travel Model Improvement Program Exploratory Modeling and Analysis Tool (TMIP-EMAT) Demonstration Project.

to the EV input file issues and completed the analysis of the results with multiple linear regression analysis. The total model runs were 512 models. Completed the visualization with Tableau and revised it with ARC staff for TAQC/ARC Board Joint Working Meeting. Updated the radar chart to improve its readability and intuitiveness, corrected errors in the county-level analysis section related to the selection option and created the explanation of VisionEval and variables with Tableau.

## TRANSPORTATION PLANNING 6E – SPECIAL STUDIES

### PURPOSE

ARC provides assistance to the Georgia Department of Transportation (GDOT), the Georgia Regional Transportation Authority (GRTA), the State Road and Tollway Authority (SRTA), the Atlanta-Region Transit Link Authority (ATL), the Metropolitan Atlanta Rapid Transit Authority (MARTA), local governments, and other transportation agencies through the Special Studies Work Program. These special studies support the ongoing development and refinement of the long-range Metropolitan Transportation Plan (MTP) and the short-range Transportation Improvement Program (TIP).

This work program is coordinated with ARC’s ongoing mission to develop a regional, integrated multi-modal transportation system as called for by the latest federal transportation reauthorization bill. In addition to special studies managed by ARC, this sub-element includes initiatives managed by other agencies which utilize federal funds and for which there is a defined oversight and/or management role for ARC.

Unless otherwise noted, special studies defined in this sub-element will require the procurement of transportation consultant services.

### OTHER DELIVERABLES

Major work products for 2023 are categorized into three basic groups:

- Staff activities supporting core MPO responsibilities.
- Special studies directly managed by ARC and where external consultant assistance is anticipated.
- Special studies or grant management services facilitated by ARC, but managed by other agencies and which may involve external consultant assistance.

### CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
6E.01 - GAMPO Financial Management: The Georgia Association of Metropolitan Planning Organizations (GAMPO) is a coalition of agencies from around the state with the same federal planning responsibilities as ARC.	ARC staff continue to assist in the facilitation of periodic update meetings with GDOT and federal partners.

<p><b>6E.02 – ConnectATL:</b> ConnectATL is an annual gathering sponsored by ARC which brings together local government staff and elected officials, state transportation agencies, academic thought leaders, and private sector innovation firms to learn, share information and identify opportunities for collaboration in areas of transportation technology such as connected vehicles, autonomous vehicles, drone delivery services, micro mobility and others.</p>	<p>Connect ATL was postponed until second quarter of 2024 when more planning content efforts will be available.</p>
---	---

**SPECIAL STUDIES – ARC MANAGED**

DELIVERABLES	STATUS
<p><b>6E.03 - Regional Transportation System Electrification Plan:</b> ARC will develop a plan which outlines the short and mid-range policies, initiatives, and responsibilities that a coalition of public and private sector partners will need to undertake to prepare the region for the gradual electrification of transit services and private vehicles.</p>	<p>Released an RFP, selected a consultant team, got the consultants under contract, and kicked off this plan.</p>
<p><b>6E.04 - Regional Freight and Goods Movement Plan Update:</b> ARC, in close coordination with regional partners, will conduct a major update to the regional freight plan.</p>	<p>The final Stakeholder Engagement Plan was delivered. They also conducted outreach to most local jurisdictions in the region, members of the private sector, and ARC committees. They completed traffic counts and conducted data analysis related to transportation, commodity flows, land use, and related data.</p>
<p><b>6E.05 - Regional Coordinated Human Services Transportation (HST) Plan Update:</b> The current HST plan focuses on the transportation options available to frequently underserved populations, such as individuals with low incomes, individuals with disabilities, individuals with limited English proficiency, and older adults.</p>	<p>Completed procurement process and selected a consulting team to complete the plan.</p>
<p><b>6E.06 - ITS4US Complete Trip Deployment Phase 2:</b> The Atlanta Regional Commission Complete Trip - ITS4US Deployment project, Safe Trips in a Connected Transportation Network (ST-CTN), is leveraging innovative solutions, existing deployments, and collaboration to make a positive impact using transportation technology to support safety, mobility, sustainability, and accessibility.</p>	<p>Project start was delayed due to inability to reach contractual agreement with Georgia Tech. Significant progress has begun now that Tech is under contract. Key interim deliverables (PMP, SAD, SDD, schedule) submitted and approved by USDOT. Outreach to conduct end user engagement, relative to the software sprints that occurred during the spring, are underway. Current status on schedule is approximately delayed by 1-2 month compared to updated, baseline schedule.</p>

6E.07 – TIP/MTP Update Stage 2 Consultant Assistance	RFP was issued, with responses due on July 6.
6E.08 – Regional Transit Oriented Development Plan: The purpose of this study is to develop a regional TOD strategy for local transit operators and agencies that will help accelerate TOD development and assess the impact of TOD in the region.	Worked with the ATL and GDOT to program expiring CARES funding on the TOD Study and reprogram PL funds to HST plan. ATL will now lead the TOD study, but ARC coordinating with them on Scope and executing an MOU.
6E.09 – Regional Human Services Transportation Innovative Pilot Deployment: ARC will implement an innovative solution to enhance Mobility as A Service (MaaS) / demand responsive-transportation within the region. The pilot concept(s) will have been identified by the Regional Coordinated Human Services Transportation Plan update (Sub-element 6E.05).	Work will begin after the CHST Plan is completed.
6E.10 - Regional Transportation Project Database Overhaul: ARC will utilize consultant recommendations to modernize the PlanIt project programming database.	During the reporting period ARC staff developed and posted an RFP, answered questions from interested firms, collected four proposals for consideration, assembled a review committee and began the process of reviewing proposals. Staff hope to hold interviews (if necessary) in July and be awarded a contract in August.
6E.11 - Activity Based Model (ABM) Support and Development: ARC will maintain, update, and pursue innovative enhancement of the Regional Activity-Based Travel Demand Forecasting Model via model calibration & validation, and continue to integrate with other model update efforts.	Technical assistance was provided on various model development tasks, including the removal of the Log4j issue with the Java code of the ARC model, the analysis and review of the treatment of light duty commercial vehicles trips on the express toll lanes in the ARC model, the ARC population synthesizer, and other aspects of the ARC regional activity-based travel demand forecasting model.
6E.12 - Regional Household Travel Survey: ARC, in partnership with GDOT and other stakeholders, will conduct a major regional travel survey. The outcomes of this initiative will be used to inform regional planning and calibration. With changes in travel behavior from the pandemic and increased teleworking, major issues are expected in using prior assumptions for travel in planning and modeling. For the regional household travel survey, ARC and GDOT are cooperating and coordinating via a USDOT / FHWA pooled funding effort.	Contractual deliverables were provided which consisted of big data sets specific to the NextGen NHTS origin-destination patterns in the Atlanta region, as well as a series of technical tools aimed at visualizing the origin-destination dataset.

<p><b>6E.13 - Land Use and Conformity Forecasting Model Development:</b> ARC will continue to maintain and enhance a land use model.</p>	<p>Technical assistance was provided specifically pertaining to the land use model leveraged by ARC for the MTP, including assistance with the integration of the land use model with the activity-based model. Technical assistance was also provided related to the socio-economic and demographic forecasts and projections associated with, and supporting, the ARC MTP work.</p>
<p><b>6E.14 - Travel Model Improvement Program Exploratory Modeling and Analysis (TMIP-EMAT) Demonstration Project:</b> The purpose of applying TMIP-EMAT methods is to enhance the state-of-practice of transportation modeling and analysis by better connecting ARC’s various existing transportation models.</p>	<p>Completed a re-run of 250 VisionEval model runs due to the EV input file issues and completed the analysis of the results with multiple linear regression analysis. The total model runs were 512 models. Completed the visualization with Tableau and revised it for TAQC/ARC Board Joint Working Meeting: updated the radar chart to improve its readability and intuitiveness, corrected errors in the county-level analysis section related to the selection option and created the explanation of VisionEval and variables with Tableau.</p>

**SPECIAL STUDIES OR GRANT MANAGEMENT SERVICES – ARC FACILITATE**

DELIVERABLES	STATUS
<p><b>6E.15 - County Comprehensive Transportation Plan (CTP) Program:</b> The CTP program was established to ensure the transportation infrastructure has a positive impact on strengthening our economy and communities at both the local and regional levels.</p>	<p>Completed all work and closeout activities for four CTPs: DeKalb County, Cherokee County, Paulding County and Spalding County. Continued work on four active CTP updates: Barrow County, Forsyth County, Gwinnett County and Rockdale County.</p>
<p><b>6E.16 - Regional Transportation Planning Study (RTPS) Program:</b> The Regional Transportation Planning Study Program was established to assist local governments and Community Improvement Districts in the development of transportation plans, corridor studies, and feasibility studies that support the goals and objectives of the Atlanta Region’s Plan.</p>	<p>Completed two FY21 transportation studies. Three FY21 studies are still underway.</p>
<p><b>6E.17 - Freight Cluster Area Planning Program:</b> The Freight Cluster Area Planning Program was established to assist local jurisdictions with developing subarea plans in locations with the most significant freight activity to identify first mile and last mile projects to improve freight mobility in the region.</p>	<p>NW Atlanta Plan: Submitted final deliverables that included the Industrial Development and Jobs Report, the Traffic Study Report, the Fiscally Constrained Short-Term Action Plan, and the Fiscally Unconstrained Long-Term Vision Project List. The draft Recommendations Final Report and Executive Summary were submitted, and the plan is going through adoption.</p> <p>Town Center CID Plan: Submitted final deliverables of</p>

the Project Management Plan, the Stakeholder Engagement Plan, and the Best Practices Report.

City of Stonecrest: The City completed procurement, got under contract with ARC, and a kickoff meeting was held in June.

## **TRANSPORTATION PLANNING 6F – ADMINISTRATION & SUPPORT**

### **PURPOSE**

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

Community engagement and outreach activities will continue to focus on transportation planning in general, updates of the Transportation Improvement Program (TIP), as well as needed updates to the Metropolitan Transportation Plan (MTP). Public outreach also occurs for other mode and corridor studies and efforts in other organizational units of the ARC (e.g., Community Development Department, Aging & Health Resources Department), including ConnectATL. An ongoing focus will continue to be informing stakeholders and the general public on the transportation planning process, soliciting their feedback and input at relevant milestones, and expanding these audiences with more emphasis on those individuals traditionally underserved. An additional emphasis initiative will be to grow and maintain an active, staff-level speakers bureau.

Activities in which external consulting assistance and/or subgrant agreements with other agencies may be required are also reflected in Sub-element 6E.

### **OTHER DELIVERABLES**

Major work products for 2023 are categorized into three basic groups:

- Staff activities supporting core MPO responsibilities.
- Special studies directly managed by ARC and where external consultant assistance is anticipated.
- Special studies or grant management services facilitated by ARC, but managed by other agencies and which may involve external consultant assistance.

## CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
<p>6F.01 - Manage the 2023 Unified Planning Work Program and develop the 2024 UPWP. Provide detailed reports on work activities covered under grants and contracts as required.</p>	<p>No modifications to the 2023 UPWP were required. A couple of internal coordination meetings have been held to discuss the agencywide budgeting process and schedule which will drive development of the 2024 UPWP in the latter half of the year. Guidance received from USDOT during the quadrennial TMA certification process will be addressed.</p>
<p>6F.02 - Facilitate and support committees, subcommittees, task forces, etc., associated with the ARC Transportation Planning Department and Mobility Services Department work scopes as detailed in the UPWP.</p>	<p>Conducted one or two TCC meetings each month except for June. Conducted TAQC and Board meetings in March and May.</p>
<p>6F.03 - Assist in the development of policy documentation, as directed by lead staff from the Office of the Director, governing agencywide practices related to federal Title VI, Executive Order 13985 (Justice40), Disadvantaged Business Enterprise, Americans with Disabilities Act, and Limited English Proficiency requirements.</p>	<p>TPD was not asked to participate in any agencywide policy initiatives above and beyond those reflected in other UPWP work elements and cost centers.</p>
<p>6F.04 - Facilitate staff development through participation or attendance in national, state and local organizations and participation in educational opportunities.</p>	<p>Staff members attended TRB, the SANDAG ABM Technical Advisory Committee, GPA 2023 Spring conference and the SCAG Conference.</p>
<p>6F.05 - Undertake comprehensive updates of all planning agreements with partner agencies, including adjacent Metropolitan Planning Organizations, adjacent Regional Commissions, Limited Membership Counties for MPO Planning Purposes, transit operators, and regional/state agencies. Completion of some agreements may extend past 2023 in order to incorporate changes to 2020 Census urbanized area and MPO planning areas.</p>	<p>Work on this activity is on hold until issues with the 2020 census urbanized area boundary have been resolved. A comprehensive set of all existing agreements have been shared with ARC legal counsel in advance preparation for initial conversations to begin in late 2023.</p>
<p>6F.06 – Conduct community engagement activities to support transportation plans and programs, including the TIP/MTP update. Expand external partnerships, enhance social equity outreach, and provide information on the planning process and outcomes in a variety of online and physical formats to maximize audience reach.</p>	<p>Two public comment periods and hearings were initiated to support MTP/TIP Amendments 7 and 8. MTP participation plan was developed, and portions executed. Policy and procedure updates to MPO Participation Plan were drafted and work is still in process. Additionally, an RFP for a community engagement platform to support transportation</p>

	planning work was issued.
6F.07 – Host ConnectATL technology summit.	Connect ATL was rescheduled for second quarter of 2024 when more content will be readily available.
6F.08 - Conduct an internal update of the Participation Plan/Community Engagement Plan to address new approaches, with an emphasis on technology, which can maximize opportunities for actionable input from partner agencies, stakeholder groups and the general public in the MPO planning process.	Policy and procedure section update is underway, with continued observation of other MPO peer examples. Consultant proposals received; hope to have consultant on board by September 2023.

**AGING & INDEPENDENCE SERVICES**

# AGING AND INDEPENDENCE SERVICES

## OVERVIEW

The Atlanta Regional Commission (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. It works to maximize the independence, health, and well-being of older persons, individuals with disabilities, and their care partners today, while preparing the 10-county region for the future. A&IS outreach to consumers is branded as Empowerline™. The US Census Bureau population estimates for 2021 indicate an estimated 870,000 adults, age 60 and older, live in the region. By 2050, this population is expected to more than double to 1.9 million.

The Aging and Independence Services (A&IS) Group 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). A&IS services and support are delivered directly and through the aging services provider network and are branded as Empowerline™. With a typical annual budget of \$25-\$30million, A&IS targets services to individuals in the greatest need. The OAA defines “greatest need” as people 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.

A&IS describes its work as: “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.” In 2020, the ARC Board approved the *Live Beyond Expectations Regional Strategic Plan Framework 2020-2025*, designed to address inequities that create disparities in life expectancy and led by the A&IS team.

Through this plan A&IS seeks to:

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

In addition, A&IS will continue implementation of the SFY 2021-2024 Area Plan on Aging goals, as set by the Georgia Division of Aging Services:

- Provide long-term support and services to support consumer participation in the community.
- Ensure public access to accurate and reliable information about resources and services.
- Strengthen the viability and sustainability of the aging services network.
- Prevent, abuse, neglect and exploitation while protecting rights of older Georgians and persons with disabilities.
- Operate efficiently and effectively.

The Area Plan on Aging is implemented through A&IS staff and the aging services provider network to provide a continuum of home and community-based services. Older adults and their families and caregivers have access to service options, including case management, in-home services, respite, transportation, home-delivered meals, congregate meals, senior recreation, legal services, and more through the various components of the aging network.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Live Beyond Expectations 2020-2025	Implement Live Beyond Expectations Strategic Plan Framework (LBE) to identify and address inequities that create disparities in life expectancy.	OFF TRACK*
Aging and Disability Resource Connection (ADRC) Workflow Efficiency	Implement workflow efficiencies by executing strategies and recommendations by A&IS consultant, HCBS Strategies, for the Aging and Disability Resource Connection (ADRC).	ON TRACK
Empowerline Outreach	By hiring a consultant, Rocket Camp, assess the current state of the Empowerline website; create clear and compelling messages to better communicate the resources Empowerline offers and enhance program visibility; redesign the website so it's easier to navigate; and develop and execute outreach strategies.	ON TRACK
Expansion of Senior Services via ARPA Funding 2023 - 2024	Expand service provision both directly and through the aging services provider network, utilizing COVID-19 funding during SFY 2023 (July 1, 2022 – June 30, 2023) and SFY 2024 (July 1, 2023 – June 30, 2024) for \$12,830,761.	ON TRACK
Medicare Advantage Plans	Expand service provision both directly and through the aging services provider network, utilizing COVID-19 funding during SFY 2023 (July 1, 2022 – June 30, 2023) and SFY 2024 (July 1, 2023 – June 30, 2024) for \$12,830,761.	NOT STARTED

\*LBE Collaboratives for Rockdale and Douglas Counties will be completed during Q3 instead of by Q2.

## 2023 WORK PROGRAM TITLES

8A – Access to Services

8B – Program Development

8C – Home and Community Based Services

8D – Strategic Planning and Quality Assurance

8E – Business Operations

## AGING AND INDEPENDENCE SERVICES

### 8A – ACCESS TO SERVICES

#### PURPOSE

The Access to Services Section supports consumers providing information counseling via the Aging & Disability Resource Connection (ADRC), intake services for the Medicaid Elderly & Disabled Waiver, and community transition services for nursing home residents.

A core A&IS service is information counseling through the Aging and Disability Resource Connection, designed to assist older people, individuals with disabilities, and their caregivers in making informed life decisions via certified professionals and free, helpful online ([www.empowerline.org](http://www.empowerline.org)) tools and information. A&IS also administers a centralized intake system for access to Medicaid home and community-based services waivers, assists nursing home residents to transition to the community, and provides several other direct client services.

The ADRC provides individuals with information on services available within their specific communities. The ADRC assesses the individual's circumstances, as appropriate, for the purpose of determining their need(s) and referring them to the appropriate resource. The ADRC's Information and Referral (I&R) Specialists are trained to assist callers by assessing the individual's needs and working with the caller in a person-centered way to identify appropriate and accessible community resources.

ARC's ADRC also provides Community Options Counseling (COC), defined by the Administration on Aging as an "interactive decision support process whereby consumers, family members, and/or significant others are supported in their deliberations to determine appropriate long term care choices in the context of the consumers' needs preferences, values and individual circumstances." While incorporated into information and assistance, options counseling goes beyond I&R in that it involves building relationships with individuals, helping them identify their goals and preferences and weigh the pros and cons of each of their various options. Options counseling ensures that consumers have considered a range of possibilities when making decisions about long-term support.

The Elderly & Disabled Waiver Program, formerly called the Community Care Services Program (CCSP), provides Medicaid-eligible constituents in-home and community-based services as an alternative to a nursing home. The Elderly and Disabled Waiver Program serves frail, elderly, and disabled Georgians. It provides coordinated services in their home or community. Eligible services provided via the waiver include adult day care, alternative living services, personal care, home delivered meals, and respite care for family caregivers.

Community transition services, such as Money Follows the Person and Nursing Home Transitions, provide recipients who receive nursing home level of care the supports and services needed to return to the community.

The EmpowerlinePRO (also called “ePRO”) Resources unit is responsible for management and oversight of the EmpowerlinePRO state-wide resource database used by A&IS information counselors, the provider network, other ADRC entities statewide, and subscribers.

BRI (Benjamin Rose Institute) Care Consultation is a telephone-based, caregiver support program. BRI-Care Consultation provides information and support services for adults with health challenges (including Alzheimer’s and related dementia) and their family or friend caregivers. The program provides ongoing support (typically up to a year) to find practical solutions to concerns about health and care.

## OTHER DELIVERABLES

DELIVERABLES	STATUS
<p><b>Implement recommendations for efficiencies in ADRC workflow processes including revising the current phone tree call routing, cross training the EDWP and HCBS Intake Units to assist with call volume management and prompt response to consumers and expand use of the web intake form.</b></p>	<p>This initiative is in progress. Cross training of staff from the three teams (ADRC, HCBS, &amp; EDWP) commenced in February. Cross training was placed on hold in April due to workforce challenges (FMLA, resignation, and retirement) and cross training will resume in October. The phone tree was implemented in April to achieve greater efficiency. In May, recommendations were provided to the Division of Aging Services (DAS) to improve the web intake form. Awaiting implementation.</p>
<p><b>Build stronger partnerships with housing, utility, and transportation providers by expanding resource connections to help meet critical and changing community needs.</b></p>	<p>This initiative is in progress. Community outreach and education is transpiring regarding the Money Follows the Person Program and Nursing Home Transitions Program (non-Medicaid). Expansion of resource connections is occurring through a variety of partnerships, including the Department of Community Affairs and utility providers.</p>
<p><b>Analyze existing technology to examine ways to increase ease of access and responsiveness to community needs, including a publicly available search of the ePROTM resource database, texting and scheduling capabilities, and phone prompts in multiple languages.</b></p>	<p>This initiative is in progress. Through A&amp;IS’s empowerline.org website, the public has 24/7 access to explore resources themselves. Empowerline.org’s “search for services” pulls from the ePRO resource database so those resources are all vetted. Team is working with Nice/inContact on phone enhancements to include more self-service options such as ability for clients to complete some pre-screening functions themselves, confirm screening appointments, etc.</p>
<p><b>Exceed 90% compliance with standard of promptness for screenings for EDWP.</b></p>	<p>Achieved. The measure has been exceeded at 95.75% compliance within the last six months.</p>

## AGING AND INDEPENDENCE SERVICES

### 8B – PROGRAM DEVELOPMENT

#### PURPOSE

The Program Development Section researches and implements innovative programs and services, provides evidence-based programs to positively impact health behaviors and outcomes and chronic pain management, administers senior farmer's markets, and manages volunteers. Program Development describes activities directly related to either the establishment of a new service, or the improvement, expansion, or integration of an existing service.

Evidence-based programs deployed throughout the ARC region include Chronic Disease Self-Management Education, Diabetes Self-Management Program, Falls Prevention (A Matter of Balance and Tai Chi for Arthritis), and Caregiving (Powerful Tools for Caregivers). The provision of evidence-based program activities includes promoting wellness, nutrition, and physical activity, disease prevention and risk management, and healthy lifestyle and safety in a group setting. Staff activities include Disease Management Medications, Management Physical Activity Health Promotion Health Indicators, Outcomes, Evaluation Health Literacy Preventative Action Self-Care/Self-Management Healthy Changes for Living with Chronic Conditions.

AmeriCorps Seniors is a community education and outreach service through the Retired and Senior Volunteer Program (RSVP), a civic engagement/volunteer program supported by a grant from AmeriCorps. This program captures the talents of experienced adults who are looking for meaningful, challenging ways to give back to their communities. Volunteers serve as ambassadors in their communities by providing information to empower older adults, persons with disabilities and their caregivers with information critical to help them remain healthy and independent in their communities.

RSVP utilizes a peer-to-peer centered outreach approach to provide the following services: help individuals access vital programs and services for seniors, understand the importance of preventive healthcare including medication management, diabetes, and hearing loss, avoid consumer fraud, scams, identity theft, and better prepare for disasters and much more. This program continues to expand capacity through increasing numbers of volunteers and through the expansion into additional educational programs that are developed and implemented to address emerging critical needs.

Since the onset of the pandemic, RSVP has continued offering peer-to-peer education and community conversations virtually. Additionally, the One2One Program began as a way of connecting older adults who are at greater risk of loneliness due to the pandemic. Volunteers are trained and paired with clients, who receive at least 2 calls each week to provide a friendly voice.

The Senior Farmers Market Program, funded by the United States Department of Agriculture, and operated by the Georgia Department of Public Health, encourages Georgia residents, age 60 years or older, to eat healthy by providing consumers the opportunity purchase fresh fruits and vegetables and herbs to participants at market sites from June through September annually. Participants received vouchers for \$20 to purchase produce and

vegetables. Recipients are offered nutrition education. Eligible participants must have a household income at or below 185% of the federal poverty guidelines which is \$25,142 in 2022 in the State of Georgia.

ARC is an active member of the Georgia Coalition of Aging & Behavioral Health. ARC in collaboration with the Fuqua Center for Late-Life Depression/ Emory University also hosts and has been an active participant in the Aging and Behavioral Health Care Collaborative bi-monthly education and care collaboration meetings. ARC created two full-time Behavioral Health Coach positions to focus on providing support to low-income individuals with behavioral health needs. The Behavioral Health coaches assist in coordination of care for residents across multiple affordable housing facilities.

The Behavioral Health Coaches not only serve as a resource for the residents and staff of low-income housing, but also to the entire ADRC team, the Medicaid waiver providers in the region, and non-Medicaid home and community services. Through collaboration with Grady Behavioral Health Services and other providers of behavioral health services in metro Atlanta, the work of the Behavioral Health Coach is aimed at decreasing the fragmentation of services for older adults.

## OTHER DELIVERABLES

DELIVERABLES	STATUS
<p><b>Implement Board’s January 2022 resolution to explore further work with healthcare payors by reviewing Guidehouse recommendations for operational needs and by participating in US Aging Financial Acumen Learning Collaborative.</b></p>	<p>This initiative is on hold due to lack of funding. Federal guidelines from the Administration on Community Living (ACL) have not been released approving use of Older Americans Act (OAA) grant for program development, and no other funds have been identified to complete the next steps of this initiative. Funds are needed to procure a consultant to provide a market update as well as further guidance.</p>
<p><b>Develop and implement a targeted, volunteer recruitment strategy and a new programmatic framework for RSVP.</b></p>	<p>Achieved. The recruitment strategy has been developed. Most partner and community agencies fully returned to in-person events in late May 2023 at the expiration of the federal health emergency. This has opened the door to implement targeted recruitment AND be able to actively engage new volunteers (RSVP specifically). Over the program period, April 2022 – March 2023, there were 52 active RSVP volunteers, contributing 1,106 hours of service.</p>
<p><b>Expand One2One Telephone Reassurance Program by creating short- and long-term program levels.</b></p>	<p>This initiative is on track. 93 unduplicated clients were served via 1,214 calls within One2One. Now that socialization has returned after deployment of the COVID-19 vaccination, partner and/or community agencies have commenced onsite activities. Long term program levels will include updating/expanding the next program design.</p>

<p>Achieve grant deliverables for Evidence Based Programs including deployment of implementation of grants, expansion of grant partnerships, and increase outreach and participants.</p>	<p>Achieved. The grant deliverable includes a no cost extension for the Administration on Community Living (ACL) Chronic Pain Self- Management Grant (through June 30, 2024) to conduct 20 additional CDSME workshops.</p> <p>A&amp;IS was awarded the ACL Falls Prevention Grant (four years total through April 31, 2027) to support implementation of Bingocize, A Matter of Balance, and Tai Chi for Arthritis, to hold at least 56 workshops and reach 660 participants.</p>
<p>Expand behavioral health coaching through partnership expansion and ensure programmatic compliance with current contracts. Technical assistance will be provided to other AAAs, as requested, for deployment of the ARC model.</p>	<p>This initiative is on track. Behavioral Health Coaching (BHC) was implemented at two Campbell-Stone high-rise locations though March 2024. BHC Program will be implemented at four Mercy Housing Southeast locations in Fall 2023 with the goal of serving 40-50 residents during the program year.</p>

## AGING AND INDEPENDENCE SERVICES

### 8C – HOME AND COMMUNITY BASED SERVICES PROVIDER NETWORK

#### PURPOSE

The Home and Community Based Services (HBCS) Provider Network Section provides consumers with assessment to access ARC-funded aging services and manages the consumer waitlists for services. It also administers the Notification of Funding Availability (NOFA) process for aging services and provides technical assistance to the Provider Network.

Aging services provided through subgrants include elder legal assistance program, home-delivered meals, congregate meals at senior centers, senior recreation, case management, in-home services (homemaker, personal care, home modification and repair), home management training, material aid, assistive technology, transportation, caregiver programs (education and support groups), kinship care programs, and respite care.

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Achieve 95% or greater expenditure of funds allocated to the provider network during FY 2023.	Achieved. Expended 96% of FY23 Older Americans Act (OAA)/DHS Multi-Funded funding across the provider network.
Convene regular meetings with Provider Network for each of the following service areas to ensure regulatory compliance and contract deliverables: Provider Network leadership, Case Management, Senior Centers, and Transportation.	This initiative is in process. Standing meetings were held every two months with all provider network leadership. We held four forums focusing on inclusivity of vulnerable client populations. Those forums were attended by programmatic staff across our contracted provider partners (case managers, senior center managers, I&R staff, etc.). Made in person visits to each provider to review budget spend down and address issues with service delivery.

## AGING AND INDEPENDENCE SERVICES

### 8D – STRATEGIC PLANNING AND QUALITY

#### PURPOSE

The Strategic Planning and Quality Section supports Aging and Independence Services Section (A&IS) and the Atlanta Regional Commission (ARC) enterprise work by leading agency planning initiatives related to older persons, policy development and advocacy, lifelong communities coordination, organizational branding and outreach, quality assurance and programmatic monitoring, emergency preparedness planning, technological systems oversight, data analytics and research, and development of policies and standard operating procedures.

Live Beyond Expectations (LBE) is the agency's strategic framework, 2020 – 2025, for the 10-county region to identify, recommend, and impact discrepancies affecting life expectancy. Approved by the ARC Board in 2020, the plan requires the development of a steering committee to identify key focus areas, develop relationships with key community partners, and establish evaluation techniques. Currently, the steering committee convenes quarterly to advise A&IS regarding implementation techniques. The LBE strategic plan framework requires partners to execute strategies to address disparities related to identify focus locations within census tracts where the greatest inequity occurs, public policy and advocacy to change systems and structures, and coordination and implementation of services and programs that address unmet needs.

The ARC initiative of Lifelong Communities is also core to the LBE work with envisioning communities where individuals of all ages and abilities can live throughout their lifetimes. The goal is to enhance and expand transportation and housing options, encourage healthy lifestyles, and empower older adults and their families with the information and supports they need to make the best decisions and maintain their quality of life in the community. Lifelong community principles serve as a guide to community leaders, planners, developers, and citizens that are undertaking this effort into existing communities and local and regional development strategies. The principles include connectivity, pedestrian access and transit, neighborhood retail and services, social interaction, diversity of dwelling types, healthy living, and consideration for existing residents. Combining planning, community organizing and policy reform, ARC has worked with numerous communities on issues as diverse as adapting local zoning policy, establishing farmer's markets in areas without access to fresh fruits and vegetables and conducting walkability audits.

The Area Plan on Aging SFY 2021- 2024 is the four-year plan covering the period from October 1, 2021- September 30, 2024, for the Administration on Aging and the Georgia Division of Aging Services (DAS), the State Unit on Aging. This plan is developed in accordance with the requirements of the Older Americans Act and DAS. The Area Plan provides goals and objectives for the ten-county Atlanta region for activities and services provided through multiple funding sources, including the federal Older Americans Act, the Social Services Block Grant, the United States Department of Agriculture Nutrition Services Incentive Program, and state-funded Home and Community-Based Services and Alzheimer's Services.

Empowerline™ is the consumer-focused branding used for outreach, providing access to information and services. The SPQ section manages the brand, develops collateral, and regularly updates digital media channels

([www.empowerline.org](http://www.empowerline.org) website, Facebook, and Twitter). Technological updates for Empowerline™ and EmpowerlinePRO are housed within the Strategic Planning and Quality section in addition to database oversight for other system applications such as the Wellsky Human Services system (in Georgia, configured as DAS Data System (DDS)) and Wellsky Aging and Disability (formerly named SAMS).

The Quality Team provides programmatic monitoring of home and community-based programs and services for regulatory compliance. Subcontractors are audited for compliance and those who do not achieve satisfactory compliance are given a corrective action plan (CAP) to implement. The Quality Team also provides leadership in devising standard operation procedures for the organization and leads continuous quality improvement efforts within A&IS.

## OTHER DELIVERABLES

DELIVERABLES	STATUS
Engage with regional, state, and national stakeholders to bolster current partnerships, develop new relationships, and marshal existing and new resources to support a “well designed wellbeing.”	This deliverable is on-track. County and non-profit collaboratives were initiated with community-based engagement and outreach events occurring within the 10-county planning and service area within lower life expectancy (LLE) census tracts.
Implement place, policy, and practice interventions for LBE by devising a creative public community engagement tool with consultant (Orange Sparkle Ball) to receive citizen input regarding the strategic framework.	Achieved. A community engagement tool was devised in September 2022 and deployed in 2022 and 2023 to obtain place-based feedback and/or citizen input based on focus groups feedback within each of the 10 counties.
Provide updates to DAS and receive approval for the annual update of the Area Plan on Aging, as approved by the ARC Advisory Committee on Aging.	Achieved. The ARC Advisory Committee on Aging reviewed and recommended Board approval of the SFY24 Area Plan on Aging Update on January 18. ARC Board approved March 15.
Inform public policy and advocacy and partnership development through creation and dissemination of policy briefs.	This deliverable is scheduled for completion during the July through December timeframe.
Perform monitoring of HCBS providers to substantiate regulatory compliance and provide corrective action plans, when necessary.	This deliverable is on track. Phase 2 monitoring was conducted January through April 2023. Services monitored include Case Management, Homemaker, Personal Care, and Respite Care. Phase 3 monitoring was conducted March through May for Transportation Services.

## AGING AND INDEPENDENCE SERVICES 8E – BUSINESS OPERATIONS

### PURPOSE

The Business Operations Section supports Aging and Independence Services Section (A&IS) and the Atlanta Regional Commission enterprise work by providing financial oversight of multi-funded grants and Older Americans Acts funds, contract administration, and fiscal monitoring. Team processes include management of accounts payables, accounts receivables, grant management, budget development at the section and enterprise levels, billing, and contract compliance. Since the onset of the COVID 19 pandemic, A&IS has received five federal and two philanthropic grants, which have created significant additional workload for Business Operations.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Expend 95% of organizational funds	Expended 90%+ of Division of Aging Services Multi-Funded Aging Funding (meets agency KPI target of 90%).
Complete the internal audit process.	All deliverables have been met. No outstanding items.
Complete financial monitoring of grants and services for regulatory purposes.	Financial monitoring completed for grants and services within SFY23.

## HOMELAND SECURITY & EMERGENCY PREPAREDNESS

# HOMELAND SECURITY & EMERGENCY PREPAREDNESS

## OVERVIEW

The Homeland Security and Emergency Preparedness Department (HSEP), in cohort with the Urban Area Security Initiative (UASI) Program, seeks to build and sustain the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. The UASI program is intended to provide grant funding for public safety communities to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas and to build and sustain capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the Whole Community approach.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Acquisition of Equipment	Annually, build new and sustain existing public safety capabilities by providing specialty equipment to law enforcement and first responders.	ON TRACK
Conduct a Full-Scale Exercise (FSE) in 2023	Conduct a series of initial planning meetings, discipline specific workshops, tabletop exercises, functional exercises, and finally a Full-Scale Exercise based on a set of plausible scenarios.	ON TRACK
Cybersecurity of Infrastructure in the Region	Assist the UASI jurisdictions with preparing for and preventing cyber-attacks through grant investments.	ON TRACK
Enhance Regional Interconnectivity of WebEOC platform	To improve incident situational awareness for emergency, non-emergency operations and critical event planning throughout the UASI region.	ON TRACK
Regional Cybersecurity and Security of Election Equipment	Assist with Cybersecurity protection and the physical security of election equipment	ON HOLD*

*\*This initiative is On Hold due to delays by the working group finalizing plans. This MIP is planned to be deployed in FY2024.*

## 2023 WORK PROGRAM TITLES

- 10.A.19.01 – Citizen Corps
- 10.A.19.02 – Maintain and Build Interoperability
- 10.A.19.03 – Planning
- 10.A.19.04 – Training
- 10.A.19.05 – Exercise

- 10.A.19.06 – Sustaining/Building Response Capabilities
- 10.A.19.07 – Sustaining/Law Enforcement Capabilities
- 10.A.19.08 – Cybersecurity
- 10.A.19.09 – Management and Administration
- 10.A.20.01 – Planning (planning, citizen corps, communications, training, exercise, equipment)
- 10.A.20.02 – Emerging Threats (drones, hazmat/CBRNE, bioterrorism)
- 10.A.20.03 – Cybersecurity
- 10.A.20.04 – Planning (Soft Target Attacks/Election Security)
- 10.A.20.05 – Operations & Management
- 10.A.21.01 – Cybersecurity
- 10.A.21.02 – Emerging Threats
- 10.A.21.03 – Soft Targets/Crowded Place
- 10.A.21.04 – Domestic Violent Extremism
- 10.A.21.05 – Enduring Needs
- 10.A.21.06 – Management & Administration

# HOMELAND SECURITY & EMERGENCY PREPAREDNESS

## 01-CITIZEN CORPS

### 01– PLANNING

### 05 – ENDURING NEEDS

#### PURPOSE

The mission of the Citizen Corps (CC) Program is to harness the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues, and disasters of all kinds. The following five volunteer programs enhance the ability to mitigate and respond due to a widespread all hazardous incident: 1) Community Emergency Response Team (CERT); 2) Neighborhood Watch (NW); 3) Medical Reserve Corps (MRC), 4) Volunteers in Police Service (VIPS) program, and 5) Fire Corps program.

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Complete the equipment acquisition for Grant Years 2019, 2020, and 2021 for the regional Citizen Corps Program by September 30, 2023.	The completion date has changed. The grant years 2020 and 2021 were extended to May 31, 2024, and September 30, 2024. The equipment acquisition for the grant year 2019 is complete, the equipment acquisition for 2020 will be completed in 2023, and the 2021 equipment acquisition will be completed in 2024.
Support continuous CERT training to metro Atlanta citizens by providing 18 CERT Trainers in the Region by September 30, 2023.	The CERT Train the Trainer is scheduled for September 12-14 and will be hosted by Cobb County at their training facility.

**HOMELAND SECURITY & EMERGENCY PREPAREDNESS**  
**02-INTEROPERABLE COMMUNICATIONS**  
**01 – PLANNING**  
**05 – ENDURING NEEDS**

**PURPOSE**

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

**OTHER DELIVERABLES**

DELIVERABLES	STATUS
Sustain the strategic goal of interoperable communications through continuous training and testing on the radio system.	Testing of the interoperable communication system will be a component of the Full-Scale Exercise in October. Additionally, HSEP developed and distributed a training video to assist in implementing the new Critical Connect cloud-based system.
Maintain and continue enhancing a unified, region-wide situational awareness platform that permits incident management & interface, resource/asset mapping, allocation, and improving information sharing.	HSEP has completed this project for 2023 by renewing the subscription to the WebEOC platform for incident management capabilities for the region.
Maintain collaboration and information sharing that provides a consistent message for any event that involves multiple jurisdictions and agencies.	There is no traction on this project. HSEP will discuss this project with the Urban Area Working Group at the August meeting.

# HOMELAND SECURITY & EMERGENCY PREPAREDNESS

## 01 – PLANNING

### 04 – DOMESTIC VIOLENT EXTREMISM

### 05 – ENDURING NEEDS

#### PURPOSE

Support ongoing, multi-jurisdictional planning in all prevention, protection, response, recovery, and mitigation areas. Continuous and relevant planning is a critical element of any program and is necessary to identify hazards and threats appropriately. Planning also ensures that specific capabilities and resources developed in the Atlanta UASI are selected and sustained.

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

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Complete the bi-annual Threats and Hazards Identification Assessment (THIRA)/Stakeholders Preparedness Report (SPR). The THIRA/SPR is a FEMA requirement to assess risks and determine the level of capability.	The 2023 THIRA is scheduled to be completed by December 31.
Utilizing the assistance of consultants with planning, project management, training, and exercise expertise, enhance and expedite the work of jurisdictional partners, to ensure effective and efficient coordination and implementation of projects for the region's homeland security and emergency preparedness programs.	In conjunction with the consultant, 127 UASI jurisdictional members, and partners have participated in nine training sessions and seminars delivered by HSEP. The Full-Scale Exercise for the UASI jurisdictions is also scheduled for October. Under the planning and project management projects, THIRA, the Integrated Preparedness Plan, and the review of the Regional Evacuation Plan are set to be completed by 2023. The Regional Mass Care Plan and the Regional Evacuation Tabletop Exercise will be completed in 2024.
Utilizing the after-action reports completed by the regions' government agencies, medical and public health communities, and various response organizations, begin to develop a coordinated regional strategy for responses to a widespread chemical emergency.	HSEP will utilize the Full-Scale Exercise in October to test the region's response capabilities.

Begin the development of a Combatting Domestic Violent Extremist Program that will identify capability gaps and assessment results to leverage existing/new innovative programs for law enforcement, public safety, and the general population.

HSEP is now collaborating with the State to complete a region-wide training and awareness program that will begin this year and continue in 2024.

# HOMELAND SECURITY & EMERGENCY PREPAREDNESS

## 01 – PLANNING

## 02 – EMERGING THREATS

## 05 – ENDURING NEEDS

### PURPOSE

Developing continuous relevant training is a critical element of a planning program and is necessary to ensure core capabilities are sustained at levels required to protect property and the citizens. Supporting specific public safety, law enforcement, and private sector efforts brings the whole community together to share information and address needs through training. This effort supports the national campaign for preparedness through coordinated governance efforts throughout the Metro Atlanta area through coordinated training programs.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Develop and support training by subject matter experts on various topics necessary to ensure that public safety teams have systematic training that builds or sustains capabilities consistent with the DHS Homeland Security Exercise and Evaluation Program (HSEEP).	HSEP delivered 10 training sessions and seminars, with six future trainings scheduled for the remainder of the year.
Replace the Multi-Year Training and Exercise Plan MYTEP with the Integrated Preparedness Plan (IPP). The IPP is a new process implemented by FEMA to replace the MYTEP.	The replacement of the MYTEP with the IPP is complete.
Develop training for first responders in newer tactics and treatment during a Mass Casualty Incident (MCI), such as the need for Rescue Task Forces to enter those areas not yet wholly secured to treat and recover the injured.	HSEP will conduct the tactical emergency casualty care course from August 14-15.
Incorporate training and exercise needs to assist local Emergency Management, Public Health providers, and associated departments in sheltering many evacuees for local and community-related emergencies.	The sheltering of evacuees during an emergency will be a project for the region’s emergency managers, DPH, and the UASI working group and will begin in 2024.
Conduct active threat assessments to increase the population’s awareness through training; and identify/address weaknesses in first responder preparedness with equipment, training, and exercises.	HSEP will assess the region’s capability during our FSE in October.
Support the need for personal protective measures training and support for hazardous materials under manufacture, in transit, and at fixed sites in the region.	HSEP will assess the region’s capability during our FSE in October.

Test the Incident Command System (ICS) component in all exercises to identify weaknesses and gaps in ICS capabilities and provide appropriate ICS training at the higher levels of command through existing or newly developed movements.

HSEP will assess the region's capability during our FSE in October.

# HOMELAND SECURITY & EMERGENCY PREPAREDNESS

## 05 - EXERCISE

### 01 – PLANNING

#### 05 – ENDURING NEEDS

#### PURPOSE

Creating a consistent training sub-element work plan and continuous relevant exercises are vital to any exercise and training program. They must ensure core capabilities are sustained at levels required to protect property and the citizens. The end goal is a series of initial planning meetings, discipline-specific workshops, tabletop exercises, functional exercises, and a Full-Scale Exercise based on plausible scenarios to test capabilities. This exercise effort supports the national campaign for preparedness through coordinated governance efforts throughout the Metro Atlanta area.

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Conduct the activities of a Full-Scale Exercise with relevant jurisdictional partners that would test as many capabilities as possible among jurisdictional partners and stakeholders.	The Full-Scale Exercise for the region is scheduled for October 19.

# HOMELAND SECURITY & EMERGENCY PREPAREDNESS

## 01 – PLANNING

### 04 – SOFT TARGETS/CROWDED PLACES

### 05 – ENDURING NEEDS

#### PURPOSE

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

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Perform risk assessment in the Region of critical infrastructures.	There are currently no assessments being conducted in the region. HSEP will discuss this project with the Urban Area Working Group at the August meeting.
Enhance the law enforcement personnel and facility owners/managers' ability to identify ongoing and developing unmanned aerial systems threats and defend against those threats by funding a drone mitigation project.	In March 2022, HSEP submitted the unmanned aerial system (drones) acquisition application and is awaiting approval from FEMA/DHS.
Identify an advanced mapping resource that will provide assets location, identify capabilities, gaps, and staging preferences, and improve situational awareness in the region.	There is no traction on this project. HSEP will discuss this project with the Urban Area Working Group at the August meeting.
Maintain the Regional Evacuation Coordination Plan with the assistance of a consultant on an annual basis to determine if additional coordination and policy changes/recommendations are necessary.	The bi-annual review of the Regional Evacuation Coordination Plan is underway and will be completed in 2023.
Conduct training on the regional reunification/family assistance center framework that includes but is not limited to tools, resources, and job aids to implement Family Assistance Centers locally and nationally.	This deliverable has been moved to 2024. HSEP will work with the consultants to conduct a workshop to assess the region's capability and identify gaps in the regional reunification/family assistance center framework.
Develop and implement the first of a multi-phase actionable plan for election security. Phase one is to develop an Election Security working group to identify and secure regional gaps/capabilities related to physical election security.	HSEP is now collaborating with the Secretary of State to assess and develop an actionable plan for election security which is scheduled to begin in late 2023 and continue in 2024.

## HOMELAND SECURITY & EMERGENCY PREPAREDNESS

### 01 – PLANNING

### 02 – EMERGING THREATS (GY 20 & 21)

### 03 – SOFT TARGETS/CROWDED PLACES

### 04 – PLANNING (SOFT TARGETS ATTACKS & ELECTION SECURITY)

### 05 – ENDURING NEEDS

#### PURPOSE

The Department of Homeland Security requires a combined amount of 25% from Georgia Emergency Management and Homeland Security Agency (GEMA/HS) and UASI grant funds to be dedicated to law enforcement. These funds will enhance and sustain exceptional law enforcement capabilities most closely associated with a response to terrorism. The Atlanta UASI has improved the capabilities of law enforcement specialty teams.

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
Build new and sustain existing public safety capabilities by providing specialty equipment to law enforcement and first responders, crowd control equipment, and sustaining the cloud-based regional radio system and the regional crisis management communication system.	HSEP has concluded the procurement for equipment acquisition, and delivery of equipment is scheduled for 2023. In January, HSEP began the final phase (subscription service) of the Critical Connect upgrade project that began in 2022.

# HOMELAND SECURITY & EMERGENCY PREPAREDNESS

## 01/03 – CYBERSECURITY

### PURPOSE

Develop strategies to enhance the region’s cybersecurity infrastructure as the dependence on and vulnerabilities to information technologies continue to expand. The region must keep pace by deploying consensus cybersecurity best practices. The Atlanta UASI has assisted the jurisdictions within its footprint for the last five years in preparing for and preventing cyber-attacks. These funds will continue to support ongoing and expanded cyber security planning and protections for computer and communications systems in the Region.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Develop and implement a cybersecurity framework to include aligning with the NIST Cybersecurity Framework, establishing processes and procedures for cyber threat information sharing, developing a methodology, and executing a plan for providing cybersecurity training and exercises for members.	HSEP has entered into an agreement to conduct Cybersecurity penetration testing for UASI jurisdictions for three years. Phase one testing in the region will be completed by September.
Develop and implement the first of a multi-phase actionable plan for election security. The first phase will assess the risk to election computers and voters’ registry security on a county-by-county basis.	HSEP is now working with the Secretary of State to assess the risks to election security and will begin this project in 2024.

## HOMELAND SECURITY & EMERGENCY PREPAREDNESS 05/06 – MANAGEMENT & ADMINISTRATION

### PURPOSE

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

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Support the work of the policy board, advisory board, and four outcome-based committees and multiple working groups in meetings. Support will include but is not limited to preparing materials, identifying presenters, coordinating agenda topics, parking validations, meeting spaces, and providing essential meeting resources and notes scribes for all meetings.	HSEP has conducted two board and committee meetings for 2023 and is on track to complete the final quarterly meetings by the end of 2023.
Budget for various professional development programs, training opportunities related to grants management, emergency preparedness, project management, and technology for HSEP team members.	HSEP utilized funding to support staff in their professional development by attending the National Grants Management Association, the Emergency Management Association of Georgia, the National Homeland Security Conference), and the THIRA/SPR Workshop.

# ADMINISTRATIVE DEPARTMENTS

**EXECUTIVE DIRECTOR & CEO**

# EXECUTIVE DIRECTOR & CEO

## OVERVIEW

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

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

## OBJECTIVES

The Office of the Executive Director is guided by the objective themes in the “ARC 5-Year Strategic Framework (2022 – 2027)”. The new Strategic Framework includes key foundational elements for the agency: vision, mission, goals, and values. ARC’s vision in the new strategic plan is “One Great Region”. Our mission is to foster thriving communities for all in the Atlanta region through collaborative, data-informed planning, and investments.

## DELIVERABLES

DELIVERABLES	STATUS
Implement the “Atlanta Region’s Plan.”	The agency continued to implement the Atlanta Region’s Plan (providing world-class infrastructure, fostering healthy livable communities, and building a competitive economy) during the first semester. These efforts included achievement of the Transportation Demand Management plan milestones for the year, staying on track to complete the Metropolitan Transportation Plan update, and completing the planned milestones associated with the Regional Transportation Electrification Plan.
Implement the Commission’s 5-year Strategic Framework.	The implementation of the 5-year strategic Framework continued during the first semester. In addition to launching a new mission, vision and goals for the entire agency, a new performance management framework was also introduced.
Implement a regional workforce plan in partnership with all the workforce boards in the Region. This plan includes the launch of a construction sector and electric vehicle sector specific workforce initiatives.	The regional workforce areas met during the semester to discuss next steps around the 2020 -2024 Workforce Plan. It was determined Supportive Services milestones will not continue to be pursued.

<p>Implement a plan to study electric vehicle charging infrastructure in the region.</p>	<p>During Q2 the agency applied for a multimillion – multiyear grant opportunity with the Federal Government to deploy a charging station plan and infrastructure in the Atlanta Metropolitan area. Results for this application are expected during Q4.</p>
<p>Develop 2024 Budget and Work Program.</p>	<p>The 2024 Budget and Work Program development process began in June and will continue during Q3 and Q4. Budget is expected to be adopted in November or December.</p>
<p>Create a 2023 legislative strategy for the Commission. Meet with individual legislators and committees throughout the year; monitor legislation that has a clear benefit to ARC and/or the region; conduct briefings and legislative meetings on issues of particular importance to the Commission; update the Commission on legislative activities.</p>	<p>The Government Affairs team had an active General Assembly Session.</p> <p>Funds providing for the agency’s Coordinated Planning work were secured and included at FY23 levels. The Metropolitan North Georgia Water Planning District received an annual appropriation of \$250K, also consistent with years past. Additionally, money for home- and community-based services (HCBS) and Alzheimer’s respite care was included in the final budget.</p> <p>While we were unable to secure additional Coordinated Planning funds for the agency and our counterpart Regional Commissions across the state, we did make significant progress in getting full restoration of that funding returned to 2012 levels. We are in excellent position to begin the process once again in earnest during the upcoming off season.</p>

## FINANCE DEPARTMENT

## FINANCE DEPARTMENT

### PURPOSE

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

### MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Introduce and Implement a Redesigned Budget Process	Develop a new structured budget process that allows operational units/departments with the ability to prioritize and communicate needs, while also taking in consideration the agency's organizational performance structure.	ON TRACK
Water District 2022 Audit Report	Annual audit and preparation of Water District financial reports.	ACHIEVED
2022 Financial Audit	2022 Annual Financial, AUP and Single Audit.	ON TRACK
Development and Implementation Monthly and Periodic Financial Reports	New monthly and periodic financial report for the Investment Council, Department Heads and the Board.	ACHIEVED
Major Initiative and Program Management (MIPs)	Introduce the agencies major initiative and program tracking and oversight program.	ON TRACK
Key Performance Indicators (KPIs) Program	Develop key performance indicators and implement a program to evaluate departmental and organizational performance based on these indicators.	ON TRACK
Budget Amendment and Grant Approval System/GBA System	Amend the budget and Track Agency Grants for approval.	ACHIEVED

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Operation of the comprehensive financial management system integrated with accounting, purchasing, and payroll and human resources functions.	The financial system is in good standing. Assessment was performed during Q1 and Q2 to evaluate additional integration of tasks and modules. Successful operation of the system has been maintained during the first half of the

	year.
Production of the 2022 Annual Comprehensive Financial Report (ACFR) by June 30, 2023.	This is a Major Initiative / Program (MIP). It was completed on June 30. The agency received a clean audit with no findings.
Production of a ACFR which meets the requirements of the Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting.	The 2021 GFOA Award associated with the 2021 financial audit was received during Q2 of 2023.
Production of monthly and quarterly grant financial reports and reimbursement requests.	The production of periodic reports and reimbursement requests has been maintained with no known exceptions during the first half of the year.

## GENERAL SERVICES DEPARTMENT

## GENERAL SERVICES

### PURPOSE

General Services provides day-to-day management of ARC office space and equipment. Ensuring that the office environment and equipment are well-maintained and conducive to staff productivity is the overarching goal of General Services. Responsibilities include, but are not limited to, coordinating with building management and engineering to report issues and initiate repairs and improvements, ensuring the efficient operation and maintenance of agency equipment, acquiring new or replacement equipment, maintaining and upkeeping the agency’s vehicle fleet, ordering and stocking office and breakroom supplies, maintaining appropriate levels of general liability and crime policy coverage, and managing access to ARC’s offices and conference facilities.

### MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Security & Access Enhancements	Facilitate security and access enhancements to the 15 <sup>th</sup> floor.	ON TRACK
Conference Center window treatments upgrade	Replace blinds and automatic shades to support better visibility and comfort during meetings.	ON HOLD*
Business Continuity Plan Update	Review existing plan and make revisions based on the agency’s re-organization.	OFF TRACK**
Copier/Printer Upgrade	Upgrade the agency’s network copiers and printers.	NOT STARTED

\*Funding for this project was redirected for another project.

\*\*This project is currently 30 days behind schedule.

### OTHER DELIVERABLES

DELIVERABLES	STATUS
Respond to staff requests/needs submitted via the General Services ticketing system and complete/close tickets in reasonable time frames.	Tickets were processed in a timely manner during the first semester. Requests were also prioritized and addressed based on current operational procedures and protocols.

## INFORMATION TECHNOLOGY DEPARTMENT

# INFORMATION TECHNOLOGY DEPARTMENT

## OVERVIEW

The Information Technology Services Group recognizes technology’s impact in every aspect of the agency’s staff, Board and visitors experiences at Atlanta Regional Commission, and it is our responsibility to ensure each user is assisted in realizing the value of that technology. The Technology Services Group is responsible for anticipating, providing, maintaining and supporting effective computer systems for use in unified planning work programs and agency administration; to provide systems staff resources for applications support, development and consultation in all technology areas; and to provide technical support and training for all staff.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Update Disaster Recover (DR)/Backup (BU) Plan	Update current DR and BU plan to include physical and documentation. This ensures the agency can recover from a disaster with minimal interruption, including the full recovery of files and folders in case of accidental deletion or malfunction of equipment.	ON TRACK
ERP Assessment	Assessment of ARC’s needs with respect to an enterprise resource planning (ERP) system.	ACHIEVED
IT Roadmap	Update current SP and set IT pathway for the next 36 months.	ON TRACK
Risk/Vulnerability Assessment	Thirty-six vendor contracts to evaluate hazards or potential and remove or minimize the level of risk by adding control measures	ON TRACK
EA Time-Tracking Application	To identify and measure financial cost relating to projects the department works on for internal customers and budgeting purposes.	ACHIEVED

## OTHER DELIVERABLES

DELIVERABLES	STATUS
Enhance user and agency effectiveness and increase employee satisfaction, productivity, and usability by improving technical capabilities and access i.e., mobility, applications, automation.	Conducted an assessment to identify current technical capabilities and access. Set user permissions to least privilege on systems for all users. Continue to review applications for SaaS and Cloud opportunities.
Use data as a Strategic Asset by creating Data Maps and framework for organizing the agency’s data information collection on-premises and in the cloud via inventory and tagging data.	Collaborated with each department to assess where data is located and ownership.

Ensure access and availability of information and systems that enable staff to make timely, informed decisions. Proactively monitoring systems for issues and downtime, moving data and systems to Cloud, ensuring proper permissions are set.	Continue to monitor agency systems for issues and usage utilizing software applications such as Greylog and Tenable.io. Review systems logs during monthly maintenance for issues. Continue to move data and systems to AWS Cloud.
Implement customer-service practices to provide technical support for both hardware, software and network technologies for all agency owned devices in the agency.	Upgraded Microsoft Intunes to latest version and deployed client to user devices. Intunes allows remote systems to be monitored, updated, and tracked.
Support client, server, and web-based applications across the agency for business users of technology in planning programs and agency administration applications, integration, and development implementation.	Collaborated with other departments to determine the best approach for purchasing hardware\software. Helped to review department RFP and contracts for best fit.
Update Information Technology Strategic Plan and Service Catalog to match Information Technology core disciplines.	Updating in progress.
Update internal SharePoint site that will allow internal and external customers to share data.	Updating site to latest version. Collaborate with other departments to create internal and external users' sites.
Create knowledge sharing opportunities, utilizing the IT Committee, surveys, and Groups visits.	Creation of AI committee to review usage of applications such as ChatGPT.
Protect the integrity of the agency's information and IT assets by strengthening our cybersecurity posture, to include creation of Cyber Team, Tabletop Exercises, long-term Risk Assessment partnership and staff training.	Working on creation of Cybersecurity program for agency. Upgraded KnowBe4 application to latest version. Deploy monthly Phishing exercises, quarterly training, and monthly newsletters.
Establish and employ streamlined policies and governance processes that align IT solutions with customer expectations and mission requirements. Set technology purchase standards for hardware and software.	Not Started.
Review new trends and emerging technologies which could be used to enhance the Agency's technology posture.	Continue to review new technology to determine benefits and fit within the agency. Updated several applications to add more functionality and enhance user productivity. Communicating with ARC staff on use of generative-AI as part of an evaluation of benefits and risks.

**EXTERNAL AFFAIRS & STRATEGY DEPARTMENT**

# EXTERNAL AFFAIRS & STRATEGY DEPARTMENT

## OVERVIEW

The Office of External Affairs and Strategy is charged with leading ARC’s efforts to connect, communicate, and collaborate across boundaries, disciplines, cultures, and generations to harness the imagination, ideas and energy of our people and put it to work to drive positive change. In addition, the OEA is responsible for facilitating and updating the agency’s strategic framework in components to include the vision, mission, goals, objectives, and core values. Key areas of this work include:

- **Communications & Outreach:** Implementing an integrated, strategic communications program to support the goals of ARC programs and key initiatives.
- **Strategic Planning and Engagement:** Developing and implementing a best practice engagement and planning strategy that align with the ARC vision, mission and overarching goals for all programs and initiatives of ARC. Fostering and nurturing.
- **Creative & Digital Media:** Maintaining and evolving the ARC brand, look and feel to support its relevancy to the region, and leveraging digital media to amplify the ARC brand through all ARC communications.
- **Community Relations and Governmental Affairs:** Designing and deploying year-round, agency-wide initiatives to support community and local, state, and federal government affairs, corporate engagement and partnerships, sponsorship marketing, and enterprise events management, innovation, and consultancy.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Website Refresh/Redesign	Updating the main ARC website, including the home page and the most visited pages. It will also provide a fresher look to the website to ensure ADA compliance and update refreshed ARC branding.	OFF TRACK*
State of the Region 2023	This signature event with stakeholders across the region to provide an overview of the region’s progress in 2022, to look ahead to potential opportunities and challenges in coming years and provide a method for community leaders to come together and build relations that lead to addressing those issues in a coordinated manner.	ON TRACK
Strategy Collateral Refresh	Refreshing all ARC collateral to reflect updated strategic framework.	ON TRACK
OEA Support of Metropolitan Transportation Plan Update	Communications and outreach support for 2024 MTP Update to general meaningful public participation through media relations, public engagement activities, social media content, website content, local government outreach, and ConnectATL event.	ON TRACK

Socializing New Strategic Framework Internally	Sharing our updated framework internally so staff can understand and implement our plan to move forward with stakeholders throughout the Atlanta region.	ON TRACK
Socializing New Strategic Framework Externally	Sharing our updated framework and how we plan to move forward with stakeholders throughout the region.	ON TRACK

*\*This initiative is running behind schedule but will be caught up in the upcoming month.*

**2023 WORK PROGRAM TITLES**

- 23A – Office of Strategic Relations
- 23B – Federal & State Government Affairs

## EXTERNAL AFFAIRS AND STRATEGY

### 23A – EXTERNAL AFFAIRS

#### OTHER DELIVERABLES

DELIVERABLES	STATUS
To support development of Atlanta Region’s Plan and Regional Transportation Plan, provide strategic communications support that includes development of a strategic communications plan, media relations outreach, website updates, and social media, in 2023.	Completed Phase 1 of the Metropolitan Transportation outreach plan, which included development of strategic communications plan, survey outreach plan, website updates, and social media activities. Began Phase 2 outreach to focus on survey participation; included creation of marketing kit for partners and direct outreach to local officials and Regional Communicators Alliance. Supported seven MTP Presentations that ARC leadership delivered at County Commission and City of Atlanta committee meetings, including developing PowerPoints and messaging points.
Provide strategic communications support through the end of 2023 for the Infrastructure Investment & Jobs Act, including monthly email updates, media relations, and executive communications.	Created the initial program’s website look and feel. Currently monitor and update the website regularly, send monthly newsletter to email sign-up list. Updated IJA messaging in 29 executive leadership presentations through June 30.
Produce at least ten What’s Next ATL e-newsletters during 2023 that highlight ARC’s regional impact and explore key regional issues.	Produced three WNATL e-newsletters through June 30; the newsletter went on hiatus in Spring due to staffing issues, will restart in Q3.
Provide strategic media relations support through 2023 to promote ARC’s regional relevance and local impact.	Facilitated 35 pro-active and reactive media engagements through June 30; provided strategic messaging guidance and counsel on South River Forest issue; and generated coverage of MTP Survey.
Execute thought leadership campaign for ARC leadership through 2023, including speeches and presentations, interviews, op-eds, by the end of 2023.	Developed 30 presentations for executive leadership team delivered at events across metro Atlanta; secured interview on WABE’s Closer Look with CEO Anna Roach.
Deliver State of the Region event in fall of 2023.	Scheduled for October.
Support the production of a content-specific spring 2023 event (Workforce or Transportation).	On April 19, ARC hosted Building Georgia: A Workforce Partnership Summit designed to bring employers, education and training professionals and local governments to discuss the existing infrastructure labor shortages across the state and discuss potential solutions. The event was held at the Atlanta Metropolitan State College and deemed a major success

	with approximately 100 people in attendance.
Produce a Legislative Briefing event in February 2023.	This was completed on February 1 and was extremely successful. In fact, it was the most widely attended event in the history of our legislative briefings, drawing attendees from state and federal offices and more than 30 actual legislators that attended for all or most of the program. In total, we had more than 80 attendees and the feedback regarding the event was overwhelmingly positive.

## EXTERNAL AFFAIRS AND STRATEGY

### 23B – FEDERAL & STATE GOVERNMENT AFFAIRS

#### PURPOSE

The Atlanta Regional Commission manages government affairs across the spectrum of stakeholders, particularly at the Federal and State levels of Government. Direct agency funding streams both emanate from these two areas. This plan will cover prospective work over the next year.

#### OTHER DELIVERABLES

##### FEDERAL

DELIVERABLES	STATUS
Complete Mid-Term Elections report for staff, agency leadership and the Board.	Mid-Term Elections Report was completed.
Develop one master Federal Engagement Plan document to guide work in 2023.	Completed via multiple updates and revisions to Anna through the course of Q1 and Q2.
Engage Federal offices, including Federal Agencies (e.g., US Department of Labor), on ongoing formula funding disparities for both workforce development and aging services to affect change.	Completed and ongoing.
Conduct bi-weekly internal stakeholder calls to update staff and leadership and coordinate routine meetings with Legislators and Legislative Staff for the purposes of policy briefings or legislative guidance.	Completed and ongoing.

##### STATE

DELIVERABLES	STATUS
Conduct New Member orientations for newly elected legislators.	Completed and ongoing.
Distribute weekly reports to key internal staff and agency leadership and educate and support legislators on agency policy positions that may impact ARC during Session.	Completed.
Coordinate annual “ARC Policy Briefing” for state legislators in Q1.	Completed.
Distribute “Annual Financial Report” and Annual County Reports to Members of the General Assembly no later than February 1 per State Code.	Completed.
Develop annual “Post-Legislative Session” analysis not later than April 15.	Completed.

Develop annual “Off-Season State Legislative Strategy” no later than May 31.	Completed.
Serve as ARC designee for the Board of the Fulton Technology & Energy Enhancement Authority (FTEEA); the Board of the Georgia Transit Association (GTA); and the ex-officio ARC designee of the Georgia Transportation Alliance (Georgia Chamber of Commerce) (also GTA).	Completed and ongoing.

## GENERAL COUNSEL & COMPLIANCE

# GENERAL COUNSEL AND COMPLIANCE

## OVERVIEW

The Office of General Counsel is responsible for advising the Board and agency leadership on legal matters and rights and ensuring regulatory compliance with applicable requirements and organization operational policies. In addition to legal counsel and agency compliance roles, this Office includes procurement, board relations, records retention, and contract functions, and provides Disadvantaged Business Enterprise and Title VI oversight.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Office of General Counsel staffing	Building out the Office of General Counsel with staffing, training, job functions, performance plans, and personnel management plans.	ON TRACK
Procurement Policy	Update Procurement Policy for agency/process changes.	ON TRACK
Standard Operating Procedures for Board and Committees	Develop/implement SOPs for preparing Board Meetings, complying with Open Meetings, and developing materials.	OFF TRACK*
Governing Documents Update	Update agency bylaws, as applicable, revise Standards of Ethical Conduct.	ON HOLD**
Contract Updates		ON TRACK

*\*Draft of this document is pending review as of the end of the second quarter, review is expected to be performed later during the year.*

*\*\*The start date for this MIP was changed from it's original date of March 2023 to begin August 2023.*

## OTHER DELIVERABLES

DELIVERABLES	STATUS
Outside counsel contracts.	Contracts signed after a successful solicitation in January.
Staffing of the Office.	Staffing is in the process of being filled.
Updated Purchasing and Procurement Policy, Travel and Reimbursement Policy, Personnel Policy, and other operational policies as needed.	Procurement staff have learned and analyzed current processes and proposed recommendations.
Revised Standards of Ethical Conduct.	On hold until 2024.
Revised boilerplates for all major funding sources.	Managing Attorney on board and unifying agency contracts.
Contract management system recommendations and project implementation plan.	Managing Attorney coordinating with IT on contract management solutions amid ongoing ERP assessments.

**HUMAN RESOURCES DEPARTMENT**

# HUMAN RESOURCES DEPARTMENT

## OVERVIEW

The Office of Human Resources/People and Equity develops systems and policies for talent acquisition and investing in a diverse workforce using a lens of DEI to make and implement decisions; it systematizes the agency’s approach to compensation, benefits, learning and development, performance management, policy and compliance, while leading the organization’s staff and staff-committee efforts to ensure that internal stakeholders, across the agency, can make high-level and meaningful contributions that aligns with the overall regional mission.

## MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Classification & Compensation Study	The study is to review internal equity (pay relationships between positions) and external competitiveness (pay relationships with labor market competitors).	ON TRACK
Pay Equity Study	To compensate employees who have similar job functions with comparably equal pay, regardless of their gender, race, ethnicity or other status.	ON TRACK
NeoGov E-forms Module Implementation and Maintenance	To create a digital library and workflow for all HR Forms.	ACHIEVED
NeoGov Insight Module Implementation and Maintenance	Implement talent acquisition module (Insight) for recruitment, job postings, applicant tracking and ranking/scoring of candidates.	ON TRACK
Competitive Bid Solicitation for Health & Wellness Benefits	Conduct a bid solicitation process for the selection of brokerage services for agency's health and wellness benefits program for implementation in FY 2024.	ON HOLD*

*\*This initiative has been rescheduled for FY2024.*

## OTHER DELIVERABLES

DELIVERABLES	STATUS
Overview and assessment of current compensation structure and philosophy to align with the market and remain competitive (Q1-Q2 2023).	Overview and assessment of current compensation structure and philosophy is complete and served to springboard a formal classification and compensation and Equity Study, with an expected completion date of March 2024.
Seamless and integrated HRIS system to support human resource functions and end-users through finalization of implementation of recruiting module (Q2-2023).	The goal to further enhance seamless and integrated HRIS systems through the implementation of the Insight Recruitment module is complete. BETA testing and end-user training is slated for Q4.

<p>Implementation of phase 2 of IDEA project and infusion into overall strategy of agency.</p>	<p>Phase 2 of Inclusion, Diversity Equity, and antiracism (IDEA) project is pending due to lack of approved funding. The process of embedding the Agency's approved strategic framework into the IDEA initiative is currently underway and will be a multi-year initiative.</p>
--	---



Atlanta Regional Commission