



# **2020 Work Program Completion Report February 2021**

Atlanta Regional Commission  
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Atlanta Regional Commission

# MEMORANDUM

DATE: February 24, 2021

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

FROM: Douglas R. Hooker, Executive Director

SUBJECT: 2020 Work Program - Performance Report

Enclosed for your information is the Commission's 2020 Work Program Completion Report.

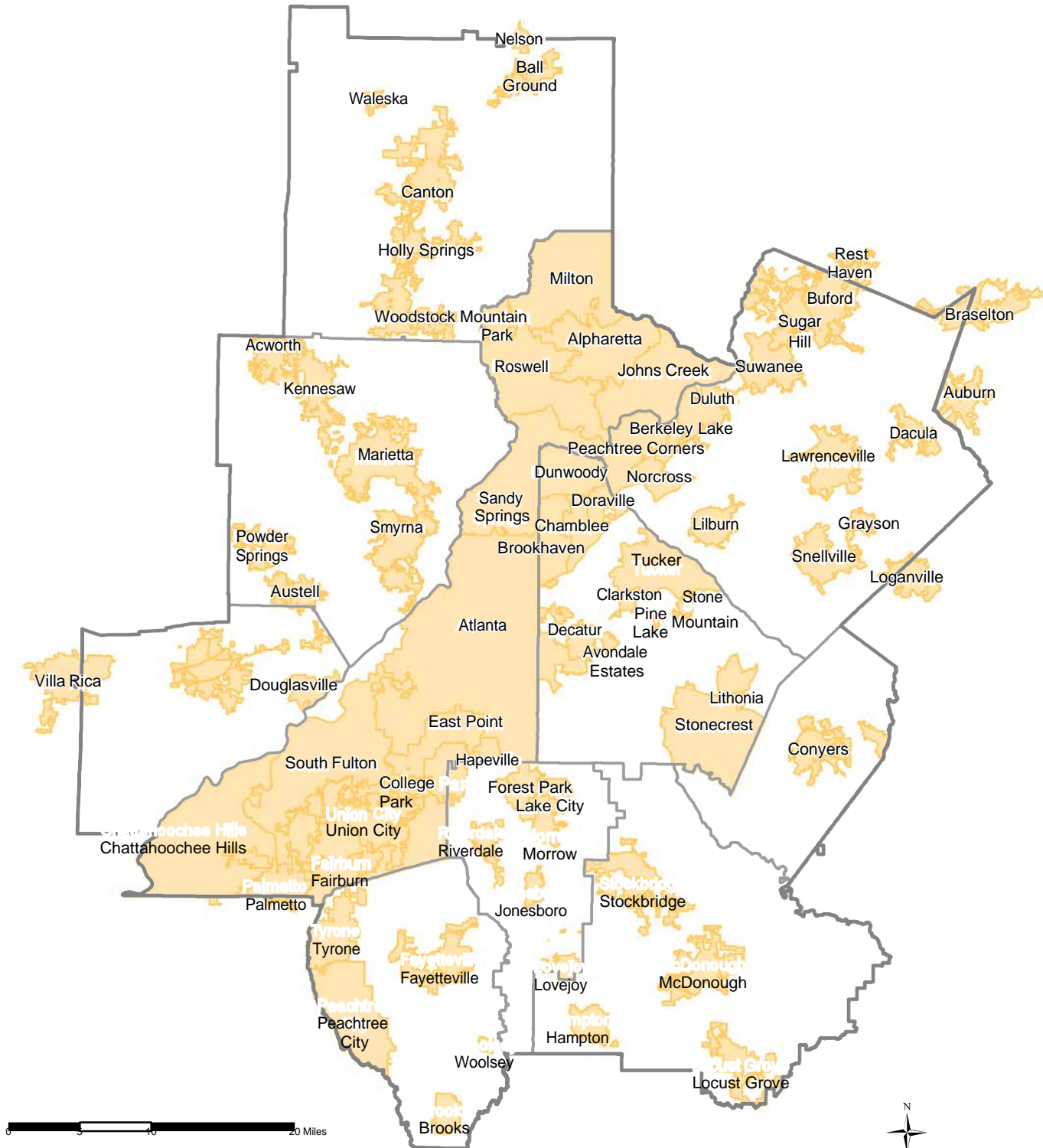
This document covers work performed during the period January 1, 2020 through December 31, 2020, in accord with the 2020 Work Program adopted by the Commission as amended.

The work presented in this report is divided into general work descriptions called Elements and summary narratives of specific work program accomplishments.

If you have comments or questions, please send them to me in writing via mail, fax (470-423-3503) or e-mail ([dhooker@atlantaregional.org](mailto:dhooker@atlantaregional.org)).

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# The Atlanta Region



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

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

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# **Research & Analytics**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
ELEMENT 1 - RESEARCH & ANALYTICS**

**MISSION**

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

The geospatial technology developed and maintained 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 so as to maximize the general usefulness of all the Commission’s products by providing timely support and engaging the community to work together on some of the region’s most pressing issues.

**GOALS**

- Provide unique small-area population and employment data sets that serve as a foundation for the work of the ARC.
- Support local decision-making by developing and maintaining models to produce forecasts for long-range planning activities, including Regional and Local Transportation and Development Plans.
- Act as a go-to regional resource for demographic, economic, and geospatial data and analysis, providing research assistance to our key audiences, including serving as a resource for Census 2020 outreach.
- Serve as a community resource by producing or aggregating, visualizing, analyzing and explicating demographic and economic data sets to help internal and external customers better understand the environments and neighborhoods they work in.
- Be entrepreneurial by providing custom research products and tools targeted to support the work of our local governments and community partners.
- Continue to manage and expand the offerings of the Neighborhood Nexus program, enhancing that program’s visibility to ARC’s traditional and non-traditional audiences.
- Be a leader in the innovative use of data visualization and analysis by building state of the art tools including custom web portals and mobile web and mapping applications.

## **2020 WORK PROGRAM HIGHLIGHTS**

- Develop the 2020 major jurisdiction population estimates for 10 member counties, in support of the ARC dues calculations.
- Provide regional, county, and small area economic data (including at-place employment estimates by industry and occupation, where possible) for planning use.
- Collect, maintain, and develop regional base data, including but not limited to the street data set, community facilities, city boundaries, and local government spatial data for planning purposes.
- Maintain and enhance a state-of-the-art Open Data Portal to provide geospatial and tabular data for use in development of apps and for “seeding” software platforms.
- Use the REMI Policy Insight/TranSight regional forecast model(s) in forecasting and policy evaluation. Investigate the eREMI model for extension of regional forecast availability.
- Refine the PECAS spatial economic allocation model, integrated with the travel model, for use in conformity forecasting in support of development of an update to The Atlanta Region’s Plan.
- Maintain and enhance data visualization tools, including small-area spatial data visualization, including: Tableau, AMCharts, and Venngage visualization; asset mapping, ArcGIS Server published services, Google Maps API, updates to and/or transitions to the ArcGIS Online platform, web and mobile mapping applications; and web-based snapshot development.
- Develop and enhance next generation spatial visualization and data analysis tool (“Data ARC”) to replace our current Weave deployment.
- Define strategic directions for and management structure of the Neighborhood Nexus program, in collaboration with the Community Foundation for Greater Atlanta, the Metro Atlanta Chamber, and the United Way. This effort in 2020 will include implementation of a new resource development plan, with focused emphasis on securing operational funding for public-good data development and data literacy training(s). Continue custom data analyses and database development assistance for (primarily) existing external and internal clients.
- Continue to feed content to, and develop new ways to communicate information through the 33 Degrees North blog, as well as other Research & Analytics and ARC social media outlets- including the new What’s Next ATL website.
- Produce a less detailed, but regionally useful Metro Atlanta Speaks Survey.

## **2020 WORK PROGRAM TITLES**

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

## **2019 ACCOMPLISHMENTS**

- Completed 2019 major jurisdiction population estimates for 10 counties and the City of Atlanta.
- Maintained and enhanced the ESRI SDE environment for GIS data storage, management, and maintenance; enhanced ArcGIS Server and ArcGIS Online web mapping applications.
- Launched a new and improved version of the Open Data Portal, which is now one of ARC's most popular web pages. Achieved much better alignment with Neighborhood Nexus tools
- Continued support for the Federal Highway Administration's MAP-21 program—targeting development and/ or refinement of statewide street attributes and including specific technical work for selected jurisdictions-- in partnership with the Georgia Association of Regional Commissions (GARC).
- Completed part of Georgia Department of Community Affairs (GaDCA) contract related to Census 2020, providing extensive services to local jurisdictions in providing training for, assisting with coding of, and/or performing actual technical work for tasks under the Local Update of Census Addresses (LUCA) program; completed initial phase for Participant Statistical Area Program (PSAP), and completed the update process for city annexations .
- Collected near-comprehensive spatial data for all 21-county model area jurisdictions, for use in transportation and land use planning and forecasting efforts.
- Managed the Atlanta Region Geospatial Community.
- Enhanced and maintained the 33 Degrees North blog and other social media presence, which have raised ARC's visibility tremendously.
- Served as the managing partner for the Neighborhood Nexus Program, including bringing on new core partners and new advisory board members. We improved the web-based data visualization and query tools for use by internal and external customers; additional expansion of fee-for-service projects; completed resource development planning efforts to further enhance the financial sustainability of the organization. Finally, we also hired a new Director for Neighborhood Nexus.
- Continued the Metro Atlanta Speaks survey for a sixth year; the survey provides information on regional residents' perceptions of quality of life in the area, as well as about citizen assessments of regional opportunities and challenges.



# ELEMENT 1 - RESEARCH & ANALYTICS

## 1A - ESTIMATES AND FORECASTS

### PURPOSE

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

The data and analyses the 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 for cohesive regional planning efforts. In 2020, the Group will work to refine land use modeling by exploring additional platforms and will coordinate with the transport modeling teams to ensure even better integration.

### DELIVERABLES

- Develop major jurisdiction-level estimates of population as of April 1, 2020 for the Region, its counties, and the City of Atlanta. Provide 2020 small-area estimates of population and housing for the Region, its counties, cities, superdistricts, census tracts and traffic analysis zones (TAZs) as needed.

**STATUS: Finished major jurisdiction-level estimates of 2020 April 1 population in August, 2020—to set 2021 agency dues. Accessed, analyzed, and provided (as needed, for planning efforts) third-party small-area data from ESRI and Census Bureau.**

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

**STATUS: Completed estimates of 2019 employment to contribute to next forecast series baseline. Made progress in acquiring ES-202 base file to further inform that baseline. Accessed and analyzed (as needed, for planning efforts) third-party data from ESRI, Census Bureau, Jobs EQ, and BusinessWise.**

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

**STATUS: Installed, evaluated and tested new versions of TranSight as part of beginning preparations for next forecast series. Conducted further exploration of utility and viability of acquiring REMI Household Module.**

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

**STATUS: Completed all tasks in 2020 program contract for PECAS, which focused on additional scenario modeling (COVID-19 impacts) and updated training for staff on model running and output evaluation. Developed RFP for model activities in 2021.**

- Explore other small area land use models and techniques.  
**STATUS: Continued to track advances in other small-area land-use models, such as with the UrbanSim platform and small-area allocation Metro\*PI from REMI. Maintained and enhanced in-house TAZ-D spatial modeling tool .**
- Develop visualizations and give presentations about the Series 16 forecasts that will adopted along with the Region's Plan in February 2020.  
**STATUS: Forecasts were adopted in February 2020. Visualizations (Tableau, mapping, interactive and static tables) were developed and posted to webpages (ARC, Nexus, 33N) and used in related blog posts. Presentations given on-demand to Board, Board committees, and local jurisdictions. Outreach map was developed for use in eventual updates to Series 16.**
- Continually explore and track acquisition of outside data series (from third-party vendors) across divisions and department to identify new opportunities to drive policy debate and leverage effective application of data in existing policy discussions.  
**STATUS: Acquired business record data from BusinessWise to provide more spatial and statistical accuracy to evaluation of small business remediation needs as a result of COVID-19, enhance Mobility Group and Workforce Business Services outreach efforts, and improve employment estimates. Renewed CoStar, JobsEQ, and Burning Glass efforts for economic development and workforce planning efforts.**
- Serve as the go-to regional resource for demographic and economic analysis by updating existing *Regional Snapshot* reports and producing other custom analyses. Maintain and update the 33 Degrees North blog (and other social media outlets) with those and other products, including weekly posts and special features. Produce *The Quarter* and *33 Degrees North*-e-newsletters. Integrate elements of blog post data with the Open Data Portal and What's Next website.  
**STATUS: Increased blog presence in 2020 to an all-time high level of frequency and relevancy. Developed a weekly COVID-19 report tracking public health and economic indicators most relevant to the pandemic. Averaged two additional blog posts per week (to 33N blog), with these posts often addressing available data on pandemic impacts. Sent out monthly e-newsletters for 33N. Published four regional snapshots (reduced number of these due to the pandemic). Implemented a Tableau-based version of The Quarter.**
- Continue to refine existing strategies for marketing and performing fee-for-service work to external clients; analysis "tools" involve REMI and third-party data products.  
**STATUS: Custom REMI modeling was done for Decide DeKalb (arts impact) and InvestAtlanta (COVID-19 scenarios on small business)**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 001AA Estimates & Forecasts
- 001AT Estimates & Forecasts – Transit

# ELEMENT 1– RESEARCH & ANALYTICS

## 1B – GEOSPATIAL TECHNOLOGY AND ANALYSIS

### PURPOSE

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

### DELIVERABLES

- Refine innovative new tools to store, manipulate, disseminate and display data, such as maintaining the Spatial Database Engine (SDE) enterprise data management system, enhancing our state-of-the-practice Open Data Portal and developing complex geospatial automations through Esri ModelBuilder and Python scripting.  
**STATUS: Continued data inventory development and open data publication; created COVID-19 Response Site with ongoing updates on Open Data & Mapping Hub; migrated Python scripting code to latest version for compatibility with ArcGIS Pro; maintained and updated 1k+ feature layers and web mapping applications.**
- Support, in partnership with the Georgia Association of Regional Commissions (GARC), of the Federal Highway Administration's MAP-21 program. Assist GARC, acting as subcontractor to the Information Technology Outreach Services (ITOS) and Georgia Department of Transportation (GDOT) contract, in providing management of, and technical development for, the validation and verification of statewide street attributes.  
**STATUS: For the GDOT program now called REVAMP (Roadway Element Validation and Mapping Program, formerly known as MAP-21), in partnership with the Georgia Association of Regional Commissions and UGA ITOS, made progress on deliverables for deadlines. Cherokee, Cobb, DeKalb, Gwinnett, and Fulton were edited, reviewed, and accepted. Resultant data were shared with local governments.**
- Collect, maintain, enhance, and/or develop digital inventories of key regional infrastructure, including up-to-date city boundaries, community facilities, annexations, community improvement districts, planning studies and the vast amount of local government spatial data necessary for the development of regional planning, forecasting and modeling efforts (REMI, PECAS).  
**STATUS: Provided final assistance to Census 2020 efforts, as well as direct assistance to local jurisdictions with their annual Census Boundary Annexation Survey (BAS) work; continued to collect local government spatial data for eventual incorporation into both regional (REMI) and small-area (PECAS) modeling processes.**

- Continue working with Neighborhood Nexus to seed the technologies used in providing custom insights to clients.  
**STATUS: GIS services were a focal point of most custom insights work scopes, particularly work for the Bloomberg Inequality project; the Atlanta Beltline; the Atlanta Junior League, as well as GEEARS, Georgia Prevent Child Abuse, and Georgia CASA interactive mapping platforms.**
- Update LandPro, a key element of our land use data that feeds our modeling work.  
**STATUS: Developed a novel, hybrid solution that includes several internal and external datasets (Regional Parcels, NWI, NLCD, Historic LandPro and the ARC ML/Imagery model) and that will allow for matching 90% of our 2010 LandPro footprint using automated methods and only minor QA/QC and photointerpretation.**
- Collaborate with key stakeholders for shared learning and to position ARC as a go-to resource for spatial data and application development, including continued outreach efforts through the Atlanta Region Geospatial Community.  
**STATUS: ARC GIS tracked and distributed spatial software training opportunities to external and internal clients. Coordinated training for 30+ GARC staff across three Instructor-Led courses. The key activity in 2020 (to support shared learning and planning) involved development of responses to the demands of the COVID-19 crisis, including: establishment of a Regional Government Coordination team to updated all County website addresses across the state and all cities in our region for our partners at the Georgia Municipal Association; creation of a Shelter In Place Map Team that developed and maintained a map tracking regional City and County State of Emergency declarations and Shelter In Place orders as they were issued.**
- Support agency-wide technology and analysis goals through research, testing and application of geospatial hardware, software and processes as well as installation and support of Esri software.  
**STATUS: Began testing the viability of converting commercially available digital 3D building models into physical 3D printed objects with the goal of visualizing proposed and existing developments for land use and transportation planning; started a drone mapping program, with two staff completing an Introduction to Remote Piloting course and now seeking the FAA's Small UAS Remote Pilot Certificate. Additionally, ARC will purchase a drone in 2021 to support our Community Development programs; continued to co-chair the IT Committee, coordinating cybersecurity process and proposal work and exploring Amazon Web Services options available to the Research and Analytics Group. Executed the third multi-year renewal of the Georgia Association of Regional Commissions Enterprise Agreement (ELA) with ESRI.**

## **PARTNERSHIPS**

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

### **COST CENTERS**

- 001BA GIS Administration
- 001BE GIS Enterprise
- 001BT GIS Transportation
- 001BS GIS Transit

# ELEMENT 1 - RESEARCH & ANALYTICS

## 1C - DATA RESOURCE AND INFORMATION PARTNERSHIPS

### PURPOSE

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

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

### DELIVERABLES

- Work with local partners on the best and greatest use of Neighborhood Nexus' data and tools.  
**STATUS: 2020 was the first year of the expansion of Neighborhood Nexus partnership to include (along with the Community Foundation of Greater Atlanta) the Metro Atlanta Chamber of Commerce and the United Way of Greater Atlanta. These new partners expanded the visibility, reach, and 'target market' for Nexus products and services.**
- Implement a resource development plan (to include budgeting and fundraising strategies) to ensure ongoing operational support for Neighborhood Nexus in a move towards better resourcing the operations of the organization and develop more training programs on data literacy.  
**STATUS: In 2020, Neighborhood Nexus shifted its primary revenue strategy to earned income via Custom Insights consulting projects. Contracts exceeded 150% of the organization's previous best year. Increased project load also meant increased staff capacity which limited the margin despite increased gross revenue. The groundwork is set for a strong fundraising focus in 2021 via Nexus's first marketing strategy, intended to leverage recent audience growth and drive additional consulting revenue.**
- Refine existing and develop new web-based tools and methods, including the new spatial visualization tool, with easy-to-understand training videos and modules, to promote data-driven decision making through easier access to data and clearer visualization of those data. Maintain the pipeline of projects providing custom insights.  
**STATUS: The DataNexus spatial visualization tool evolved in 2020 through several beta versions to a soft launch onto neighborhoodnexus.org. Data additions, data import functionality, and different binning options were implemented. Area jurisdictions and nonprofits received numerous presentations providing awareness of and initial training on**

**use of the tool. Tableau and Venngage were the preferred “third-party” display tools, enriching custom insights projects such as the Atlanta Beltline**

- With the new Director in place, focus more of Neighborhood Nexus’ energies on managing the advisory board and implementing fundraising strategies outlined in the Resource Development Plan.

**STATUS: The Neighborhood Nexus advisory board has put in place three active committees, including an executive committee. The board sets the strategic direction, reviews and approves organizational finances, and serves as an ambassador to the community. In 2021, the executive committee will meet six times with a set cadence of topics, including: board recruitment and onboarding, strategic planning, finance and budgeting, and fundraising/resourcing.**

- Continue long-term “maintenance” contracts with current partners.

**STATUS: Web platform and/or data updates were completed for Georgia Court Appointed Special Advocates (CASA), the Georgia Municipal Association (GMA), the Georgia Early Education Alliance for Ready Students (GEEARS) and Prevent Child Abuse Georgia.**

- Support internal partners in the agency with the development and effective use of data visualization tools and practices.

**STATUS: Tableau visualizations have been developed for the use of Aging and Independent Services. Interactive full-stack tool development fed the “data aspects” of the Regional Housing Strategy managed by Community Development.**

- Produce a less detailed, but regionally useful Metro Atlanta Speaks Survey.

**STATUS: A mixed-mode (phone and online) survey was completed “on-time” in 2020, of 10 counties with 4,400 respondents, including eighteen (18) COVID-19- focused questions with traditional demographic cross-tabs. County-level (and City of Atlanta) significance was preserved. Media coverage and jurisdiction interest was at a record high level, and more extensive analysis and outreach plans (for the 2020 survey) are in place for 2021.**

## **PARTNERSHIPS**

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



## **COST CENTERS**

- 001CN Neighborhood Nexus Project-Operations
- 001CP Neighborhood Nexus Project- Projects
- 901CN Neighborhood Nexus Project
- 001CD General Data Development
- 901CM MAP-21 Mapping Project

# **Community Development**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
ELEMENT 2 – COMMUNITY DEVELOPMENT**

**MISSION**

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

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

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

Element 02 provides resources to provide training and 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 Arts Leaders of Metro Atlanta (ALMA) program. ARC will support regional stewards who seek to strengthen and transform the Atlanta region through the 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.

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

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

ARC has undertaken implementation of an Economic Competitiveness Strategy since 2012 to convene, coordinate and collaborate with the region's economic development professionals and stakeholders. ARC updated the Economic Competitiveness Strategy in 2017 and will continue to work with regional partners to implement the strategy in 2020.

Arts and culture planning was brought into the ARC's portfolio in 2013. Through this work, ARC provides communities and organizations with arts leadership development programming, competitive funding to implement public art projects, and data to make sound decisions regarding a healthy arts community. ARC adopted a new Arts, Culture + Creative Placemaking Strategic Plan in 2019 with the goal of helping guide the agency's role and priorities in arts and culture. Implementation activities will be undertaken in 2020.

ARC and public/private regional partners created the Atlanta Aerotropolis Alliance in 2014 to support planning and coordination of economic development in the Hartsfield- Jackson International Airport Area. In cooperation of the Atlanta Aerotropolis Alliance, ARC developed a Blueprint to vision for the airport area. In 2020, ARC will continue to work with the Alliance in a limited role to support ongoing initiatives as well as serve on committees as needed.

## **GOALS**

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

## **2020 WORK PROGRAM HIGHLIGHTS**

- Implement the new Regional Economic Competitiveness Strategy. (CATLYST)
- Continue to administer LCI program and implement program changes identified in 2018.
- Manage the continued improvement of the agency's leadership programs – LINK, RLI, ALMA and MARC – and the launch of an Alumni Network.
- Support local governments through the Community Development Assistance Program (CDAP) with plan writing, facilitation, implementation assistance trainings, and other capacity building activities.
- Review DRIs and Comprehensive Plans.
- Undertake implementation activities for updated Resource Plan.

## **2020 WORK PROGRAM TITLES**

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

## **2020 ACCOMPLISHMENTS**

- Provided technical assistance to complete local Comprehensive Plans for the cities of Union City, Dunwoody, Fairburn, and Lithonia.
- Initiated 10 CDAP studies selected through the 2020 call for projects and completed projects in 10 communities including a pedestrian safety study, development code audit and an airport area land use analysis.
- Initiated eleven LCI studies selected through the 2020 call for projects and completed the 10 planning studies selected in 2019.
- Completed all activities required under the annual contract with Georgia DCA including local government plan assistance and Developments of Regional Impact reviews (DRI).
- Undertook four Regional Housing Forums with partner organizations.
- Continued implementation of the Regional Housing Strategy with the development of a Regional Housing Forecasting tool.
- Hosted an Aerotropolis Area Land Use Summit in partnership with Aerotropolis Atlanta.
- Completed the region's first citywide Local Agriculture Plan for the City of East Point in partnership with FoodWell Alliance.
- Continued to support several initiatives around economic development, housing, and workforce development as part of implementation of CATLYST.
- Participated in many forums and events coordinating arts and culture activities, including public art, creative placemaking and funding for arts organizations in the region.
- Led successful comprehensive leadership development programming, including the 23<sup>rd</sup> LINK trip to the Pittsburgh region, the Regional Leadership Institute, the Model ARC program, and the Arts Leaders of Metro Atlanta program. Significant enhancements were made to the LINK and MARC programs, giving leaders specific opportunities to develop new skills and plug into regional efforts.
- Held monthly Community Resources Committee (CRC) and Land Use Coordinating Committee (LUCC) meetings during the year and provided a forum for discussing regional issues and ARC role.
- Provided significant staff support, technical assistance, and administrative support for the TransFormation Alliance to help accomplish its goals and work program.

## **ELEMENT 2 – COMMUNITY DEVELOPMENT**

### **2A – REGIONAL COMPREHENSIVE PLANNING**

#### **PURPOSE**

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

ARC is required to provide assistance to local governments to complete their Comprehensive Plans, if requested, under DCA rules for the Georgia Planning Act. ARC has completed plans for numerous municipalities and counties within the Atlanta region and will work with three local governments in 2020 to complete their Comprehensive Plan. Community Development launched a new technical assistance program for municipalities in 2018 and will continue to work with additional communities in 2020.

ARC undertakes regional planning responsibilities for many issues including coordination with local governments, economic development coordination, resource planning, historic preservation, housing issues and arts/culture. ARC has undertaken a quarterly Regional Housing Forum event since 2003 with a group of partner organizations. ARC also convenes a quarterly regional housing task force meeting that includes housing authorities and planning officials. In 2019, ARC completed the creation of a regional housing strategy intended to help cities and counties understand local housing challenges as well as identify strategies that could help them overcome those challenges. In 2020, ARC will work with individual cities and counties to implement the Regional Housing Strategy.

The Regional Resource Plan was updated in 2019. ARC has undertaken activities to provide new resources and assistance to local governments to further goals in the Resource Plan including strategies for managing development in rural areas, protection of historic resources and acquiring greenspace. ARC has undertaken an annual regional forum focused on historic preservation. ARC will continue to undertake implementation of the Regional Resource Plan in 2020.

#### **DELIVERABLES**

- Upon request complete basic Local Comprehensive Plans.  
**STATUS: The Community Development Group conducted Comprehensive Plan update for the communities of the Union City, Fairburn, Dunwoody, and Lithonia**
- General technical assistance to support local implementation of The Atlanta Region's Plan.  
**STATUS: Community Development Staff assisted communities in the implementation of The Atlanta Region's Plan through the Community Development Assistance Program (CDAP), specifically through the creation of the East Point City Agriculture Plan, and the Livable Centers Initiative.**

- Conduct Developments of Regional Impact (DRI) reviews.  
**STATUS: Community Development Staff opened 26 DRI Reviews in 2020 and transitioned to a virtual meeting format for pre-application meetings.**
- Provide technical assistance through the Community Development Assistance Program (CDAP).  
**STATUS: Community Development Staff completed 10 CDAP projects in 2020 for Old 4<sup>th</sup> Ward Business Association, City of East Point, City of South Fulton, City of Lithonia, Douglas County, Central Atlanta Progress, City of Stonecrest, City of Chamblee, Dekalb County, and the City of Chattahoochee Hills.**
- Continue implementation activities for the updated 2019 Regional Resource Plan.  
**STATUS: Community Development Staff worked with FoodWell Alliance to develop a City Agriculture Plan for the City of East Point, which implements the local food goals within the Regional Resource Plan.**
- Continue to conduct Regional Housing Forums and Regional Housing Task Force convenings in support of the implementation of the Regional Housing Strategy  
**STATUS: Community Development Staff continued to work with the Regional Housing Forum and the Regional Housing Task Force on 4 Regional Housing Forums in 2020 and the development of a regional housing forecast.**
- Undertake implementation of the Regional Housing Strategy.  
**STATUS: Community Development Staff started two local housing strategies that implement the goals of the Regional Housing Strategy. Community Development Staff developed a Regional Housing Forecast that identified housing needs at the regional and local level.**
- Conduct Area Plan Reviews (APR).  
**STATUS: Community Development Staff did not conduct any APRs but Community Development Staff continues to work with MARTA and local governments to identify developments that would be subject to review.**
- Conduct the Community Planning Academy (CPA)  
**STATUS: Community Development Staff conducted CPA as a virtual class in the Fall of 2020. The three-day class was revised to be six half day virtual sessions with speakers from across the region. The 2020 CPA had 78 attendees from 30 different organizations.**
- Coordinate as necessary on historic preservation forums and issues.  
**STATUS: Community Development Staff continued to provide assistance and coordination for historic resource reviews.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 002ARC      Review and Comment
- 002ART      Review and Comment
- 902AAM      DCA – Planning Implementation Strategy for Region
- 902AWP      DCA – Regional Planning and Priorities
- 902API      DCA – Regional Plan Implementation
- 902APR      DCA – Local Plan Preparation
- 902ADR      DCA – Review and Consultation
- 902AIG      DCA – Mapping
- 902APC      DCA – Planning Capabilities
- 002ARP      DCA- Regional Planning



## **ELEMENT 2 – COMMUNITY DEVELOPMENT 2B –REGIONAL PLAN IMPLEMENTATION**

### **PURPOSE**

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

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

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

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

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

### **DELIVERABLES**

- Promulgate The Atlanta Region's Plan through meetings and coordination with local governments, non-profits and state departments.  
**STATUS: Community Development Staff worked with other groups to develop the ARC Webinar Series to share information and resources about issues facing the region that align with the goals of The Atlanta Region's Plan.**
- Update the Atlanta Region's Plan as per DCA requirements.  
**STATUS: Community Development Staff prepared a draft of The Atlanta Region's Plan and submitted the draft to DCA for review in 2020, with adoption scheduled in early 2021.**

- Support RTP process and development of forecasts.  
**STATUS: Community Development Staff continued to support the Research and Analytics and Transportation Access Mobility Groups on the RTP and Forecast development with data collection and coordination of The Atlanta Region's Plan.**
- Track local government greenspace and preservation activities including GIS data.  
**STATUS: Community Development Staff identified historic properties in the regional historic review GIS file that were submitted to ARC through Section 106 notices.**
- Continue to support implementation of the TransFormation Alliance's program goals and work program.  
**STATUS: Community Development Staff provided support to implement the Transformation Alliance work program through grants to Alliance members and partners to advance the goals of the Alliance.**
- Support the creation of a sustainable regional food system by supporting local governments through local food plans and partnering with external agencies to fund implementation.  
**STATUS: Community Development Staff worked with FoodWell Alliance on the City of East Point's City Agriculture Plan. Staff also promoted and managed the annual Orchard Project which is funded through the Fruit Tree Sale.**
- Update the Regional Resource Plan.  
**STATUS: As a part of The Atlanta Region's Plan update, Community Development Staff revised the document to align it with the revised state planning rules.**
- Lead activities and provide administrative support for the LUCC.  
**STATUS: Community Development Staff provided support for LUCC and transitioned to a virtual format starting in March.**
- Provide staff and administrative support for CRC.  
**STATUS: Community Development Staff provided support for CRC and transitioned to a virtual format in May.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 002BAP CD Technical Assistance Program
- 902BAP CD Technical Assistance Program
- 002BPL Regional Development Plan Implementation
- 002BTP Land Use and Transportation Planning Coordination
- 002BTT Land Use and Transit Planning Coordination
- 702BTA TransFormation Alliance

- 802BTG TranFormation Alliance- Grant
- 802BTD TransFormation Alliance- Projects

## **ELEMENT 2 – COMMUNITY DEVELOPMENT**

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

#### **PURPOSE**

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

As the MPO, ARC annually allocates \$1,800,000 for planning studies and has committed \$500 million of transportation project funds through 2040 for the LCI program. The program has been very successful as evidenced by national awards and biannual LCI Implementation Reports. Since 1999, LCI plans have been undertaken in 122 communities and an additional 142 supplemental studies have been awarded to LCI communities to help implement their plans.

The Community Development Group has produced eight LCI Implementation Reports between 2004 and 2018. The reports demonstrate that local governments value the LCI program both as a planning and implementation tool. The LCI Implementation Reports document substantial progress in building new development and transportation projects in LCI areas.

The LCI program is one of the primary mechanisms in the region to undertake Transit Oriented Development (TOD) planning. Master plans for 36 of the 38 MARTA stations have been prepared through the LCI program. Through fiscal year 2019, \$157 Million has been spent on 74 LCI projects that provide transit enhancement or bicycle and pedestrian access to transit rail stations or bus stops (including MARTA, CobbLinc and Gwinnett County Transit). ARC also coordinates extensively with MARTA, local governments and other partner organizations to conduct TOD planning.

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

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

#### **DELIVERABLES**

- Continue the renewed LCI program focused on supporting existing and future transit investment and existing town centers.

**STATUS: Community Development Staff continued the LCI program in 2020 with information sessions for LCI Communities on best practices for LCI communities at joint LUCC Meetings in 2020.**

- Solicit project ideas through a combined LCI and CDAP call for projects.  
**STATUS: Community Development Staff conducted a combined 2020 call for projects in 2020 and was able to transition project selection with external partners virtually. Staff conducted two pre-application meetings to solicit ideas and hosted a webinar to explain the process.**
- Continue to solicit LCI project ideas and fund projects that closely align with new priorities.  
**STATUS: In 2020, ARC funded 11 LCI Studies in 2020 and 2 projects with the Georgia Smart Program.**
- Continue to provide implementation support including planning and regulatory assistance as well as funding transportation projects in LCI communities.  
**STATUS: In 2020, ARC funded 9 studies that assist LCI communities on implementation and selected 9 projects at \$47 million for transportation funding.**
- Track completed LCI transportation projects, new developments, and supportive local actions.  
**STATUS: Community Development Staff tracked projects and developments in LCI communities. Staff regularly updated the LCI Dashboard which allows easy access of LCI funding information.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 902CAS Livable Centers Initiative (Subgrants)
- 002CAT Livable Centers Initiative (Program Management)
- 002CAS Livable Centers Initiative (Subgrants)

## **ELEMENT 2 – COMMUNITY DEVELOPMENT 2D – ECONOMIC DEVELOPMENT**

### **PURPOSE**

Element 2D provides resources for ARC staff to undertake implementation of the Regional Competitiveness Strategy, now known as CATLYST. The Strategy meets the region's responsibilities as the Economic Development District (EDD) but also has provided a regional forum for public and private entities to collaborate across local jurisdictional boundaries around regional goals. ARC staff will continue to convene, coordinate and actively participate in initiatives with economic development professionals and stakeholders from across the region during 2020. The CATLYST planning process yielded four project teams focused on the key work areas defined by the Strategy. These groups will implement recommendations to increase the region's long-term competitiveness. ARC staff will support and convene these groups, along with regional partners.

### **DELIVERABLES**

- Implement the update to the Regional Competitiveness Strategy (CATLYST), finalized and adopted in 2017. Activities include support for the Regional Marketing Alliance and the Regional Housing Strategy.  
**STATUS: Community Development staff supported the Regional Marketing Alliance and completed required EDD updates as required by the Economic Development Administration. Community Development Staff supported the Regional Housing Strategy with the creation of a Regional Housing Forecast.**
- Integrate the relevant goals, tactics and actions from CATLYST into The Atlanta Region's Plan Update and other ARC program activities.  
**STATUS: With the 2020 update to The Atlanta Region's Plan, Community Development Staff incorporated the actions from CATLYST into the plan update. Staff began planning for a joint update of CATLYST and The Atlanta Region's Plan for 2022.**
- Support local governments and regional planning efforts to complete appropriate grants or other technical support from the Economic Development Administration (EDA).  
**STATUS: ARC received CARES Act funding in 2020, to assist the region in responding and becoming resilient. Community Development staff worked with EDA staff on assisting communities in applying for CARES Act recovery assistance funding. Staff hosted a webinar with EDA on May 19<sup>th</sup>**
- Continue to host quarterly meeting with the Regional Marketing Alliance (RMA) involving the Economic Development Organizations of the 10 metro Counties plus the Metro Atlanta Chamber and the City of Atlanta.  
**STATUS: Community Development Staff participated in the Regional Marketing Alliance in 2020. Meetings were hosted virtually starting in May 2020.**

### **PARTNERSHIPS**

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

### **COST CENTERS**

- 002DRE Economic Development
- 002DRS ED Administration

## **ELEMENT 2 – COMMUNITY DEVELOPMENT 2E – REGIONAL LEADERSHIP DEVELOPMENT**

### **PURPOSE**

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

The 2020 LINK trip will bring 110 top leaders from all sectors of metro Atlanta to another region in the U.S. We are beginning to plan for a visit to the Chicago region. This trip will provide an opportunity for Atlanta leaders to hear from their peers in this region, learn from their successes and challenges, and consider potential strategies to employ in the Atlanta region.

The 2020 Regional Leadership Institute marks the 30<sup>th</sup> year of the RLI program. RLI will be held in Savannah 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.

The Arts Leaders of Metro Atlanta (ALMA) program has convened and educated more than 600 arts leaders on issues that build a stronger arts community and draw connections to topics such as education, economic development and cultural equity. This program continues to provide a valuable link between the arts and culture community, and ARC's long-range planning and service delivery work.

In 2020, the Model Atlanta Regional Commission (MARC) Program will continue to challenge high school youth with meaningful sessions and exercises on a broad range of regional issues, while giving them opportunities to sharpen their leadership skills. MARC will build on its history of shaping the next generation of our region's leaders.

Several enhancements will be made in the 2020 year of the leadership programs. The LINK visit will again leverage local lessons from the Chicago region to drive action and change on related stories in metro Atlanta. And intentional, thoughtful leadership development components will be built into both ALMA and MARC, to ensure participants are sharpening their leadership skills while learning about the region.

In 2020, we will invite the 4000+ alumni from the four leadership programs to join an alumni network that will inform them on regional issues and action, connect them to one another, and provide a platform for continued dialogue and change. This has been a longtime goal of the leadership programs, and we are excited to launch it in a fresh, digital format that users of all ages will be able to access.



## **DELIVERABLES**

- Develop and implement the 2020 LINK trip.  
**STATUS:** Because of COVID-19 and a desire to safeguard participants' health, the LINK trip to the Chicago region was postponed to 2021. Some LINK participants participated virtually in an multi-part training on racial equity in the fall of 2020.
- Develop and implement the 2020 Regional Leadership Institute (RLI).  
**STATUS:** Because of COVID-19 and a desire to safeguard participants' health, the 2020 RLI program was canceled. The program will restart in 2021 with revisions.
- Develop and implement the 2020 MARC program.  
**STATUS:** The 2020 MARC program took place on a virtual platform that brought together 35+ high school youth to learn about regional issues, leadership development and ways to drive positive regional change. This platform offered them opportunities to learn about specific leadership competencies, work on small group projects, take quizzes and collaborate seamlessly with one another and ARC staff.
- Develop and implement the 2020 ALMA program.  
**STATUS:** The 2020 ALMA program took place in person from Jan-March 2020, with virtual activities planned in the fall. Sessions on arts data and research, the work of the ARC, creative placemaking, and the arts ecosystem of metro Atlanta took place in person. Virtual sessions around racial equity in the arts, specific leadership skills, and creative placemaking were conducted in the fall of 2020.
- Provide ongoing alumni communications and engagement opportunities through the alumni network.  
**STATUS:** ARC Staff developed the ARC Alumni Network with a soft launch in the fall 2020 opportunities for alumni to connect to the ARC and the work of the region in an online platform. This platform will provide forums for issue-specific conversations, program-specific (LINK, RLI, etc.) conversations, opportunities for engagement in ARC Programs, as well as ways to connect with a mentor or volunteer position. The program will fully launch in 2021.
- Implement enhancements to the programs to ensure that they build regionally minded leaders who will navigate change successfully.  
**STATUS:** In 2020, the ALMA program brought in consultants on creative placemaking and leadership development to add specific components to that program. MARC will also made use of an expanded youth leadership curriculum to challenge and grow participants. The new ARC Alumni Network will also provide opportunities for alumni to grow in their understanding and participation on a range of regional issues.

In addition to these activities, a small group of LINK participants from the 2019 visit took part in a multi-day training on racial equity in the fall of 2020. This was designed to provide them with a deeper understanding of issues around equity and help them organize action to impact the entire region.

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 002EPL RLI Planning
- 002EOL RLI Operations
- 002EKP LINK Planning
- 002ELO LINK Operations
- 002EMP MARC Program

## ELEMENT 2 – COMMUNITY DEVELOPMENT

### 2F – ARTS & CULTURE

#### **PURPOSE**

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

The Regional Public Arts Program has granted four communities with funds to complete unique and meaningful art pieces that represent local character. And the series of Cultural Forums brings national arts discussions to our region in ways that allow local leaders to connect and collaborate to strengthen our network of relationships and organizations.

For the first time in 2019, the ARC undertook an effort to develop the agency's strategic plan for arts, culture and creative placemaking. This work yielded recommendations for actions within the agency as well as ideas for how ARC may strengthen the arts and culture ecosystem across the region. This plan will be implemented through an internal team of ARC staff and a host of civic volunteers from the 10-county region.

#### **DELIVERABLES**

- Undertake at least two cultural forums per year around topics of regional importance on a regular basis.  
**STATUS: ARC staff conducted cultural forums through the ARC Webinar Series. A Community Led Storying Telling and Engagement Webinar was hosted on December 1<sup>st</sup> and Equity in Arts Funding was hosted on December 15<sup>th</sup>.**
- Pursue funding for the second phase of the Regional Public Art Program to provide resources to implement public art projects in communities across the region.  
**STATUS: ARC staff researched philanthropic funding and equity to examine how arts funding is allocated within Metro Atlanta. Staff provided assistance to communities seeking to develop public art plans/committees through the CDAP program so they can manage these projects locally. Staff worked with the LCI program to develop a creative placemaking transit element to be incorporated within the 2021 LCI program.**
- Continue to integrate arts and culture planning with other long-range planning and community service work of the ARC. Highlight connections and implementation strategies around The Atlanta Region's Plan, CATLYST and other agency initiatives.  
**STATUS: An internal arts team meets to discuss these opportunities. Particular attention has been given to ways we can incorporate the arts and artists into the technical assistance provided to communities through LCI, CDAP and other assistance projects. .**

- Create opportunities to foster innovation within the creative industries and develop cross-sector collaboration.

**STATUS: Virtual events took place in the fall of 2020 to incorporate lessons learned through and through the Alumni Network to continue to foster innovation through deeper collaboration and leveraging lessons learned from ARC's leadership programs. These virtual events included webinars through the ARC webinar series and sessions at ALMA.**

- Implement the agency's Arts, Culture + Creative Placemaking Strategic Plan and track its progress online.

**STATUS: Several of the items above are implementation steps from the Arts, Culture and Creative Placemaking Plan, with links online. A formal online tracking system is being explored.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 002FOA Arts & Culture Planning and Assistance
- 002FLA Arts Leadership Programs

# **Natural Resources**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
ELEMENT 3 – NATURAL RESOURCES**

**MISSION**

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

**GOALS**

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

**2020 WORK PROGRAM HIGHLIGHTS**

- Monitor Alabama-Coosa-Tallapoosa/Apalachicola-Chattahoochee-Flint (ACT/ACF) interstate water conflict and coordinate related regional activities.
- Operate the Chattahoochee River/Lake Lanier Information Management System.
- Assist local governments in meeting Clean Water Act Municipal Stormwater Permit requirements.
- Assist local governments, as requested, in water-related issues such as implementation of TMDL Plans and multi-jurisdictional water-supply watershed protection agreements.
- Conduct Metropolitan River Protection Act reviews and provide assistance to governments and public.
- Provide planning staff for the Metropolitan North Georgia Water Planning District.
- Begin work on the update to the District’s Water Resource Management Plan.
- Provide technical assistance to metro communities to assist with implementation of the District’s Water Resource Management Plan.
- Manage and provide assistance to the Regional Toilet Rebate Program.
- Manage the District’s education program, including the Clean Water Campaign and the My Drop Counts education campaigns, the Water Drop Dash Race and Water Festival and the Storm the Watershed Trail Run.
- Staff the Green Communities Program to encourage and assist local governments to reduce overall environmental impact and create green communities by identifying “green” measures and activities.

- Staff the Sustainable Connections Internship Program to connect college and university students in the Atlanta region who are interested in careers in sustainability with local governments and nonprofits in need of sustainability programming assistance.
- Launch a new module of the Green Communities program to recognize cities and counties that are actively planning to mitigate the effects of a changing climate and working to reduce their communities' contribution to the problem.
- Coordinate efforts to help utilities address TMDL requirements.
- Work with The Conservation Fund, American Rivers, and other stakeholders to continue working on water management issues in the Upper Flint River basin by engaging the appropriate parties to carry out projects guided by the Finding the Flint Vision.
- Begin work to assess water supply resilience as part of District's long-range water supply planning.

## **2020 WORK PROGRAM TITLES**

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

## **2019 ACCOMPLISHMENTS**

- Continued monitoring of ACT/ACF interstate water conflict and litigation, and related U.S. Congressional activities.
- Coordinated local efforts on the litigation.
- Operation of the Chattahoochee River/Lake Lanier Information Management System.
- Coordinated stormwater education activities and programs through the Clean Water Campaign.
- Continued review and monitoring under the Metropolitan River Protection Act.
- Provided staff for the Metro Water District and technical assistance for the District-wide Water Resource Management Plan, and conducted the "My Drop Counts" and "Clean Water Campaign" public education campaigns.
- In partnership with local governments, organized the Water Drop Dash Race and Water Festival and Storm the Watershed Race and Festival
- Continued the ARC Green Communities Program and the Atlanta Regional Green Government Certification awards program by reviewing applications and certifying local governments that met program criteria.
- Worked with The Conservation Fund, American Rivers, and other stakeholders on water management issues in the Upper Flint River basin to further the Finding the Flint Vision. Advocated for partners determining a long-term, administrative solution for sustaining the Vision's work.

## **ELEMENT 3 – NATURAL RESOURCES**

### **3A – WATER RESOURCES**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Monitor ACT/ACF Interstate Water Allocation litigation and U.S. Congressional activities and coordinate related activities and management of legal and technical assistance.

**STATUS: ACF Basin:** In the Florida v. Georgia case before the Supreme Court, Florida is seeking an equitable apportionment of the waters of the ACF. On December 11, 2019, the Special Master recommended that the Supreme Court deny Florida's request. The case is now back before the full court, with oral argument scheduled on February 22, 2021. A final ruling is expected by June 2021. Separately, the U.S. Army Corps of Engineers (the Corps) completed the Record of Decision for the ACF Water Control Manual in March 2017. This manual sets the parameters for the Corps' operation of its projects in the ACF river basin. There is one consolidated lawsuit against the Corps related to this manual.

**ACT Basin:** In the ACT Basin, the Corps is completing a reallocation study, scheduled to be completed by March 2021. There may be lawsuits that arise once finalized. There is also one separate case involving the ACT challenging the updated Water Control Manual for the ACT river basin issued by the Corps. This manual sets the parameters for the Corps' operation of its projects in the ACT river basin. Alabama and Alabama Power have filed suit against the Corps in Washington, D.C., challenging whether the updated manual complied with the National Environmental Policy Act as well as the Corps' decisions on Allatoona Lake operations adjusting the hydropower release schedules and its alleged failure to mitigate water quality impacts from wastewater discharges downstream in Alabama.

**Related Activities:** Other activities have included holding periodic water issue coordination calls with key congressional staffers and discussing relevant legislation.

- Operate the Chattahoochee River/Lake Lanier Information Management System.  
**STATUS:** Staff provided twice-weekly projections for releases from Buford Dam and Morgan Falls Dam in support of the River/Lake Lanier Information Management System throughout 2020. Staff also coordinated the collection of data from utilities that withdraw directly from the Chattahoochee River and as well as the dissemination of time-sensitive information related to changes in withdrawal forecasts or in the releases from either dam
- Assist in the implementation of State Water Plan.  
**STATUS:** ARC/MNGWPD staff continued to participate in water council meetings across the State.



## **PARTNERSHIPS**

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

## **COST CENTERS**

- 003ARM River/Lake Management System
- 003AWS Water Supply Coordination, Data and Reviews
- 703AWW Technical Assistance Contracts

## **ELEMENT 3 – NATURAL RESOURCES**

### **3B – ENVIRONMENTAL MANAGEMENT**

#### **PURPOSE**

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

#### **DELIVERABLES**

- DRI and other miscellaneous reviews and local assistance.  
**STATUS: Reviewed and commented as necessary on stream buffers, water supply watersheds and stormwater on 29 DRIs and 20 Out-of-Region DRIs as well as on relevant Natural Resources, Community Facilities and Intergovernmental Coordination issues for 41 City and County Comprehensive Plans and related documents during 2020. Reviewed 10 Corps permit applications, 164 State buffer variance requests and other reviews as needed during the year.**
- Assist local governments, as requested, in water-related issues such as implementation of TMDL Plans and multi-jurisdictional water-supply watershed protection agreements.  
**STATUS: No requests were made by local governments for assistance during the year.**
- Assist Metropolitan North Georgia Water Planning District (MNGWPD) and participating local and state agencies with implementation of the Clean Water Campaign.

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

**My Drop Counts: District staff managed the My Drop Counts water conservation pledge for home and businesses. To date, over 3,800 pledges to conserve water have been made by residents across the state using our program. The District continues to work with a consultant to coordinate a media strategy and secure in-kind media coverage focused on the My Drop Counts Business and Individual Pledges. Education and outreach materials were distributed to partners. In 2020, this included creating messaging that related pandemic-based water use (i.e. increased hand-washing) to existing My Drop Counts messaging, as well as My Drop Counts messaging for billboards, social media, and in support of partner utilities' messaging campaigns.**

**Video Contest: The annual High School Video Contest, focusing on the importance of water conservation, had 25 entries, with over 30 students participating. Students were able**

to submit videos in both English and Spanish again this year. The winning videos were recognized at the District's Governing Board meeting in June. Winning videos were distributed on social media and share by local media across the region.

**Photo Contest:** The District received over 650 entries to the annual calendar contest. The winning image was "Miniature Landscapes" by Diana Petrova of Chamblee, GA.

**Essay Contest:** The topics for the 2020 Middle School Essay Contest were "During this time of pandemic due to COVID-19, why is access to clean, safe water so critical?"; and "Research an essential water job and write about the functions of the job, the type of education needed to do this job, why the job is important, and why you would consider doing this job." The District received over 350 essays from 14 counties and the City of Atlanta, covering both topics.

**Other Children's Education:** This year, due to COVID-19 social distancing requirements, the 2020 Children's Water Festivals were cancelled. As social distancing requirements continue into 2021, District staff developed curriculum based on Georgia Education Standards for Fourth Grade that covers many of the festivals' activities, and other themes like stormwater and pollution, rainfall, and more. That video was also made available to the District for future use, as needed. The District continued with messaging, education and outreach related to National Drinking Water Week.

**Just A Drop Quarterly Newsletter:** District staff continued its quarterly newsletter, called "Just a Drop," which is distributed to over 745 recipients and has a 30% open rate.

**Other Related Activities:** The District updated the [cleanwatercampaign.org](http://cleanwatercampaign.org) and [mydropcounts.org](http://mydropcounts.org) websites to reflect current information. Due to COVID-19 social distancing measures, the District shifted many of its outreach and education activities to virtual platforms. The Water Drop Dash 5K became a virtual race, and was one of the first in Metro Atlanta to become virtual. In response to concerns from utility partners about the potential increase of "flushable" wipes due to toilet paper shortages, the District developed digital marketing around "Wipes in Pipes," and generated messaging around water conservation with particular focus on residential water use due to the statewide "Stay At Home" order. The video contest saw fewer participants this year because schools were not open, and many students did not have access to video recording and editing technology at home. As a result, the District allowed video submissions from app-based video platforms, like TikTok. The District also created a set of billboard advertisements related to "Wipes in Pipes" and residential water use to be shown on digital billboards across the District.

- 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.

**STATUS: Green Communities Certification:** All communities due for recertification in 2020 were granted a voluntary one-year extension due to COVID-19. Two New Leaf communities were on-boarded into the program entry process in 2020. Staff has met with five communities interested in the New Leaf entry level and seven communities preparing for reapplication in 2021.

**Communications and Events:** The Green Matters newsletter was sent out ten times to over 1080 recipients in 2020. Staff hosted six Network+Knowledge events with partners such as BIT Building Program, Clean Cities-Georgia, Georgia Power Company, Southface, Food Well Alliance, Georgia Recycling Coalition, Truly Living Well Center, Georgia Environmental Protection Division, Georgia Tech, 2KB Energy Services, ABM Industries,

**Energy Services Coalition, and the City of Norcross. The events reached an audience of over 130 attendees and offered 1 CM credit for AICP personnel.**

- Staff the Sustainable Connections Internship Program to connect college and university students in the Atlanta region who are interested in careers in sustainability with local governments and nonprofits in need of sustainability programming assistance.  
**STATUS: The recruitment for the next round of SCIP took place February through May. The five 2019-2020 SCIP interns completed their community projects in April and created posters that summarized their experiences and growth. In May, recruitment of interns and projects for the 2020-2021 Sustainable Connections Internship Program (SCIP) concluded. In June, 27 potential interns participated in the first round of interviews with ARC staff for internships with the following hosts: DeKalb County (2 positions), City of Decatur, City of Norcross, City of South Fulton, and Serenbe Institute for Art, Culture & the Environment. Intern applications were received from the following schools: Clark Atlanta University, Emory University, Georgia Institute of Technology, Georgia State University, Kennesaw State University, Oglethorpe University, Spelman College, and the University of Georgia. Final matches were made in July following the community interview phase, with a total of 7 interns being placed. The Fall connection event took place in October, with the interns learning from each other and hearing from a previous SCIP intern, Maggie Kelly, now a sustainability professional with the Southeast Energy Efficiency Alliance. Preparation for the 2021 – 2022 SCIP cohort began in December with an anticipated recruitment launch set for February 2021.**
- Launch a new module of the Green Communities program to recognize cities and counties that are actively planning to mitigate the effects of a changing climate and working to reduce their communities' contribution to the problem.  
**STATUS: The Climate Conscious Community designation launched the webpage and Building Module. Supporting technical documents for the Building Module and the Transportation Module workbook are currently being developed by staff. Staff has met with one local government interested in participating and are actively promoting the designation through Network+Knowledge events and Green Communities Program meetings.**
- Work with The Conservation Fund, American Rivers, and other stakeholders to continue working on water management issues in the Upper Flint River basin by engaging the appropriate parties to carry out projects guided by the Finding the Flint Vision and performing a master plan for the Upper Flint River as funding becomes available.  
**STATUS: Participated in bi-weekly Finding the Flint (FTF) Core Team meetings, attended zoom meetings with the larger working group and community stakeholders. Collaborated with Clayton County Water Authority and Clayton County Fire/EMS to pursue grants for flood mitigation and resilient infrastructure through 2020. Efforts to identify financial support for FTF priority projects including Georgia EPD Section 319(h) funding and FEMA Building Resilient Infrastructure and Communities (BRIC) grants will continue into 2021.**
- Development of a Vulnerability and High-Level Risk Assessment Pilot Project in coordination with the Transportation and Mobility Group to assess flooding and heat island impacts to transportation and transit systems within a pilot watershed.

**STATUS:** Assisted with data collection and coordination with the local municipalities within the pilot watershed and reviewed project deliverables from the consultant. The pilot project included the development of a tool called the City Simulator which staff provided input into the development and were trained to use after the project was completed in June 2020. NRG staff will continue to assist TMG as they expand the use of the tool to other watersheds across the region.

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 003BSP Special Projects (DRI review, Manual Training)
- 003BSU Sustainability Programs
- 003BRP Resiliency and Durability Project

## **ELEMENT 3 – NATURAL RESOURCES**

### **3C – CHATTAHOOCHEE CORRIDOR**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Complete all MRPA and Area Plan Reviews of submitted development applications.  
**STATUS: Reviewed and completed 18 MRPA review applications in 2020. One review was received just before December 31 and will be opened in January as a 2021 review. Staff also worked with applicants on five reviews that had not been submitted by the end of the year. Staff also determined that 8 proposed projects did not require reviews during the year.**
- Provide information on requirements, specific review issues and past review histories to applicants, local governments and the public.  
**STATUS: Worked with applicants, consultants and local government staffs on current, pending, proposed and past reviews. Activities included conducting 11 reanalyses, researching past reviews and researching and providing information for proposed reviews and other project proposals. Updating of the review file index continued as time permitted. Research, consultation and assistance activities averaged 4.5 days a week. Updating the review files averaged 1 - 2 hours per week.**
- Work with local governments to encourage enforcement of MRPA and to resolve violations of Corridor Plan standards.  
**STATUS: 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.**
- Provide education on MRPA and river protection to interested groups.  
**STATUS: Met and consulted with local governments as needed to discuss MRPA and Corridor Plan issues, including Douglas and Fulton counties and the cities of Chattahoochee Hills, Johns Creek, Peachtree Corners, Roswell and Sandy Springs throughout 2020. In addition, staff answered questions and provided information as requested during the year.**
- Continue to provide critical MRPA input for development of the Chattahoochee Riverlands Study.

**STATUS: Provided input throughout the project development process and provided review and comments as the study was finalized. The study was completed in May 2020. Staff continued to participate in Chattahoochee Riverland Working Group meetings throughout 2020 and will continue in the future to provide input on MRPA as the Riverlands Study is implemented.**

### **PARTNERSHIPS**

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

### **COST CENTERS**

- 003CCR Chattahoochee Corridor Reviews, Assistance and Education

## **ELEMENT 3 – NATURAL RESOURCES**

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

#### **PURPOSE**

Legislation passed in the 2001 Georgia Legislature created the Metropolitan North Georgia Water Planning District and gave ARC certain responsibilities relative to the staffing and planning work for the District. ARC will provide planning staff in 2020.

#### **DELIVERABLES**

- Provide administrative support to the District and meeting support of the Water District Board, Committees and Advisory Councils.  
**STATUS: Staff support was provided for five Board meetings, four Board Executive Committee meetings, three Board Finance Committee meetings, two Board Legislative Committee meetings, six Technical Coordinating Committee meetings, and twelve Basin Advisory Council meetings. District staff also organized and provided support for a legislative meet and greet event**

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

- Provide technical assistance in support of the District-wide Water Resource Management Plan, including:
  - Stormwater Model Ordinance training and implementation assistance
  - Local Stormwater Monitoring Data Collection and preparation of source water protection education materials
  - Local wastewater planning
  - Facilitation of multi-jurisdictional approaches on wastewater issues, including Lake Lanier water quality issues
  - Support of local utilities
  - Providing a mechanism for review and oversight of the Plan's water conservation element
  - Guidance and workshops for water conservation coordination including program planning
  - System data collection and review

#### **STATUS:**

- **Stormwater Model Ordinance Training and Implementation Assistance:** Provided support for adoption of the 2019 Model Ordinance for Post-Construction Stormwater Management for New Development and Redevelopment by conducting webinars for local jurisdictions and speaking to local staff and elected officials. Updated the Post-Construction Stormwater Technology Assessment Protocol (PCSTAP) to collect a fee for device review and ensure a two month turn-around on the assessment.
- **Local Stormwater Monitoring Data Collection and Preparation of Source Water Protection Education Materials:** Submitted an application for funding



from the NRCS Regional Conservation Partnership Program to fund the Lake Lanier Watershed Conservation Partnership. This partnership would educate farmers about nutrient management and fund the implementation of conservation practices on agricultural land to reduce nutrient loading in the watershed.

- **Local wastewater planning:** District staff researched and provided recommendations to the TCC on best management strategies for wastewater master planning in relation to trends in indoor water use efficiency. District staff conducted a survey of septic receiving policies and quantities across the region and reported the results to the TCC. District staff coordinated with the Georgia Environmental Finance Authority on a statewide assessment of biosolids generation, management processes, and beneficial reuse options.
  - **Facilitation of multi-jurisdictional approaches on wastewater issues, including Lake Lanier water quality issues:** District staff helped compile regional and statewide data related to biosolids production and disposal and participated in regional discussions related to industry trends and opportunities for regional biosolids management facility development. District staff also participated in a Lake Lanier Water Quality Research Master Planning stakeholder engagement group conducted by The Water Tower @ Gwinnett.
  - **Support of local utilities:** In preparation for EPD audits, six one-on-one technical assistance meetings were conducted with local communities: the cities of Oakwood; Conyers; Sandy Springs; Alpharetta; College Park; and Hall County. District staff met with Georgia EPD to provide input on how audits would be conducted during the COVID-19 pandemic, provided maps of Small Water Supply Watersheds to both EPD and local governments, worked with EPD to update the audit spreadsheet in accordance with plan amendments, and updated the Technical Assistance Program webpage for ease of use and resource accessibility.
  - **Providing a mechanism for review and oversight of the Plan's water conservation element:** District staff began a review of existing and potential action items for the District's 2022 Water Management Plan Update and presented a suite of proposals to the District's TCC for review.
  - **Guidance and workshops for water conservation coordination including program planning:** District staff coordinated and led quarterly technical coordinating committee meetings on key plan implementation activities, including indoor home water use, commercial toilet replacement program, local water and wastewater master planning, proposed 2020 Plan amendments, biosolids planning, policy on practicability analysis for runoff reduction, and post-construction stormwater technology assessment protocol, among other topics. District staff presented a technical program on large landscape irrigation design for the Georgia Green Industry Association annual tradeshow.
  - **System data collection and review:** District staff collected water withdrawal and wastewater discharge data for prior years to assess trends and monitor progress of water conservation and efficiency efforts.
- Manage and provide assistance to the Regional Toilet Rebate Program.  
**STATUS:** Staff managed the regional toilet rebate program and provided technical and customer service support to 23 water providers participating in the program.

More than 1,900 toilet rebates were issued through the program in 2020. This is a correction of the number shown in the mid-year report.

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

**STATUS: Water Drop Dash:** The District partnered with Chattahoochee Nature Center in March to organize the eighth annual Water Drop Dash 5K race, children's fun run and education fair focused on water conservation awareness. Because of necessary social distancing measures due to COVID-19, the race was run as a virtual 5K, one of the first races in metro Atlanta to be run virtually. Nearly 650 runners registered for the race. Of the 650 registered, nearly 300 runners of all ages ran a 5K on a course of their choosing and self-reported their race times. Because the race was virtual, the District was able to broaden its reach and attract runners from across the country. The District held the second annual Water Drop Dash T-shirt Design Contest and received around 10 entries. The winning design was featured on the front of the race t-shirt, which all registered runners received by mail.

**Clean Water Campaign:** The Clean Water Campaign Activities and Summary Report was developed for local governments' MS-4 reports and distributed in late May.

Updating of existing Clean Water Campaign and My Drop Counts marketing materials continued. Education and outreach materials were distributed to partners. The District shared the art files for brochures and giveaways with out-of-region and out-of-state peer organizations and local governments, furthering efforts to build our brand and reputation nationally.

**My Drop Counts:** District staff managed the My Drop Counts water conservation pledge for home and businesses. To date, over 3,800 pledges to conserve water have been made by residents across the state using our program. The District continues to work with a consultant to coordinate a media strategy and secure in-kind media coverage focused on the My Drop Counts Business and Individual Pledges. Education and outreach materials were distributed to partners. In 2020, this included creating messaging that related pandemic-based water use (i.e. increased hand-washing) to existing My Drop Counts messaging, as well as My Drop Counts messaging for billboards, social media, and in support of partner utilities' messaging campaigns.

**Video Contest:** The annual High School Video Contest, focusing on the importance of water conservation, had 25 entries, with over 30 students participating. Students were able to submit videos in both English and Spanish again this year. The winning videos were recognized at the District's Governing Board meeting in June. Winning videos were distributed on social media and share by local media across the region.

**Photo Contest:** The District received over 650 entries to the annual calendar contest. The winning image was "Miniature Landscapes" by Diana Petrova of Chamblee, GA.

**Essay Contest:** The topics for the 2020 Middle School Essay Contest were "During this time of pandemic due to COVID-19, why is access to clean, safe water so critical?"; and "Research an essential water job and write about the functions of the job, the type of education needed to do this job, why the job is important, and why you would consider doing this job." The District received over 350 essays from 14 counties and the City of Atlanta, covering both topics.

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- Update Source Water Assessment Plans.  
**STATUS:** Final Source water assessment plans for 23 water utilities were approved by EPD in September of 2020. All final reports, GIS files, and data were disbursed to respective utilities. A summary of results, background, and methodology of the effort was posted on District website. Authored an article for the Georgia Operator magazine to educate water professionals and promote the use of the updated source water assessment plans.
- Implement a Septic System Impact to Surface Waters Study for Wet Weather as funding becomes available.  
**STATUS:** The funding for this item has not been approved.
- Begin work on the 5-year update to the District's Water Resource Management Plan.  
**STATUS:** The District hired a consultant and began the work on the Plan update in the summer of 2020. District staff and the consultant begin work on data collection efforts, drafting and presenting action items for stakeholder review, and other tasks included within the scope of work.

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 003DPL Water District Support Activities
- 003DPE Water District Education Program
- 003DP1 Water District Support
- 003DDU Water District Dues Activities
- 803DSW Source Water Assessment Plans

# **Workforce Solutions**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
ELEMENT 4 - WORKFORCE SOLUTIONS**

**MISSION**

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

In implementing WIOA, the Workforce Solutions Group offers programs and services centered on meeting the needs of two primary 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 low-income adults, and youth.

**GOALS**

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

## **2020 WORK PROGRAM HIGHLIGHTS**

- Provide administrative and staff support for the ARWDB and its committees. Hold at least four meetings of the ARWDB.

**Status: Due to Shelter in Place order for the State of Georgia the March 19<sup>th</sup> meeting was cancelled. A virtual Executive Committee meeting was held on April 8<sup>th</sup> and on September 15<sup>th</sup>. Virtual Board Meetings were held on May 28<sup>th</sup>, August 27<sup>th</sup>, October 22<sup>nd</sup>, and December 17<sup>th</sup>, with the Executive Committee taking place prior to these meetings.**

- Maintain a system of Career Resource Centers for employment and training services, in addition to the Mobile Unit, providing access to workforce programs and services in all 7 counties in our service area; participate in special projects such as job fairs and community events to extend ARWDB employment and training services beyond traditional service locations.

**Status: Due to Covid -19 the Career Resource Centers and the One Stop Operator adjusted service delivery to virtual. The Mobile Career Lab schedule has been suspended due to COVID until further notice. The Career Resource Centers continued to provide virtual services to 14,850 individuals throughout 2020.**

- Support the delivery of services for displaced workers at major companies facing closure or downsizing as the needs arise.

**Status: Due to COVID-19, staff did not participate in in-person Worker Adjustment and Retraining Notices (WARN). When requested, staff participated in virtual rapid response activities including for the following employers: Delta, Georgia Tech, and Georgia State University.**

- Continue to develop and enhance training opportunities for individuals with barriers to employment such as those with disabilities and returning citizens.

**Status: The Disability Employment Initiative grant ended in March 2019. However, we found the disability services valuable to our career centers and customers and continued to fund the coordinator's position. The coordinator worked with over 50 individuals seeking workforce programs and needing disability services. The coordinator continues to provide employment services to Ticket to Work Holders; to date, there are five tickets assigned to WorkSource Atlanta Regional through this initiative.**

- Maintain a comprehensive and collective system of youth services to qualified youth who are seeking employment and education/training services as guided by WIOA's fourteen (14) required elements of youth services.

**Status: Contracted with providers to serve out of school youth in each of the 7 counties, along with one additional provider to serve in school youth across all counties. The NextGen programs continued to adjust services and service delivery activities to address the needs and the priorities resulting from COVID-19, providing services both in-person and virtually. In coordination with MAIP, 136 youth gained work experience through the virtual Career Compass Academy.**

- Enhance connections to local businesses and expand opportunities for adult and youth participants to receive work-based learning experiences through On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, Apprenticeships, and Work Experience.

**Status: There were 46 active work-based learning programs during the period.**

- Serve in a leadership role to advance regional workforce initiatives, including the Metro Atlanta Industry Partnerships, Regional Workforce Plan, and Targeted Outreach activities.

**Status:**

- **Workforce Solutions staff continued to provide support to MAIP, which hosted 15 webinars with 985 participants, development of the five service lines with each team meeting three times during the year, offered one virtual career fair in conjunction with Aerotropolis Atlanta that included 38 employers and 1,032 jobseekers, and two Career Compass Academy cohorts with 136 youth gaining virtual work experience.**
- **The Workforce Solutions Group prepared a full update to the local workforce plan, which was adopted by the ARWDB on December 17, 2020. The Workforce Solutions Group led the update to the regional workforce plan, with the assistance of pro-bono services from Accenture. The regional plan was adopted by the ARWDB on December 17, 2020.**
- **ARC continued to lead a targeted outreach campaign for WorkSource Metro Atlanta directing job seekers to a common landing page at ATLworks.org. Through the social media campaign on Facebook and Instagram, workforce outreach received over 7 million impressions to 422,000 different people, resulting in over 30,000 “clicks” on the ad to get more information. While digital outreach campaigns are running, the ATLworks.org website received an 317% increase in traffic, a 236% increase in page views, and a 204% increase in sign-ups.**

## **2020 WORK PROGRAM TITLES**

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



## **ELEMENT 4 – WORKFORCE SOLUTIONS**

### **4A – ADULT AND DISLOCATED WORKER SERVICES**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Plan and deliver workforce development services for adults or dislocated workers at career resource centers, or the Mobile Unit, in each of the seven counties in the Atlanta region workforce service area.

**Status: The One Stop and Affiliate Career Resource Centers throughout our seven-county service area were forced to make major adjustments to services delivery as of March 13, 2020 due to Covid-19. Service delivery transitioned to all virtual programs and continued to engage with customers throughout the year. In total, the centers provided services to 14,850 individuals from January 1, 2020 through December 31, 2020. The following services were converted to virtual: WIOA application submission, job search assistance, resume review and preparation, workshops converted to webinars, over the phone or video chat career counseling, orientation webinars, and center staff participated in virtual job fairs with other partner agencies. The Mobile Career Lab remains shutdown as of March 2020 due to social distancing requirements.**

- Develop and enhance training opportunities for individuals with barriers to employment such as those with disabilities and returning citizens.

**Status: The Disability Employment Initiative grant ended in March 2019. However, we found the disability services valuable to our career centers and customers and continued to fund the coordinator's position. The coordinator worked with over 50 individuals seeking workforce programs and needing disability services. The coordinator continues to provide employment services to Ticket to Work holders; to date, there are five tickets assigned to WorkSource Atlanta Regional through this initiative.**

- Provide a system of Individual Training Accounts for customers to access training opportunities and lead a regional process for implementation of the Eligible Training Provider List.

**Status: To ensure customers have a choice in training providers and programs, the Metropolitan Atlanta Regional ITA Committee, now known as the Metro Atlanta ITA Work Group, meets quarterly to review new applications and programs for approval to be placed on the State ETPL. Between January 1, 2020 through December 31, 2020 the ITA Work Group met four times, once in person (January) and three virtual meetings (April,**

July, October). In total, the Work Group approved 10 new training providers, 27 new training programs, and 32 program changes. All approved programs have been added to the State Eligible Training Provider List. As training providers continue to operate, various training programs are fluctuating between classroom and virtual training due to the COVID-19 pandemic.

- Participate in Rapid Response activities with the US Department of Labor, the Georgia Department of Labor, and community partners to disseminate information about retraining services to employees and employers experiencing layoffs.
- **Status: Due to COVID-19 staff did not participate in in-person Worker Adjustment and Retraining Notices (WARN) received. When requested, staff participated in virtual rapid response activities including for the following employers: Delta, Georgia Tech, and Georgia State University.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

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

## **ELEMENT 4 – WORKFORCE SOLUTIONS**

### **4B – YOUTH SERVICES**

#### **PURPOSE**

The Workforce Innovation & Opportunity Act (WIOA) provides for services to out-of-school youth and in-school youth who are economically disadvantaged, unskilled or have other barriers to employment and/or training for entry into the labor force. The ARC NextGen Program provides services to youth participants ages 16 – 24 who reside in the Atlanta Regional service area. Services are provided with evidence-based practices to identify and address the participants' education/training, employment, personal, and social development needs through service providers located in the 7-county service area. Services to assist with attainment of credentials (GED, high school diploma, occupational, or post-secondary), development of employability skills (resume writing, interview preparation, financial literacy, job shadowing, internships, etc.), placement in employment (job search and other related activities that leads to long-term career), and/or placement in education (grant/scholarship research and other related activities that transition to advanced training or post-secondary) are vital for youth long-term success in the labor force.

#### **DELIVERABLES**

- Design and implement programs that provide a comprehensive and collective system of youth services to qualified youth who are seeking employment and education/training services as guided by WIOA's fourteen (14) required elements of youth services.
- **Status: The NextGen programs continued to adjust services and service delivery activities to address the needs and the priorities resulting from COVID-19. The services and activities (both virtual and in-person) included, but not limited to, weekly professional development workshops, online employer orientations, work experience and from-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, COVID safety workshops, life skills training, mentoring, and supportive services. Supportive services opportunities to youth have been expanded in the areas of housing, utilities, food, mental wellness, counseling, and support groups. The virtual platform increased customer participation, the number of classes being offered, and the number of volunteers who assist the programs.**
- Conduct economic and labor market analysis that describes the economic conditions in the ARWDB service area, then develop and implement strategies to address the economic challenges facing youth.

**Status: Staff worked with local businesses, community organizations, and governments to identify, analyze, and track labor market information and trends. As a result of the findings, trainings were changed or developed to support the youth in gaining the skills needed to fill the changing employment needs and opportunities. Staff assisted youth in applying for unemployment and other support needed to remain stable during the pandemic. Targeted focus was geared towards financial and mental wellness of the youth.**

- Participate in or lead discussions surrounding strategies and solutions that promote long-term economic sustainability for youth.  
**Status: Worked with various businesses, government agencies, non-profits, and the community to identify needs and solutions during this pandemic. One of the major needs is**

**to maintain safe housing. Local providers are working with County Magistrate Court and have developed an eviction prevention program that will focus on maintaining tenancy and prevent eviction. Also, providers are involved with discussions for re-entry/returning citizens and have been able to support housing, education, and employment support for youth.**

- Leverage resources, connections, collaborations, coordination, and access to organizations and services throughout the educational and workforce system to effectively and efficiently provide and expand youth services.

**Status: Through collaborative efforts, local youth providers received over \$370,000 in funding to mitigate COVID impacts by provide assistance for housing, food, utility, work experience, and financial assistance. Provided counseling and life coaching through partnerships via online meetings. Supported local community with food through various food pantries. Also collaborated with community partners to conduct virtual job fairs for our high-needs community. Training programs such for HVAC and electrical were developed through a HVAC Apprenticeship program, Inglett and Stubbs, IBEW Local 613 and the Electrical Training Center (apprenticeship program) to assist youth in occupational skills training.**

- Number of youth served by county in 2020:

Total number of youth served –	857
Cherokee County –	52
Clayton County –	242
Douglas County –	96
Fayette County –	27
Gwinnett County –	262
Henry County –	108
Rockdale County –	70

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 904CA, 004CA Youth Administration
- 904CB, 904CD, 004CB, 004CD Youth Program

## **ELEMENT 4 – WORKFORCE SOLUTIONS**

### **4C – BUSINESS SERVICES**

#### **PURPOSE**

The Workforce Innovation & Opportunity Act (WIOA) places an emphasis on business services through work-based learning and developing business driven initiatives. Businesses are a core customer for ARWDB programs and activities. Staff will engage businesses to determine their employment needs related to hiring new staff or training existing staff, define programs, and partner on service delivery.

#### **DELIVERABLES**

- Continue the expansion and implementation of work-based learning programs for adults, youth, and dislocated workers that include On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, and Registered Apprenticeships.

**Status: There were 46 companies with work-based learning contracts during 2020; down from 54 for the previous year. The reduction is attributed to a combination of factors, including the completion of numerous OJT training plans, a budget hold for part of the year which limited our ability to bring on new companies, and COVID-19 which resulted in the furloughing and ceasing of operations of many companies participating in our programs.**

**Despite the pandemic, we were able to continue offering business services to local employers.**

**Projects during the period included:**

- **Assisting Amazon with recruitment space in several locales, including Union City, Fairburn, and Gwinnett to fill more than 1,000 positions.**
- **Hosting a webinar with the Small Business Administration on our hiring and training programs, which had more than 900 participants.**
- **Initiation of a COVID business survey to determine hiring needs and re-opening plans. The survey will add to the ARC research and analysis available to the region.**
- **Assisting 3 other workforce boards in the region to implement work-based learning programs.**
- **Virtual career fairs in partnership with CareerRise, GDOL, Ga Piedmont, Metro Atlanta Chamber, and other partners utilizing the CareerRise virtual platform to facilitate more than 200 new hires.**

**In addition, we have 15 new prospective companies who have not previously participated in our work-based programs. One of the new IWT projects will upgrade the skills of more than a dozen medical professionals to administer the COVID 19 vaccine across the metro area.**

- Participate in rapid response activities as needed with the Georgia Department of Labor, US Department of Labor, and community partners to disseminate information about retraining services to employees and employers experiencing layoffs.

**Status: Due to COVID-19, staff did not participate in in-person Worker Adjustment and Retraining Notices (WARN). When requested, staff participated in virtual rapid response activities including for the following employers: Delta, Georgia Tech, and Georgia State University.**

- Continue the implementation of the Metro Atlanta Industry Partnerships grant by engaging businesses in targeted sectors. Serve as the lead local workforce development board in the Atlanta region for the Transportation, Distribution & Logistics sector strategy to determine their needs and define career paths. Coordinate with and support the work of other local workforce development boards in the region that are leading in the Healthcare and Information Technology sectors.

**Status: MAIP projects were substantially curtailed due to COVID-19. However, prior to going to completely remote work, we were able to participate with the Transportation Access Group to host a supply chain automation symposium at ARC. In addition, an IWT training project for Coca Cola was completed which resulted in 26 new CDL certified drivers over 3 cohorts. This was initiated under the MAIP umbrella as a pilot for a joint driver and customer service position. This model is expected to be duplicated by the Georgia Beverage Association for three other companies in the region. We also supported many of the 15 MAIP webinars, which included 985 participants, and began the implementation of a Business Services CRM for the metro area. We are finalizing an agreement with WorkSource Fulton to implement the OJT portion of a Technology Registered Apprenticeship program targeting foster youth for Anthem insurance.**

- Achieve a balanced distribution of programs and services across the region that is generally proportional to each counties' share of population and employment.

**Status: Active projects were spread throughout the region, with the most in Gwinnett (14), followed by Clayton (12), Douglas (11), Fayette (8), Henry (4), Cherokee (2) and Rockdale (1). The new prospects are well distributed across the region.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- |                              |                                  |
|------------------------------|----------------------------------|
| • 904AA, 904AY, 004AA, 004AY | Adult Administration             |
| • 904AB, 904AZ, 004AB, 004AZ | Adult Program                    |
| • 904CA, 004CA               | Youth Administration             |
| • 904CB, 904CD, 004CB, 004CD | Youth Program                    |
| • 904EA, 904EY, 004EA, 004EY | Dislocated Worker Administration |
| • 904EB, 904EZ, 004EB, 004EZ | Dislocated Worker Program        |

## **ELEMENT 4 – WORKFORCE SOLUTIONS**

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

#### **PURPOSE**

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

#### **DELIVERABLES**

Complete the specific tasks related to each of the grants or special projects as detailed in the program agreement. Ensure the financial and time constraints are adhered to and deliverables are provided. Document experiences and consider the applicability of the services for new or expanded programs in the ARWDB service area.

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

#### **Status:**

- **The Workforce Collective continued to work on their strategic plan and helped to actively recruit participants for the construction, customs brokerage, and hospitality training programs.**
- **Due to COVID-19, all Aerotropolis Construction Ready classes were canceled. To date, the Aerotropolis Workforce Collective has successfully graduated five Construction Ready cohorts. Through this program, 67 individuals successfully completed training and 62 of them gained employment in construction related jobs resulting in a 93% placement rate. One-year retention rate on the job for construction ready graduates is 70%, with an average wage of \$13.50 an hour.**
- **Due to COVID-19, no new Hospitality Programs started. To date, the Hospitality Program has graduated eight cohorts, with the last one graduating 14 participants in November 2019.**
- **The Aerotropolis Business Outreach Specialist continued to identify the needs of employers and coordinate services with the local workforce boards in the Aerotropolis. Over 150 employers, community partners, and development authorities have been engaged. The Business Services Specialist continued to participate in virtual meetings, webinars, and job fairs.**

**Metro Atlanta Industry Partnerships.** The Metro Atlanta Industry Partnerships is the phase 2 grant from the initial HDCI grant funded in 2017. The five local workforce development boards in metro Atlanta sought and received a 2-year, \$998,000 grant to continue sector strategies for three key regional industries – Healthcare, Information Technology, and Transportation, Distribution & Logistics. This grant will also allow the partnership to explore strategies in two additional sectors: Skilled Trades and Advanced Manufacturing. The goal of this initiative is to connect businesses with qualified workers, facilitate career pathways, align education with

industry needs, and improve work readiness. ARC Workforce Solutions Group is the lead as the grant contract administrator and will work collaboratively with the other local workforce development boards to fulfill the grant requirements.

**Status:** Workforce Solutions staff continued to provide support to MAIP, which hosted 15 webinars with 985 participants, development of the five service lines with each team meeting three times during the year, and offered one virtual career fair in conjunction with Aerotropolis Atlanta that included 38 employers and 1,032 jobseekers. Work continued on expanding the targeted industries from the initial three to five, by adding Skilled Trades and Advanced Manufacturing.

To support youth work experience and interest in targeted industry jobs, MAIP launched the Career Compass Academy (CCA) for metro Atlanta. This is a paid virtual work readiness and career exploration program for WIOA eligible youth, ages 14-24. This 43-hour, 5-week program provides youth with work-ready skills and abilities along with opportunities to explore and practice work activities in a virtual environment. CCA includes a mix of live webinars featuring industry experts and incorporates 36 self-paced Skills to Succeed (S2S) Academy modules offered by Accenture. Two cohorts were completed with a total of 136 youth participating.

- **Disability Employment Initiative.** ARC Workforce Solutions completed the Disability Employment Initiative (DEI) Grant in early 2019. This grant was provided by the United States Department of Labor grant in an effort to expand the capacity of American Job Centers (AJCs) to improve employment outcomes of individuals with disabilities. While the ARC portion of the grant was funded for only 1-year, the early results were very promising. As such, ARC committed to continue the services using local funds. This initiative will continue focusing on improving the capacity of the workforce system to serve customers with disabilities.  
**Status:** The Disability Employment Coordinator position was retained by ARWDB. The coordinator provided information about WIOA services, provide career mapping and exploration, and to assist/coordinate One Stop Services for job seekers and assist Career Advisors when working with participants. The Disability Employment Coordinator provided intensive services to participants with disabilities in the ARWDB service area and provided technical assistance to WorkSource Atlanta. The coordinator also provides employment services to Ticket to Work Holders; to date, there are five tickets assigned to WorkSource Atlanta Regional.
- **Youth – Social Welfare Program Initiative (SWPI) Grant.** The NextGen Program received a \$500,000 grant to operate a special project for twenty-four (24) months. The intent of the Social Welfare Program Initiative (SWPI) grant is to aggressively and extensively provide services to fifty (50) youth between ages 18 -24 who reside in Gwinnett and Clayton Counties and are receiving government assistance. The outcome of the grant is to prepare those youth to secure a future that relies on self-sufficiency through family sustaining-wages. SWPI promotes the principle of self-sufficiency by developing a platform to provide services to transform the dependency mindset, provide training that leads to a viable credential, and provide opportunities to develop the skills to obtain employment leading to a long-term career.  
**Status:**
  - The SWPI project served 26 young adults in Gwinnett and Clayton County.
  - 20 paid work experiences were successfully provided and 50% of participants received permanent placements.



- **Due to COVID-19, some GED and credential programs were cancelled or postponed. Qualifying SWPI participants were able to be transferred to recently opened GED programs before the end of the project.**
- **19% of SWPI participants were transferred to the ARWDB NextGen Youth Program to further their education and employment goals.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- |                |  |
|----------------|--|
| • 904ZH, 904ZI | Metro Atlanta Industry Partnerships Grant      |
| • 804CS        | Social Welfare Program Initiative (SWPI) Grant |
| • 004PB        | ARC Workforce Cost Pool                        |

## **ELEMENT 4 – WORKFORCE SOLUTIONS**

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

#### **PURPOSE**

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

#### **DELIVERABLES**

- Monitor the implementation progress of the local and regional workforce plans. Prepare a full update to the plans in 2020, to reflect changing economic conditions and workforce priorities, based on the guidance provided by the TCSG Office of Workforce Development.  
**Status: The Workforce Solutions Group prepared a full update to the local workforce plan, which was adopted by the ARWDB on December 17, 2020. The Workforce Solutions Group led the update to the regional workforce plan, with the assistance of pro-bono services from Accenture. The regional plan was adopted by the ARWDB on December 17, 2020.**
- Design programs and services consistent with the intent of the local and regional workforce plans.  
**Status: In June 2020, TCSG-OWD recertified the Atlanta Regional Workforce Development Board for Program Year 2020 and 2021. This certification allows the ARWDB to continue serving as the local workforce development board for the 7-county service area. Workforce Solutions staff reviewed the performance of the existing service providers for career services and youth programs and recommended that all contracts be renewed for Program Year 2020; the ARWDB concurred at their meeting on May 28, 2020 and authorized staff to proceed to contract renewals. The Workforce Solutions Group opened an RFP in December 2020 to solicit proposals for local workforce service delivery, including the One-Stop Operator, staff the Career Resource Center Affiliate sites, and run youth programs in each of the 7 counties in the ARWDB service area.**
- Implement service delivery and regional coordination activities consistent with the local and regional workforce plans.  
**Status: Workforce Solutions staff communicates and coordinates regularly with the**

**Workforce teams of the other four boards to support business customers and job seekers needs. The five local Directors meeting monthly, and local staff maintain open communication among the program managers to assist each other in unique circumstances to place job seekers in training or employment from other jurisdictions.**

**ARC continues to lead a targeted outreach campaign for WorkSource Metro Atlanta, directing job seekers to a common landing page at ATLworks.org. During 2020, digital ads ran in targeted areas resulting in 7 million impressions, 30,000 clicks, and 450 forms being submitted seeking more information about workforce services. During the times that digital ads are running, we see over a 200% increase in website activity and sign-ups at ATLworks.org.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- Applicable WIOA or other funding opportunities based on activity.

# **MOBILITY SERVICES**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
ELEMENT 5 – MOBILITY SERVICES**

**MISSION**

The mission of Mobility Services is to facilitate the movement of the traveling public within and through the metropolitan Atlanta Region by employing Transportation Demand and Mobility Management strategies and techniques.

**GOALS**

- Implement and manage Georgia Commute Options, the regional TDM program for employer and commuter counseling service delivery.
- Advance awareness and understanding of the role that technological changes have on the region's transportation demand management efforts as well as the need for public sector entities at local, regional and state levels to prepare for the changes technological advancements will bring.
- Further the integration of non-SOV modes into a more intelligible and easily usable system of transportation options that facilitate travel by higher capacity and more active modes so as to increase non-SOV mode share.
- Improve communications about transportation options to the general public so as to increase their awareness of the array of travel options available and their understanding of how to access them.

**2020 WORK PROGRAM HIGHLIGHTS**

- Update the regional TDM Plan
- Expand AWA/Telework Program Offerings
- Execute a series of non-SOV modal promotions focused on transit, telework/flexwork and biking
- Manage operations of the Transportation Demand Management Coordinating Committee
- Plan, develop and execute updated regional marketing, public relations and advertising campaigns for the GCO Program to deliver the most effective messaging

**2020 WORK PROGRAM SUBELEMENTS**

05A Transportation Demand Management (TDM)

## **2020 ACCOMPLISHMENTS**

- Implemented a coordinated response to COVID-19 and its impact on TDM objectives:
  - Created and delivered a suite of resources – telework quick start guide, employer roundtables, and webinars – to respond to large-scale remote work during COVID-19.
  - Created social media campaigns specific to essential workers and teleworking during COVID-19.
  - Created new webpage links and materials focused on a variety of telework resources.
  - Conducted, analyzed, and reported on the Regional Commuter Survey: COVID-19 Follow-Up Survey.
  - Organized and held the State of TDM Webinar to discuss how COVID-19 has impacted TDM Strategies and travel behaviors.
- Distributed updated Employer Engagement Guide and folded new engagement levels into the GCO and TMA-TDM service contracts.
- Coordinated Try Transit modal promotion with transit agencies, GCO and TMAs, prior to delays caused by COVID-19.
- Implemented the 8<sup>th</sup> Annual Biketober (Atlanta Bike Challenge) modal promotion with GCO and TMAs.
- Updated the GCO Drive Change Marketing Campaign with new messaging, visuals and video components.
- Received National Awards for Marketing and Communications:
  - Gold MarComm Award for GCO Website Redesign
  - Bronze Anvil Award of Commendation for Best Use of Branded Content.
  - ACT Marketing Award for Best Social Posts
- Finalized the Regional Commuter Survey Technical Report and Public Report and posted them to the ARC website (<https://atlantaregional.org/regional-commuter-survey>).
- Finalized the Regional Commuter Survey Dashboard.
- Conducted, analyzed, and reported on the Agile Mile Return to Work Survey.
- Created the 2019 Annual Report for the Atlanta Regional TDM Program.
- Finalized the TDM Dashboard and embedded it in an ARC website page.
- Created and launched a reporting tool for the TMA and GCO awareness and innovative task measures.
- Launched the new ride-matching platform on January 2, 2020.

- Transitioned the Guaranteed Ride Home program to an Uber Voucher program.
- Launched the majority of GCO to be automated through the Agile Mile platform.
- Implemented Coupon incentives through Entertainment Rewards that are fulfilled inside the Agile Mile platform.
- Developed a new partnership between Agile Mile and Scoop Carpool and created deep links between the two technology platforms.
- Launched TMA co-branding inside Agile Mile dashboard so that TMAs can query and download commuter data specific to their TMA.
- Worked with Agile Mile to implement a new trip planner that will allow commuters to plan clean trips that goes beyond work commutes.
- Analyzed incentive programs processes and implemented a refined incentives program including a redefined the GCO Activity Monthly Report for incentives tracking.
- Produced the TDM Virtual Incentives Reward Platform RFP and successfully selected a vendor for 2020-2023.
- 

## **2021 GOALS**

- Implement FlexWork “Start-up,” “Quick-start” and/or “Tune-up” programs within the Georgia Commute Options (GCO) and Transportation Management Association (TMA) defined work areas with an emphasis on those partners and organizations that have the greatest capacity for mode shift and align with the updated Employer Engagement Guide.
- Create a 20% increase in new employer and property manager partners.
- See at least 20% of current employer and property manager partners level-up through the membership level-tiers (Starter, Basic, Intermediate, Advanced).
- Specific to COVID-19, marketing and communications is working to develop innovative methods to engage with commuters and stakeholders and to support essential workers.
- Increase communications to diverse communities to ensure that a broad group of demographics are reached with information on all available transportation options and means to utilize those options.
- Expand the suite of data analysis and mapping services available to TDM outreach and marketing organizations within the Atlanta Regional TDM Program.
- Oversee the creation of a GCO Software Integration Plan document that will provide a roadmap for the program to integrate the various software systems that it uses to conduct its work, which will include a SWOT analysis for a variety of software integration options, including anticipated pricing.

- Oversee the creation and analysis of an Employer Transportation Coordinator (ETC) survey with the goal of confirming the ETC status of individuals listed as ETCs within the program's CRM database, as well as measuring the satisfaction of partner organizations with the program.
- Analyze the results of any modal promotions conducted through the GCO program.
- Oversee the creation of a Regional Commuter Survey (RCS) methodology report that compares various methodologies for obtaining RCS data, with a focus on reliability and cost, and offers recommendations for future iterations of the survey.
- Develop and implement a knowledge base wiki for all TDM technology that will be available for internal staff and external stakeholders.
- Continue to identify emerging transportation technology companies that can be integrated into the Agile Mile platform.
- Expand Agile Mile platform to be more accessible to those with language barriers and establish services with CPACS.
- Provide technical assistance to local government and transit operators on mobility data standards to ensure that emerging mobility technologies can interoperate with Agile Mile and ensure that ARC has access to data on emerging mobility technology and can make planning decisions.
- Establish relationships with regional transportation technology research and development centers, and universities who are researching TDM, in order to stay abreast on the latest TDM research, transportation technology research, and telework technology trends.

## **2021 WORK PROGRAM HIGHLIGHTS**

- Manage operations of the TDM Coordinating Committee and collaborate to update the three-year regional TDM Plan.
- Increase employer and property management engagement through targeted and strategic outreach.
- Administer TMA service contracts and assist TMAs with necessary COVID-19 related adjustments to their scope of work.
- Launch innovative telework initiatives to support employers, commuters, teleworkers and schools through the COVID-19 pandemic.
- Pilot environmental justice initiatives related to TDM outreach strategies.
- Plan, develop and execute updated regional marketing, public relations and advertising strategies for the GCO Program to deliver the most effective messaging.
- Expand TDM data analysis, mapping services and program evaluation resources.
- Increase the interoperability of TDM and mobility technologies across the Atlanta Region.



## **2021 WORK PROGRAM SUBELEMENTS**

- 05A Transportation Demand Management (TDM)

## **ELEMENT 5 – MOBILITY SERVICES**

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

#### **PURPOSE**

The purpose of Transportation Demand Management (TDM) is to increase the use of alternatives to single occupancy vehicle (SOV) travel in order to reduce vehicle miles traveled, relieve traffic congestion, improve air quality, and increase the efficiency and effectiveness of the region's transportation infrastructure and service delivery systems. 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.

#### **DELIVERABLES**

- **Manage and administer the Georgia Commute Options (GCO) Program**

**STATUS:** In 2020, ARC's Mobility Services Group (ARC) released (4) four RFP's and selected AECOM for GCO's marketing and outreach activities; Cambridge Systematics for data analysis and evaluation activities; Virtual Incentives for management of the virtual rewards platform, and CelWell for management of the Salesforce site/application that helps to manage employer and property manager partnerships. Managed by ARC staff, these consultants assist in the daily administration of the GCO program. The following activities were initiated/completed in 2020:

- o Marketing and outreach
  - Updated/maintained TDM information for commuters, employers, property managers and schools, including tools and resources related to COVID-19 transitions.
  - 8<sup>th</sup> Annual Biketober Challenge
  - Regional TDM Telework Summit
  - Updated regional marketing, public relations and advertising campaigns for the GCO Program.
  - Messaging and marketing materials for non-SOV modal based programs to encourage the use of these modes.
  - Initiated Intensive Territory Development Initiative to target specific geographic territories to strengthen awareness of and support for GCO
  - Updated/new information videos on rideshare/trip planning technology and commuter messages.
  - Messaging and visuals to support incentives participation.
  - New Carpool GasCard Incentive program in Agile Mile.
  - Development of a digital K-12 Air Quality Curriculum.
  - Monthly/Bi-monthly Georgia Commute Schools (GCS) newsletter.
- o Program evaluation
  - Mapping and data analysis products as requested by TMAs and GCO.

- Initiated GCO Software Integration Plan project.
- Evaluation of the redesigned Guaranteed Ride Home program.
- Employer Transportation Coordinator (ETC) survey and results analysis report.
- Modal Promotion results reports (as needed).
- Regional Commuter Survey: Survey Methodology Report
- o Technology advancements
  - Georgia Commute Options ride-matching platform developed by Agile Mile.
  - Trainings on the Georgia Commute Options platform to stakeholders.
  - APIs between Agile Mile and ATLRides to ensure that Georgia Commute Options ride-matching platform has a strong presence in the new IMI Grant Trip Planner Tool.
  - Agile Mile trip planner replaced with ATLRides (assumes ATLRides is launched in 2020/2021).
  - Regional GTFS static feeds on behalf of transit operators.
  - Administration of the GTFS Data Tools contract with IBI Group.
  - New transit ridership clearinghouse in partnership with ATL that will give GCO Evaluation's team additional transit.
  - Redesigned Guaranteed Ride Home program.
- **Maintain TDM information for commuters, employers, and property managers.**

**STATUS:** In 2020, ARC entered into contract with CelWell for the management of the Salesforce database used to maintain employer and property manager information. This database is also used to track success measures for the GCO program and partnering Transportation Management Associations. ARC also implemented the new Agile Mile database for management of commuter information and tracking clean commutes. In partnership with Cambridge Systematics, ARC initiated the GCO Software Integration Plan to evaluate and plan opportunities to integrate key software programs, including Salesforce and Agile Mile.

- Administer current travel behavior change incentives programs. Analyze these programs processes and implement a refined incentives program.

**STATUS:** In 2020, ARC renewed a contract with Virtual Incentives for the administration of the virtual rewards platform. These incentive programs include Gimme Five (initial incentive for switching to a clean commute); \$25 Prizes (monthly drawing for clean commuters logging trips); \$40-\$60 Gas Cards (awarded to carpools with 3 or more riders); and \$50 Rider Referral (awarded to individuals referring new long-term vanpoolers). Eligibility for the incentive programs are tracked via myGCO app data. This data will also influence future programmatic changes as needed for refinement.

- Expand Guaranteed Ride Home ride options.

**STATUS:** In 2020, the Guaranteed Ride Home program experienced disruptions due to fraudulent activity identified during monthly monitoring processes. This led to a reevaluation and redesign of the program's operations. The new process employs a concierge model and will use Uber Central to provide the service as a replacement of the previous voucher system. This updated process has gone through extensive consultation for risk management and mitigation and has been approved by ARC's leadership and legal team for implementation in January 2021.

- **Launch the new rideshare database through Agile Mile, and continue to advance the Georgia Commute Options platform by integrating with private emerging mobility companies and opensource public trip planning tools.**

**STATUS:** In 2020, ARC contracted with Agile Mile to launch the new myGCO app and regional rideshare database. This system is managed by ARC and provides data on clean commute logs across the various modes (carpool, vanpool, transit, telework, compressed work weeks, scooters, biking, and walking). This data is used to evaluate the region's TDM network and is shared with partnering Transportation Management Associations. This database is also used to track rewards and eligibility for behavior change incentives. 2020 saw ~20,000 program registrants and ~3.3M total clean commutes logged. The myGCO app is currently integrated with the following apps for improved tracking and logging capabilities:

- Hytch
- Scoop
- Love to Ride
- Strava
- Under Armour

- **Administer Transportation Management Association TDM service contracts.**

**STATUS:** In 2020, ARC renewed two-year contracts providing matching grants to seven Transportation Management Associations (TMAs) within the Atlanta region. The TMAs success measures are tracked in the Salesforce database and monthly TDM Stakeholders meetings are hosted to encourage collaboration across the region and share key updates and best practices. TMAs are also invited to participate in regional trainings and networking opportunities hosted by GCO. In 2020, this included the Telework in the Time of COVID-19 webinar series, the regional TDM summit and a Worksite Advisor/TMA training for telework implementation. Marketing and communications materials and assistance was also provided to the TMAs for modal promotions and other initiatives.

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

**STATUS:** In March of 2020, over 80% of businesses in our region's job centers shifted to fulltime teleworking due to COVID-19. As a result, GCO placed this initiative on hold.

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

**STATUS:** In 2020, the Telework in the Time of COVID-19 webinar series was implemented in response to the pandemic. This series began in March and included a total of 13 sessions to help enable the region's mass shift to telework. In October, GCO and TMAs partnered to implement the annual Biketober (Atlanta Bike Challenge) modal promotion with improved participation in comparison to 2019 (4,649 users registered vs 4,530 in 2019). We also saw increases in miles logged and calories burned from 2019.

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

**STATUS:** In 2020, TDM information was marketed and communicated externally via the GCO website (gacommuteoptions.com), social media (Facebook, Twitter, Instagram and LinkedIn), ongoing media coverage, and ongoing outreach and education to employers, property managers and commuters. GCO began planning for implementation of a B2B Marketing Strategy for improvements of marketing and lead generation for employer and property manager partners. GCO also initiated planning for a regional Return to Office campaign (post COVID-19) and Air Quality Awareness campaign to be implemented in 2021.

- **Establish the TDM Coordinating Committee (Advisory Committee) for the region to provide research, resources and support for the regional TDM program**

**STATUS:** In 2020, ARC convened the TDM Coordinating Committee on a bi-monthly basis for advisement and support of the regional TDM program. The committee currently consists of 33 cross-sectoral members as representatives of key stakeholders within the region. The committee provided instrumental perspectives on key strategies and partnerships to consider for the 2023 TDM Plan update and will aid the selected consulting firm in needs assessment and strategic planning activities. Per the suggestions of this committee, ARC implemented the five following TDM Policy Committees to further extend collaboration and TDM advisement: Academic, Marketing & Communications, Legislative Policy, Technology and Equity.

- **Initiate multi-year process to update ARC's TDM plans and programs.**

**STATUS:** In 2020, ARC established a workgroup/steering committee to manage the update to the regional, long-range TDM Plan and its associated documents. This group is responsible for administering the RFP process whereby a consulting firm will be selected to work in partnership with the TDM Coordinating Committee to update the TDM Plan. The RFP is due for release in January 2021 and it is expected that the two-year strategic planning process will kickoff in late April/early May 2021. The steering committee will also receive bi-monthly status updates and serve as an advisory group throughout the planning process.

- **Launch a Regional TDM Dashboard and Regional Commuter Survey Dashboard and provide telework surveys to the region.**

**STATUS:** The launched TDM Dashboard is powered by Tableau and available via the Atlanta Regional Commission website. It tracks measures according to four key stages of behavior change that are necessary to advance TDM (awareness, influence, participation, and impact). It also provides measures relevant to key programmatic elements such as the distribution of transit passes, participation in the GCO app and modal promotions.

### **PARTNERSHIPS**

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

### **COST CENTERS**

- 005AGC Georgia Commute Options Program
- 005ACC Regional Transportation Demand Management (TDM)
- 005AES Employer Services Program
- 005ATP Regional TDM Plan Update

# **Transportation Access & Mobility**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
ELEMENT 6 – TRANSPORTATION ACCESS & MOBILITY**

**MISSION**

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

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

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

**GOALS**

- Prepare a draft update to the Regional Transportation Plan (RTP) which must be completed by February 2020.
- Modernize planning project database software tools, which have not been updated since 2013.
- Complete work activities for the Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture Update.
- Complete work activities for the Chattahoochee Corridor Plan.
- Respond to critical freight needs and deficiencies through outreach and jurisdiction support, including identification of the federally required urban freight network.
- Support regional transit expansion initiatives through technical support and assistance with communication of plan strategies.



## **2020 WORK PROGRAM HIGHLIGHTS**

- During the first quarter of 2020, complete the update of the Regional Transportation Plan, extending the planning horizon year to 2050 and meeting federal planning requirements.
- Complete the update to the Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture, including a major update to respond to connected and autonomous vehicle technologies.
- Host – in partnership with Georgia DOT – a major technology summit (ConnectATL) to assess the impact of evolving technology on the regional transportation network.
- Incorporate air quality designation changes into the planning process as these are identified. Coordinate air quality requirements with respect to transportation planning with the additional MPO in the Atlanta Nonattainment Area.
- Complete the Transit On-Board Transit Survey. In anticipation of multiple projects entering the federal new starts process in the coming years, ARC and regional partners will complete the transit on-board transit survey.
- Effectively manage transportation committees such as the Transportation Coordinating Committee, Transportation & Air Quality Committee, and other subcommittees and task forces.
- Conduct a Major Update to the Regional Transit Vision (Concept 3).
- Identify priority segments and connections needed for advancing regional trail system development.

## **2020 WORK PROGRAM SUBELEMENTS**

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

## **2020 ACCOMPLISHMENTS**

- Successfully completed technical work activities to prepare a major RTP update for public review in November, including the analyses necessary to release a Conformity Determination Report (CDR).
- Began a major TIP solicitation, incorporating up to approximately \$450 million in STBG, TAP and CMAQ funds.
- Through the SHRP2 grant program, leveraged national experts and regional stakeholders to apply an exploratory scenario approach to long-range planning. Using national drivers of

change as a foundation, the scenarios will set the groundwork for the next scheduled RTP update in 2020.

- Established a project prioritization framework that emphasizes federally required performance metrics and targets to assist with the development of future TIPs that align with strategic goals and federal, state, and regional standards.
- Reviewed and responded to new federal transportation rulemaking and reporting requirements. Coordinated with the Georgia Department of Transportation (GDOT), GRTA, SRTA, MARTA, other MPOs, and relevant stakeholders to develop responses to draft rules and begin implementation of final regulations.
- Successfully completed a regional truck parking study, identifying options to address truck parking needs for the region.
- Successfully completed a bicycle and safety action plan, emphasizing policies and procedures to ensure a safer network.
- Recalibrated the Activity Based Model (ABM) to reflect the latest 2015 socioeconomic information.

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

### **6A – REGIONAL PLANNING**

#### **PURPOSE**

ARC, as the Metropolitan Planning Organization (MPO) for the Atlanta region, is required by federal regulation to develop and maintain a long range Regional Transportation Plan (RTP) and a short-range Transportation Improvement Program (TIP) for the 20-county metropolitan planning area. Major updates of the RTP and TIP were completed and adopted in May 2019. The updated RTP constitutes the transportation element of *The Atlanta Region's Plan* and meets all federal planning requirements.

A variety of subarea and modal planning activities will be undertaken to complete the transportation element of *The Atlanta Region's Plan* by February 2020. Key work program activities for the coming year include: 1) completing the major update to the region's Intelligent Transportation System (ITS) architecture, emphasizing the rapidly evolving technologies for connected and autonomous vehicles; 2) annually incorporating the federally-required FAST Act performance targets in the regional transportation planning process; 3) responding to the outcomes of multiple transportation sales tax initiatives; and 4) relevant planning work completed under Subelement 6E. Consulting assistance may be required for some tasks, as appropriate.

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

#### **DELIVERABLES**

- Complete the update to the RTP/TIP to extend the plan horizon year to 2050, reflect updates to regional policies and vision, address emerging technologies, and incorporate funding priorities approved by recent referenda.

**STATUS: Completed plan and it was approved by ARC Board in February. Received conformity determination from USDOT. Updated all documents and posted them online. All activities now complete.**

- Complete the technical work activities for the Regional Transportation System Management and Operations (TSM&O) Vision and Regional ITS Architecture Update, as described in Subelement 6E.

**STATUS: Completed all tasks including a Regional Strategic TSMO Plan that was adopted in September.**

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

**STATUS: Prepared ARC's model inputs for testing updated version of VisionEval. Staff participating in weekly VisionEval model develop group meetings.**

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

**STATUS: Conducted multiple meetings with GDOT and consultant staff to discuss CMAQ performance target setting methodology and define responsibilities for meeting reporting milestones. Assisted in identifying TIP projects for inclusion in mid-period performance report. Reviewed draft report and included it in RTP documentation.**

- Continue execution of LCI program activities, including working with agency partners to update LCI program and project selection criteria, conducting project performance evaluation, and provide ongoing technical support.

**STATUS: Executed contract and kicked off 13 new LCI Studies which include a new LCI Master Plan for City of Villa Rica, LCI plan updates and supplemental studies in 10 other metro Atlanta communities, and 2 “smart city” studies through a partnership with Georgia Tech. Completed LCI capital project evaluation, selections, fine-tuned budgets, scope and schedules. Programmed 4 new PE phases and 1 new construction phase in TIP Amendment #1, and released draft project awards for an additional 11 phases (3 ROW and 8 CST) to be approved in Amendment #2 for a total of \$41.7Million (between both amendments). A total of 9 LCI projects received funding, in 8 different jurisdictions. Six of the nine projects serve high-very high environmental justice areas (according to ARC’s index) and all of the projects create complete streets and improve safety through a variety of elements including sidewalks, shared use paths, bike lanes, raised medians, roundabouts, road diets and green infrastructure. Continued to work with LCI sponsors to troubleshoot delays, facilitate project delivery, and process TIP administrative modifications. Created new LCI Transportation website - <https://atlantaregional.org/transportation-mobility/local-planning/lci-transportation-program/>.**

- Continue integration of equitable transportation planning principles into the regional planning process and support the Transportation Equity Advisory Group (TEAG). **STATUS: Brought in TEAG to review TIP solicitation and project evaluation process as well as providing comments on the project applications. Used their recommendations in finalizing funding decisions and will incorporate their feedback in our processes.**

- Monitor and serve as a technical resource for federal, state, regional and local initiatives on transportation legislation and funding alternatives.  
**STATUS: Reviewed and disseminated information related to federal pandemic relief legislation, including CARES Act in March and the secondary relief package in December. Coordinated with ATL Authority, GDOT, transit operators and other agencies as needed to ensure accessibility of funds. Reviewed various federal reauthorization proposals and coordinated with legislative affairs staff and consultants to submit consolidated comments.**
- Host multi-use trail and other workshops for communities; and fund scoping studies or RSAs (Roadway Safety Audits).  
**STATUS: All work on this task was completed in 2019. No additional activities are currently underway.**
- Continue on-going work activities to update networks of roadways identified as regionally significant for commuter and freight traffic.  
**STATUS: This task has been delayed indefinitely due to difficulties in conducting an intensive coordinated review by multiple persons while in a remote working environment due to the pandemic. Activities will be integrated into the work program leading up to the next RTP update due in early 2024.**
- Analyze changes in regulations for air quality and update planning partners, as applicable.  
**STATUS: Convened Interagency consultation group to review ARC's RTP Amendments 1 and 2; worked with Ga EPD to prepare data for a study regarding pandemic-related air quality and travel behavior changes; reviewed 2020 ozone data to determine likelihood of attainment and presented that data and next steps to TCC and TAQC to prepare for attainment activity; prepared Conformity Determination Report for Amendment #1; routinely monitored regional ozone levels to confirm attainment status.**
- Perform the necessary technical evaluations for conformity for the Atlanta Nonattainment Area for ozone in support of any updates or amendments of the Atlanta MPO, Gainesville MPO and Cartersville MPO RTPs and TIPs.  
**STATUS: Performed conformity analysis for ARC's RTP Amendment #1; reviewed regional ozone levels over time to determine likelihood of attainment; tested MOVES3 to determine effect of existing MVEB budgets and estimates; prepared for new maintenance SIP modeling needs in coordination with Ga EPD.**
- Conduct a Regional Transportation Technology Summit (ConnectATL).  
**STATUS: All planning for content development, speaker selection/organization, sponsorship organization, logistical and budget planning was completed for originally scheduled March ConnectATL event. Event was postponed due to COVID-19 pandemic and ultimately cancelled. Efforts continue to incorporate planning for advanced transportation technologies into regional planning efforts. Content and speakers organized for CATL will be showcased in ARC's webinar**

**series during 2020. The next ConnectATL event will probably be an online format and held in the fall of 2021.**

- Facilitate meetings of the Regional Transportation Technology Advisory Committee.  
**STATUS: Preliminary planning was put in place to kick off the group in 2021.**
- Coordinate regional transportation resiliency policy development.  
**STATUS: Contractor completed the work. Final documentation submitted to FHWA and approved.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 006ALR Long Range Planning
- 006ALT Long Range Transit Planning
- 006AAQ Air Quality Planning
- 006AAT Air Quality Planning – Transit

## **ELEMENT 6 – TRANSPORTATION ACCESS & MOBILITY 6B – PROGRAM IMPLEMENTATION & PARTNER SERVICES**

### **PURPOSE**

ARC will work cooperatively with federal, state and local transportation agencies and other project sponsors to deliver projects and programs included in the region's long range Regional Transportation Plan (RTP) and short-range Transportation Improvement Program (TIP). ARC will ensure that the TIP is being implemented efficiently, and advancing the goals, objectives and priorities of the RTP. The current TIP covers fiscal years 2020 through 2023 and was amended in May 2019 in conjunction with an RTP Amendment. A new TIP is scheduled to be adopted in February 2020 and will cover the fiscal years 2020 to 2025.

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

In 2020, Sub-Element 6B will focus on: (1) programming the TIP in accordance with the most recent federal rules and regulations; (2) accelerated TIP project delivery; and (3) implement efforts to educate and engage local sponsors, planning partners, and the general public on the TIP process.

### **DELIVERABLES**

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

**STATUS: Quarterly TIP administrative modifications were conducted except for the 1st quarter due to the adoption of the Atlanta Region's Plan RTP Update/FY 2020-2025 TIP. TIP Amendment #1 was adopted in the Summer of 2020 with preparations for TIP Amendment #2 completed in December 2020.**

- Produce quarterly reports on project delivery rates for STBG-Urban, TAP, and CMAQ projects programmed in the current TIP and shared on the DASH performance data dashboard.

**STATUS: To stay up to date on the status of TIP projects programmed in the immediate years, staff regularly attended GDOT Let Status and ROW Status meetings. Attendance helped capture issues for a timely resolution to occur.**

- Enhance RTP/TIP accounting, tracking, reporting, and customer service capabilities through the development of a new platform to replace the existing PLANIT database. Also see Sub-element 6E.

**STATUS:** ARC hired AECOM to assess the current PlanIt system. Interviews were conducted with ARC staff, external partners such as GDOT and jurisdiction staff. The challenges and opportunities were identified to assist the consultant team to develop options for ARC's consideration. The deliverable provided an off the shelf option and a customized option along with potential deployment costs.

- Improve automation and data quality of the environmental screening tool.

**STATUS:** The environmental screening tool was updated in 2019. No additional activities are currently underway.

- Support the implementation of livability programs through coordination with the ARC Community Development Group and state agencies, including programming and project development activities associated with the LCI program. This effort will also include a reassessment and refinement of the overall LCI program.

**STATUS:** Executed contract and kicked off 13 new LCI Studies which include a new LCI Master Plan for City of Villa Rica, LCI plan updates and supplemental studies in 10 other metro Atlanta communities, and 2 “smart city” studies through a partnership with Georgia Tech. Completed LCI capital project evaluation, selections, fine-tuned budgets, scope and schedules. Programmed 4 new PE phases and 1 new construction phase in TIP Amendment #1, and released draft project awards for an additional 11 phases (3 ROW and 8 CST) to be approved in Amendment #2 for a total of \$41.7 Million (between both amendments). A total of 9 LCI projects received funding, in 8 different jurisdictions. Six of the nine projects serve high-very high environmental justice areas (according to ARC's index) and all of the projects create complete streets and improve safety through a variety of elements including sidewalks, shared use paths, bike lanes, raised medians, roundabouts, road diets and green infrastructure. Continued to work with LCI sponsors to troubleshoot delays, facilitate project delivery, and process TIP administrative modifications. Created new LCI Transportation website - <https://atlantaregional.org/transportation-mobility/local-planning/lci-transportation-program/>.

- Update the *TIP/RTP Blueprint* business rules to reflect current policies and procedures.

**STATUS:** Staff reviewed and reformatted the previous version of the RTP/TIP Blueprint from 2012. This edit required eliminating irrelevant sections or rewrites for the content to be more applicable to current TIP policies and procedures. A draft was reviewed by internal staff such as the TIP Administrator. Review by TCC, TAQC, and external partners along with adoption of the revised document is expected in 2021.

- Develop materials and informal training course to GDOT staff and local jurisdiction staff on TIP procedures.

**STATUS:** Conducted TIP Training class in October 2020 for external partners, elected officials, and general members of the public. Intent of training was to first introduce ARC and our role as an MPO along with a deep dive into the TIP administration process. The training was well received, and ARC will conduct the TIP training twice a year (Spring



**and Fall).**

- Administration and maintenance of the Regional Transportation Planning Study Program as referenced in Sub-element 6E.

**STATUS: Five of the nine FY2020 study agreements have been sent out to locals for signature. One is under contract and entering procurement.**

- Incorporate the Transit Program of Projects (POP) into the TIP when updated by the ATL Authority.

**STATUS: The updated Transit POP is posted on the TIP website (<http://www.atlantaregional.org/tip>).**

- The CMAQ evaluation tool will be updated to reflect the latest emissions factors and congestion relief metrics associated with transportation projects. This update is required to assist in developing metrics associated with FAST Act planning and reporting requirements.

**STATUS: Tested and reviewed the CMAQ final documentation and tool. All activities now complete.**

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

**STATUS: Staff reviewed proposed DRI and its corresponding methodology in coordination with Community Development. Per the review, staff assessed the proposed DRIs for consistency with the Regional Transportation Plan. In addition, staff also participated in the stakeholders commenting period regarding GRTA's DRI Review Procedures.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 006BSR – Program Implementation
- 006BST – Program Implementation – Transit
- 006BLG Partner Assistance
- 006BGT Partner Assistance - Transit

## **ELEMENT 6 – TRANSPORTATION ACCESS AND MOBILITY 6C – TRAVEL DEMAND MODEL DEVELOPMENT & SUPPORT**

### **PURPOSE**

This sub-element provides for continued innovative enhancement of the travel demand models used to forecast regional travel demand and mobile source emissions used for the Regional Transportation Plan (RTP). These outcome-based models are a series of complex and cohesive computer and mathematical programs used to analyze the impact of major transportation improvements on travel and development patterns, as well as the effect of the transportation network on mobile source emissions levels for the 20-county nonattainment 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 RTP/TIP update activities.

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

### **DELIVERABLES**

- Continue implementation of the recommendations from the peer review of the Activity-Based Model (ABM), as part of USDOT's Travel Model Improvement Program (TMIP). These activities will focus on the continued enhancement of the ABM, including calibration, validation, adjusted procedures to assess managed lanes and value pricing, and streamlining model run times and efficiencies.

**STATUS: In 2020, ABM enhancements focused primarily on the improvement, enhancement and streamlining of toll modeling optimization, which is consistent with the recommendations of a recent model peer review. Emphasis was placed upon shorter model run-time via a series of tests rendering different approaches to best treat tolls and dynamic pricing in the Atlanta region. Toll transactions data obtained from SRTA was thoroughly analyzed and leveraged to best match traffic volumes on managed lanes.**

- Conduct the transit on-board survey, including survey design and initial survey work. In anticipation of multiple projects entering the federal new starts process in the coming years, ARC and regional partners will conduct a transit on-board transit survey (see Sub-element 6E for additional details).

**STATUS: In 2020, ARC completed the data expansion and analysis of the 2019 Atlanta regional transit on-board survey, in cooperation with MARTA and other transit operators. Featuring a 10% sample size, the survey evaluated the travel patterns and demographics of transit riders living in metro Atlanta and riding transit at various**

times of day on the region's transit systems. Along with informing transportation plans at ARC, other planning agencies and local governments throughout the Atlanta region, having extensive and recent data, will make the region more competitive for federal transit funding when it becomes available. Some of the information obtained includes origin, destination, demographics (including vehicle availability and household income), access and egress modes and public transit use. Survey results can be visualized here <https://atlregional.github.io/ActivityViz/> (see last two bullet points from the list) and here [https://etcinstitute.com/transit/transit-dashboards/ga\\_arc/](https://etcinstitute.com/transit/transit-dashboards/ga_arc/)

- **SHRP2 Model Research- I-85 Bridge Collapse** - ARC will use a SHRP2 Implementation Assistance Program grant to assess the multimodal impacts of the I-85 bridge collapse incident in 2017 (see section 6E for additional details).  
**STATUS: In 2020, ARC modeling staff continued to work on the I-85 bridge collapse data gathering project, as sponsored via a SHRP grant from FHWA, all fully documented here <https://atlantaregional.org/I85BridgeCollapseDataset>. As a result of the I-85 bridge collapse data study, ARC modelers and planners were able to take away new ideas for how they can better serve their communities by considering how disasters impact populations, as well as determining where they travel to and from. The process of studying transportation disaster impacts has now been demonstrated, and this case study with accompanying datasets are now available for future research. ARC learned a lot from this unfortunate event, such as how to better analyze effective connections between specific origin-destination pairs, and most importantly, develop a resiliency framework plan to better account for roadway network redundancy, multi-modal travel alternative diversity, and roadway network spare residual capacity planning.**
- Continue work to execute recommendations from prior SHRP2 grant that integrates roadway travel time reliability in the ARC transportation models, to better serve the Region. ARC was selected by FHWA to develop a Proof of Concept Pilot aimed at incorporating roadway travel time reliability in simulation and planning models, under Round 7 of the SHRP2 Implementation Assistance Program (SHRP2 L04). This is a logical continuation of the work already underway via our current SHRP2 C10 award, which consists in integrating our regional activity-based travel demand model with dynamic traffic assignment. ARC will use internal resources to focus on incorporating roadway travel time reliability into its multi-resolution modeling framework.  
**STATUS: In 2020, ARC continued to integrate travel time reliability in its planning model. Such model development effort remains as a testing platform for the model to properly test different formulations aimed at best integrating travel time reliability indicators in ARC's traffic forecasts. Additional travel time reliability datasets from NPMRDS and INRIX were fully explored to further enhance travel forecasting in the Atlanta region.**
- Continue work to integrate the activity-based model with dynamic traffic assignment.  
**STATUS: In 2020, ARC continued to integrate its ABM with dynamic traffic assignment, to remedy shortcomings stemming from limitations associated with the current static traffic assignment algorithms. While DTA presents valuable results,**

**model run-times are such that additional software improvements are needed to make this more practical for an MPO when updating transportation plans. While academically appealing, pragmatic applications of DTA remain plagued with unreasonably long model run-times for proper convergence and equilibration.**

- Maintain, update, and pursue innovative enhancements of the Regional Activity-Based (ABM) Travel Demand Model via model calibration and validation. Integrate with other model update efforts, e.g., land use model, air quality model, etc.  
**STATUS: In 2020, ARC continued to work on the integration of the ABM with the land use model (via a proper data exchange protocol), as well as with the air quality model for conformity determination, including the use of HPMS adjustment factors for VMT. Model amalgamation is an integral component of ARC's fully integrated transport / land use model strategic approach to holistic transportation planning.**
- Continue the interdisciplinary education of the modeling staff; conduct one-on-one model training. Continue to provide technical support and ABM training to planning partners and stakeholders.  
**STATUS: In 2020, ARC continued to provide informal one-on-one training and technical support to consultants working on various plans necessitating the use of the ARC model. This included troubleshooting, model scripting services, roadway and transit network coding, and overall / general model run assistance.**
- Conduct quarterly meetings of the Model Users Group.  
**STATUS: In 2020, ARC held a series of remote quarterly model users group meetings, all fully documented here <https://atlantaregional.org/meeting-archives/model-users-group/>. Such meetings allowed for informational presentations, as well as a tremendous forum for discussion of modeling issues and solutions.**
- Continue to participate in the multi-year AMPO Consolidated Travel Model Software Platform Development & Enhancement project, to develop a common modeling platform for the MPO Partners – SANDAG, MTC, PSRC, SFCTA, SEMCOG and ARC.  
**STATUS: In 2020, ARC continued to play a major role in the AMPO Research Foundation project on the development of a coordinated model platform with other MPOs, namely ActivitySim. All model development activities are fully documented here [www.activitysim.org](http://www.activitysim.org). In addition, ARC has been developing, programming, and implementing its own version branch of ActivitySim, fully documented here [ARC ActivitySim prototype implementation \(https://github.com/wsp-sag/client\\_arc\\_activitysim\)](https://github.com/wsp-sag/client_arc_activitysim), as a faithful conversion of our ARC circa-2019 activity-based model (CT-RAMP).**

## **PARTNERSHIPS**

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

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

### **COST CENTERS**

- 006CDM     Model Development & Support
- 006CDT     Model Development & Support – Transit
- 806CTS     On Board Transit Survey
- 006CMS     ABM Model Support and Development

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

### **6D – PERFORMANCE ANALYSIS & MONITORING**

#### **PURPOSE**

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

In support of the 2020 RTP update, work will begin on a reevaluation of major projects. This work activity will help support the reprioritization of projects will be completed in 2019. The application of the tools and data will be used in TIP and RTP project evaluation, needs assessment, scenario testing, transportation emissions analysis and regional performance monitoring. 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/RTP update activities.

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

#### **DELIVERABLES**

- Successfully complete an evaluation of proposed plan projects using the latest evaluation methodologies, emphasizing projects considered for inclusion to the plan as part of the TIP project solicitation.  
**STATUS: Completed the 2020 RTP project analysis and an evaluation of proposed TIP projects using the latest KDP2 process, emphasizing projects considered for inclusion to the plan as part of the TIP project solicitation.**
- Monitor targets and report performance in accordance with FAST Act rulemaking and develop processes to track and report on transportation system performance over time.  
**STATUS: Monitored traffic movement and congestion measures from INRIX, NPMRDS, GDOT NaviGator, and other sources to determine impacts of the pandemic on travel patterns. Coordinated with operators on transit safety plans, which were completed and provided to ARC by the end of the year and will be used for establishing regional targets by mid-2021.**

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

**STATUS: Congestion measures from INRIX and NPMRDS used to complete the validation of VISUM assignment and it was used for TIP KDP2 analysis process.**
- Continue to improve the evaluation of management and operations (M&O) projects by using macro- and meso-level modeling software.

**STATUS: CMAQ tool update is completed and successfully used for M&O TIP project performance analysis.**
- Develop evaluation procedures for active mode and transit projects, including procedures to evaluate transit project via VISSUM.

**STATUS: VISUM Transit mode choice model is completed and calibrated for year 2015. The year 2019/20 Transit network is completed and is in the middle of calibration and validation.**
- Improve performance measurement by using the activity-based model (ABM) and coding a transit network into a mesoscopic software to use in future project evaluations of transit and vehicle modes.

**STATUS: Compared model results and inputs between VISUM simplified model, ABM, and VisionEval model results. Each model provides a unique level of performance measures, so these performance measures will be used for the next TIP and RTP analysis.**
- Emphasize improvements in the reporting and accuracy of crash data by working with all other relevant state agencies. Work with the Traffic Incident Management Enhancement Task Force to refine the measurement of clearance times using INRIX Analytics data.

**STATUS: Continued to improve the safety page and developed the infrastructure condition page on the performance management dashboard (DASH). Completed the Safety Strategy RFP and reviewed proposals from consultants.**
- As part of the Congestion Management Process, continue to refine analysis networks, explore new data, tools and methodologies, and assess conditions in support of the next plan update scheduled in 2020.

**STATUS: Incorporated 2015 traffic counts into VISUM links. Continued work on the VISUM 2019/2020 network with latest data with 5 assignment time periods and 21 county TAZ system.**
- Continue to gather and analyze public feedback on Ladders of Opportunity and incorporate into updated ETA analyses.

**STATUS: Completed EJ analysis for TIP projects and created a COVID-19 caseload website covering the state of Georgia. Developed statistics, modeling and data**

**visualization to analyze the impact on EJ population. Completed and shared with working group the data analysis dashboard to support the TIP project review process.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 006DCM      Performance Analysis
- 006DCT      Performance Analysis - Transit



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

### **6E - SPECIAL STUDIES**

#### **PURPOSE**

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

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

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

#### **DELIVERABLES**

##### **Special Studies - ARC-Led**

- **Activity Based Model (ABM) Support and Development**- ARC will maintain, update and pursue innovative enhancement of the Regional Travel Demand Model via dynamic model calibration and validation, complete deployment of the Activity Based Model (ABM) and continue to integrate with other model update efforts. A major emphasis area in 2020 is the reassessment of procedures to update managed lane modeling procedures and other processes redesign efforts to speed model run times. (\$260,000 federal; \$65,000 local)  
**STATUS: In 2020, and continuing into 2021, ARC contracted with a team of travel demand modeling consultants to provide technical support to the ARC modeling staff on the following topics: toll modeling optimization streamline enhancement, transition to the ActivitySim model platform, model domain expansion to include Pike county, connected/autonomous vehicles modeling, leverage regional transit on-board survey data to establish model calibration targets, ABM visualization, air quality modeling support (including MOVES3), and land use modeling assistance.**
- **Land Use Model Development**- ARC will maintain and enhance a land use model. The tasks of model design and development requires reviews and manipulation of detailed sets of new economic and property data into the model structure, additional coding emerging from variation model design, and model calibration. Emphasis in 2020 will include final zonal

structures to the census tract level and development of forecasts for 2050. (\$100,000 federal; \$25,000 local)

**STATUS: In 2020, ARC continued to maintain and enhance its land use model, including the review and manipulation of detailed economic datasets and parcel-level data into the model structure, additional coding emerging from variation in model design, and model calibration. Internal in-house land use modeling training also took place in 2020. Emphasis will continue into 2021 to include Pike County into the zonal structures at the census tract level, and refinement of forecasts for 2050.**

- Project Database (PlanIt) Modernization and Redesign – The existing transportation project database is based on a design and software configuration from 2011. This project will move the system to a modern database configuration, including enhanced capabilities to allow improved on-line search and data management functions for external customers (\$80,000 federal, \$20,000 local)

**STATUS: ARC hired AECOM to assess the current PlanIt system. Interviews were conducted with ARC staff, external partners such as GDOT and jurisdiction staff. The challenges and opportunities were identified to assist the consultant team to develop options for ARC's consideration. The deliverable provided an off the shelf option and a customized option along with potential deployment costs.**

- Regional Plan Implementation Assistance – Regional Plan policy enhancements will be identified, including assistance with translating complex regional planning recommendations into communication strategies understandable to a layperson – including innovative visualization and graphical communication techniques. Other needs include assistance with the communication of technical analyses for plan concepts, as well as implementation assistance in meeting federal and state planning requirements. (\$200,000 federal, \$50,000 local)

**STATUS: Plan development, public input opportunities, policy, and programming details, and ultimately the final adopted product were heavily promoted using both internal and external media as well as community groups and policy/technical committees. Since plan adoption, communications have focused on current plans/studies underway, current conditions related to pandemic and federal/state transportation funding, as well as new ARC data tools and information platforms, like webinars.**

- Regional HST Paratransit Brokerage Study – This study will recommend strategies to more cost effectively deliver human services transportation paratransit trips. Desired outcomes of the study include implementing recommendations from the Human Services Transportation (HST) plan, including better serving trips across various jurisdictions with multiple transportation providers. A study team will be developed to provide input on the study and close coordination will occur with statewide initiatives evaluating paratransit issues. (\$320,000 federal, \$80,000 local)

**STATUS: The study was completed in 2020. Study implementation will continue through 2021.**

- Regional Transportation Plan Community Engagement Implementation – To implement the recommendations of the community engagement plan, focused outreach will occur with environmental justice and Title VI communities to better understand needs and improvements for these areas. This initiative will devote resources to reaching traditionally underserved communities and seek focused input on plan development activities. (\$56,000 federal, \$14,000 local)  
**STATUS: After updated TARP was adopted, engagement focused more directly on the projects selected for updated TIP funding, amendments, and then improved methods for virtual public engagement.**
- Tri-State Megaregional Goods Movement Planning - ARC will partner with the Birmingham and Chattanooga MPOs – as well as TDOT – to conduct a corridor study of truck parking needs along the I-75 and I-20 corridors. TDOT is the lead on the project with FHWA acting as the federal funding partner. (\$5,000 local)  
**STATUS: This planning effort took place from June 2019 to December 2020. The final report focused on the future of freight flows and the expansion of five key industries in the tri-state (TN, AL, and GA) region, and a truck parking inventory of the area. This plan's key deliverables and methodology can also be used as a template that can be utilized in other megaregions throughout the United States.**
- GTFS and GTFS Real Time Coordination- ARC will develop capacity and workflows that facilitate the creation of uniform and standardized GTFS and GTFS-real time feeds for the region's transit operators and to develop recommendations for the regional hosting of GTFS and GTFS real-time data.  
**STATUS: IBI Data Tools is now active for ATL. However, we will continue to keep our version of data tools active for 2021 until the ATLRides App is active. This will require one last contract renewal in 2021 with IBI and the contract can expire after that.**
- Regional Safety Action Plan – Based on the initial work of the Regional Safety Task Force in 2019, ARC will conduct planning to improve safety conditions in the Atlanta region. Planning activities will include including Walk & Bike Friendly Community Workshops, Roadway Safety Audits. Additional emphasis will be placed on transportation disadvantaged communities that experience significant issues with safety. (\$400,000 federal, \$100,000 local)  
**STATUS: Continued contract procurement; scheduled interviews for Jan 2021; and anticipated contract launching for Q2 2021.**
- SHRP2 Model Research- I-85 Bridge Collapse - ARC will use a SHRP2 Implementation Assistance Program grant to assess the multimodal impacts of the I-85 bridge collapse incident in 2017 and mitigation responses on travel demand and transportation system performance. (\$125,000 federal grant)  
**STATUS: In 2020, ARC modeling staff continued to work on the I-85 bridge collapse data gathering project, as sponsored via a SHRP grant from FHWA, all fully documented here <https://atlantaregional.org/I85BridgeCollapseDataset>. As a result of the I-85 bridge collapse data study, ARC modelers and planners were able to take away**

new ideas for how they can better serve their communities by considering how disasters impact populations, as well as determining where they travel to and from. The process of studying transportation disaster impacts has now been demonstrated, and this case study with accompanying datasets are now available for future research. ARC learned a lot from this unfortunate event, such as how to better analyze effective connections between specific origin-destination pairs, and most importantly, develop a resiliency framework plan to better account for roadway network redundancy, multi-modal travel alternative diversity, and roadway network spare residual capacity planning.

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

**STATUS: Completed all tasks including a Regional Strategic TSMO Plan that was adopted in September.**

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

**STATUS: In 2020, ARC completed the data expansion and analysis of the 2019 Atlanta regional transit on-board survey, in cooperation with MARTA and other transit operators. Featuring a 10% sample size, the survey evaluated the travel patterns and demographics of transit riders living in metro Atlanta and riding transit at various times of day on the region's transit systems. Along with informing transportation plans at ARC, other planning agencies and local governments throughout the Atlanta region, having extensive and recent data, will make the region more competitive for federal transit funding when it becomes available. Some of the information obtained includes origin, destination, demographics (including vehicle availability and household income), access and egress modes and public transit use. Survey results can be visualized here <https://atlregional.github.io/ActivityViz/> (see last two bullet points from the list) and here [https://etcinstitute.com/transit/transit-dashboards/ga\\_arc/](https://etcinstitute.com/transit/transit-dashboards/ga_arc/).**

- Chattahoochee River Greenway Study- ARC will lead an effort to reassess the region's relationship to the Chattahoochee River and create a new vision for the river's future that will

raise public awareness, improve connections and access, and identify potential areas for protection or investment. The study will include both a greenway plan for the river corridor and a pilot project that will demonstrate detailed review and concept design. (\$1,200,000 federal; \$300,000 local)

**STATUS: ARC led an effort to reassess the region's relationship to the Chattahoochee River and create a new vision for the river's future that will raise public awareness, improve connections and access, and identify potential areas for protection or investment. The study included both a greenway plan for the river corridor and a pilot project that will demonstrate detailed review and concept design.**

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

**STATUS: Contractor completed the work. The final documentation sent to FHWA for approval.**

- Regional Remix Transit Planning Software License – Remix is a web-based transit planning software used for transit project development and evaluation. ARC, along with MARTA, Gwinnett County, Cobb County, and Henry County will enter into a regional licensing agreement with Remix for route planning, project evaluation, and regional coordination. (\$428,869 federal; \$107,217 local)

**STATUS: Invoice paid for 2019 to 2020. The ATL will play a larger role in 2021.**

### **Special Studies – ARC Facilitated**

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

**STATUS: Activity occurred on 12 CTP updates. As of the end of the year, one was completed (Southern Fulton). Consultant services have been procured and work is underway on four updates (Cobb, Coweta, Douglas, Walton). Three counties are in the consultant procurement/contracting stage (Cherokee, DeKalb, Henry). One county is under contract with ARC, but has not yet released an RFP (Paulding). Three counties have expressed interest in conducting an update in 2021 and initial coordination activities are underway with staff (Barrow, Gwinnett, Spalding).**

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

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

**STATUS: Four Freight Cluster Plans, sponsored by the Aerotropolis Atlanta CIDs, the Gateway 85 CID, Spalding County, and the Tucker Summit CID, kicked off in 2019 and completed their work in December 2020. Each of these plans provide recommendations for each study area to support efficient freight movement, safety, jobs access, and more, while also providing data and analysis that will feed into the next regional freight plan update. A new Freight Cluster Plan, sponsored by the Fulton Industrial Blvd CID, then kicked off in November 2020.**

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

**STATUS: Eight of nine 2018 studies are complete. City of Atlanta's Atlanta/Peachtree Street redesign study is ongoing with an anticipated completion date of June 2021. An extension has been requested. 5 of the 6 2019 study projects are complete with final invoicing in progress for Gwinnett’s' Loop Trail Study. Extension requested by Buckhead CID for GA400 study to be completed by June 2021.**

- Spalding County Transit Feasibility Study – ARC will act as the FTA 5307 direct recipient for Spalding County in a transit feasibility study. ARC will subcontract with the county. The county will directly manage all the study activities. This study will assess the feasibility of transit services in the community and recommend potential next steps.

**STATUS: Spalding County has contracted with RS&H to conduct a Transit feasibility study. The project is currently underway with a kickoff meeting scheduled for the week of January 11th.**

- Newton County Transit Feasibility Study – ARC will act as the FTA 5307 direct recipient for Newton County in a transit feasibility study. ARC will subcontract with the county. The county will directly manage all the study activities. This study will assess the feasibility of transit services in the community and recommend potential next steps.

**STATUS: Newton County has contracted with AECOM to conduct a countywide Transit Feasibility study. The study kicks off January 19 with Scott Brown as the Project Manager. The project is to be completed by November 30, 2021.**

- CPACS 5307 JARC Grant – ARC will support the Center for Pan Asian Community Services, Inc. for maintenance and expansion of their transportation shuttle service to employment and job training, marketing and outreach and transportation educations for low-income, limited English proficient residents of DeKalb County, including the City of Clarkson. ARC currently acts as the direct recipient for federal transit funds. In the coming

year, ARC will work with CPACS to identify an alternative direct recipient and operating plan. 2019 is the last year that ARC will act as a direct recipient for transit operating funds. **STATUS: CARES Act application was submitted to TrAMS by the end of 2020. CPACS will transition to the ATL in 2021.**

- COA/MARTA PMO Liaison – ARC will support the More MARTA initiative with project management staff support for the City of Atlanta and MARTA.  
**STATUS: ARC no longer provides direct staffing to MARTA and the City of Atlanta to facilitate implementation of the More MARTA program, but does continue to provide support through regular liaison and engagement activities.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 806ECP County Transportation Plan (CTP) Program
- 906ECP County Transportation Plan (CTP) Program
- 006ECP County Transportation Plan (CTP) Program
- 806ECR Chattahoochee River Corridor Plan
- 806ERD Regional Resilience and Durability Project
- 006EFL FTA Section 5307 Capital (CPACS)
- 006EFO FTA Section 5307 Operations CPACS
- 806EFS Freight Cluster Plan Program
- 906EGM GAMPO Financial Management
- 806EIT TSM&O and ITS Architecture Study Update
- 806ERR Regional Remix License
- 906EST Spalding County Section 5307 Transit Feasibility Study
- 806ESM SHRP2 Model Research- I-85 Bridge Collapse
- 806ETS Regional Transportation Planning Study Program
- 906ETS Regional Transportation Planning Study Program
- 006ETS Regional Transportation Planning Study Program
- 906CTS On Board Transit Survey
- 006CMS ABM Support and Development

- 906ELM Land Use Model Development
- 006ELM Land Use Model Development
- 906EHT Regional HST Paratransit Brokerage Study
- 006ESA Regional Safety Action Plan



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

### **6F – ADMINISTRATION & SUPPORT**

#### **PURPOSE**

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

Transportation Community Engagement – ARC completed the update of the region's Community Engagement Plan in 2019. Community Engagement is an integral part of the transportation planning process as defined in FAST Act. The framework for the Atlanta Regional Commission's transportation-related community engagement activities is outlined in the 2014 *Regional Community Engagement Plan* (CEP). The CEP includes a feedback mechanism for public comments and a process to evaluate the effectiveness of the community engagement activities.

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

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

Administration – During 2020, an emphasis area is the completion of the region's largest project solicitation in history, potentially exceeding \$450 million. This project will require extensive administrative oversight.

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

## **DELIVERABLES**

### **Transportation Community Engagement**

- Complete the community engagement necessary for the update to *The Atlanta Region's Plan* RTP and TIP, targeted for adoption in early 2020, as well as conduct outreach in support of any amendments of the currently adopted TIP.  
**STATUS: Staff developed and shared materials related to TIP/RTP Amendment #1, conducted a public hearing, and prepared materials for inclusion in updated web documentation. Completed schedules for planning work, public review, and proposed adoption of both TIP/RTP Amendment #2 (scheduled to begin in January 2021).**
- Expand external partnerships and facilitate the Community Engagement Network.  
**STATUS: Consistent meetings with external partners and on-going partnership development remains a regular staff function. As a result of the pandemic, staff is revisiting ways to newly address and improve community partnerships moving forward (both related to virtual environment and a focus on inclusivity).**
- Enhance social equity outreach through the Equitable Target Area research and quarterly meeting of an advisory group.  
**STATUS: Brought in TEAG to review TIP solicitation and project evaluation process as well as providing comments on the project applications. Used their recommendations in finalizing funding decisions and will incorporate their feedback in our processes.**
- Enhance the transportation interactive, community-based website for input into the planning process and distribution of transportation planning information.  
**STATUS: Throughout the year, staff worked to keep the website up to date with the latest information on plan development, adoption, and amendments. Updates have included new webpages for COVID-19 response and recovery, information on a variety of webinars hosted by ARC, virtual committee meetings, and an updated, interactive online calendar.**
- Prepare and conduct an update to the *Regional Community Engagement Plan* to reflect agency evolution, federal transportation policy and best state of practice.  
**STATUS: The Regional Community Engagement Plan was completed and adopted in 2019. No additional activities to report.**
- Continue on-going evaluation and implementation of public involvement techniques to remain on the leading edge of community involvement and planning.  
**STATUS: Since the adoption of the RTP Update in February, and moving directly into the coronavirus pandemic, staff has been reconsidering how community engagement is conducted. Research and discussion occurred throughout the year, with intent to develop an updated strategy moving forward. The 2021 UPWP includes funding for a series of focus group discussions on the intersection of transportation equity and social justice issues.**

## Program Administration & Maintenance

- Monitor and update where necessary, existing planning agreements with partner agencies (GDOT, MARTA, GRTA/SRTA, CBMPO, GHMPO and potentially the ATL) to address FAST Act planning requirements.  
**STATUS: Initiated review of existing agreements governing the Interagency consultation process and the involvement of the outer 10 counties in the MPO process. Initiated development of templates for new draft agreements. Work was paused in the second half of the year due to difficulties in conducting an intensive coordinated review by multiple persons while in a remote working environment due to the pandemic.**
- Manage the 2020 Unified Planning Work Program and develop the 2021 UPWP. Provide detailed reports on work activities covered under grants and contracts as required.  
**STATUS: Conducted minor administrative modifications to the 2020 UPWP as needed. Began development of 2021 UPWP in July and work concluded with adoption by the ARC Board in December.**
- Facilitate and support committees, subcommittees, task forces, etc., associated with the ARC Transportation Access & Mobility Division and Mobility Services Group work scopes as detailed in the UPWP.  
**STATUS: There were eight TAQC meetings and 13 TCC meetings.**
- Facilitate staff development through participation or attendance in national, state, and local organizations and participation in educational opportunities.  
**STATUS: Meetings that several staff attended included TRB, AMPO, Georgia Walks Summit and Georgia Transit Association.**
- Successfully complete the quadrennial federal certification process.  
**STATUS: Certification was completed in late 2019. No additional activities to report.**

## PARTNERSHIPS

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

## **COST CENTERS**

- 006FAM Program Support & Administration
- 006FAT Program Support & Administration - Transit
- 006FPI Community Engagement
- 006FPT Community Engagement - Transit

# **Aging & Health Resources**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
ELEMENT 8 - AGING AND INDEPENDENCE SERVICES**

**MISSION**

The Atlanta Regional Commission (ARC) is the designated Area Agency on Aging (AAA) serving as the regional planning, development, and intergovernmental coordination agency for the Atlanta Region, comprised of ten contiguous counties Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale. Its mission is to prepare the ten-county metro area to meet the future needs of a changing society while ensuring adequate services and supports for individuals and families living in the community. Approximately 792,000 adults 65 or older live in the region constituting 35% of Georgia's older residents.

The ARC AAA serves as the steward of funds from the Older Americans Act, the Social Services Block Grant and state Aging Services Funds. In addition to its AAA responsibilities, ARC administers a centralized intake system for access to Long Term Supports and Services Medicaid waivers, and assists nursing home residents to transition to the community through the Money Follows the Person and Nursing Home Transition programs. The Department of Human Services contracts with ARC to administer transportation innovation programs. ARC also administers a variety of public and private grants. With an annual budget of over \$25 million, the ARC seeks to expand its reach to serve residents of the region, increasing the resources available to individuals, their families and caregivers, especially those in greatest need.

**GOALS**

The A&IS vision is: "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." It has developed the *Live Beyond Expectations Regional Strategic Plan Framework 2020-2025*, designed to address inequities that create disparities in life expectancy.

The plan includes four top line goals:

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

**2020 WORK PROGRAM HIGHLIGHTS**

- **Provide Leadership in Planning and Policy Development for Region**

- **Enhance Home and Community Based Services Delivery and Accessibility**
- **Strengthen Aging and Independence Services Internal Operations**

#### **2020 WORK PROGRAM TITLES**

- Regional Leadership
- Home and Community Based Services
- Group Operations

## **ELEMENT 8 - AGING AND INDEPENDENCE SERVICES**

### **8A – 2020 WORK PROGRAM**

#### **PURPOSE**

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

#### **DELIVERABLES**

- **Provide Leadership in Planning and Policy Development for the Region**

The Aging and Independence Services (AIS) Group will provide leadership to advance coordination and excellence in the organization and delivery of services for older persons and individuals with disabilities. ARC will strategically plan, partner and advocate to engage others in infrastructure, service, policy, and communication enhancements that promote the region's development as a place where people of all ages, abilities and income can live high quality lives. In 2020, ARC will undertake the development and launch of a new Strategic Plan on Aging for 2020 – 2025. The plan will focus on the reduction of life expectancy disparities within the region. Other strategies this year include activating enhanced communications of the Aging and Independence Services' Policy Briefings to influence adoption of solutions and the provision of Empowerline forums and trainings to increase capacity and knowledge on relevant issues.

#### **STATUS:**

- The AIS Group completed several phases of the development of the 2020-2025 Strategic Plan on Aging during 2020. This included research of the factors impacting life expectancy, an environmental scan and stakeholder input interviews, analysis of findings and recommended frameworks for the Plan. The ARC Board approved the adoption of the *Live Beyond Expectations Strategic Plan Framework 2020- 2025* in September of 2020. An internal Stakeholder Steering Committee was formed and has met to prioritize key areas for focused efforts to reduce disparities. In addition, an inventory of current ARC initiatives that address disparities was completed. The Aging and Independence Services' Policy Briefings have been prominently featured on Empowerline.org to enhance visibility and ease of access. Due to the impact of COVID-19, Empowerline forums were offered virtually in conjunction with the ARC webinar series launched in Spring 2020. Three webinars were held: *How ARC is Serving the Regions' Older Residents During COVID-19* in June; *Pivoting to Help: How the Aging Network Shifted to Meet the Needs of Older Persons* in August; and *Supporting Dementia at Home* in September.
- **Enhance Home and Community Based Services Delivery and Accessibility**



ARC will enact improvements in supports and services to implement more effective ways to utilize current resources and leverage new ones. Empowerline's trained counselors answer more than 80,000 requests each year and there is a need for the development of EmpowerlineSelf-Service functionality. The implementation of this platform will allow consumers' self-directed inquiries first and then more personalized assistance from our counselors afterwards if needed. This functionality will be created by ARC but made available to (and with input from) the statewide Aging and Disability Resource Connection. This year AIS will seek public input, approve and implement the FY 2021 – 2024 Area Plan on Aging to deliver services authorized by the Federal Older Americans Act, and various other federal and state funding sources. An enhanced service goal is to increase the number of limited English-speaking persons served by 10%. ARC will work with the Coalition of Advocates for Georgia's Elderly (CO-AGE) to present to the Georgia State Legislature ARC's Behavioral Health Coaching Program as a model and seek funding for additional pilots in affordable housing sites.

#### **STATUS:**

- The build for the EmpowerlineSelf-Service was undertaken in 2020 and testing of the beta site occurred in December enabling a January 2021 launch. Memorandums of Agreement have been executed with the other Georgia AAAs who have financially contributed to the development. Features include:
  - Search with category, service, provider name county of location, price using \$
  - Search Result Screen with Agency Name, Service Category, Phone Number, Fax, Email, Website and Cost with Cost type in dollar symbol.
  - Map search with route navigation.

The number of Limited English-speaking clients increased by 26% in the second half of 2020 compared to the first six months of the year. To increase numbers served, AIS made a concerted effort through the Notice of Funding Availability (NOFA) for the FY 2021- 2024 Area Plan on Aging that launched July 1, 2020, to recruit culturally specific contractor organizations to diversify and increase service recipients. Through the multi-county NOFA, we added the service of Culturally Appropriate I&R and the Center for Pan Asian Community Services (CPACS) was awarded a contract. In addition, COVID-19 response acts monies were used to significantly increase CPAC's funding for meal delivery to five populations: Bhutanese, Burmese, Korean, Chinese, and Vietnamese. AIS developed Empowerline postcards in four non-English languages to increase outreach.

- ARC continues to advocate at the legislative level for the state to allocate ongoing Behavioral Health Coaching (BHC) funding in its budget to the Area Agencies on Aging. ARC has been working closely with COAGE to provide detailed information

on program costs and provide meaningful client stories that convey the significant impact this program has on the individuals who participate. This information will be used for advocacy purposes when the legislature convenes again in January.

The Behavioral Health Coaching Program continues to expand and grow. In July, ARC allocated funds to support 1 additional full time behavioral health coach utilizing CARES Act funds which will run through September 2021, and Amerigroup granted ARC \$100,000 in December to support behavioral health program expansion to serve additional individuals in the Atlanta region. This funding will run January 1 – December 31, 2021. To date funds from the United HealthCare grant have supported provision of Behavioral Health Coaching services and supports to 46 clients in the Atlanta regional and at the Augusta expansion partner site.

- **Strengthen Aging and Independence Services Internal Operations**

The Group continues to work on the efficiency and effectiveness of its internal operations. Emphases in 2020 will be implementation of a Group reorganization to 1) provide more opportunities for staff development and leadership development; 2) ensure client services/programs' needs are well coordinated and growing to meet the needs of our region and 3) provide the structure to support Group's complex operations and improvement process, including business operations and development and enhanced fiscal, contracts and grant management. During this year, the Quality Team will implement internal quality assurance and improvement in addition to external monitoring and compliance.

**STATUS:**

1) The AIS Group completed Phase One of its reorganization in early 2020, resulting in several existing staff moving into leadership positions. Two additional members were added to the Senior Leadership team and other staff were promoted into new positions. Phase Two of the reorganization plan was put on hold because of an agency-wide hiring freeze during most of the year. To provide staff development, AIS provided a DiSC session to staff in June. DiSC is a model of human behavior that helps people understand "why they do what they do." Participants gained an in-depth understanding of their own individual behavioral style and preferences, learned to recognize the behavioral style of others, and developed strategies to adapt their style to meet the needs of others. The session also provided methods for communicating more effectively with other styles, which will reduce conflict, promote appreciation of differences, and enhance individual and team performance. In November, staff applied their DiSC profiles as part of virtual training events focused on stress management and conflict management skills building.

2) Due to the COVID-19 pandemic, the AIS Group has pivoted to meet the needs of the regions' older persons. AIS has received a 30% increase in budget of approximately \$8.5 million for COVID relief. COVID-19 responses include: enhanced information services and communications; serving as a clearinghouse to match resources with local needs; adapting and adding services to meet changing needs, i.e. shifting senior center meals to home delivered;

serving all persons in highest need waiting for Home-delivered meals for 4 weeks; grocery and medicine delivery; emergency aid- both financial and assistive devices.

Action shifted quickly in the region to set up virtual senior centers so that older adults who attended senior centers could remain connected. There was much guidance and creativity that ensued across the region to bring virtual programming to older adults now at home. Additionally, with the flow of funds came relaxed regulations for meeting nutritional requirements that allowed the subgrantees to contract with different meal vendors, work with local restaurants to make and deliver meals, create food boxes that would allow individuals to be able to cook their own meals. Delivery itself looked different as volunteers were no longer allowed to deliver and were replaced by staff who leave meals outside and wait for the older adult to bring the meals inside. Transportation for non-critical medical appointments came to a standstill with only dialysis and chemotherapy appointments taking place as well as using transportation drivers to deliver meals.

The CARES Act funding allowed for subgrantees to provide services such as material aid that were not a part of the NOFA but were critical to meet the needs of older adults during the pandemic. The use of material aid ranges from providing personal protective equipment to tablets with internet access and grocery delivery via Instacart.

The CARES Act funding also provided an opportunity to fund a regional respite voucher program to support caregivers. It provided the flexibility of choosing in home providers of the caregiver's choice and offered the availability of out of home respite with adult day care facilities. Both client choice of vendors and the flexibility to schedule completely based around need and convenience were important in being able to be responsive to caregivers in the region.

AIS's EPRO Resources Team continues vetting and compiling new and changing COVID-related information and resources and disseminating that information to the broad ADRC via their weekly "COVID-19 eblast". These resources are additionally listed and updated in the EmpowerlinePRO Resource Database in a new resource page created specifically to respond to emerging and continued needs related to COVID.

The AIS CARES Act Consumer-Directed Program enrolled the first 2 clients in September of 2020. 12 clients are currently enrolled in the program and 4 more are in-process. This program provides a flexible monthly budget of \$475 that the clients can use to choose the services and goods that will best meet their COVID-related needs. The majority of clients in the program are currently accessing in-home services either by hiring their own employees or working with vendor agencies to provide personal and home care in the clients' home.

The ADRC continues to respond to an average of 6500 calls per month and that includes an increase in calls for help with emergency COVID-related needs such as utility assistance, grocery delivery, food boxes, incontinence supply orders, cleaning supply orders, and assistive technology. \$9,099.00 in Thanks Mom and Dad funds were used to purchase material aid from July through mid-Sept and from September through December \$22,697.00 in ADRC CARES Act funds were used to purchase material aid.

3) The Aging and Independence Services Group continues to work on the efficiency and effectiveness of its internal and external operations. Emphases in 2020 included: the continued development of an Aging and Independence Services Policies and Procedures Manual comprised of financial processes. Enhanced financial and programmatic monitoring of contractors was completed. Enhanced accountability through combined financial/ program reports to analyze costs, performance, and controls was developed. This was accomplished by developing budget trackers for all programs, providing and reviewing these reports with respective managers.

4) In order to enhance the internal quality of the AIS Group, the AIS Quality Team worked with unit managers to document Standard Operating Procedures (SOPs) for major functions. Key Performance Measures (KPIs) were determined for units and the Quality Team used these to evaluate performance during the second half of 2020. The Quality Team reviewed internal processes and provided performance improvement recommendations to the Aging and Disability Resource Center, Community Transitions, HCBS Intake, and other internal processes.

## **PARTNERSHIPS**

- Cherokee County Senior Services
- Clayton County Senior Services
- Cobb County Senior Services
- DeKalb Office of Senior Affairs
- Douglas County Senior Services
- Fayette Senior Services
- Fulton County Department of Senior Services
- Gwinnett County Senior Services
- Henry County Senior Services
- Rockdale County Senior Services
- Atlanta Legal Aid Society
- Center for Pan Asian Community Services
- Innovative Solutions for Disadvantage and Disability
- VNHS

## **COST CENTERS**

Shane

- 108BRC STATE ADRC
- 108BCO Alzheimer's Program State
- 108AP3 CBS Program Development
- 108BV2 HCBS CBS VOLUNTEER
- 108BD4 ARC HCBS-CBS - I&A
- 108AB1 ARC HCBS - CBS ADMIN
- 108ASB ARC SSBG ADMIN
- 108AA1 ARC TITLE III A ADMIN
- 108BSM SSBG - MFP
- 108BOC MFP - MDSQ/Options
- 108BTC MFP - Transition
- 108BNT Nursing Home Transitions
- 108AP1 Title III B Program Development
- 108DR1 ARC TITLE III-D HEALTH  
PRO/WELL
- 108BCR ARC TITLE III E CAREGIVER AAA  
I&A
- 108AT1 ITCK SUBCONTRACTOR
- 108BD3 ARC SSBG I&A
- 108ASP SSBG - Special Projects
- 108AU1 AOA NSIP
- 108AA2 ALZHEIMER'S SUBCONTRACTORS
- 108AC2 CBS ALZ SUBS
- 108AC7 HCBS CBS Case Management
- 108AC4 ELAP CBS SUBS
- 108AC1 HCBS - CBS SUBCONTRACTOR
- 108AC6 HCBS CBS RESPITE
- 108AU2 STATE NSIP
- 108AU3 SSBG NSIP
- 108AS1 TITLE III B SUBCONTRACTORS
- 108AS6 TITLE III-C1 SUBCONTRACTORS
- 108AS7 TITLE III-C2 SUBCONTRACTORS
- 108AS3 TITLE III-E SUBCONTRACTORS
- 108AS2 HCBS - SSBG SUBCONTRACTORS
- 108AP1 Title III B Program Development
- 108CA1 CCSP/E&D Waiver
- 108BQ2 MFP - Client Reimbursement
- 108AQ1 ARC Cash
- 108BD1 Technology Subscriptions
- 108BV1 Retired and Senior Volunteer Program  
(RSVP)

- 108BAH Atlanta Housing
- 108ED1 5310 Capital - ARC
- 108ED2 5310 Operations - ARC
- 108ED3 5310 Capital - Subrecipients
- 108ED4 5310 Operations - Subrecipients
- 108DAP PCHP/Anthem
- 008CFG Community Foundation Grant/TM&D
- 008AF1 FFCRA Congregate Meals
- 008AF3 FFCRA Home Delivered Meals
- 008AF4 CARES Admin
- 008AF5 CARES Admin
- 008AF6 CARES Admin
- 008AF7 CARES Supportive Services
- 008AF8 CARES Supportive Services
- 008AF9 CARES Caregiver
- 008AFC CARES Caregiver
- 008AFN CARES Nutrition Services
- 008AFA ADRC
- 108CCP ACL Chronic Pain
- 108CEH UHC Empowering Health

# **Homeland Security & Recovery Division**

**ATLANTA REGIONAL COMMISSION**  
**2020 WORK PROGRAM**  
**PERFORMANCE STATUS REPORT – DECEMBER 31, 2020**  
**ELEMENT 10 – HOMELAND SECURITY & RECOVERY GROUP**

**MISSION**

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

**NOTE**

On March 13, 2020 President Donald Trump issued a proclamation declaring a national emergency concerning the Novel Coronavirus Disease (COVID-19) outbreak effective March 1, 2020. This proclamation dictated only essential business to operate; thereby shutting down schools and businesses and/or greatly restricting business operations. Additionally, due to the nations' shutdown from COVID-19, Georgia Emergency Management and Homeland Security Agency (GEMHSA) notified the Homeland Security and Recovery Group (HSRG) that grant year (GY) 2017 was extended from June 30, 2020 to December 1, 2020. GY 2018 is scheduled to end on May 31, 2021 and it is HSRG's intention to request an extension on it as well.

**GOALS**

- Continue to validate both the Regional Interoperable Radio Frequency System, and the Special Weapons and Tactics Concept of Operation Plan during every drill or exercise.
- Continue to sustain existing law enforcement and fire services programs through the acquisition of specialty equipment.
- Continue to sustain interoperable communication and crisis management/situational awareness systems.
- Completion of a set of agreed upon procedures, protocols, and technical standards for regional collaboration of the aerial downlink project.
- Continue to make progress on previously started and new strategic outcome-based projects, one of which is a multi-year training & exercise plan, which will set the trajectory for future validation of the region's capabilities.
- Apply for, close out and manage multiple Department of Homeland Security grant awards.
- Through a procurement solicitation process, secure the assistance of an experienced firm(s)/organization(s) with innovative approaches and proven strategies to further enhance and expedite the work of jurisdictional partners, to ensure effective and efficient coordination and implementation of the region's homeland security and emergency preparedness programs.



## **2020 WORK PROGRAM HIGHLIGHTS**

- In the preparedness efforts of the 2021 MLB All-Star game, sponsored a security delegation to Cleveland, Ohio, host of the 2019 MLB All Star game, in December for a two day training with Cleveland police department.
- Procured and acquired state-of-the art bomb robots to complete the final phase of this regional capability.
- Procured and acquired the 3<sup>rd</sup> phase of the regional Aviation Digital Downlink System.
- Procured and entered into a contract for the Cybersecurity Penetration Testing and Threat Intelligence Services.
- Completed the first phase of the Multi-Year Training and Exercise Plan to build or sustain capabilities set by Department of Homeland Security, and includes 18 different courses specifically for law enforcement, special response and explosive ordinance disposal teams.

## **2020 WORK PROGRAM TITLES**

- 10A – Long-Term Recovery (Funds allocated to Law Enforcement)
- 10B - Law Enforcement
- 10C - Interoperability Communications
- 10D - Sustainment Program
- 10E – Citizen Corps
- 10F – Training
- 10G – Exercise
- 10H – Planning
- 10I – Management and Administration

## **2019 ACCOMPLISHMENTS**

- A culmination of 18-months of planning, and in conjunction with the City of Atlanta and forty-five other regional, state, federal, nonprofit and private sector partners, HSRG successfully completed the preparedness planning and associated activities for the 2019 Super Bowl, a National Special Security Event. During the 10-day Super Bowl (SB) operational period, Atlanta UASI monitored those emergency planning efforts in various activities, both physically and on-line, through the crisis management system; attended security meetings/events; presented to Visiting Public Safety Officials from future SB host cities; shadowed aviation commanders viewing downlink capabilities; and toured Joint Hazard Response Team sweeps.
- Completed a proactive community engagement initiative, known as the 2019 Public Safety Immersion Experience Program. Introduced public safety officials to different cultures with the express purpose of building stronger and deeper relationships with community leaders, as well as broaden the communities' awareness of the challenges facing public safety officials, thereby leveraging their respective and unique positions in the community to intervene in community issues early. Between February – May 2019, 125 public safety officials from 6 UASI jurisdictions participated and visited 30 distinct cultural and religious communities and intermingled with over 5,000 citizens from 20 different countries to build better relationships and trust. From this Immersion experience, each jurisdiction has

committed to continuing the relationships in ways suitable for their jurisdiction. This project was completed in August 2019.

Successfully administered a 2016 grant award, received a 2018 grant award and applied for a 2019 grant.

- Developed, produced and distributed to jurisdictional member a series of five (5) high-quality orientation and training videos demonstrating the capabilities built for advanced training; bomb robot; communication; video; and situational awareness.

## **ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP 10B - LAW ENFORCEMENT**

### **PURPOSE**

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

### **DELIVERABLES**

- Enhance Communication Avionics – Enhance communication avionics through infrastructure investment to support region-wide aviation digital downlink interoperability, along with high-definition video, whereby each jurisdiction will have the capability to communicate, upload and download real-time video images to improve mitigation strategies during an all-hazard event. This strategic project is assigned to the Regional Communication and Technology Committee (RCTC). HSRG concluded the final phase (3) of the Regional Digital Downlink System which included four (4) high-definition cameras for the region. From the RFP to final installation and then payment, the timeframe on this phase of the project was four months. The individual jurisdictions were responsible for the installation of the equipment, and as of this date all four (4) jurisdictional installations have been fully completed. 710A07 - Project Completion – 100%.
- Cybersecurity platform – Develop strategies regarding prevention, detection, communication of, response to and recovery from cyber threats that impact critical infrastructure (in concert with the FBI and USSS). The focus is to build awareness, share best practices of prevention and protection of critical cyber systems, along with regional training. This strategic project is assigned to Critical Infrastructure/Key Resources (CIKR) Committee. The goal is to align with NIST Cybersecurity framework; establish processes and procedures for cyber threat information sharing, and develop a methodology and plan for providing cybersecurity training for members. Despite the challenges with COVID-19, HSRG and the Cyber Security Working Group issued the Multi-Jurisdictional, Cyber Security Penetration Testing and Threat Intelligence Services RFP on 5/5/2020, received and evaluated 17 prospective proposals, and entered a contract with JANUS Associates on November 1, 2020. Penetration testing began in December and all services is scheduled to be completed by May 2021. This is a long- term ongoing project. 810A05 - Projection completion - 25 %.
- Acquisition of specialty equipment – HSRG will continue to build new and sustain existing public safety capabilities by providing to law enforcement and first responder's allowable personal protective equipment, portable barriers, common aviation equipment, specialty response equipment, intelligent policing software/hardware, and other tools/vehicles/materials for these teams who work in harm's way. Procurement of a Hi-Rail car for Atlanta's mass transit community and an additional Mobile Command Post Trailer for the region was successfully completed despite challenges faced with slow production due to COVID-19. Additionally, HSRG successfully procured personal protection equipment for specialty teams utilizing funds originally allocated to training that was postponed and/or cancelled due to COVID-19. This is an on-going and long-term ongoing project. 710A07 - Project Completion – 100 %.

- Drone Usage and Defense - Review the 2018 FAA Reauthorization Bill (passed on October 2, 2018) regarding the use of drones by public safety. Conduct market research focusing specifically on existing drone usage capabilities for public-safety operations. This project is assigned to Critical Infrastructure/Key Resources (CIKR) Committee. HSRG entered in a contract with DARTdrones to provide the Drone FAA Part 107 training. Despite the challenges due to COVID -19, the training was safely and successfully completed in October 2020. In following the CDC guidelines, HSRG increased the training days held from 2 to 4 to split up the 40 participants. This is a long-term ongoing project. 710A04 - Project Completion – 100%.

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 710A04 Training
- 710A07/810A07/ Law Enforcement
- 810A05 Cybersecurity

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

### **10C – INTEROPERABILITY COMMUNICAITONS**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Enhance Interoperable Communications – Provide radio users the ability to roam throughout the region and communicate with each other as if they were on one radio system. This strategic project is assigned to the Regional Communications & Technology Committee (RCTC). HSRG will sustain the strategic goal of interoperable communications through continuous training and testing done on the radio system. HSRG has fully executed the 4<sup>th</sup> of the five-year plan with Motorola on the maintenance agreement. This agreement includes an advanced service package, equipment, microwave services and network. 710A02/810A02 Project completion – 100/80%.
- Enhance Regional Crisis Management Software – Create a unified, region wide situational awareness platform that will permit for incident management & interface, resource/asset mapping and allocation, plus general and information sharing. This strategic project is assigned to the Regional Communications & Technology Committee (RCTC). In addition to the annual funding for maintenance on the region's WebEOC software and in the wake of the COVID-19 pandemic, HSRG invested in additional software upgrades to better assist with communications in the region. Within the reporting period, UASI negotiated two additional products (email content manager and notification maintenance), set to deploy at the local level for the period beginning July 1, 2020. Additionally, HSRG successfully completed the Flock Safety License Plate Reader project for Cobb County. This project allows for more strategic placement, movement, and targeting of high-profile areas susceptible to terrorism, gang and other criminal activities affecting the metro Atlanta area. Finally, HSRG is set to complete the Situational Awareness and Crime Response Center (SACRC) project in Gwinnett County in February 2021. The SACRC will serve as an information hub for Gwinnett County Police Department will enhance the environment of data sharing between public safety agencies in the metro area and will be helpful for identifying crimes and criminal actors who operate in different jurisdictions. This is a long-term ongoing project. 710A02/810A02 - Project Completion – 100/66 %.
- Collaboration and Information Sharing – Provide one, consistent message for any event that involves multiple jurisdictions and agencies. This strategic project is assigned to the Regional Communications & Technology Committee (RCTC). The reestablished working group has identified immediate goals to include utilizing a messaging platform for the means of communication amongst the PIO members only, training and creating various templates on a host of topics that would affect the region. COVID 19 has postponed training/professional development opportunities for PIO's in the UASI region that included in person attendance with

the National Information Officers Association Conference. Additionally, HSRG postponed hosting an event for the region PIO's that have experienced major events and/or have many years in the industry. HSRG will research virtual trainings and regional events for PIO's in 2021. This a long-term ongoing project.

## **PARTNERSHIPS**

Georgia Emergency Management and Homeland Security Agency (GEMHSA)

Department of Homeland Security (DHS)

Federal Emergency Management Agency (FEMA)

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

## **COST CENTERS**

- 710A02/810A02 Interoperable Communications

## **6ELEMENT 10- HOMELAND SECURITY & RECOVERY GROUP 10D – SUSTAINMENT PROGRAM**

### **PURPOSE**

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

### **DELIVERABLES**

- Critical Infrastructure/Key Resources - Complete assessments of critical infrastructure throughout the region. This project is assigned to Critical Infrastructure/Key Resources Committee (CIKR). HSRG will invest in the Texas A&M Engineering Extension Service (commonly referred to as TEEX) training as an additional training need for the CIKR members. This additional training will aid the CIKR group in successfully continuing the need to perform risk assessments in the region. Teams in each jurisdiction have been identified and trained on the IP Gateway and TEEX for required certification. The IP Gateway and TEEX will be on a fixed schedule with other trainings listed in the Multi Year Training and Exercise Plan (MYTEP). The working group members have completed 28 risk assessments in the metro Atlanta region thus far. This is a long-term ongoing project. 710A06/810A06 - Project completion – 100/25%.
- Advance Mapping Resources - Asset location, identify capabilities, gaps, staging preferences and improve situational awareness. This project is assigned to Critical Infrastructure/Key Resources Committee (CIKR). Most of the major tasks of identification and locating of assets have been completed. The working group has drafted the specifications for the web base, asset tracking application and is working with HSRG on the procurement process. This project has not advanced and will carry into 2021. This is a long-term ongoing project. 810A06 - Project completion – 5%.
- Beyond Regional Evacuation Coordination Plan (RECP) –Maintenance of the Plan along with determining the priority of future annexes, their development, and conducting an exercise of the RECP. This project is assigned to Regional Response Coordination Committee (RRC). Over the last two reporting periods, the committee has decided to pause this project and revisit on an annual basis to determine if additional coordination and policy changes/recommendations are necessary. This is an ongoing long-term project. 710A06/810A06 - Project completion – 0/0%.

### **PARTNERSHIPS**

Georgia Emergency Management and Homeland Security Agency (GEMA/HS)  
Department of Homeland Security (DHS)

Private Sector Members from the CIKR Committee

Public Health (Regional and State)

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

### **COST CENTERS**

- 710A06/810A06 Sustainment



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

### **10E – CITIZEN CORPS**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Citizen Corps (CC) Program – Revitalize and continue to build a sustainable CC Program. Reinforce the extraordinary expansion efforts of our regional partners with additional funding to support the regional CC program. This strategic project is assigned to the Regional Response Coordination Committee (RRCC). HSRG will sustain the strategic goal of a regional CC Program through continued support of established and further support newly established or expanded CC programs in the UASI jurisdiction. All training under CC was suspended due to COVID-19 however the Medical Reserve Corps (MRC) program under CC, comprised of doctors, nurses, and trained individuals for mass trauma, was engaged in the emergency response to COVID-19. Retired health professionals went back to work to aid in hospitals, and MRC representatives have and continue to run COVID-19 testing stations. All equipment procured for CC was acquired except for health-related items that were not available due to COVID 19. This is an ongoing long-term project. 710A01/810A01- Project completion – 100/0%.
- Regional Citizen Corps Council - Develop baseline standards and consistency across all five CC programs. This strategic project is assigned to the Regional Response Coordination Committee (RRCC). HSRG will sustain the strategic goal of a regional Citizen Corps council through collaboration and information sharing amongst the UASI partners. HSRG has strengthened the focus on the strategic goals of the regional CC Council by creating a working group comprise of representatives from all five areas of the CC programs from the region. This is an ongoing long-term project.

#### **PARTNERSHIPS**

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

#### **COST CENTERS**

- 710A01/810A01 -- Citizen Corps

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

### **10F – TRAINING**

#### **PURPOSE**

Continuous relevant training is a key element in any program and necessary to ensure core capabilities are sustained at levels necessary to protect property and the citizens. By supporting specific public safety, law enforcement, and private sector efforts, brings the whole community together to share information and address needs through training. This effort supports the national campaign for preparedness through coordinated governance efforts throughout the Metro Atlanta area by coordinated training programs.

#### **DELIVERABLES**

- Training, Exercises, Drills and Seminars - Develop and support training by subject matter experts on a wide variety of topics necessary to ensure that public safety teams with recurring training that serves to build or sustain capabilities consistent with DHS Homeland Security Exercise and Evaluation Program (HSEEP). This strategic project is assigned to the Critical Events Special Operations Committee. HSRG and the Multi-Year Training and Exercise Plan (MYTEP) working group documented and organized past trainings; along with identifying any gaps as it relates to the 32 capabilities set by DHS leading to the creation of a MYTEP. The MYTEP will provide a roadmap for the region to accomplish its training and exercise needs. From the coordinated efforts of the MYTEP working group, and the support of the HSRG consultants, HSRG completed the first phase of the MYTEP schedule of training options for 2021. The MYTEP was completed and presented to the Urban Area Working Group on October 26, 2020. It comprised of 18 different courses specifically for law enforcement and fire services special response teams. This is an ongoing long-term project. 710A04/810A04 - Project Completion – 100/25%.
- Mass Casualty Incident (MCI) Preparedness – Focus on and develop training for first responders in newer tactics and treatment during an MCI, such as the need for Rescue Task Forces to enter those areas not yet completely secured to treat and recover the injured. This strategic project is assigned to the Regional Response Coordination Committee. Identify first responder capabilities, and address specific training needed for MCIs. Training was suspended for the better part of 2020 due to COVID-19; however, HSRG has identified MCI training and is listed in the MYTEP. This is a long-term ongoing project. 710A04/810A04 - Project Completion – 0%
- Mass Shelter Planning – Develop and incorporate training and exercise needs to assist local Emergency Management, Public Health providers, and associated departments in sheltering for local and community related emergencies. This strategic project is assigned to the Regional Response Coordination Committee. In conjunction with a consultant, HSRG will support this effort by identifying UASI regional and non-regional members and provide training. Training was suspended for the better part of 2020 due to COVID-19; however, HSRG has identified Mass Shelter Planning training and is listed in the MYTEP. This is a long-term ongoing project. 710A04/810A04 - Project Completion – 0%
- Active Threat/Assessment – Increase the awareness of the population through training; and identify and address weaknesses in first responder preparedness with equipment, training, and exercises. This strategic project is assigned to the Critical Events/Special Operations Committee. Define tactics, coordination, and collaboration among public safety disciplines and agencies; and

identify equipment and training needed. HSRG conducted two sessions, which was the equivalent of 1 of 5 ALERRT Active Shooter Response courses in March 2020. The remaining 4 courses have been suspended indefinitely due to COVID-19. No future date has been determined at this time as all public safety resources have been reprioritized. This is a long-term ongoing project. 710A04/810A04 - Project Completion – 100/25%.

- Regional Hazmat and Chemical, Biological, Radiological, Nuclear, and Explosive CBRNE Preparedness – To explore the need for personal protective measures training and support for hazardous materials under manufacture, in transit, and at fixed sites in the Region. This new strategic project is assigned to Critical Events/Special Operations Committee. UASI will explore the need for personal protective measures training and support an awareness campaign. Training was suspended for the better part of 2020 due to COVID-19; however, HSRG was able to provide one Advanced HazMat Life Support Training and Certification virtual course in December 2020, and two Bomb Technician Operations courses in September and October 2020. This is a long-term ongoing project. 710A04/810A04 - Project Completion – 100/20%
- Unified Command/NIMS – To continue to test the Incident Command System (ICS) component in all exercises, to identify weaknesses and gaps in ICS capabilities, and provide appropriate ICS training at the higher levels of command through existing or newly developed training. Status: This strategic project is assigned to the Critical Events/Special Operations Committee. Training was suspended for the better part of 2020 due to COVID-19 however, HSRG has identified Unified Command/NIMS training and is included in the MYTEP for the second phase. This is a long-term ongoing project. 710A04/810A04 - Project Completion – 0%

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 710A04/810A04 Sustain Training Programs

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

### **10G – EXERCISE**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Full-Scale Exercise (FSE) – Conduct one full scale exercise within an 18-month period that would test as many jurisdictions and capabilities as possible. This strategic project is assigned to the Critical Events/Special Operations Committee. As this project is closely aligned with the Multi-Year Training, Exercise and Planning (MYTEP) that is described in the Training sub-element workplan, the specific exercise needs, timing, and requirements will be consistent with DHS Homeland Security Exercise and Evaluation Program (HSEEP) and are intended to culminate in an FSE prior to the 2021 Major League Baseball All Star game to be held in Cobb county. HSRG was however able to sponsor a security delegation to Cleveland, Ohio, host of the 2019 MLB All Star game, in December for a two-day training with Cleveland police department. This project is on hold until 2021. This is a long-term ongoing project. 710A05/810A05 - Project completion – 100/0%.

#### **PARTNERSHIPS**

Georgia Emergency Management and Homeland Security Agency (GEMA/HS)  
Department of Homeland Security (DHS)  
Federal Emergency Management Agency (FEMA)  
Metropolitan Atlanta Rapid Transit Authority (MARTA)  
Ga Dept of Public Health, Regional Healthcare Coalition members, and Private Sector Partners  
The City of Atlanta, Clayton, Cobb, DeKalb, Fulton and Gwinnett County

#### **COST CENTERS**

- 710A05/810A05 - Exercise

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

### **10H – PLANNING**

#### **PURPOSE**

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

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

#### **DELIVERABLES**

- Threats and Hazards Identification Assessment (THIRA) – The THIRA is an annual FEMA requirement to assess risks and determine the level of capability. This project is assigned to the THIRA Working Group under Regional Response Coordination Committee (RRC). The THIRA was updated and completed in January 2020. This is on-going report due annually. 710A03/810A03 - Project completion – 100/0%.
- Planning, Training, Exercise and Project Management – Utilizing the assistance of IEM, Inc. with planning and project management services, and L2 Defense with Training and Exercise, HSRG will further enhance and expedite the work of jurisdictional partners, to ensure effective and efficient coordination and implementation of the region's homeland security and emergency preparedness programs. The response to COVID-19 left most of our regional emergency partners inaccessible which affected the consultant's ability to execute several projects and training. With the extension of grant year 2017 to December 1, 2020, and the adjustments to the consultants' contracts, HSRG repurposed the funds for equipment and in conjunction with the consultants, moved forward with the project management of the remaining projects and plans for 2021. This will be an ongoing long-term project. 710A03/810A03 - Project completion – 100/10%.

#### **PARTNERSHIPS**

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

#### **COST CENTERS**

- 710A03/810A03 - Planning

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

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

#### **PURPOSE**

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

#### **DELIVERABLES**

- Committee & Program Support – Supporting the work of the policy board, advisory board, and four (4) outcome-based committees and multiple working groups through their meetings to include but not limited to preparing meeting material, identifying presenters, coordinating agenda topics, parking validations, lunch, meeting space, basic meeting resources, notes scribe for all meetings and more. HSRG will support committees as they develop and sustain the strategic goals of the UASI program, to include nine (9) new projects. HSRG hosted the first quarter of four committee meetings in 2020 that provided updates to projects, reestablished priorities, and introduced a new project. Due to COVID-19, no other in-person meetings occurred. The public safety members in the region dedicated all their resources to respond to the COVID-19 pandemic, the numerous protests, and the cascading aftermath of these incidents. Communications with our regional partners slowly began to open in the fall of 2020 and HSRG was able to hold two Urban Area Working Group virtual meetings in August (UAWG Chiefs meeting) and October (all UAWG members) of 2020. HSRG is planning to hold four committee meetings the first quarter of 2021. This is an on-going project.
- Support Operations – Invest in various professional development programs, or classes for team members and exposure to other training opportunities, along with supporting legal and divisional support services. HSRG has a professional budget to ensure funding is available for training opportunities for team members related to grants managements, emergency preparedness, project management and technology. Due to COVID-19, all in person conferences and training were halted in 2020. HSRG participated in several virtual conference, webinars, and online training to include the National Grants Management Association (April), International Association of Emergency Managers (Nov), Business Watch Network (Nov), and Law Enforcement and Private Sector Business Continuity Summit (Dec). This is an on-going project.

#### **PARTNERSHIPS**

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

## **COST CENTERS**

- 710A09/810A09 - Management & Administration

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



**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
ELEMENT 21 – OFFICE OF THE EXECUTIVE DIRECTOR**

**MISSION**

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

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

**GOALS**

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

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

**2020 WORK PROGRAM HIGHLIGHTS**

- Continue to work with the “Learn 4 Life” Education Partnership in conjunction with regional partners
- Conduct an offsite Board work session
- Implement a new/updated Talent Management information system
- Enhanced civic and local government partnerships
- Advance the Evolution Strategy
- Orient new Commission members.
- Continue to partner with local governments and the Georgia Governor’s Office on water litigation.

**2019 WORK PROGRAM TITLES**

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

## **ELEMENT 21 – ADMINISTRATION AND COORDINATION**

### **21A – STRATEGIC MANAGEMENT/POLICY COORDINATION**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Implement the “Atlanta Region’s Plan.”  
**Status: On-going – Implementing components of the plan such as the Transportation Improvement Program (TIP) or short-range transportation plan.**
- Implement the Commission’s 5-year Strategic Framework.  
**Status: On-going -- The plan was adopted by the ARC Board, December 2016. Objectives of the plan are in the implementation phase as opportunities are created or ARC takes the lead to influence action.**
- Prepare the “Comprehensive Annual Financial Report.”  
**Status: Completed -- The CAFR was completed and the 2019 audit was an unqualified (clean) audit.**
- Implement RLI, MARC, ALMA and LINK leadership programs.  
**Status: Completed – 2020 LINK, ALMA and RLI leadership programs were re-scheduled to 2021 due to the COVID-19 pandemic safety precautions. MARC was conducted virtually. The Alumni Engagement Network was launched virtually.**
- Implement a regional workforce plan in partnership with all of the workforce boards in the Region.  
**Status: On-going -- ARC participates in a monthly meeting with the five metro Atlanta local workforce development board Directors to review the status of the regional plan and adjust implementation strategies as needed. ARC is leading the 2020 update to the regional workforce development plan, including serving as the lead organization to coordinate pro bono services provided by Accenture in facilitating regional plan priorities. The draft regional workforce development plan update was reviewed by the ARWDB and submitted to the State Workforce Office.**
- Participate in the “Learn 4 Life” Education Partnership in conjunction with regional partners.  
**Status: On-going – The Executive Committee extended the executive director’s contract for another year and generated a report on education indicators and developed a data dashboard for inclusion on the L4L website.**
- Develop 2021 Work Program and Budget.  
**Status: On-going.**
- Create a 2020 legislative strategy for the Commission. Meet with individual legislators and committees throughout the year; monitor legislation that has a clear benefit to ARC and/or the

region; conduct briefings and legislative meetings on issues of particular importance to the Commission; update the Commission on legislative activities.

**Status: Completed -- The Commission supported the work of the Georgia Legislature's Joint Freight & Logistics Commission, a joint Senate-House body working toward alleviated freight traffic congestion around the state, primarily through the Atlanta metro corridor. We also worked closely with state legislators during the annual session of the General Assembly on legislation dealing with workforce housing, elder care and natural resources. Additionally, we have worked throughout the year in engaging federal legislators and stakeholders on major reauthorization packages including the Older Americans Act (OAA) and the FAST Act. More recently, we have represented regional interests in our work with the Georgia Congressional Delegation on COVID-19 funding relief packages as they pertain healthcare service delivery and transportation grants. Updates to the Board of Commissioners on all of the above happen in person monthly virtually through web-based communication technology and are supplemented in writing as needed.**

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

**Status: On-going -- This is ARC's ongoing responsibility to its constituents.**

- Conduct regular meetings with center directors and senior managers to review implementation progress on the Evolution Strategy, Strategic Plan, work program and other issues of agency importance.

**Status: On-going -- The ARC Center Groups leaders & representatives participated in discussions outlining opportunities and challenges to implement the next phase of the Evolution Strategy.**

- Develop measurements to track agency & work program progress.

**Status: On-going -- The task is in progress. Measurements are in place for individual programs.**

- Continue the Atlanta Region Public Arts Program.

**Status: On-going -- Implementation has begun on the public art programs that is part of the Arts, Culture, and Creative Placemaking Strategic Plan that the Board approved in March 2019.**

- Place an active emphasis on staff development and positioning the agency for new leadership opportunities.

**Status: On-going -- The agency is implementing organizational re-alignment based upon succession plan developments and role re-allocation.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

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

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – DECEMBER 31, 2020  
22 – BUSINESS SERVICES**

**MISSION**

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

**GOALS**

The Financial Services Group will conduct the annual policy review process updating agency policies, produce the 2019 Comprehensive Annual Financial Report (CAFR), drive adoption of the automated expense reimbursement system, continue the preparation of the agency budget and financial forecast, and publish and facilitate agency-wide financial management reporting. General Services will prioritize resource sustainability within the agency, ensure the agency's fleet is in compliance with existing policies and continue to focus on maintaining and/or optimizing the agency's physical infrastructure and fixed assets. The Information Technology Group will optimize IT operations and infrastructure, ensure high customer satisfaction and deliver on the IT Strategic Plan. Talent Management will complete update to and drive further adoption of the performance management system, and continue its focus on updating and managing personnel policies, employee benefits, recruitment, staff development and performance management. Legal will assist in developing an online repository of contracts, and a database of agency vendors, manage regular policy updates, interpretation, compliance support and Open Record/DBE requirements.

**2020 WORK PROGRAM HIGHLIGHTS**

- Manage the comprehensive financial management system and related activities.
- Manage agency facilities and related day-to-day operations of the agency.
- Maintain secure and operational IT systems to support ARC's network and enterprise database.
- Manage the employee staff development programs, the talent recruitment process, the benefits program and performance management system.
- Manage our external legal partners, support the legal integrity and policy compliance of the agency

**2019 WORK PROGRAM TITLES**

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

## **ELEMENT 22 – BUSINESS SERVICES**

### **22A – FINANCIAL SERVICES**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Operation of the comprehensive financial management system integrated with accounting, purchasing, and payroll and human resources functions  
**Status: On-going.**
- Management of the audit of 2019 financial activities.  
**Status: Completed and report issued.**
- Production of the 2019 Comprehensive Annual Financial Report (CAFR) in compliance with the GASB 34 reporting requirements.  
**Status: Completed.**
- Production of a CAFR which meets the requirements of the Government Finance Officer's Association (GFOA) Award for Excellence in Financial Reporting.  
**Status: Completed.**
- Production of monthly and quarterly grant financial reports and reimbursement requests.  
**Status: Monthly reports are produced and distributed to management.**
- Preparation of the agency wide budget and financial forecast and assistance to project staff in the preparation and management of project level budgets.  
**Status: Monthly reports are produced and distributed to management**
- Improved agency-wide financial management reporting with development of Deltek Travel and Expense module.  
**Status: Rollout began in May. COVID delayed full rollout in 2020. Rollout will continue in stages by Groups**

#### **PARNTERSHPIS**

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

## **COST CENTERS**

- 022AA Financial Services

## **ELEMENT 22 – SUPPORT SERVICES**

### **22B - GENERAL SERVICES**

#### **PURPOSE**

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

#### **DELIVERABLES**

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

**Status:** With the transition to full-time telework in March 2020, onsite activity was reduced to once weekly office visits by General Services to collect and distribute standard mail and parcels and to distribute or collect equipment to and from new, existing, and exiting staff members. For the reporting period of July 1 – December 31, there was a significant reduction in the number of service requests submitted to property management, as reflected below.

<b>Request Type</b>	<b>Number of Requests</b>
General Repairs	1
Housekeeping	6
Doors/Locks	1
<b>TOTAL</b>	<b>8</b>

All 8 requests were successfully completed.

Note: As indicated during the prior reporting period, the decrease in the number of requests is directly attributable to ARC's transition to full-time telework protocols beginning March 12, 2020.

##### **Identify problem areas and coordinate corrections and improvements related to ARC's office space and equipment.**

**Status:** General Services amended the existing copier contract with Edge Business Systems which extended the agreement to 2024 and allows it to run concurrently with the network printer contract. As part of the contract amendment, five of the existing machines were removed and three upgraded machines were delivered.



**Maintain a functional automobile fleet.**

**Status:** With the agency transitioning to full-time telework protocols in March, all business-related travel was suspended. Consequently, use of the agency's fleet vehicles was suspended as well. As a result of non-use, three of the four vehicles had to have the batteries replaced. Once the batteries were replaced, General Services runs the vehicles on a weekly basis during office visits to ensure that they remain operational.

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

**Status:** Parking and transit program activity was suspended upon transition to fulltime telework protocols in March 2020. During the reporting period, General Services engaged in discussions with Lanier Parking regarding dedicated parking spaces in the International Garage on Board and Committee days once normal, in-person business operations resume. Lanier Parking tentatively agreed to accommodate the request. Details will be finalized once ARC is closer to office reintegration.

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

**Status:** General Services participated on the E-Response Team which consisted of ARC's Executive leadership and selected Group Managers who were assembled for the purpose of strategically leading the agency operationally through the COVID-19 pandemic. This work included the assembly of a diversity of staff members who served as members of the Office Reintegration Plan Committee.

During this reporting period, General Services continued to lead the Office Infrastructure and Safety Protocols Committee, which finalized and submitted its recommendations for incorporation into the Office Reintegration Plan.

The General Services Manager also participated on the Operations Floor Planning & Telework Policy Committee and the Visitor, Guests and Community Protocols Committee; both of which finalized and submitted recommendations for incorporation into the Office Reintegration Plan.

Additionally, General Services completed the update to the agency's Continuity of Operations (Business Continuity) plan and submitted the final draft to the CBS Director.

General Services coordinated with the Office of the Executive Director and Information Technology Services to investigate and test Envoy software. Envoy is a visitor management system that also supports electronic attestation of staff in order to ensure that health and safety protocols are followed.

**Enhance sustainability efforts agency-wide.**

**Status:** During the current reporting period, the Green Team met as needed to continue to explore ways to integrate environmentally responsible elements into office reintegration.

With resumption of in-office activities being unknown due to the evolving COVID-19 situation, the Green Team suspended remaining meetings until 2021.

### **PARTNERSHIPS**

- GIRMA
- Edge Business Systems
- Downtown Connects
- Lanier Parking
- Verizon Wireless
- Banyan Street Capital

### **COST CENTERS**

- 022BF      General Services

## **ELEMENT 22 – BUSINESS SERVICES**

### **022CH - TALENT MANAGEMENT**

#### **PURPOSE**

Talent Management operates as a strategic partner with all internal groups to develop and implement Talent Management strategies that effectively link with agency's work program and objectives. This strategic partnership is designed to improve talent acquisition and retention; works collectively to establish an organizational culture that encourages mutual respect, teamwork and high morale; ensures that employees have the necessary skills, competencies and knowledge with which to successfully carry out work programs; offers competitive salaries and benefits to attract and reward a highly skilled workforce; and ensures that management practices and decisions aligns with overall agency mission and are in compliance with employment laws and regulations.

#### **DELIVERABLES**

- Develop systems that create a paperless environment and promotes greater efficiency and system integration.  
**STATUS: Ticketing system was implemented 4<sup>th</sup> quarter to assist in tracking customer service requests and for the generation of activity reports. NEOGOV, a software module for onboarding staff, is near completion for rollout and will streamline hiring processes. Expected “go-live” date is Q1-2021. (revised)**
- Continuous evaluation and monitoring of classification and compensation system to ensure equity, compliance, and marketplace competitiveness in attracting and retaining the exceptional talent.  
**STATUS: Successfully reviewed and evaluated classification and compensation system and made necessary adjustments to structure in class titles, position levels, and salary ranges; assessed the agency's talent needs and consulted with hiring managers on specialized skill sets sought after in the market; conducted periodic surveys and benchmarking to ensure market competitiveness and aligned the structure appropriately.**
- Provide Learning and Development opportunities to assure that staff acquires the critical competencies necessary for success, to prepare staff for career growth/development opportunities, and to provide continuity of leadership when key staff members transition.
- **STATUS: Increased learning opportunities agency-wide by 50% over last years' mid-year point. Converted to a virtual environment and have successfully offered a wide range of training opportunities in our remote setting. Developing a solicitation bid for professional development, coaching, and cultural and workplace development initiatives to further enhance employee growth and development. Worked as a part of team to design the workplace reintegration Plan, which encompasses a suite of staff training.**
- Ensure effective management of ARC's talent acquisition process so that critical positions are readily filled with highly qualified candidates who possess the skills and competencies necessary for success and ensures an equitable and diverse workforce.

- **STATUS: Successfully acquisitioned and selected talent to fill vacancies within the agency across varied disciplines. Made tangible changes to internal processes from selection to onboarding, to adjust to remote working environment.**
- Continuous review, oversight, and update of personnel policies and the effective management and application of policies and procedures.  
**STATUS: Reviewed and edited personnel policies where appropriate and provided training to staff on policy changes. Incorporated policy changes in the new the employee orientation process.**
- Manage and oversees ARC's employee benefits program, with a strategic emphasis on health and wellness initiatives, designed to improves health outcomes of employees, while offering benefit plans that are cost effective and provides value to employees and their families.  
**STATUS: Implemented a rigorous process of reviewing and evaluating risk data and health trends in relation to cost and linked to wellness program to further augment cost mitigation and reduce targeted health factors. Cost of health benefits were reduced by more than \$200,000 for 2021 fiscal year. (revised)**

## **PARTNERSHIPS**

All levels of ARC staff; external providers and consultants; governmental and private HR organizations; Human Resources/Talent Management membership organizations.

## **COST CENTERS**

- 022CH Talent Management Group

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2020**

## **ELEMENT 23 – CENTER FOR STRATEGIC RELATIONS**

### **23AE/AC/AR – AGENCY SPECIAL EVENTS**

#### **PURPOSE**

ARC continues to evolve into a more outwardly facing organization, building partnerships around the region through intensive, interactive face-to-face events that are increasingly involving the private and philanthropic sectors. ARC sponsors these live events to bring together partners and stakeholders to educate, inform and inspire. These events occur throughout the calendar year and range from smaller educational opportunities to ARC's signature event, the State of the Region Breakfast. The planning and execution of large-scale, many faceted events require significant people resources often over the course of many months. To mitigate the impact of assuming responsibility for these events on day-to-day work, ARC has centralized much of its special events activities to allow for better outreach coordination and to take advantage of more affordable vendor pricing structures.

#### **DELIVERABLES**

- Ideate, organize, and manage the 2020 State of the Region breakfast.  
**STATUS: Researched a wide array of options for executing a high-end virtual event on a state-of-the-art platform for nearly 1,000 individuals. The event was successful. It netted budget, yielded good attendance, great interaction and very favorable comments about the content, speakers, platform, chat opportunities and video content.**
- Coordinate and manage other ARC events that may include: State of the Region Breakfast, Empowerline Forums, Connect ATL, Executive Roundtable, Workforce Luncheon, Leadership Programs/Reunions, Regional Communicators Alliance.  
**STATUS: Completed research of options and decisions as to whether to host virtually, postpone or cancel ARC events. Completed the cancellation of CATL, communicated with attendees and partners, refunded sponsor and ticket payments. Offered the Empowerline events through ARC's newly launched webinar series. Renegotiated venue contracts for CATL and SORB to be held in 2021. Hosted a virtual Regional Communicators' Alliance meeting. The Center for Strategic Relations became a major contributing partner on the webinar team, providing content for the weekly series, establishing protocols and providing technical direction when necessary.**

#### **COST CENTERS**

- 23 AE, 23 AR, 23 AC    State of the Region Breakfast

## **ELEMENT 23 – CENTER FOR STRATEGIC RELATIONS 23SR – STRATEGIC RELATIONS**

### **PURPOSE**

The Center for Strategic Relations leads 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 for the metro Atlanta region.

Key areas of this work include:

- **Digital Strategy:** Leveraging digital and social media to amplify all ARC communications.
- **Creative:** Maintaining and evolving the ARC brand perception, look and feel to support its relevancy to the Region
- **Corporate & Community Engagement:** Developing and implementing a best practices approach to corporate and community engagement that focuses on building long-term, trust relationships that maximizes overall support of ARC plans, programs and initiatives.
- **Communications and Events Management:** Implementing a strategic communications program to support the goals of ARC and key initiatives; manage and coordinate agency-wide events.
- **Local Government and Community Affairs:** Building and nurturing sustainable relationships with elected officials and ARC board members.

### **DELIVERABLES**

#### **Digital Strategy Group**

- Leverage ARC's digital footprint to support agency-wide initiatives, elicit community engagement, and amplify outreach efforts.

#### **STATUS: Items completed or in progress this year include:**

- **Ongoing Support for the ARC Webinar Library** – In response to the COVID-19 pandemic shutdown, the Digital Strategy Group developed a COVID-19 webpage to house all important data and guidelines from the CDC and the Georgia Department of Public Health. In addition, the Center for Livable Communities began offering webinars in support of our local governments and partner organizations. To aid this initiative, the Digital Strategy Group developed a new feature for the ARC website to house the webinars. This became known as the ARC Webinar Library. Once it was complete, the Digital Strategy group provided ongoing support for the initiative. Deliverables for this project included:
  - Updated design and functionality of webinar library to enhance user-experience
  - Coordination with our developer Brandshake on development and implementation
  - Layout and development of 22 promotional email campaigns
  - Posting of 21 webinars on the ARC website
  - 22 social postings promoting the webinars
  - Posting of 21 webinars on YouTube

- Consultation on specific webinars that required unique attention in promotion such as the Dad's Garage webinar
- Development of digital strategy, and feature spec for a phase 3 improvement set to go live mid-January 2021.
- Ongoing support for each new webinar
- **Empowerline Website Design Update** - A months-long project to update the design and functionality of the Empowerline.org website.
- **ARC Website Design Update – Phase 1** - Migrated the What's Next ATL website under the fold of the ARC website. Updated the ARC homepage template to promote the latest What's Next ATL articles. Updated page templates to include ARC's Annual Partners in the global footer of the site.
- **ARC Website Design Update – Phase 2** - Performed website traffic analysis of the ARC website to determine strengths and pain-points as part of discovery. This phase will include a major redesign of the homepage of the ARC website as well as a redesign of the topic and type landing pages.
- **Atlworks.org Enhancements** - Provided support in updating site templates and creating new templates for WorkSource outreach campaigns.
- **State of the Region Breakfast Support** - In support of marketing the 2020 State of the Region Breakfast, the Digital Strategy group developed a SORB landing page, developed and managed event registration through Eventbrite and Paypal. Developed several email campaigns and social media posts to promote the event. Established an enhanced analytics framework to capture event promotion and registration data/behavior in an effort to glean information on marketing performance. Provided social media support the day of the event.
- **ARC Board Portal** - The Digital Strategy group provided consultation support in determining the best solution for the ARC Board Portal that was requested by the Board Engagement Taskforce. It was determined that the best path forward was through custom development through an enhancement of the current ARC website. Digital Strategy is currently leading the effort of the development of this new feature through coordination with the Taskforce and the WordPress Support Consultant.
- Perform ongoing assessment of digital communications and marketing performance through regular comprehensive and in-depth user analysis.  
**STATUS: This is an ongoing exercise used to determine strategies and tactics of the above deliverables.**
- Establish an agency-wide social media policy.  
**STATUS: This was completed in June 2020 as part of the 2020 Policy Update. It is part of the 2020 Personnel Policy Manual.**

### **Creative Group**

- Support the work of the agency by leveraging creative strategies to ensure the ARC brand is well represented and articulated.  
**STATUS: Staff continues looking for new ways in which to present information and data in the most visual pleasing and clear way.**
- Oversee agency-wide ARC branding and working with all agency staff to ensure that the guidelines are implemented and applied to all external facing materials, such as presentations, brochures, etc.  
**STATUS: Through later part of the year, the Creative Group worked with agency staff to assist with the creation of PowerPoint presentations, web and social graphics for the promotion of webinars, and have also created a resource library of member county logos and a library of external partners and sponsor logos.**

- Produced visuals and videos for the agency's annual State of the Region Breakfast.  
**STATUS: Since this year's event was virtual, Creative staff was called on heavily to produce 10 videos (35+ minutes of video content taking 1400+ hours of staff time to produce) and 30+ graphics for the virtual platform for which the event was viewed.**
- Added to the video assets for use in the production of videos for various agency needs.  
**STATUS: Throughout the second half of the year, staff has worked to add to the agency's B-roll library of video capturing imagery from around the region covering such topics as: COVID-19 effect on the region, regional transportation projects, LCI projects, aging services related footage, and much more.**

### **Communications and Marketing Group**

- Produce steady drumbeat of content to engage readers in regional issues as part of agency's community engagement strategy.  
**STATUS: Worked with media on 106 articles from more than three dozen outlets. Topics include population growth, demographic change, teleworking, aging services, housing, water, and bicycle safety. Also produced 12 monthly ARC e-newsletters and 1-2 social posts per workday. In addition the Communications and Marketing Group manages the development of the strategic communications plan.**
- Leveraging a formalized communications approach, promote ARC as a regional leader, convener and collaborator through strategic communications, including publicity, media relations, publications, videos, social media, speeches and more.  
**STATUS: Worked to promote ARC's COVID response via website, media articles, blog, and podcast. This includes webinars, data tools, and regional information. Also completed integrated communications program to promote Atlanta Region's Plan adoption. Also produced videos and other content for State of the Region event that showcased innovation and resolve from ARC and regional partners.**
- Provide communications and issues management counseling to the ARC Executive Director, Board and senior management. Position agency chairman and executive director as important voices for regional issues and concerns.  
**STATUS: Provided strategic communications counsel to ARC leaders on COVID response and office re-integration as well as Atlanta Region's Plan adoption. Developed the State of the Region address in partnership with the local government affairs liaison to highlight agency success and regional priorities. Developed and placed an op-ed in AJC based on State of the Region address.**
- Support the work of the Center for Business Services, Center for Livable Communities and Center for Community Services through strategic communications of these Center's programs.  
**STATUS: Work to date includes providing strategic communications counsel on the following topics: aging services to respond to COVID; regional housing strategy; regional workforce targeted outreach; ARC Alumni Network; Chattahoochee RiverLands Study; and Atlanta Region's Plan adoption.**
  - Provide Internal Communications support and content for the agency and the Center for Business Services.  
**STATUS: Developed and launched the ARC internal newsletter "What's Up ARC" on a monthly basis. Support Talent Management and IT in light design work for their internal newsletters and provide content.**



## **Events**

- Ideate, organize and manage agency-wide events to include the 2020 State of the Region Breakfast and the 2020 ConnectATL Summit.

**STATUS: Researched a wide array of options for executing a high-end virtual event on a state-of-the-art platform for nearly 1,000 individuals. Developed a theme in keeping with regional and world events. Developed timeline and budget and metrics for hosting a successful virtual SORB event.**

**The event stayed within budget, yielded good attendance during a pandemic, fostered great interaction and very favorable comments about the content, speakers, platform, chat opportunities and video content. Offered the Empowerline events through ARC's newly launched webinar series. Renegotiated venue contracts for CATL and SORB to be held in 2021. Hosted a virtual Regional Communicators' Alliance meeting. Became a major contributing partner on the webinar. team, providing content for weekly series through the support of the Center, establishing protocols and acting as the technical director when necessary.**

## **Local Government and Community Affairs**

- Strengthen local government outreach and engagement efforts to extend ARC reach and engagement.  
**STATUS: Attending county commission, CID, municipal association (and other) meetings and report results to ARC staff. Build relationships with elected officials and other stakeholders throughout the Atlanta region. Work with other ARC staff to improve engagement amongst elected officials on the ARC Board.**

## **Corporate and Community Engagement Group**

- Manage and implement the Agency's corporate and community engagement strategy and sponsorship program framework related to plans, programs and projects that facilitate strategic partnerships and cultivate sustainable relationships that create value for both ARC and its partners. Foster coordination with all levels of the agency including senior management, staff, corporate and community partners and the public that support the agency's work.

**STATUS: Successfully managed partnerships to optimize participation and maximize revenue support of ARC and its programs/initiatives in Aging and Independent Services (CARES ACT material aid program for utility and transportation assistance, Uber an United Way of Greater Atlanta transportation program for 100 vouchers for those with disabilities and Empowerline which generated more than 136 leads during State of the Region engagement activity), Georgia Commute Options (led by TDM) Regional Telework Survey, Strategic Communications Plan, What's Next ATL, and ARC's Infection Incident Management Subcommittee.**

- Coordinate and execute an agency-wide sponsorship program to support key ARC initiatives that may include:

- ARC Annual Program Partner(s)

**STATUS: Partnership was very successful and helped strengthen ARC Group program initiatives and netted \$130,000 for the ARC agenda. Updated Annual Program Partner benefits with increased opportunities for engagement focused on serving the regional community with new adaptations that meet our challenging environment in response to the pandemic. Annual Partners for 2020 include Georgia Power, UBER and Delta Airline.**

- RLI – Regional Leadership Institute  
**STATUS: Postponed to 2021.**

- LINK \_ Leadership Involvement Networking Knowledge  
**STATUS: Postponed to 2021. Secured four (4) new corporations to support this leadership program that agreed to defer payments to LINK 2021 instead of processing refunds.**
- State of the Region Breakfast  
**STATUS: Successfully led research efforts implemented for virtual benefit delivery of the State of the Region Breakfast 2020 due to the COVID-19 pandemic. Results included more than 2,688 leads for sponsors and community partners that participated in the Sponsorship Village as well as our own Neighborhood Nexus, Empowerline and Georgia Commute Options programs; 26 external partners secured with \$110,000 in sponsorship funds excluding dollars from Annual Partnership contribution.**
- Metro Atlanta Speaks and Neighborhood Nexus  
**STATUS: Coordinated two Metro Atlanta Speaks webinars on November 6 and November 10 for AT&T, Conure Telecom, and AARP facilitated by the Center for Livable Communities. Coordinated two interest-driven Neighborhood Nexus trainings for Kaiser Permanente, AARP, AT&T, and Conure executives and board. Engagement activities led to 147 leads for Neighborhood Nexus.**
- Executive Roundtable  
**STATUS: Successful event with our highest attendance to date. In attendance were 26 Georgia Power executives representing the entire metro Atlanta region. The Executive Roundtable increased agency branding leading to the “Mike & Mike” presentation to Georgia Power’s statewide External Affairs Division and another to their Atlanta Metro South Region; and several partnerships within our Groups including the Climate Conscious program and other Natural Resources Group webinars (Clean Cities Georgia for Electric Vehicles). Collaborating with Research and Analytics and Annual Partners on integrated content.**
- Connect ATL – Technology leadership symposium  
**STATUS: Prior to the pandemic garnered 13 sponsor and 9 exhibitor partners netting \$49,000 in sponsorship fund.**

## **COST CENTERS**

- 23 Center for Strategic Relations
- 23AE Events

\* NOTE: This document takes the place of 023AM, which has been incorporated into the Center for Strategic Relations.

# **PERFORMANCE STATUS REPORT – DECEMBER 31, 2020**

## **ELEMENT 41 – INTERNAL SERVICE FUND**

### **41I – INFORMATION TECHNOLOGY SERVICES**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Configure, Implement and deploy new backup software and retention plan.  
**Status: Complete - Upgraded software to latest version, reconfigured backup process. Reviewing backup software and modules for AWS and OneDrive backup procedures. Training plan for staff in the month of February.**
- Create and Implement automated online forms.  
**Status: Ongoing - Added 3 IT online forms staff can have used for computer account creation, computer moves, and Change Management. Worked with TM to identify forms they feel can be moved to online.**
- Work with Strategic Relations to create a State-of-the-art web presence to support agency business and planning initiatives in a safe and effective environment; distributed content management.
- **Status: Complete - Moved website to AWS, setup new DNS pointers, provided recommendations on data storage for site. Will continue to provide support when requested.**
- Update Acceptable Use Policies and Technology Business Plan; refined to include new technology areas, status information and projections.  
**Status: Complete - Create application to push AUP to staff for review and signature once a year.**
- Implement customer-service practices to provide technical support for both hardware, software and network technologies for all desktops and servers in the agency as well as career resource centers.  
**Status: Ongoing - Upgraded all users to Windows 10 Enterprise, Ensure customers are informed of any issues, set Agency standards for mobile devices(Dell XPs or MS Surfaces), Added additional components and plug-ins for current standard Agency software.**
- 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.  
**Status: Ongoing - Completed deployment of MS Teams throughout agency, completed upgrade of users to Adobe DC. Continue to evaluate internal software and deploy, implement, or move to Cloud as needed.**
- Update Service Catalog to match Information Technology core disciplines.  
**Status: Complete - SC catalog completed and added to IT SharePoint site.**
- Create external access to Extranet site that will allow internal and external customers to share data.

**Status: Ongoing - Working with UASI and WFD to establish an external customer login for reporting and contract documents.**

- Create data retention plans for agency data based on Georgia Archives recommendations.  
**Status: Complete - Added archive retention policies to backup and storage units based on GA data standards.**
- Create knowledge sharing opportunities, utilizing the IT Committee, surveys and Groups visits  
**Status: Ongoing - Continue to hold IT Committee quarterly meetings.**
- Create a set of dashboards that will provide staff with up to date BSC information.  
**Status: Ongoing - Continue to evolve dashboards for CBS Groups in Teams Manager site, using data provided by each Group.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 041IS      Information Technology Services

# **Workforce Demographics Report**

## WORKFORCE DEMOGRAPHICS REPORT

### Commission Policy

The Atlanta Regional Commission maintains an Equal Employment Opportunity Policy and is an equal opportunity employer. ARC is committed to providing equal employment opportunities regardless of race, color, national origin, sex, age, religion, disability, or any other protected class. Assessments of ARC's work force and minority employees' representation are made semi-annually in order to evaluate our equal employment opportunity efforts. By job category, workforce statistics from July 1 through December 31, 2020 are as follows:

<u>Job Categories</u>	<u>Salary Group</u> (In thousands)	<u>Male</u>	<u>Female</u>
Officials/ Administrators	\$97 plus	8 nonminority 7 minority	5 nonminority 3 minority
Professionals	\$42 plus	31 nonminority 23 minority	51 nonminority 64 minority
Administrative Support	\$37 plus	1 nonminority - minority	3 nonminority 11 minority
Service & Maintenance	\$37 plus	- nonminority - minority	- nonminority 1 minority