



# **2020 Work Program**

## **Semi-Annual Report**

### August 2020

Atlanta Regional Commission  
229 Peachtree Street, NE  
Atlanta, Georgia 30303  
[www.atlantaregional.org](http://www.atlantaregional.org)



Atlanta Regional Commission

# MEMORANDUM

DATE: August 26, 2020

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 Semi-Annual Performance Report.

This document covers work performed during the period January 1, 2020 through June 30, 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.

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

[atlantaregional.org](http://atlantaregional.org)

International Tower  
229 Peachtree St, NE | Suite 100  
Atlanta, Georgia 30303

# 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.

## INDEX OF ELEMENTS

ELEMENT 01	Research & Analytics
ELEMENT 02	Community Development
ELEMENT 03	Natural Resources
ELEMENT 04	Workforce Solutions
ELEMENT 05	Mobility Services
ELEMENT 06	Transportation Access & Mobility
ELEMENT 08	Aging & Health Resources
ELEMENT 10	Homeland Security & Recovery Division
ELEMENT 21	Administration and Coordination
ELEMENT 22	Business Services
ELEMENT 23	Center for Strategic Relations

# **Research & Analytics**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – JUNE 30, 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

# PERFORMANCE STATUS REPORT – JUNE 30, 2020

## 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: 80% of work complete on 2020 major jurisdiction estimates; geocoded building permits for mapping; aggregated and began to analyze jurisdiction-level permits, vacancy levels, school enrollments, and other historical estimates from the Census Bureau and 3<sup>rd</sup> party providers; applied established cohort-component methodology to prepare for full estimation in July and early August.**

- 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: Did extensive work (75%) on 2019 estimates--acquired 2019 ES-202 baseline employment file, did automatic geocoding of the estimate year records; updated fallout records based on matched manual geocoding efforts from 2015; used research and 3<sup>rd</sup> party resources to refine record-based employment totals, appended government and ARC-added records and researched locations for updates; in process of acquiring 2020 Q1 base file for 2020 small-area estimates.**
- 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: Acquired and implemented new version of the REMI model; completed all tables and documentation of regional model results and methodology for Series 16 forecasts; continued to explore acquisition of REMI Household module; collected data for an conducted scenario modeling for COVID-19 economic impacts.**



- Maintain, update and enhance the PECAS spatial economic allocation model for use in policy scenario analysis, as well as in forecast development.  
**STATUS: Began 2020 scope of work; completed documentation of use of PECAS in the Series 16 forecasts, including full methodology; designed training modules for staff later in 2020; collected data for and conducted scenario modeling for COVID-19 economic impacts.**
- Explore other small area land use models and techniques.  
**STATUS: Continued to maintain and improve TAZ-D spatial small-area model via collaborative work with consultant.**
- Develop visualizations and give presentations about the Series 16 forecasts that will adopted along with the Region's Plan in February 2020.  
**STATUS: Developed full results dashboard and mapping to display and communicate Series 16 forecast output; worked with marketing group to implement a new webpage to host the visualizations, as well as to issue press releases and respond to media inquiries; presented forecasts to Board and major ARC committees, and also to member jurisdictions on request.**
- 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: Researched, tested, and acquired the BusinessWise business location dataset to offer improved accuracy of location-level information for firms, including type of business and employment levels; identified and acquired 3<sup>rd</sup> party datasets; this dataset has played a critical role in targeting of and mailout of COVID-19 surveys by Mobility and Workforce groups. Continued to update and extend usage of Zillow transaction data, CoStar real estate data, and JobsEQ and Burning Glass labor data.**
- Serve as the go-to regional resource for demographic and economic analysis by updating existing Regional Snapshot reports and producing other custom analyses. Maintain and update the 33 Degrees North blog (and other social media outlets) with those and other products, including weekly posts and special features. Produce *The Quarter* and 33 Degrees North-e-newsletters. Integrate elements of blog post data with the Open Data Portal and What's Next website.  
**STATUS: Produced three monthly regional snapshots January through March, along with an average of two blog posts per week. Issued a 4<sup>th</sup>Q 2019 edition of *The Quarter*; collected data for then created an Open Data COVID-19 Hub; developed several custom Tableau and mapping tools to explore and display data associated with the COVID-19 pandemic; produced many blog posts presenting and interpreting**
- 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: No additional REMI fee-for-service work in this period, as a result of pandemic-related modeling needs; used 3<sup>rd</sup> party labor data to support that modeling work, as well to assist in tasks that were part of grants made to Workforce and Business Services, Aging, and Mobility Services groups**

## **PARTNERSHIPS**

Local governments of the Atlanta Regional Commission, as well as the governments of the non-member 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

# PERFORMANCE STATUS REPORT – JUNE 30, 2020

## 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: Updated (via Python scripting advances) all base 5-year American Community Survey data (2014-2018) on the Open Data portal, with cross-population across multiple geodatabases; created and published the Open Data COVID-19 Hub**
- 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: Completed MAP-21 work on Clayton, Cherokee, DeKalb, and Cobb counties.**
- 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: Finished a full round of 2020 spatial data collection from model area jurisdictions; assisted with boundary annexation survey data production for over a dozen regional governments; completed targeted assistance to member jurisdictions with PSAP Census geography review program, including all updates for DeKalb County cities; collected COVID-19 specific data on shelter-in-place orders and testing locations and created ARCGIS web apps for display and querying.**
- Continue working with Neighborhood Nexus to seed the technologies used in providing custom insights to clients.  
**STATUS: Staffed and guided focus group and technical effort in developing a new version (4.0) of the DataNexus data access and visualization tool; staff assistance was provided, in six separate projects in the development of spatial analyses and asset mapping.**

- Update LandPro, a key element of our abse data that feeds our modeling work.  
**STATUS: Tested a machine-learning and AI process establishing proof of concept for application in updating of the LandPro database**
- 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: Held two meetings of the Atlanta Region Geospatial Community; unprecedented collaboration with state and national GIS groups (e.g. GISCorps) on analytic assistance and support with and for COVID-19 relief efforts**
- 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: Co-managed negotiation and execution of new Enterprise License Agreement (ELA) with ESRI for statewide regional commission ArcGIS software and related analytic packages; assisted internally on push-out of new ArcGIS Pro software**

## **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

# PERFORMANCE STATUS REPORT – JUNE 30, 2020

## 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: Fully integrated the new Board partners of United Way and Metro Chamber of Commerce; leveraged the newly implemented Data Fluency effort to extend knowledge of and marketing of the Nexus "toolbox" to public and private sector entities.**
- 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: Began implementation of the Resource Development Plan with new branding for the organization; submitted applications to foundations for funding; hired one full-time and two part-time interns; did direct outreach to the nonprofit community, and planned the Data Fluency effort.**
- 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: Completed revamping of the Nexus website, adding content, rebranding marketing materials, and including the new DataNexus analytic and visualization tool; custom insights project pipeline is at 150% of 2019 level.**
- With 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: Added several members to the Board in January, 2020; established a monthly Board newsletter; refined and relaunched social media with a focus on Board engagement and brand marketing.**

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

**STATUS: Ongoing projects with Georgia Municipal Association, Get Georgia Reading, Georgia Early Education Readiness System, Enterprise Foundation, Learn 4 Life, the City of Atlanta, and Laureus Sport for Good.**

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

**STATUS: Iterated through two more versions of DataNexus, based on input from review committees and key stakeholders; soft launch in June 2020; provided Tableau, Venngage, and ArcGIS Pro training and/or assistance to internal clients.**

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

**STATUS: Planned for, negotiated regarding, then drafted and executed associated contract amendment; developed question set for 2020 mixed-mode survey—to maintain statistical significance of responses to 18 questions across 10 counties and the City of Atlanta—at a cost 40% below the 2019 price point.**

## **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 – JUNE 30, 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 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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: ARC is working with the Cities of Lithonia, Union City, Fairburn, and Dunwoody on their Comprehensive Plans due in 2020.**
- General technical assistance to support local implementation of The Atlanta Region's Plan.  
**STATUS: Community Development staff continues to support the local implementation of The Atlanta Region's Plan by monitoring local governments participation within the Local Performance Standards required by Georgia DCA, and through Community Development's technical assistance program, Community Development Assistance Program (CDAP).**

- Conduct Developments of Regional Impact (DRI) reviews.  
**STATUS: Community Development Staff has opened 15 DRIs review to date in 2020.**
- Provide technical assistance through the Community Development Assistance Program (CDAP).  
**STATUS: STATUS: Community Development Staff and others are finalizing the 11 CDAP projects from 2019 and are kicking off the 12 CDAP projects for 2020.**
- Continue implementation activities for the updated 2019 Regional Resource Plan.  
**STATUS: Community Development Staff continues to work with communities on focus areas identified within the 2019 Resource Plan through its CDAP work in 2020.**
- Continue to conduct Regional Housing Forums and Regional Housing Task Force convenings in support of the implementation of the Regional Housing Strategy  
**STATUS: ARC hosted a Regional Housing Forum and will host another one in the fall. The Regional Housing Task Force was reconstituted with new members and partner organizations. Quarterly meetings are scheduled for the remainder of the year.**
- Undertake implementation of the Regional Housing Strategy.  
**STATUS: Two cities have been selected for assistance with creation of local housing strategies. Regional Housing Demand forecasts and county-level housing demand forecasts were created and will be utilized to help inform conversations with local communities. ARC is working on a vision statement and goals for the agency to adopt as it relates to implementation of the Regional Housing Strategy. The website update process has begun with assistance from an external consultant.**
- Conduct Area Plan Reviews (APR).  
**STATUS: Community Development Staff offered Area Plan Review reviews as needed.**
- Conduct the Community Planning Academy  
**STATUS: Due to COVID and social distancing, ARC is retooling the Community Planning Academy to be an online class in the Fall of 2020.**
- Coordinate as necessary on historic preservation forums and issues.  
**STATUS: Community Development Staff continues to coordinate with GDOT and local governments on historic preservation issues and 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **ELEMENT 2 – COMMUNITY DEVELOPMENT**

### **2B –REGIONAL PLAN IMPLEMENTATION**

#### **PURPOSE**

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

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

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

ARC provides administrative and staff support to a transit-oriented development (TOD) collaborative known as the TransFormation Alliance to improve the capacity for MARTA rail stations to accommodate new growth. The TOD Collaborative 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 continues to focus on incorporating The Atlanta Region's Plan through coordination with local governments within DRI reviews, local plans, and its programs.**
- Update the Atlanta Region's Plan as per DCA requirements.  
**STATUS: Community Development Staff continues to work on edits and revisions of The Atlanta Region's Plan with a Fall 2020 adoption target.**
- Support RTP process and development of forecasts.  
**STATUS: Community Development Staff continues to monitor development trends and activities to support the development of forecasts.**

- Track local government greenspace and preservation activities including GIS data.  
**STATUS: Community Development Staff continues to update GIS datasets with historical properties reviews.**
- Continue to support implementation of the TransFormation Alliance's program goals and work program.  
**STATUS: Community Development Staff supports the TransFormation Alliance's work in grant management and supporting their programs. ARC provides program and contracting management of the TransFormation 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 is partnering with the Foodwell Alliance to undertake a City Agriculture Plan in the City of East Point. Staff is finalizing the creation of the Plan based upon stakeholder input from East Point Community Members.**
- Update the Regional Resource Plan.  
**STATUS: Community Development Staff has updated the Resource Plan as a part of the 2020 The Atlanta Region's Plan Update.**
- Lead activities and provide administrative support for the LUCC.  
**STATUS: Community Development Staff has continued to host LUCC at ARC and have transitioned it to a virtual meeting for March, April, and May.**
- Provide staff and administrative support for CRC.  
**STATUS: Community Development Staff has continued to support CRC with administrative and technical support.**

## **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 TransFormation Alliance - Grant
- 802BTD TransFormation Alliance- Projects

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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 has continued the focus from 2019 of the revised LCI program to support future and existing transit centers, and town centers for the 2020 LCI grants.**

- Solicit project ideas through a combined LCI and CDAP call for projects.  
**STATUS: Community Development staff hosted a Call for Projects in January and February with projects announced in May 2020.**
- Continue to solicit LCI project ideas and fund projects that closely align with new priorities.  
**STATUS: Community Development Staff hosted one workshop, a webinar, met with local governments about potential LCI/CDAP projects. Community Development Staff also hosted a LCI Ideas Exchange in May 2020 to discuss focus areas for future LCI projects.**
- Continue to provide implementation support including planning and regulatory assistance as well as funding transportation projects in LCI communities.  
**STATUS: Community Development Staff and Transportation staff continues to provide technical directions and implementation support through the LCI funds and continues to provide implementation assistance to LCI sponsors with presentations and technical support during the Project Development Process**
- Track completed LCI transportation projects, new developments, and supportive local actions.  
**STATUS: Community Development Staff continues to monitor local government actions and updates database tracking on an ongoing basis. This is shared with the new LCI Dashboard which is available to all ARC staff.**

## **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)



# PERFORMANCE STATUS REPORT – JUNE 30, 2020

## ELEMENT 2 – COMMUNITY DEVELOPMENT

### 2D – ECONOMIC DEVELOPMENT

#### **PURPOSE**

Sub-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 continues to work to implement the Regional Housing Strategy, with the development of a Regional Housing Forecast. Staff continues to promulgate the Regional Housing Strategy in presentations and incorporating it into the LCI program and other ARC initiatives.**
- Integrate the relevant goals, tactics, and actions from CATLYST into The Atlanta Region's Plan Update and other ARC program activities.  
**STATUS: Community Development staff is working to align the relevant goals, tactics, and actions from CATALYST into the current The Atlanta Region's Plan Update, as well as the Livable Centers Initiative and Community Development Assistance Program.**
- Support local governments and regional planning efforts to complete appropriate grants or other technical support from the Economic Development Administration.  
**STATUS: Community Development staff continues to coordinate local governments with the Economic Development Administration (EDA). Staff has hosted a webinar with EDA staff on CARES Act funding for local governments, worked with interested local governments on applications, and applied for supplemental funding from EDA to respond the challenges of COVID-19.**
- Continue to host quarterly meetings with the Regional Marketing Alliance (RMA) involving the Economic Development Organizations of the 10 metro Counties plus the Metro Atlanta Chamber and the City of Atlanta.  
**STATUS: Continued coordinating the Regional Marketing Alliance (RMA) with staff from the Metro Atlanta Chamber. The RMA held three meetings so far in 2020 and will hold one more later this year. At each meeting, local communities provide updates on their economic development efforts and discussed proposed events and potential points of collaboration.**

## **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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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. Participants will be engaged in a variety of ways virtually before that visit.
- 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 in Savannah, though most likely with a smaller group.
- Develop and implement the 2020 MARC program.  
**STATUS:** The 2020 MARC program will take place on a virtual platform that will bring together 35+ high school youth to learn about regional issues, leadership development and ways to drive positive regional change. This platform offers 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 ongoing virtual activities planned for 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. Participants will be invited to engage in virtual sessions around racial equity in the arts, specific leadership skills, and creative placemaking.
- Provide ongoing alumni communications and engagement opportunities through the alumni network.  
**STATUS:** The ARC Alumni Network will launch in fall 2020 with brand-new opportunities for alumni to connect to the ARC and the work of the region. This platform will provide forums for issue-specific conversations, program-specific (LINK, RLI, etc.) conversations, as well as ways to connect with a mentor or volunteer position. ARC has never truly leveraged alumni from these four programs and this platform will offer ways for us to connect with them in meaningful ways that will further the work of the agency.
- 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 make use of an expanded youth leadership curriculum to challenge and grow participants.

The Alumni Network will also provide opportunities for alumni to grow in their understanding on a range of regional issues. In addition to these activities, a small group of LINK participants from the 2019 visit will take part in a multi-part training on racial equity in fall 2020. This is 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

# PERFORMANCE STATUS REPORT – JUNE 30, 2020

## 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: Forums for ALMA class members and other arts leaders are planned for fall 2020. Our planning efforts had to shift because of COVID-19, thus moving these sessions to a virtual platform.**
- 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: Staff is researching philanthropic funding for this program now, including from the Community Foundation for Greater Atlanta. Our desire is to develop a more sustainable model for this work by providing assistance to communities seeking to develop public art plans/committees so they can manage these projects locally.**
- 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. We are also exploring ways to integrate arts-thinking into transportation, aging and water/sustainability conversations and implementation steps.**
- Create opportunities to foster innovation within the creative industries and develop cross-sector collaboration.

**STATUS: Virtual events will take place in fall 2020 and through the Alumni Network to continue to foster innovation through deeper collaboration and leveraging lessons learned from ARC's leadership programs.**

- 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. We are developing ideas for how to track this progress online at the current time.**

## **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 – JUNE 30, 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

**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**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 final briefings by the parties due by July 2020. It is expected the court will then schedule oral argument. Separately, the U.S. Army Corps of Engineers (the Corps) completed the Record of Decision for the ACF Water Control Manual in March 2017. This manual sets the parameters for the Corps' operation of its projects in the ACF river basin. There is one consolidated lawsuit against the Corps related to this manual.

**ACT Basin:** There are two separate cases involving the ACT challenging the updated Water Control Manual for the ACT river basin issued by the Corps. This manual sets the parameters for the Corps' operation of its projects in the ACT river basin. Alabama and Alabama Power have filed suit against the Corps in Washington, D.C., challenging whether the updated manual complied with the National Environmental Policy Act as well as the Corps' decisions on Allatoona Lake operations adjusting the hydropower release schedules and its alleged failure to mitigate water quality impacts from wastewater discharges downstream in Alabama. In another case, the court ruled in favor of the Atlanta Regional Commission, the Cobb County-Marietta Water Authority and Georgia, agreeing that the Corps needed to address current and future water supply from Allatoona Lake. The Corps is now completing a reallocation study, scheduled to be completed by March 2021.

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

- Operate the Chattahoochee River/Lake Lanier Information Management System.  
**STATUS:** Staff provided twice-weekly projections for releases from Buford Dam and Morgan Falls Dam in support of the River/Lake Lanier Information Management System throughout the first half of 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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 19 DRIs and 6 Out-of-Region DRIs as well as on relevant Natural Resources, Community Facilities and Intergovernmental Coordination issues for 7 City and County Comprehensive Plan and related documents during the first half of the year. Reviewed 6 Corps permit applications, 99 State buffer variance requests and other reviews as needed throughout the first half of 2020.
- 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 first half of the year.
- Assist Metropolitan North Georgia Water Planning District (MNGWPD) and participating local and state agencies with implementation of the Clean Water Campaign.  
**STATUS:**  
**Clean Water Campaign:** The Clean Water Campaign Activities and Summary Report was developed for local governments' MS-4 reports and distributed in late May. Updating of existing Clean Water Campaign and My Drop Counts marketing materials continued. Education and outreach materials were distributed to partners. The District shared the art files for brochures and giveaways with out-of-region and out-of-state peer organizations and local governments, furthering efforts to build our brand and reputation nationally.  
**My Drop Counts:** District staff managed the My Drop Counts water conservation pledge for home and businesses. To date, over 3,800 pledges to conserve water have been made by residents across the state using our program. The District continues to work with a consultant to coordinate a media strategy and secure in-kind media coverage focused on the My Drop Counts Business and Individual Pledges. Education and outreach materials were distributed to partners.  
**Video Contest:** The annual High School Video Contest, focusing on the importance of water conservation, had 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:** District staff continued to advertise the Annual Water Reflections Calendar Contest, which ends in September of each year.

**Essay Contest:** Topic and advertising development for the annual Middle School Essay Contest will begin in the second half of 2020

**Other Children's Education:** This year, due to COVID-19 social distancing requirements, the 2020 Children's Water Festivals were cancelled. In the event that 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. The Cherokee County Water and Sewerage Authority recorded the District's puppet show on YouTube and distributed it through their local library system to children across their county. 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 also revived its quarterly newsletter, called "Just a Drop," which is distributed to over 730 recipients and has a 34% open rate and an 11% click rate.

**Other Related Activities:** The District continues to update the [cleanwatercampaign.org](http://cleanwatercampaign.org) and [mydropcounts.org](http://mydropcounts.org) websites to reflect current information, increase its presence and improve its outreach potential on social media. The District continues to build community partnerships through its contests, events, and initiatives. 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 continued 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 has 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:** Four 2019 Green Communities certifications were announced in late January. The certifications were comprised of two upgraded certification and two recertifications. The new Green Communities logo was also revealed. The application period for 2020 certifications closed in late May, with one new community submitting an application and three recertifying communities postponing one year due to COVID-19. Two applications were received for the New Leaf level. The certifications will be announced in January 2021. Staff met with three communities seeking to enter the New Leaf Level.

**Communications and Events:** Green Community-related events and materials have been promoted on the website and via email, including the Green Matters e-newsletters, six of which went out to an audience of over 1,000. Two Network+Knowledge events took place and reached an audience of 51 representatives from local governments and partners. Subjects discussed were ARC's new Climate Conscious Community designation, and energy and water efficiency in government-owned and commercial buildings.

- 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: February through May, the recruitment for the next round of SCIP took place. 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 Norcross, City of South Fulton, Livable Buckhead, 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 will be made in July following the community interview phase, with a total of 6 interns being placed.**
- 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 was launched, with the program structure and focus areas presented at the first quarterly Network+Knowledge session. The Buildings Module was launched in June at the second quarterly Network+Knowledge session.**
- 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 FTF Core Team meetings, attended zoom meetings with the larger working group and community stakeholders, attended a site walk for the future College Park Nature Preserve (property currently owned by MARTA), and completed the contract that generated preliminary concept drawings for FTF catalyst projects.**
- 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



# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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 9 MRPA review applications in the first half of 2020. One review was opened before June 30 and will be completed in early July. Staff also worked with applicants on five reviews that had not been officially submitted by June 30. Staff also determined that 5 proposed projects did not require reviews during the first half of 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 8 re-analyses, 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, Peachtree Corners and Sandy Springs throughout the first half of 2020. In addition, staff answered questions and provided information throughout the first half of 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 Through June 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

**PERFORMANCE STATUS REPORT- JUNE 30, 2020**  
**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 three Board meetings, one Board Executive Committee meeting, one Board Finance Committee meeting, two Board Legislative Committee meetings, two Technical Coordinating Committee meetings, and eight Basin Advisory Council meetings. District staff also organized and provided support for a legislative meet and greet event.**
- Provide staff level review of requests to amend District Plans and facilitate the public process where requests are considered.  
**STATUS: Staff assisted with the review and facilitated the public process for one plan amendment which was still underway on June 30, 2020.**
- Provide technical assistance in support of the District-wide Water Resource Management Plan, including:
  - Stormwater Model Ordinance training and implementation assistance  
**STATUS: Conducted a webinar to support adoption of the 2019 Model Ordinance for Post-Construction Stormwater Management for New Development and Redevelopment (Model Ordinance). Distributed the Policy on Practicability Analysis for Runoff Reduction for local jurisdictions to adopt and use in conjunction with the Model Ordinance.**
  - Local Stormwater Monitoring Data Collection and preparation of source water protection education materials  
**STATUS: Staff will develop education materials once the source water assessment plan is approved by Georgia EPD.**
  - Local wastewater planning  
**STATUS: 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.**
  - Facilitation of multi-jurisdictional approaches on wastewater issues, including Lake Lanier water quality issues  
**STATUS: 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.**

- Support of local utilities

**STATUS:** In preparation for EPD audits, five one-on-one technical assistance meetings were conducted with local communities including the cities of Oakwood, Conyers, Sandy Springs, Alpharetta, and Hall County. In addition, District staff met with Georgia EPD to provide input on how audits would be conducted during the COVID-19 pandemic.

- Providing a mechanism for review and oversight of the Plan's water conservation element

**STATUS:** No work was required on this item. This work element will be conducted as part of the 2022 Water Resource Management Plan beginning in the fall of 2020 to 2022.

- Guidance and workshops for water conservation coordination including program planning

**STATUS:** District staff coordinated and led quarterly technical coordinating committee meetings on key plan implementation activities, including indoor home water use, commercial toilet replacement program, local water and wastewater master planning, possible 2020 Plan amendment, 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

**STATUS:** District staff collected water withdrawal and wastewater discharge data for prior years to assess trends and monitor progress of water conservation and efficiency efforts.

- Manage and provide assistance to the Regional Toilet Rebate Program.

**STATUS:** Staff managed the regional toilet rebate program and provided technical and customer service support to 23 water providers participating in the program. More than 2,700 toilet rebates were issued through the program in the first six months of 2020.

- 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.

**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:** District staff continued to advertise the Annual Water Reflections Calendar Contest, which ends in September of each year.

**Essay Contest:** Topic and advertising development for the annual Middle School Essay Contest will begin in the second half of 2020

**Other Children's Education:** This year, due to COVID-19 social distancing requirements, the 2020 Children's Water Festivals were cancelled. In the event that 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. The Cherokee County Water and Sewerage Authority recorded the District's puppet show on YouTube and distributed it through their local library system to children across their county. 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 also revived its quarterly newsletter, called "Just a Drop," which is distributed to over 730 recipients and has a 34% open rate and an 11% click rate.

**Other Related Activities:** The District continues to update the [cleanwatercampaign.org](http://cleanwatercampaign.org) and [mydropcounts.org](http://mydropcounts.org) websites to reflect current information, to increase its presence and improve its outreach potential on social media. The District continues to build community partnerships through its contests, events, and initiatives. 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 continued 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 has 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.

- Update Source Water Assessment Plans.  
**STATUS: Final feedback from utilities for source water assessment plans were applied and the complete final draft report assessing source waters for 23 utility systems was submitted to the Georgia Environmental Protection Division (GA EPD) March 2020. Comments and Feedback from EPD were received late April 2020. Final comments and feedback were applied, and data were submitted to GA EPD for final approval June 2020. Updated source water assessment plans are currently under final review by GA EPD.**
- 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 released a request for proposals in January to select a consultant to assist with the development of the Water Resource Management Plan update. The District expects to execute a contract with the selected firm in August 2020 and immediately begin work on the update.**

### **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 – JUNE 30, 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.



- 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.
- Support the delivery of services for displaced workers at major companies facing closure or downsizing as the needs arise.
- Continue to develop and enhance training opportunities for individuals with barriers to employment such as those with disabilities and returning citizens.
- 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.
- 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.
- Serve in a leadership role to advance regional workforce initiatives, including the Metro Atlanta Industry Partnerships, Regional Workforce Plan, and Targeted Outreach activities.

#### **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

**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**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 was forced to make major adjustments to providing services as of March 13, 2020 due to Covid-19. Despite transitioning to virtual services, the centers provided services to 7,499 from January 1, 2020 through June 30, 2020. To ensure services continued, all services were converted to virtual where we had over 1,400 individuals registered in various webinars and had over 694 attendees. The following were also converted to virtual services: 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 also ceased operations in March 2020 and saw 178 visitors from January 1 – March 13, 2020.**

- 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 works with individuals seeking workforce programs and needing disability services. The coordinator also provides employment services to Ticket to Work Holders**

- 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 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 June 30, 2020 the ITA Work Group met twice, once in person on January 2020 and converted to a virtual meeting in April 2020 due to Covid-19. From January – April there were a total of: one new training provider application submitted and approved; 21 new programs submitted with 20 being approved; and 15 program change requests submitted and approved. All approved programs have**

**been added to the State Eligible Training Provider List. Also, programs are fluctuating between classroom and virtual training due to the 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 respond to Worker Adjustment and Retraining Notices (WARN) received by providing coordinated information related to employment and retraining opportunities to affected employees at the companies.**

## **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        |

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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: Provide weekly Virtual Professional Development Workshops, Online Employer Orientations Virtual work from home employment opportunities, Online Case Management, Entrepreneurship programs, Corporate Tours, Inspirational Speakers, Professional Meetings and Team Building Exercises.**

- 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: Working with local businesses and government to identify labor market changes and gaps. As a result of the findings, trainings are developed to support the youths in gaining the skills needed to fill the changing employment needs and opportunities. Continuously working to identify more online and customer service skills and safety skills in COVID safety protocols. We have been able to fill some gaps in supporting the community by providing interns for the local libraries. Also, we are assisting youth in applying for unemployment and providing other support needed to remain stable during the pandemic. Targeted focus is also geared towards financial and mental wellness of the youth. Tracking and trying to stay abreast of the rapidly evolving current economic changes during the pandemic.**

- Participate in or lead discussions surrounding strategies and solutions that promote long-term economic sustainability for youth.

**STATUS: Working with various businesses, government agencies, non-profits and the community to identify needs and solutions during this pandemic. One of the major needs is a need to maintain safe housing.**

- Securing funding to help youth meet their housing needs.

- **Working with County Magistrate Court and have developed a Housing Court that will focus on maintaining tenancy and prevent eviction.**
- **Involved with discussions for the re-entry/returning citizens and have been able to support housing, education, and employment support for youth collaboratively and seamlessly. Coordinating with funding sources such as United Way, the Community Foundation and Community Development Block Grant/ U.S. Department of Housing and Urban Development (CDBG/ HUD) to develop strategies to develop projects that they can fund.**
- 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.

## PARTNERSHIPS

## COST CENTERS

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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 42 companies with work-based learning contracts during the period; down from 54 for the period ended 12-31-19. The reduction is attributed to a combination of factors, including the completion of numerous OJT training plans, a budget hold which limited our ability to bring on new companies, and most significantly the COVID 19 pandemic which resulted in the furloughing and ceasing of operations of most of the companies participating in our programs. Even though the contracts are still considered active, the number of trainees employed is also down substantially due to furloughs (from 176 at yearend to 55 for this period). A substantial portion of those still in training were Incumbent Worker Trainings which completed during the period, some of which could be completed remotely.**

Despite the pandemic, we were able to continue offering services to some degree. Projects during the period included:

- A virtual career fair in conjunction with the Metro Atlanta Chamber and Goodwill
- Assisting Amazon with location of 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

As of the report date, plans are underway to assist in two additional virtual career fairs and to implement a special disaster OJT program for dislocated workers.

- 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, no rapid response activities were provided during this time.**
- 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 also substantially curtailed due to COVID 19. However, prior to going to completely remote work, we were able to participate with the Transportation Advisory Group to host a supply chain automation symposium at ARC. Most notably an IWT training project for Coca Cola was completed during the period which resulted in almost 20 new CDL certified drivers. 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 participated in numerous MAIP webinars covering IWT and other topics. As of the report date, 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: Although not completely proportional, the 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).**

## **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        |

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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 the March 2020 Aerotropolis Construction Ready class was 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 its eighth cohort in November 2020. Fourteen participants graduated and nine were placed in employment. The Hospitality Young Adult Program successfully graduated four cohorts in 2019. Through this program, 92 individuals successfully completed training and 70 of them gained employment.**
  - **The Business Outreach Manager continues to identify the needs of employers and coordinate services with the local workforce boards in the Aerotropolis. Over 100 employers have been engaged.**
- **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:** MAIP projects were also substantially curtailed due to COVID 19. However, prior to going to completely remote work, we were able to participate with the Transportation Advisory Group to host a supply chain automation symposium at ARC. Most notably an IWT training project for Coca Cola was completed during the period which resulted in almost 20 new CDL certified drivers. 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 participated in numerous MAIP webinars covering IWT and other topics. As of the report date, 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.

- **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.
- **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 serviced 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 have been 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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 reviewed by the ARWDB on May 28<sup>th</sup>. The ARWDB approved the plan and authorized it to be opened for public comment and submitted to TCSG-OWD for review. The regional workforce plan update is underway, with the assistance of pro-bono services from Accenture. The regional plan is due to TCSG-OWD by October 1, 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.**
- Implement service delivery and regional coordination activities consistent with the local and regional workforce plans.  
**STATUS: Workforce Solutions staff communicates and coordinates regularly with the Workforce teams of the other 4 boards to service specific business customer and job seeker needs. We maintain open communication among the program managers and assist each other in unique circumstances to place job seekers in training or employment from other jurisdictions. ARC continues to lead a targeted outreach campaign for WorkSource Metro Atlanta directing job seekers to a common landing page at ATLworks.org. In May and June,**

**digital ads ran in targeted areas resulting in 3.6 million impressions, 15,000 clicks, and 286 forms being submitted seeking more information about workforce services.**

### **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 – JUNE 30, 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.

**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**ELEMENT 5 – MOBILITY SERVICES**  
**5A – TRANSPORTATION DEMAND MANAGEMENT (TDM)**

**PURPOSE**

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

**DELIVERABLES**

- Manage and administer the Georgia Commute Options (GCO) Program.  
**STATUS: Mobility Services manages and administers work for Georgia Commute Options in order to increase the use of travel modes other than single occupant vehicles by establishing, maintaining and enhancing partnerships with employers and property managers in designated areas of the Region to implement programs that encourage employees to commute by using alternatives to driving alone. Objectives were achieved with organizations contracted to provide Transportation Demand Management (TDM) services. Implementation of these programs resulted in decreased single occupant vehicle (SOV) trips, reduced vehicle miles traveled (VMT), and reduced emissions throughout the region. The service area for the work completed consisted of the designated Atlanta nonattainment and maintenance areas. Mobility Services conducts strategic planning and coordination with Employer Service Organizations (ESO) to support employer engagement and financial incentives programs and improvement of measurement capabilities.**
- Maintain TDM information for commuters, employers, and property managers.  
**STATUS: Mobility Services continues to serve as a resource to the Atlanta region as it relates to the latest advancements in technology, commuting habits and trends and alternative mode use intelligence. Georgia Commute Options is required by contract to provide notifications of air quality and smog alerts. An automated system was developed to connect directly into the EPD air quality monitoring center and immediately releases information to commuters and others regarding any issues. The GCO website also displays an air quality index that automatically updates to provide required information to visitors. Telework/Flexwork and other clean commute info is provided through social media channels as well.**
- Administer current travel behavior change incentives programs. Analyze these programs processes and implement a refined incentives program.  
**STATUS: All incentive programs are active and underway. Incentive programs include 1) Gimme \$5, 2) \$25 Prizes, 3) Carpool Gas Cards and 4) Vanpool Referrals. GCO processed 4800 Guaranteed Ride Home applications in 2019; 4480 are currently enrolled in program. In 2019, modifications were made to Gimme 5 to make it easier for commuters to access the incentive and removes duplication of work for Georgia Commute Options staff. ARC received approval from FHWA/GDOT to include Guaranteed Ride Home with the new Logging and Ridematching App that launched on January 1, 2020. Commuters**

**who are signed up for GRH and who are logging their clean commute can request an Uber in case of emergency (unscheduled overtime, sick child, personal illness).**

- **Expand Guaranteed Ride Home ride options.**  
**STATUS: ARC received approval from FHWA/GDOT to include Guaranteed Ride Home with the new Logging and Ridematching App that launched on January 1, 2020.**  
**Commuters who are signed up for GRH and who are logging their clean commute can request an Uber in case of emergency (unscheduled overtime, sick child, personal illness).**
- **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: GCO launched its new rideshare platform on January 1, 2020, powered by Agile Mile. The new system provides a very user-friendly experience for commuters and employers; and offers additional participation incentives to the existing GCO incentives. An easy to use mobile app component is a major benefit of the newly selected system and is designed to invite more frequent logging and commuter participation. Within 2 weeks of launch, over 4000 users had registered in the system. As of June 30, there were over 7000 active registrants in the system.**
- **Administer Transportation Management Association TDM service contracts.**  
**STATUS: RFP solicitations were completed, and new contracts were issued for the seven Transportation Management Associations, effective January 1, 2020. In February 2020, ARC conducted financial reviews for the seven TMA's for the 2019 calendar year.**
- **Facilitate the implementation of TDM-based construction mitigation strategies.**  
**STATUS: Mobility Services continues to manage regional TDM coordination and alignment for the Transform 285/400 construction project with 4 quarterly meetings held in 2019. These meetings serve as an opportunity for greater coordination and communication with local municipalities and our partners to discuss a variety of initiatives the various organizations are involved. A key component has been the sharing of information regarding public involvement and public meetings by posting on websites and social channels.**
- **Produce non-SOV modal based programs to encourage the use of these modes.**  
**STATUS: Modal promotions that required face to face contact with commuters were placed on hold due to the governor's order to shelter in place. Outreach focus has been on teleworking.**  
**Telework Support to the region:**
  - **Even before the COVID-19 outbreak was declared a pandemic, ARC and GCO recognized the significant impacts that its spread would have on how we work. By the first week of March, we had already begun working to create and compile resources to share with employers around the transition to telework.**
  - **We immediately developed a Quick Start Guide for employers needing to quickly transition to telework in light of COVID-19 and made it available for download through a form on our website. The Quick Start Guide includes sample teleworker guidelines and Dos and Don'ts for Teleworkers and Employers.**
  - **As the initial transitions to telework across the metro Atlanta region took place, we worked with some of our Transportation Management Association (TMA) partners, ASAP+, Perimeter Connects, and Livable Buckhead, to conduct webinars**



to assist in the transition to telework. We conducted 5 employer-facing webinars, providing tips and information on topics ranging from collaborative technologies to remote management and telework for small businesses.

- In addition to the free resources we made readily available online through recorded webinars and guidance documents, we also offer free consulting services to employers to assist in the development and implementation of a formal telework plan. We worked with existing employer partners and established several additional partnerships as a result of outreach around telework during COVID-19.
- Plan, develop and execute updated regional marketing, public relations and advertising campaigns for the GCO Program.  
**STATUS: A new video concept and a messaging refresh to further strengthen the call to action was developed and is being implemented in the second half of the year. GCO provided unique marketing, social posts, and blogposts in support of the work being done regarding COVID-19. Social posts focused on supporting teleworkers and featuring transit workers (essential workers).**
- Establish the TDM Coordinating Committee (Advisory Committee) for the region to provide research, resources and support for the regional TDM program  
**STATUS: A TDM Coordinating Committee (TDM CC) Steering Committee was formed to determine the path forward towards establishment of a full committee. The TDMCC will assist with drafting the priorities for the TDM Plan Update. A visioning session for The Future of TDM was held on February 18, 2020.**
- Initiate multi-year process to update ARC's TDM plans and programs.  
**STATUS: The ARC will conduct an update of the Atlanta Regional Transportation Demand Management Plan (TDM Plan) in 2020. The TDM Plan will provide ideas, strategies, and tactics for improving TDM services delivered in the region. The Atlanta Regional Transportation Demand Management Plan will reflect changes in the region since the previous TDM Plan (2016). During Q2 of 2020, an RFP and Scopes will be written for release in Q3 of 2020. A draft TDM Plan will be completed by Q1 2021.**
- Launch a Regional TDM Dashboard and Regional Commuter Survey Dashboard and provide telework surveys to the region.  
**STATUS: The Regional TDM Dashboard and Regional Commuter Survey Dashboard were completed on June 30, 2020. In response to COVID-19 and many companies teleworking fulltime, ARC conducted research and surveys to employers and commuters. Surveys were conducted with the C-suite, Managers, and employees. A focus group was also conducted with the c-suite.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

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

# **Transportation Access & Mobility**

**ATLANTA REGIONAL COMMISSION  
2020 WORK PROGRAM  
PERFORMANCE STATUS REPORT – JUNE 30, 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.

# PERFORMANCE STATUS REPORT – JUNE 30, 2020

## 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 Sub-element 6E. Consulting assistance may be required for some tasks, as appropriate.

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

#### DELIVERABLES

- 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 Sub-element 6E.  
**STATUS: Completed the Local Deployment Guide and Regional Strategic TSMO Plan. The Regional Strategic Plan will be 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: Ensured all RTP documentation met federal performance measure and target reporting requirements. Began coordination with GDOT and consultants on mid-period CMAQ report.**
- 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: Evaluated and selected 2020 LCI studies and FY21 LCI projects to receive funding. Worked with sponsors to address changes in project schedules and funding availability due to COVID-19.**
- Continue integration of equitable transportation planning principles into the regional planning process and support the Transportation Equity Advisory Group (TEAG).  
**STATUS: Transportation Equity Advisory Group is meeting regularly and providing important feedback on ARC's planning practices.**
- 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 and other proposals. Continued review of various federal reauthorization proposals and coordinating 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.**
- Analyze changes in regulations for air quality and update planning partners, as applicable.  
**STATUS: Convened Interagency committee to discuss conformity for RTP, TIP, RTP Administrative Modifications, and RTP Amendments. Conducted routine ozone monitoring. Presented to various groups regarding air quality analysis in the region.**
- 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 the RTP update and its modifications and amendments. Conducted routine ozone monitoring for the region. Collected data related to COVID-19 travel behavior.**

- 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 event has been reset for June 2021.**
- Facilitate meetings of the Regional Transportation Technology Advisory Committee.  
**STATUS: Not yet started due to challenges in initiating new forums of engagement and an inability to meet in person during the pandemic.**
- Coordinate regional transportation resiliency policy development.  
**STATUS: Contractor completed the work. Currently, the final documentation is under review.**

## **PARTNERSHIPS**

Internal coordination is required within all aspects of Element 6. External coordination is also very important for this Sub-element. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Environmental Protection Agency (EPA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority (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



# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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: Prepared and processed project list for the Atlanta Region's Plan Update and FY 2020-2025 TIP. Following the approval of the updated plan and new TIP, processed the 2nd quarter TIP administrative modifications. Additionally, preparations were in place to develop the project list for TIP Amendment #1. The project list was distributed to Interagency Consultation Group and GRTA staff for review and comments.**
- 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: Ongoing participation at GDOT Let Status and ROW Status meetings. This assists ARC with better tracking of project delivery of TIP projects. Development of quarterly reports is then generated based on information gathered at GDOT Let Status and ROW Status meetings. Quarterly reports are posted to the DASH website.**
- 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: Draft RFP developed in early 2020. RFP finalized in May with release in June 2020. Proposals due in August with the expectation of having a consultant under contract in September.**

- 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: Evaluated and selected 2020 LCI studies and FY21 LCI projects to receive funding. Worked with sponsors to address changes in project schedules and funding availability due to COVID-19.**
- Update the TIP/RTP Blueprint business rules to reflect current policies and procedures.  
**STATUS: Document has been restructured and redone. A draft outline has been established to revisit the topic areas to be more relevant to the issues that staff have encountered with TIP administration. Editing in progress with the expectation to have a draft ready Fall 2020 for internal discussion and review by TAQC and GDOT.**
- Develop materials and informal training course to GDOT staff and local jurisdiction staff on TIP procedures.  
**STATUS: Training agenda drafted and distributed internally. Date established for in-person training but postpone to later this year. The in-person training has now been cancelled and will be converted to a virtual training class. Staff currently reviewing agenda topics to properly conduct a webinar that may span multiple days.**
- Administration and maintenance of the Regional Transportation Planning Study Program as referenced in Sub-element 6E.  
**STATUS: Continuing management of 9 of 15 studies funded prior to 2020. Six studies completed. Seven (7) new studies awarded through the FY19 TIP solicitation to begin in FY20 for a total of 14 new 2020 studies. Contract with GDOT is being amended to include additional FY20 studies. ARC/local sponsor contractual agreement being drafted as of June.**
- Incorporate the Transit Program of Projects (POP) into the TIP when updated by the ATL Authority.  
**STATUS: The ATL took over the POP Updates in 2020. 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: Transportation staff reviewed and provided comments and recommendations on 17 DRIs in FY20.**

## **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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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: During the first half of 2020, ARC modeling staff continued to implement recommendations from the model peer review. For instance, ARC staff worked on developing segmented value-of-time (VOT) trip tables using household incomes from ARC's activity-based model (ABM), and incorporated those into the roadway assignment process. A sensitivity analysis was also performed to determine the impacts to the toll volumes along the I-85 express 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 section 6E for additional details).

**STATUS: Through the end of June 2020, ARC completed the field data collection pertaining to the regional transit on-board survey, as well as the survey data expansion. It's important to note that all survey data was collected out in the field right before the pandemic, so it's a consistent and comprehensive pre-COVID transit rider dataset. In the upcoming month, ARC will finalize all survey reports, survey databases, as well as survey data visualization tools.**

- 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:** Through the end of June 2020, ARC completed the preparation of all traffic datasets associated with the I-85 bridge collapse, including all geo-databases, GIS shape files, and R-studio scripting programmed to facilitate data mining & data analysis of large databases related to the project. In the upcoming month, ARC will upload all datasets online and work on data dissemination to the various planning partners and stakeholders.

- 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:** Through the first 6 months of 2020, ARC staff worked on determining the impact of travel time reliability on travel decisions, since it had received less attention than factors such as average travel time and cost. To bridge the gap, ARC conducted research to explicitly incorporate travel time reliability into the regional Travel Demand Model for the metro Atlanta area, under the SHRP2 L04 project Incorporating Reliability Performance Measures in Operations and Planning Modeling Tools. The following major tasks were completed, including:

- Preparation of a database and estimation of travel time reliability functions (volume-delay-reliability functions (VDRFs))
- Analysis and estimation of trip-level origin-destination (OD) reliability measures, and comparison to link-level reliability measures.
- Validation of OD reliability assessment methods
- Incorporation of reliability measures in highway assignment, skimming and demand model components

By consistently modeling travel time reliability in multiple phases of the Travel Demand Model, ARC concluded that, for the Atlanta region, the addition of reliability terms resulted in a small shift of traffic from freeways/highways to arterials, but did not significantly change the overall traffic pattern amongst various road types. ARC also concluded that further calibrations on other model assignment parameters (such as capacities, volume-delay function, etc.) be undertaken to improve the overall model validation results.

- Continue work to integrate the activity-based model with dynamic traffic assignment.  
**STATUS:** ARC staff continued to work on integrating the activity-based model with dynamic traffic assignment. More specifically, ARC staff explored including Cube's Junction Modeling into ARC's regional model, including the development of examples of junction model inputs and outputs, the level of detail needed, and some general considerations related to maintenance and model application. Junction modeling within Cube is handled within the highway assignment module and allows for the introduction of turn penalties through more detailed intersection data. This detailed data includes information like the type of traffic control, number of turn lanes for intersection approaches, and signalized intersection cycle lengths.

- 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: ARC staff continued to further re-calibrated various model assignment parameters, such as capacities, volume-delay function, in order to improve the overall model validation results.**

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

**STATUS: ARC staff continued its on-going self-education program by attending various online training programs and remote webinars, mostly related to regional activity-based travel demand models**

- Conduct quarterly meetings of the Model Users Group.

**STATUS: ARC continued to hold quarterly model users group meetings, though online via go-to-meeting, due to the ongoing pandemic.**

- 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: ARC continued to participate in the ActivitySim project, especially the mode choice structure setup. The Atlanta CT-RAMP (and now ActivitySim model) uses a similar setup as a few other models with the top nest as transit, and a sub-nest for egress (e.g., Walk, Park-N-Ride, Kiss-N-Ride). However, the bottom nest in Atlanta only includes “All-Transit” and “Premium Transit”. In addition, interestingly, the ARC model has a different mode choice structure depending on tour purpose. For example, school purpose tours include another “School Bus” mode inside the Kiss-and-Ride nest. In the At-Work subtour, the transit nest only includes walk access, because ActivitySim allows ARC to define mode choice nest in any manner. As another point of comparison with ARC, the existing Bay Area Travel Model One ActivitySim prototype only includes two top-level transit nests (i.e., walk access and drive access) dropping the distinction between park-and-ride and kiss-and-ride. However, like the ARC model, it includes a detailed breakdown of transit modes in the bottom nest. ARC wants to highlight that the ActivitySim framework is completely flexible in this regard.**

## **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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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 Regional Transportation Plan (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 Transportation Improvement Program (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 Fixing America’s Surface Transportation (FAST) Act performance measurements requirements, the Atlanta Region’s transportation planning program, air quality planning, performance-based planning and programming, Transportation Demand Management (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 2019 TIP project analysis.**

- 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: Continued to monitor traffic movement and congestion measure from INRIX and NPMRDS after COVID19.**

- Refine project evaluation procedures and tools, building upon “real world” data methodologies, including the Federal Highway Administration (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: For TIP project performance analysis, VISUM, CMAQ and ABM results are completed and documented.**



- 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 was 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 2015.**
- 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 VISUM simplified model with ABM and VisionEval models results. Staff started to learn model about each model's strength and weakness from the performance evaluation perspective.**
- 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 safety page and unfractured condition page was developed in performance management dashboard (DASH).**
- 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 link and continued to updating VISUM 2020 network with latest data 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. Staff created 'COVID-19 in Georgia': statistics, modeling and data visualization and analyzed the impact on EJ population. Started to develop the data analysis dashboard to support for 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

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

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

#### **PURPOSE**

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

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

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

#### **DELIVERABLES**

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

- **Activity Based Model (ABM) Support and Development** - ARC will maintain, update and pursue innovative enhancement of the Regional Travel Demand Model via dynamic model calibration and validation, complete deployment of the Activity Based Model (ABM) and continue to integrate with other model update efforts. 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: Model development activities related to the maintenance of the ABM continued in the first half of 2020. More specifically, the ABM was used and applied for TIP Amendment #1, including but not limited to, all roadway and transit network coding activities. While updating the model, ARC staff ensured that all planning assumptions were properly reflected in the model, including all socio-economic data assumptions and teleworking trends and patterns.**

- **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: During the first half of 2020, ARC continued to work on land use modeling enhancements, especially as it pertains to the integration of the agency's land use model with the regional activity-based travel demand model, in the spirit of a fully integrated transport / land use model. Composite impedances in the form of mode choice logsums generated by the ABM are now fully informing the land use model forecasts, as a way to better account for congested travel times.**

- 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: Draft RFP developed in early 2020. RFP finalized in May with release in June 2020. Proposals due in August with the expectation of having a consultant under contract in September.**

- 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: Transit inventory and conditions analysis is complete. The plan is on track for completion this Fall.**

- 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: TDOT and their consultant team have gathered and analyzed significant amounts of data related to economic activity related to freight industries, as well as related to truck parking. They have also conducted significant outreach to the freight and logistics industry in the study area to better understand operations.**

- 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: Now that ATL has been awarded the IMI Grant, GTFS Management will eventually move to a centralized location that both ARC and ATL will manage. This will likely happen in 2021, but it is unknown what that will do for PL Funds. We should have a better understanding of the GTFS Management and PL Funds for the End Year UPWP Summary.**

- 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: Advanced coordination for SAP RFP and procurement. Continued discussions with ARC staff and external discussions with key partners.**

- 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: Through the end of June 2020, ARC completed the preparation of all traffic datasets associated with the I-85 bridge collapse, including all geo-databases, GIS shape files, and R-studio scripting programmed to facilitate data mining & data analysis of large databases related to the project. In the upcoming month, ARC will upload all datasets online and work on data dissemination to the various planning partners and stakeholders.**

- 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 the Local Deployment Guide and Regional Strategic TSMO Plan. The Regional Strategic Plan will be 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: Through the end of June 2020, ARC completed the field data collection pertaining to the regional transit on-board survey, as well as the survey data expansion. It's important to note that all survey data was collected out in the field right before the pandemic, so it's a**

**consistent and comprehensive pre-COVID transit rider dataset. In the upcoming month, ARC will finalize all survey reports, survey databases, as well as survey data visualization tools.**

- 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: Development of report deliverables & presentation to stakeholder groups, ARC committees; ongoing project management and media coordination.**

- 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. Currently, the final documentation is under review.**

- 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.**

### **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 ten CTP updates. As of June, two (Cobb and DeKalb) begun in 2019 are still actively underway. Seven updates (Cherokee, Coweta, DeKalb, Douglas, Henry, Paulding, and Walton) are in the procurement/contracting stage. One update (Barrow) initially planned for 2020 has been deferred to 2021 at the request of the county.**

- 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: All four plans are projected to be complete by the end of 2020.**

- **Aerotropolis Atlanta CIDs – The Inventory and Assessment report was finalized, work is ongoing on stakeholder outreach, finalizing the Traffic Study report, and refining the draft Recommendations list. /**
  - **Gateway 85 CID – The Inventory and Assessment report and the Traffic Study were finalized; work is ongoing on stakeholder outreach and refining the draft Recommendations list.**
  - **Spalding County – The Inventory and Assessment report was finalized, work is ongoing on stakeholder outreach, finalizing the Traffic Study report, and refining the draft Recommendations list.**
  - **Tucker Summit CID – Work is ongoing on stakeholder outreach, finalizing the Inventory and Assessment Report and the Traffic Study report, and refining the draft Recommendations list.**
- **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: Continuing management of 9 of 15 studies funded prior to 2020. Six (6) studies completed. Seven (7) new studies awarded through the FY19 TIP solicitation to began in FY20 for a total of 14 new 2020 studies. Contract with GDOT is being amended to include additional FY20 studies. ARC/local sponsor contractual agreement being drafted as of June.****
  - **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: MPO contract is currently under review by local jurisdiction. Procurement should start by late summer/early fall.****
  - **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: TrAMs application process is underway.****
  - **CPACS 5307 JARC Grant – ARC will support the Center for Pan Asian Community Services, Inc. for maintenance and expansion of their transportation shuttle service to employment and job training, marketing and outreach and transportation educations for low-income, limited English proficient residents of DeKalb County, including the City of Clarkson. ARC currently acts as the direct recipient for federal transit funds. In the coming year, ARC will work with CPACS to identify an alternative direct recipient and operating plan. 2019 is the last year that ARC will act as a direct recipient for transit operating funds. **STATUS: ARC is scheduled to transfer CPACS Direct Recipient role over to the ATL by this fall.****
  - **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 Sub-element. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Environmental Protection Agency (EPA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority (GRTA), State Road & Tollway Authority (SRTA), ATL Authority, The Georgia Transit Association, advocacy groups for older adults and disabled people, transportation services consultants, intercity bus operators, the travel and tourism industry, and a wide spectrum of other business, environmental, civic, and citizen interest groups.

## **COST CENTERS**

- 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



**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**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 completed schedules for planning work, public review, and proposed adoption of both Amendment #1 and #2 to currently adopted TARP.**
- 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. Given responses to recent pandemics, 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: Presented TIP solicitation recommendations to group for feedback.**
- Enhance the transportation interactive, community-based website for input into the planning process and distribution of transportation planning information.  
**STATUS: Throughout the year, staff has 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, new webinar information, new 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 regional plan, and moving directly into the coronavirus pandemic, staff has been considering how to re-evaluate how community engagement is conducted. Extensive research and discussion have occurred over the past few months, with intent to develop an updated strategy moving forward.**

### **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 paused 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. Work on the draft 2021 UPWP will begin in July.**

- 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: To date, there have been three TAQC meetings and seven TCC meetings.**

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

**STATUS: Due to travel restrictions, there has been little staff development/trainings.**

- 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 – JUNE 30, 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 60 or older live in the region constituting 35% of Georgia's older residents.

The ARC AAA serves as the steward of funds from the Older Americans Act, the Social Services Block Grant and state Aging Services Funds. In addition to its AAA responsibilities, ARC administers a centralized intake system for access to Long Term Supports and Services Medicaid waivers, and assists nursing home residents to transition to the community through the Money Follows the Person and Nursing Home Transition programs. The Department of Human Services contracts with ARC to administer transportation innovation programs. ARC also administers a variety of public and private grants. With an annual budget of over \$30 million, the ARC seeks to expand its reach to serve residents of the region, increasing the resources available to individuals, their families and caregivers, especially those in greatest need.

**GOALS**

The Atlanta Regional Commission has adopted seven Strategic Priorities for the Aging and Independence Services Group, and the goals for each are as follows:

- Increase the number of older adults and persons with disabilities with access to **transportation** services.
- Reduce **caregiver** burden.
- Increase the quality of life for older adults and persons with disabilities living in the community through the provision of **long term supports and services**.
- Provide opportunities for social engagement and health improvement to region's older adults through **Senior Centers**.
- Improve access to **behavioral health** services in the metro region.
- Ensure that older adults, person with disabilities and caregivers have the support they need to make informed decisions through **information services**.
- Encourage a diversity of **housing** options.

**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

**PERFORMANCE STATUS REPORT- JUNE 30, 2020**  
**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 the first half of 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. Development continues with anticipated ARC Board consideration slated for Fall 2020. 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 will be offered virtually in conjunction with the ARC webinar series launched this Spring. Planning is underway for the first webinar to occur August 11. entitled "Pivoting to Help: How the Aging Network Shifted to Meet the Needs of Older Persons".**

- **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 **empowerline** self-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 empowerline Self-service was undertaken in 2020. A soft launch is planned for July 2020. Memoranda of Agreement have been executed with the other Georgia AAAs who have financially contributed to the development. Features include:**
  - **Ability to search by the following options: Service Category, Service, Provider Name, County of Location, Price range**
  - **Return of a Search Result Screen with information on: Agency Name, Service Category, Phone Number, Fax, Email, Website and Price Range using “\$” Symbols**
  - **Map search with route navigation.**
- **ARC has requested that the Georgia Division of Aging Services develop a mechanism within their DDS data reporting system to facilitate ARC tracking the number of Limited English-Speaking clients. To further 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 will launch 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 which was awarded to the Center for Pan Asian Community Services (CPACS). AIS developed empowerline postcards in four non-English languages to increase outreach also.**
- **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. The issue was a 2020 priority funding issue of the Coalition of Advocates for Georgia’s Elderly (COAGE, a statewide coalition focused on state policy issues; see [www.gcoa.org](http://www.gcoa.org) for more information) and received significant interest from legislators. With the onset of COVID-19 and resulting budget cuts, additional funds were not allocated for this purpose during the session. We anticipate continued support from COAGE to continue to move this issue forward during the next legislative session.**
- **ARC was awarded a \$200,000 1-year grant from United HealthCare to expand BHC services to two additional affordable housing sites in the metro Atlanta region and work with the Central Savannah Region Area Agency on Aging to build their capacity to implement BHC at two locations in the Augusta area. This grant will run July 1, 2020 – June 30, 2021.**

## **• 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:**

- **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. 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.**

- **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 from federal and philanthropic sources. 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.**
- **The Aging and Independence Services Group continues to work on the efficiency and effectiveness of its internal and external operations. Emphases in 2020 include: 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.**
- **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 will use these to evaluate performance during the second half of 2020.**

## **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**

- **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 – JUNE 30, 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 on declaring a national emergency concerning the Novel Coronavirus Disease (COVID-1) outbreak effective March 1, 2020. This proclamation dictated only essential business to operate thereby shutting down schools and businesses and/or greatly business operations. Additionally, due to the nations' shutdown from COVID-19, Georgia Emergency Management and Homeland Security Agency (GEMHSA) notified 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**

- Due to COVID-19 pandemic, the 2020 NCAA Final Four Championship scheduled in Atlanta April 2020 was cancelled.
- We will continue to make significant advances in the preparedness efforts of the 2021 MLB All-Star game. No date is planned. We have invested in the acquisition of state-of-the-art bomb robots in the region.
- Complete the final phase of the Regional Aviation Digital Downlink System.

## **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

**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**ELEMENT 10 – HOMELAND SECURITY & RECOVERY GROUP**  
**10A – LONG TERM RECOVERY**

**FUNDS ALLOCATED TO LAW ENFORCEMENT**

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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.  
**STATUS: 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 3 have been fully completed. 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.  
**STATUS: 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, develop a methodology and plan for providing cybersecurity training for members. This project originally was budgeted for grant year 2017 but has since changed to grant year 2018. Despite the challenges faced with the COVID-19 quarantine, HSRG and the Cyber Security Working Group diligently forged on to develop and issue the Multi-Jurisdictional, Cyber Security Penetration Testing and Threat Intelligence Services RFP on 5/5/2020. After hosting a well-attended virtual bidder's conference, we received 17 prospective proposals. An evaluation team has been developed and the proposal evaluations are due to HSRG on 7/31/20. This is a long- term ongoing project. Projection completion - 0%.**
- 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.
- **STATUS: Procurement for 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, funds originally**



**allocated to training have been repurposed as all training have been postponed and/or cancelled due to COVID-19. Those funds are now being used for the procurement of personal protection equipment for specialty teams and fire personnel, and the acquisition of equipment for specialty teams. All projects are expected to be complete before November 2020. This is an on-going and long-term ongoing project. Project Completion – 93%.**

- 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.

**STATUS: This project is assigned to Critical Infrastructure/Key Resources (CIKR) Committee. A vendor has been selected by the evaluation team to conduct the Drone FAA Part 107 training. COVID -19 however has forced us to postpone the training for Fall 2020. This is a long-term ongoing project. Although the vendor has been selected, the training has been placed on hold. Project Completion – 20%.**

## **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**

- 710A07/810A07/910A07 Law Enforcement

**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**ELEMENT 10- HOMELAND SECURITY & RECOVERY DIVISION**  
**10C – INTEROPERABILITY COMMUNICAITONS**

**PURPOSE**

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

**DELIVERABLES**

- Enhance Interoperable Communications – Provide radio users the ability to roam throughout the region and communicate with each other as if they were on one radio system.  
**STATUS: This strategic project is assigned to the Regional Communications & Technology Committee (RCTC). 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. Project completion - 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.  
**STATUS: 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 Coronavirus 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 deployed at the local level for the period beginning July 1, 2020. Additionally, one of the two crime analysis and response centers budgeted in grant year 2018 is complete, with the second center scheduled to be complete by January 2021. This is a long-term ongoing project. Project Completion – 66%.**
- Collaboration and Information Sharing – Provide one, consistent message for any event that involves multiple jurisdictions and agencies.  
**STATUS: This strategic project is assigned to the Regional Communications & Technology Committee (RCTC). The 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. HSRG is researching training/professional development opportunities for PIO's in the UASI region to include attendance at the National Information Officers Association Conference. Additionally, HSRG is considering hosting an event for the region PIO's that will include a panel of PIO's that have experienced major events and/or have many years in the industry. 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

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

### **10D – SUSTAINMENT PROGRAM**

#### **PURPOSE**

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

#### **DELIVERABLES**

- **Critical Infrastructure/Key Resources - Complete assessments of critical infrastructure throughout the region.**  
**STATUS: This project is assigned to Critical Infrastructure/Key Resources Committee (CIKR). 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. Project completion – 100%.**
- **Advance Mapping Resources - Asset location, identify capabilities, gaps, staging preferences and improve situational awareness.**  
**STATUS: This project is assigned to Critical Infrastructure/Key Resources Committee (CIKR). 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 is a long-term ongoing project. Project completion – 5%.**
- **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.**  
**STATUS: This project is assigned to Regional Response Coordination Committee (RRC). Closely align with the RECP is the anticipated work of a new working group under the RRC to develop a regional Family Assistance Operations Plan (FAOP) that would include procedures and processes for disciplines such as Mass Casualty and Reunification. The priorities of the working group assigned to FAOP was shifted to the response needed for COVID-19. To not lose the trajectory of this very important project, HSRG, in conjunction with consultants, began drafting an Atlanta UASI Regional Family Assistance Plan and Took Kit outline. The research to build up the plan is underway with the assistance of a Summer intern. Identification of and communication with the regional partners for the FAOP are one of the first priorities. A first draft of the outline will be presented to the Urban Area Working Group (UAWG) at the meeting in fall of 2020. This is an ongoing long-term project. Project completion – 5%.**

## **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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

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

### **10E – CITIZEN CORPS**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Citizen Corps (CC) Program – Revitalize and continue to build a sustainable CC Program. Reinforce the extraordinary expansion efforts of our regional partners with additional funding to support the regional CC program.  
**STATUS: This strategic project is assigned to the Regional Response Coordination Committee (RRCC). 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 has been suspended due to COVID-19 however the Medical Reserve Corps (MRC) program under CC, comprised of doctors, nurses, and trained individuals for mass trauma, have been engaged in the fight against COVID-19. Retired health professionals went back to work to aid in hospitals, and MRC representatives have been running COVID-19 testing stations. Majority of the equipment procured for CC have been acquired except for health items that are allocated for health and medical resources only. This is an ongoing long-term project. Project completion for 710A01 – 82%.**
- Regional Citizen Corps Council - Develop baseline standards and consistency across all five CC programs.  
**STATUS: This strategic project is assigned to the Regional Response Coordination Committee (RRCC). 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

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

### **10F – TRAINING**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Training, Exercises, Drills and Seminars - Develop and support training by subject matter experts on a wide variety of topics necessary to ensure that public safety teams with recurring training that serves to build or sustain capabilities consistent with DHS Homeland Security Exercise and Evaluation Program (HSEEP).

**STATUS: This strategic project is assigned to the Critical Events Special Operations Committee. Document and organize past trainings; and identify any gaps as it relates to the 32 capabilities set by DHS. From the coordinated efforts of the Multi Year Training and Exercise Plan (MYTEP) working group, and the support of the HSRG consultants, HSRG has developed a schedule of training options for the remainder of 2020. The initial training courses will serve as the first phase of a MYTEP, which provides a roadmap for the region to accomplish its training and exercise needs. The full MYTEP will be presented to the Urban Area Working Group to finalize in the fall of 2020. This is an ongoing long-term project. Project Completion – 60%**

- Mass Casualty Incident (MCI) Preparedness – Focus on and develop training for first responders in newer tactics and treatment during an MCI, such as the need for Rescue Task Forces to enter those areas not yet completely secured to treat and recover the injured.

**STATUS: This strategic project is assigned to the Regional Response Coordination Committee. Identify first responder capabilities, and address specific training needed for MCIs. All training has been suspended indefinitely due to COVID-19. This is a long-term ongoing project. 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.

**STATUS: 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. All training has been suspended indefinitely due to COVID-19. This is a long-term ongoing project. 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.



**STATUS:** 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 as this time as all public safety resources have been reprioritized. This is a long-term ongoing project. Project Completion – 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.

**STATUS:** 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. All training has been suspended indefinitely due to COVID-19. This is a long-term ongoing project. Project Completion – 0%

- 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. All training has been suspended indefinitely due to COVID-19. This is a long-term ongoing project. 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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.

**STATUS: 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. This project has been put on hold indefinitely due to COVID-19. This is a long-term ongoing project. 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, Regional Healthcare Coalition members, and Private Sector Partners  
The City of Atlanta, Clayton, Cobb, DeKalb, Fulton, and Gwinnett County

#### **COST CENTERS**

- 710A05/810A05      Exercise

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

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

### **10H – PLANNING**

#### **PURPOSE**

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

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

#### **DELIVERABLES**

- Threats and Hazards Identification Assessment (THIRA) – The THIRA is an annual FEMA requirement to assess risks and determine the level of capability.  
**STATUS: This project is assigned to the THIRA Working Group under Regional Response Coordination Committee (RRC). The THIRA was updated and completed in January 2020. This is on-going report due annually. Project completion – 100%.**
- 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.  
**STATUS: COVID-19 has affected the execution of projects and training and therefore required HSRG to reduce the budget on the consultants' contracts. With the extended grant year 2017 performance end date of December 1, 2020, we have repurposed those funds for equipment and in conjunction with the consultants, are moving forward with the project management of the remaining projects. This will be an ongoing long-term project. Project completion – 30%.**

#### **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

**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**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.

**STATUS: 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 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 have occurred since. The public safety members in the region have dedicated needed all resources to respond to COVID-19 pandemic, the numerous protests, and the cascading aftermath of these incidents. Communications with our regional partners have slowly begun to open and plans to hold a virtual Urban Area Working Group (UAWG) meeting planned for Fall 2020. 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.

**STATUS: 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 conferences and training were halted in 2020. We have engaged in a few virtual webinars and online training. 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 – JUNE 30, 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

**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**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 will begin in October 2020 and will be conducted virtually. The Alumni Engagement Network will launch in Fall of 2020.**
- 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 will be reviewed by the ARWDB at their meeting on August 27 and will be submitted to the State Workforce Office for review by October 1, 2020.**
- 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: The process formally begins in August 2019.**

- 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 – JUNE 30, 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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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, and will continue in stages by groups.**

#### **PARTNERSHIPS**

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

## **COST CENTERS**

- 022AA Financial Services

**PERFORMANCE STATUS REPORT – JUNE 30, 2020**  
**ELEMENT 22 – SUPPORT SERVICES**  
**22B - GENERAL SERVICES**

**PURPOSE**

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

**DELIVERABLES**

- Manage facilities and related day-to-day operations of the agency.  
**STATUS: General Services continued to respond to the varying needs of staff in support of a comfortable and functional work environment. To that end, 39 service requests were made during the reporting period to Property Management and Engineering; all of which were satisfactorily resolved. Requests were wide-ranging and included, but were not limited to the following:**

<b>Request Type</b>	<b>Number of Requests</b>
HVAC – Too Cold/Too Hot/Miscellaneous	13
General Repairs	3
Plumbing & Drains	2
Housekeeping	7
Security Clearance	1
Security	1
Electrical	1
Doors/Locks	1
Access Cards	5
Window/Roof Leaks	1
Fitness Waivers	4
<b>TOTAL</b>	<b>39</b>

**All 39 requests were successfully completed.**

**Note: The number of requests submitted this reporting period represents a decrease of 32% (based on 57 requests submitted for the previous reporting period. This decrease is directly related 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: Work performed in support of this deliverable include:**

- Installation of new FP Postage machine. This included coordination with Edge Business Systems to gain familiarity with the machine, programming Group access codes, and providing support and training to staff as necessary.
- Replacement of the electromagnetic lock on the 17<sup>th</sup> floor server room door.
- Completion of power connection to the Workforce Solutions collaboration table.
- Window blinds repair in Workforce and Aging.
- Armature plate and electromagnetic lock repair on the 16th floor elevator lobby doors.
- Replacement of the front panel of the lectern in the Harry West Conference Room.
- Replacement of the digital display on the Xerox 7970 copier on the 16th floor.
- Coordination with I.T. on the rollout of the Vonage Reach (intra-agency emergency notification system).
- Installation of new sensor housing on ice/water dispenser on 15th floor.
- Installation of 4ftx6ft board in the Conference Center to allow display of federally required postings.

- Maintain a functional automobile fleet.

**STATUS: During the reporting period, there were 126 vehicle bookings; down from 224 bookings for the previous reporting period. The decrease is directly attributable to the agency-wide transition to full-time teleworking (beginning with the March 12, 2020 office closure) due to the advent of COVID-19. As part of the protocols established for full-time teleworking and to ensure the safety of staff members, all business-related travel was suspended.**

An additional unit was added to ARC's vehicle fleet in March 2020. The Workforce Solutions Group purchased a VS2DX Trailer from Southern States Utility Trailer Sales. The trailer is 53ft with a payload capacity of 55,000 lbs. and will be used as a mobile welding training site. General Services coordinated with Learning Labs, Inc. and Magee Enterprises during the completion of the build-out and title issuance. The vehicle was added to the agency's insurance policy as well.

- Manage the agency's parking and transit program.

**STATUS: General Services continues to coordinate with the Downtown Connects to facilitate the discount transit pass program. The chart below displays a comparison of staff transit participation between the reporting period ending December 31, 2019 and the period ending March 31, 2020.**

<b>Transit Mode</b>	<b>Participants as of 12/31/2019</b>	<b>Participants as of 3/31/2020</b>
MARTA Monthly	81	80
MARTA 10-trip	2	2
MARTA 20-trip	6	5
Gwinnett County Monthly	2	2

Cobb County Transit Monthly	5	4
Cobb County Transit 20-Trip	2	2
GRTA Xpress (Green) Monthly	4	4
GRTA Xpress (Blue) Monthly	2	2
TOTAL:	104	101

**General Services continues to coordinate with Lanier Parking in the management of the agency's parking program. As of 3/31/2020, the number of employees utilizing parking were as follows:**

161 Garage	41
Courtland Garage	35
International Garage	13
<b>TOTAL</b>	<b>89</b>

**All transit and parking participation was officially suspended as of 3/31/2020 due to ARC's transition to full-time telework protocols as a result of the COVID-19 pandemic. No transit or parking orders were placed during the remainder of the reporting period; as ARC remained in full-time telework mode through June 30, 2020.**

- Coordinate safety, security and continuity of ARC's office space and business operations with the appropriate internal staff and external partners.  
**STATUS: General Services renewed the agency's General Liability and Crimes Insurance for year 2020-2021. Additionally, an additional \$200,000 of Crimes coverage was secured in the form of an additional policy (via Berkley) to meet Division of Aging Services grant requirements. Total Crimes policy coverage is now \$2.7Million.**

**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.**

**The General Services Manager led the Office Infrastructure and Safety Protocols Committee; which was charged with introducing recommendations in five focus areas (Office Hardware, Accommodations, Essential Supplies, Waste Disposal, and Other Considerations) that will support a safe, functional work environment that remains prepared any COVID-19-related issues that may arise.**

**Additionally, the General Services Manager participated on the Operations Floor Planning & Telework Policy Committee as well as the Visitor, Guests and Community Protocols Committee**

- Enhance sustainability efforts agencywide.  
**STATUS: During the current reporting period, the Green Team continued to meet to develop strategies for increasing agency-wide sustainability education efforts as well as overall visibility. With the majority of the reporting period having been spent working outside of the office, Green Team efforts shifted toward how to integrate environmentally responsible elements into the Office Reintegration Plan.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 022BF      General Services



# PERFORMANCE STATUS REPORT – JUNE 30, 2020

## 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: Tracking well on targeted date for 4 system rollouts/enhancements to include HRIS configurations and rollouts that will enhance talent management/human resources processes to include onboarding, performance management, document flow and retention and learning and development opportunities.**
- 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 part of a 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, which reduce onboarding time by 30%.**

- 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 employee orientation process.**
- Manage and oversees ARC's employee benefits program, with a strategic emphasis on health and wellness initiatives, designed to improve 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.**

## **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 – JUNE 30, 2020

## ELEMENT 23 – 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: Completed extensive research of methods for presenting SORB and other events virtually. Developed a theme in keeping with regional and world events. Developed timeline and budget, metrics, and partner benefits for hosting a successful virtual event.**
- 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 made recommendations whether to host virtually, postpone or cancel ARC events. Completed the cancellation of CATL, communicated with attendees and partners, refunded payments. Developed plan for Empowerline events to be offered virtually. Events will be complete by September 30. Renegotiated venue contracts for CATL and SORB - completed. Hosted virtual RCA - completed. Participating in weekly in ARC webinar team planning efforts providing content for weekly series.**

#### **COST CENTERS**

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

# **PERFORMANCE STATUS REPORT – JUNE 30, 2020**

## **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
- **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:**

- Initiated the development of a webinar library as an 'online career resource center' for the atlworks.org website. This was part of our support in helping WorkSourceGA's program adapt during the COVID-19 pandemic. Initial phase complete, updates in progress.
- Developed a webinar library on the ARC website to showcase and promote upcoming ARC webinars. This was part of our support in helping ARC adapt during the COVID-19 pandemic.
- Developed and updating a new COVID-19 webpage to inform website users of ARC's impacted programs and COVID-19 resources.
- Implemented an emergency announcement feature on the empowerline.org and atlworks.org websites so that they could communicate their impact of services during the COVID-19 pandemic.
- Updated ARC's event calendar to support online meetings.
- ARC Resource Library – This is a new feature for the ARC website that will make it easier for ARC website users to find program documents and reports.
- Completed the Atlanta Region's Plan website updates to support and communicate the four-year plan update.
- Designing update of the empowerline website.
- MetroATLHousing website update (Phase 3). In process of redesigning homepage and additional new features such as blog, event calendar, and data dashboards, and

implementation of strategy goals narrative.

- Developed internal newsletter for ARC, What's UP ARC!
- Redesigned the Neighborhood Nexus website homepage.
- Amazon Web Services file transfer – This is to maintain the integrity, increase performance, and avoid higher hosting costs of all ARC websites. We've completed this on WNATL for proof of concept of strategy.
- Developed COVID-19 Weekly report email campaign and integrated in ARC and 33n websites.
- Provided support for the build-up for and eventual takedown of the promotional items for ConnectATL. Deliverables are a landing page, email campaigns, and management of the event ticketing software. Also implementation of refunds through the event ticketing software.

- 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. We produced an atlworks.org data dashboard to allow the Workforce group to monitor the progress of their new website – atlworks.org.

- Establish an agency-wide social media policy.

**STATUS:** This was completed in June of this year 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 is continually looking for new visual ways in which to present information and data.

- 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:** Over the past several months, Creative staff have been working with staff throughout the agency 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 all agency brand logos.

- Explore new ways to use video to help deliver the agency message and expand its reach to our various audiences.

**STATUS:** Throughout the last several months, staff has worked to update and increase our B-roll library of video imagery of the region. Capturing COVID-19 related images, regional transportation projects, LCI projects, aging services related footage, and much more.

### **Communications 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 69 articles from 35 different outlets. Topics include teleworking, aging services, housing, water, and bicycle safety. Also produced 6 monthly ARC e-newsletters and 1-2 social posts per workday.

- 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.**

- 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.**

- Support the work of the 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; Chattahoochee RiverLands Study; and Atlanta Region's Plan adoption.**

### Events

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

**STATUS: Researched options and made recommendations whether to host virtually, postpone or cancel ARC events. Extensively researched methods for presenting SORB virtually. Developed a theme in keeping with regional and world events. Developed timeline and budget and metrics for hosting a successful virtual SORB event. Canceled CATL, communicated with attendees and partners, refunded payments. Developed plan for Empowerline events to be offered virtually. Renegotiated venue contracts for CATL and SORB. Hosted virtual RCA. Participating in weekly in ARC webinar team planning efforts providing content for weekly series.**

### 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: Actively managing partnerships to optimize participation and maximize revenue support of ARC and its programs/initiatives in Aging and Independent Services (utility and transportation assistance, and empowerline series), Georgia Commute Options (led by TDM) Regional Telework Survey, Strategic Communications Plan, What's Next ATL, and ARC upcoming events.**

- Coordinate and execute an agency-wide sponsorship program to support key ARC initiatives that may include:
  - ARC Annual Program Partner(s)  
**STATUS: Very active partnership strengthening with every ARC program collaboration. Currently updating Annual Program Partner benefits with increasing opportunities for engagement focused on serving the regional community with new adaptations that meet our challenging environment in response to the pandemic.**
  - RLI – Regional Leadership Institute  
**STATUS: Cancelled for 2020. Received partner support in our decision.**
  - LINK \_ Leadership Involvement Networking Knowledge  
**STATUS: Cancelled for 2020. Received partner support in our decision.**
  - ALMA – Arts Leadership of Metropolitan Atlanta  
**STATUS: Cancelled for 2020. Received partner support in our decision.**
  - MARC – Model ARC youth leadership  
**STATUS: Currently coordinating with annual partners and community partnerships for annual partner participation in program with continued quarterly engagement with community partnership team.**
  - State of the Region Breakfast  
**STATUS: Led research efforts and presented recommendations for virtual benefit delivery adopted for State of the Region 2020. In final stage of benefit modification to meet new virtual environment with sponsorship marketing activities scheduled to begin later this month.**
  - Metro Atlanta Speaks and Neighborhood Nexus  
**STATUS: Planning for State of the Region benefit delivery in progress with Research and Analytics (first meeting complete). Timeline set for mid to late October for virtual partner benefit delivery.**
  - Executive Roundtable  
**STATUS: Collaborating with Research and Analytics and Annual Partners on integrated content.**
  - Connect ATL – Technology leadership symposium  
**STATUS: Cancelled for 2020 with partner support. Quarterly check-in with partners in progress providing guidance to stay connected to this topic and other top regional issues by subscribing to What's Next ATL, ARC's e-newsletter, attending one of ARC's weekly webinars, or by visiting our COVID-19 resource page, where you can find helpful resources for businesses and local governments.**

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 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 – JUNE 30, 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: Ongoing; Received quotes from vendors on the upgrade cost and implementation plan. Incorporated vendor time and training into cost. Upgrade will take place once approval once payment is made.**
- 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: Ongoing; Help to move the website to new vendor, 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; Updated AUP to reflect new Password policy and Remote login Policy.**
- 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; Deployed MS Teams throughout agency, Upgraded users to Adobe DC for online signature creation. IT will 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 monthly meetings.**
- Create a set of dashboards that will provide staff with up to date CBS information.  
**STATUS: Ongoing; Setup initial dashboard 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, work force statistics from January 1 through June 30, 2020 are as follows:

<u>Job Categories</u>	<u>Salary Group</u> (In thousands)	<u>Male</u>	<u>Female</u>
Officials/ Administrators	\$97 plus	9 nonminority 7 minority	6 nonminority 3 minority
Professionals	\$42 plus	32 nonminority 25 minority	50 nonminority 61 minority
Administrative Support	\$37 plus	1 nonminority - minority	3 nonminority 11 minority
Service & Maintenance	\$36 plus	- nonminority - minority	- nonminority 1 minority