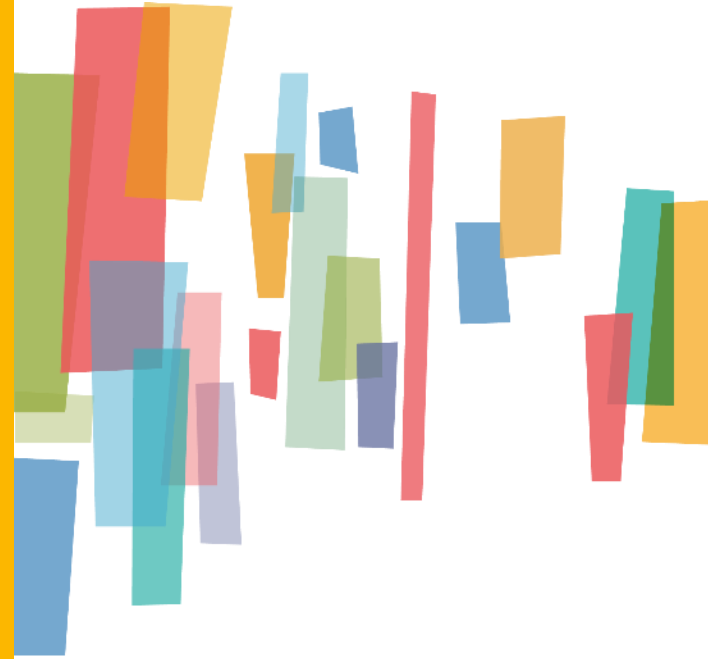


Executive Director's Report

October 11, 2023

Anna Roach
Executive Director & CEO



ONE
great
REGION

CONTENT

- Strategy
- Employee Engagement
- Major Initiatives
- Financial Update
- ARC In The Region

STRATEGY

Strategy

Performance Management Transition

ARC will transition to a performance model that aligns individual performance with the agency's new strategic framework and organizational goals

New Strategic Framework



Aligned With Performance



Performance Management

The link between what individuals do and how we achieve our mission and vision.

Transitioning how we measure and compensate performance today to a more wholistic, 3-dimensional model

Model Components

- Agency-wide Initiatives & Projects
- Department-Wide KPIs
- Individual Goals

Beginning FY2024, we will align merit compensation increases to the new, weighted performance model

Strategy

Performance Management Transition

Merit increases will be more objective, and the performance review process more streamlined

Individualized

Current performance evaluation process is based only on individual contributions at their ARC anniversary date



Subjective

Individual reviews allow subjectivity based on the supervisor and department



Cumbersome

High volume of required fields and repetitive inputs in existing NEOGOV process



Standardized

- Alignment of agency and department performance with individual performance through **addition of MIPs and KPIs**
- All staff move to **universal process timing** for performance reviews



Objective

- Final rating automatically calculated** based on individual component scores without manual override
- Agency-wide calibration** of performance scores
- Implementing **peer feedback process** to gain additional inputs on an individual's performance



Simple

- Reduced number of competencies** to distinct skills important across the agency
- Streamline NEOGOV interface** and requirements

EMPLOYEE ENGAGEMENT

Employee Engagement Organizational Pulse Survey

Employee engagement & satisfaction are measures of ARC's Organizational Health

Survey Objectives

- Measure the health of the organization
- Measure the impact of new strategy
- Motivate employees and improve job satisfaction and retention
- Continuously build a culture of trust, transparency and responsiveness

Survey Focus Areas

- Organizational Culture
- Trust and confidence in leadership
- Diversity, equity and inclusion
- Pay and benefits
- Training, development and engagement

Key Milestone Dates

- **Launched** July 31- August 11
- September/October – **Share/socialize findings** and next steps with staff and ARC Board
- Q4 through 2023 – Implement **Management Action Plan**
- Q2 - 2024 - Follow-up Pulse Survey

Employee Engagement


Organizational Pulse Survey

ARC achieves a record response rate and has high overall employee satisfaction




**ARC
OVERALL
78.5%**
Avg. FAVORABLE
SATISFACTION
by departments

199
of 224
Employees
completed
survey



87%
Avg. overall
FAVORABLE
SATISFACTION



0-12 Months
Employed

81%
Avg. overall
FAVORABLE
SATISFACTION



1-3 Years
Employed

SURVEY RESPONSE RATE
86.9%



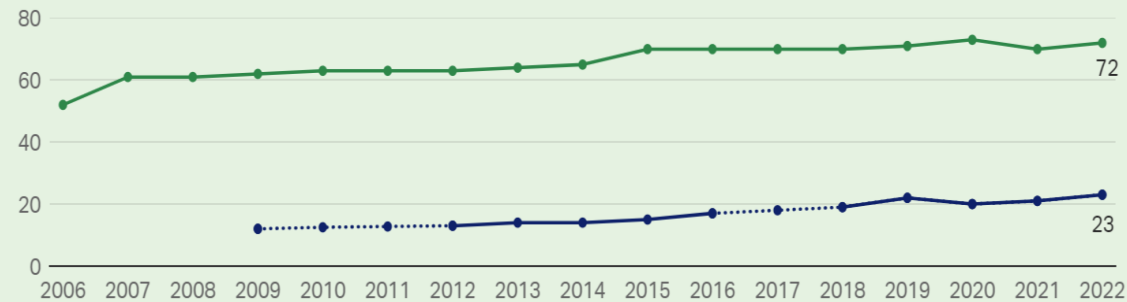
Employee Engagement Organizational Pulse Survey

ARC rivals Gallup's best-practice organizations in the employee engagement areas we surveyed

Employee Engagement Trends

% Engaged

— Best-practice organizations — Global



Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement — not the year that Gallup named the award winners.

[Get the data](#) • [Download image](#)

GALLUP

ARC ENGAGEMENT INDICATORS

- 95% Like the kind of work that they do
- 88% Believe their work supports ARC's mission
- 87% Feel recognized for doing a good job
- 87% Feel their job makes good use of their skills
- 87% Feel they personally contribute to ARC's success
- 85% Feel welcome in their organization
- 85% Feel their work is reflected in ARC's goals

Employee Engagement

Organizational Pulse Survey

Our “Management Action Plan” in response to the survey invests in significant benefits enhancements targeted to address lingering opportunity-areas for improvement

COMPENSATION

- Complete **compensation and equity studies**
- Better communicate/socialized “whole compensation”
- Develop and **implement a commuter benefit** program
- Explore and price **parental leave**. Evaluate against other underutilized fringe.

CULTURE

- **Enhance collaborative spaces** on site
- Structured **collaboration activities** on in-office days
- Formalize our **hybrid work schedule**
- Implement milestone and values **recognition program**

CONFIDENCE

- Increase visibility and collaboration with senior leaders
- Continue **employee newsletter** after Senior Manager meetings
- **Return Afternoons With Anna** on 15 for employee feedback
- Implement Employee Idea-Box
- **Implement this action plan**

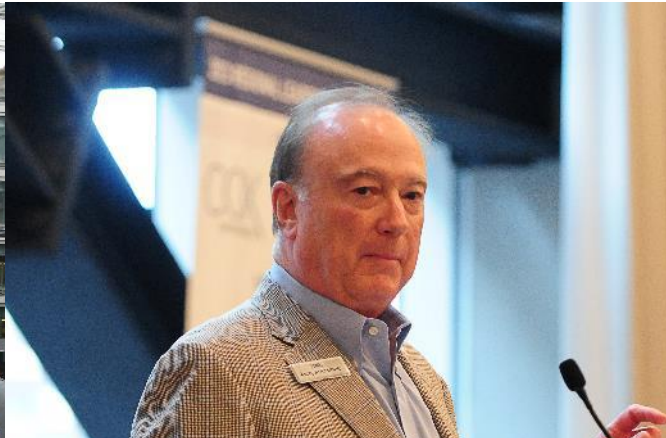
MAJOR INITIATIVES

Major Initiatives

Leadership Involvement Networking & Knowledge (LINK) 2023

ARC led a successful 2023 LINK trip to Montreal covering regional issue-areas from AI to transit

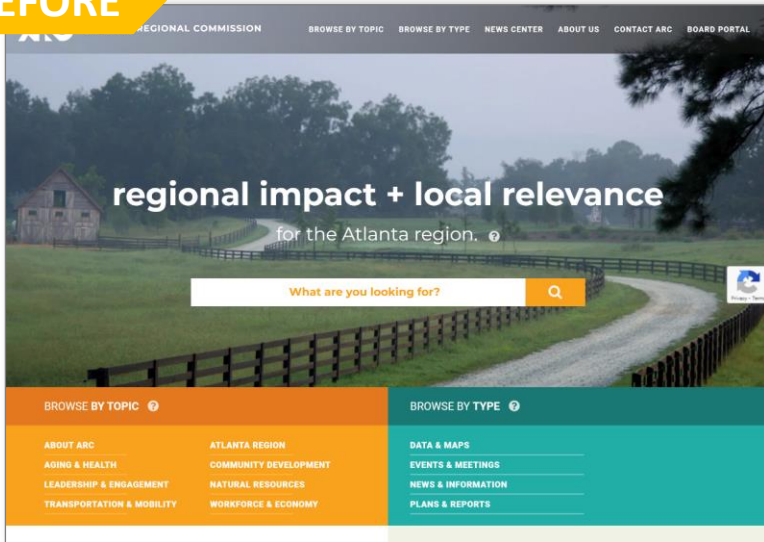




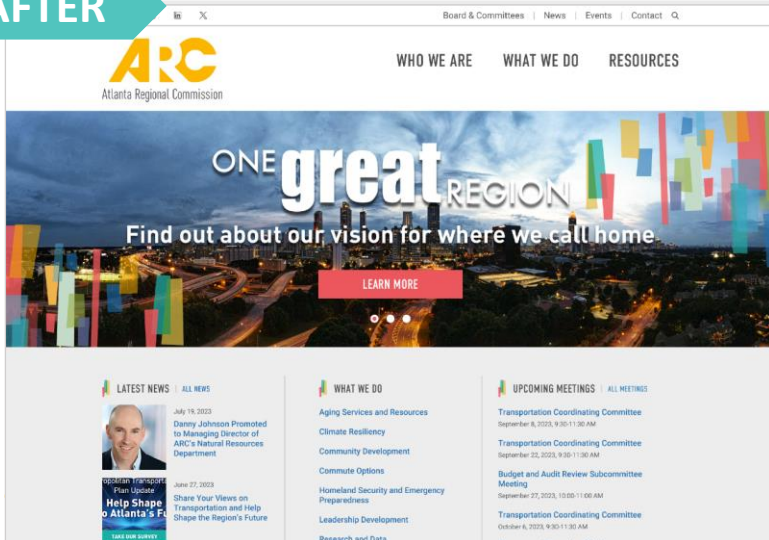
Major Initiatives

ARC Website Refresh

BEFORE



AFTER



OBJECTIVES

- Apply ARC's new brand to the website to convey One Great Region vision.
- More effectively communicate ARC's critical business information
- Improve the user-experience for site visitors.

PRIORITY TASKS

- Update content and manage integrity document library.
- Address site accessibility.
- Develop new site interface and page templates that embody ARC's revamped brand messaging and visual persona.
- Redesign interface and templates for homepage, topic landing pages, and main content pages.
- Redesign and manage integrity of

FINANCE

Finance

Financial Status – September 2023

| <i>In Millions (\$)</i> | | | |
|--|-----------------|------------------------|--------------|
| Expenses | Actual 2023 | Amended 2023 Budget | Run/ Rate |
| Operations | | | |
| Research & Analytics | \$ 2.43 | \$ 4.37 | 56% |
| Community Development | 3.10 | 6.94 | 45% |
| Natural Resources | 2.04 | 4.10 | 50% |
| Workforce Solutions | 6.87 | 12.21 | 56% |
| Mobility Services | 7.16 | 16.40 | 44% |
| Transportation Access | 7.06 | 16.77 | 42% |
| Aging & Independence Services | 22.51 | 36.86 | 61% |
| Homeland Security & Recovery | 3.41 | 10.35 | 33% |
| Total Operations | \$ 54.58 | \$ 108.01 | 51% |
| Administration and Other ARC Programs | | | |
| Executive Director and CEO | 0.97 | 1.42 | 68% |
| External Affairs and Strategy | 1.33 | 2.52 | 53% |
| General Counsel and Compliance | 0.41 | 0.84 | 49% |
| Finance Department | 1.05 | 2.30 | 46% |
| General Services | 0.46 | 0.86 | 54% |
| Information Technology | 1.84 | 2.58 | 71% |
| Human Resources | 0.78 | 1.32 | 59% |
| Operational Pool | 1.05 | 1.41 | 74% |
| Total Administration and Other ARC Programs | \$ 7.88 | \$ 13.24 | 60% |
| Indirect Allocation to Operations and Recovery | (7.34) | (11.05) | |
| Unallocated Administrative and Other Programs | \$ 0.54 | \$ 2.19 | 25% |
| Total Expenses | \$ 55.12 | \$ 110.20 | 50% |

Expenses running at a slightly higher rate than 2022 (approximately 3%). The higher rate reflects greater effort implementing planned programs. We are expecting an increase in the expenditure trend during the last quarter of the year.

The rate of expenditures could be affected if negotiations to fund the federal government for the upcoming year are unsuccessful.

The agency's cash position remains strong, with approximately two (2) months of cash on hand to cover expenditures. We do not see the need to implement our cash management and prioritization plan (developed during the debt ceiling standoff) at this time.

Finance

2024 Budget Schedule

2023

| June | | | | | July | | | | | August | | | | | September | | | | |
|------|----|----|----|----|------|----|----|----|----|--------|----|----|----|----|-----------|----|----|----|----|
| Mo | Tu | We | Th | Fr | Mo | Tu | We | Th | Fr | Mo | Tu | We | Th | Fr | Mo | Tu | We | Th | Fr |
| | | | 1 | 2 | | | | | | 1 | 2 | 3 | 4 | | | | | | 1 |
| 5 | 6 | 7 | 8 | 9 | 3 | 4 | 5 | 6 | 7 | 7 | 8 | 9 | 10 | 11 | 4 | 5 | 6 | 7 | 8 |
| 12 | 13 | 14 | 15 | 16 | 10 | 11 | 12 | 13 | 14 | 14 | 15 | 16 | 17 | 18 | 11 | 12 | 13 | 14 | 15 |
| 19 | 20 | 21 | 22 | 23 | 17 | 18 | 19 | 20 | 21 | 21 | 22 | 23 | 24 | 25 | 18 | 19 | 20 | 21 | 22 |
| 26 | 27 | 28 | 29 | 30 | 24 | 25 | 26 | 27 | 28 | 28 | 29 | 30 | 31 | | 25 | 26 | 27 | 28 | 29 |
| | | | | | 31 | | | | | | | | | | | | | | |

| October | | | | | November | | | | | December | | | | |
|---------|----|----|----|----|----------|----|----|----|----|----------|----|----|----|----|
| Mo | Tu | We | Th | Fr | Mo | Tu | We | Th | Fr | Mo | Tu | We | Th | Fr |
| 2 | 3 | 4 | 5 | 6 | | | 1 | 2 | 3 | | | | | 1 |
| 9 | 10 | 11 | 12 | 13 | 6 | 7 | 8 | 9 | 10 | 4 | 5 | 6 | 7 | 8 |
| 16 | 17 | 18 | 19 | 20 | 13 | 14 | 15 | 16 | 17 | 11 | 12 | 13 | 14 | 15 |
| 23 | 24 | 25 | 26 | 27 | 20 | 21 | 22 | 23 | 24 | 18 | 19 | 20 | 21 | 22 |
| 30 | 31 | | | | 27 | 28 | 29 | 30 | | 25 | 26 | 27 | 28 | 29 |

| | |
|--|---|
| June 29 - Prep Session Departments Budget | ✓ |
| July 18 - Training Session Departments | ✓ |
| August 9 - Provide Budget Preparation Materials to Departments | ✓ |
| September 1 - All Budget and Work Program Info to Finance | ✓ |
| September 18 - 22 Budget Hearings | ✓ |
| September 25 - 29 Executive Investment Council Discussions | ✓ |

| |
|---|
| October 9 - Final Unified Planning Work Program Numbers |
| October 19 - Review Final Draft Executive Investment Council |
| October 23 - Review Budget with Treasurer and Chairman |
| October 25 - Budget Provided to the Board / Bars Meeting |
| November - 8 Board Discussion Budget and Work Program / First Chance to Adopt Budget and Work Program |
| Dec 13 - Adoption Budget and Work Program |

✓ Complete

ARC IN THE REGION

ARC in the Region

| ENGAGEMENT | ARC | DATE |
|--|--------------------------------|-----------|
| DeKalb County Commission | Jim Jaquish | 8/8/2023 |
| Fulton County Commission on Elder Affairs | Becky Kurtz | 8/10/2023 |
| Cherokee County Schmooza Palooza | Lucius McRunnels | 8/10/2023 |
| Council for Quality Growth “Intersection” Event | ARC Leadership | 8/10/2023 |
| Greater North Fulton Chamber Elected Officials Reception | Anna Roach | 8/10/2023 |
| Georgia Association of Water Professionals | Jim Skinner | 8/11/2023 |
| City of Lilburn 2024 Comprehensive Plan Public Meeting | Mollie Bogle | 8/12/2023 |
| Board of Realtors | Mike Carnathan | 8/14/2023 |
| Clayton County Commission | Jim Jaquish | 8/15/2023 |
| Cobb Collaborative | Arin Yost, Sharise Byrd | 8/16/2023 |
| Cherokee Collaborative/MUST Ministries | Arin Yost, Sharise Byrd | 8/17/2023 |
| Georgia Workforce Development Board meeting | Rob LeBeau | 8/17/2023 |
| Georgia Piedmont Tech Apprenticeship Info Session | Henry Charlot, Tammy Patterson | 8/17/2023 |
| Virginia Rece, Tucker City Council District 1 | Arin Yost, Sharise Byrd | 8/18/2023 |



ARC in the Region

| ENGAGEMENT | ARC | DATE |
|---|---|--------------|
| City of Morrow Mayor John Lampl | Becky Kurtz | 8/18/2023 |
| Fayette Chamber Workforce Summit | Tammy Patterson, Roz Tucker | 8/22/2023 |
| Gwinnett Chamber | Henry Charlot | 8/22/2023 |
| Council for Quality Growth Gwinnett Advisory | Jim Jaquish | 8/22/2023 |
| Cobb County Commission | Jim Jaquish | 8/22/2023 |
| Cobb Chamber Government Affairs Committee | Jim Jaquish | 8/22/2023 |
| Rockdale County Comprehensive Plan Public Meeting | Mollie Bogle | 8/24/2023 |
| Gwinnett Chamber On Topic | Henry Charlot | 8/24/2023 |
| American Council of Engineering Companies Georgia | Malika Wilkins | 8/24/2023 |
| Fayette County Commission | Jim Jaquish | 8/24/2023 |
| Georgia Workforce Leadership Association | Rob LeBeau | 8/24-25/2023 |
| Gwinnett Career Center Hiring Event | Lucius McRunnels | 8/29/2023 |
| Grady Hospital | Cara Pellino, Ginger Ragans, Danielle Sonnier-Brown | 8/29/2023 |



ARC in the Region

| ENGAGEMENT | ARC | DATE |
|--|--------------------------------|-----------|
| Georgia EPD Pollution Reduction Grant Kickoff | Crystal Jackson | 8/29/2023 |
| Conference of Minority Transportation Officials Awards | ARC/GCO Leadership | 8/30/2023 |
| Cadre - West Region Ombudsman | Ginger Ragans | 8/31/2023 |
| Gwinnett County Commission | Jim Jaquish | 9/5/2023 |
| Older Adult Day of Play | Tamika Brown, Nicola Williams | 9/6/2023 |
| Meeting with Congressman Andrew Clyde | John Bayalis | 9/7/2023 |
| Latin American Association Luncheon | Anna Roach | 9/7/2023 |
| St. Phillip AME Church | Alyssa Perkins | 9/9/2023 |
| Cobb County Senior Services | Traci Bromell | 9/9/2023 |
| WTS Atlanta Multi-Modal Exchange | Anna Roach & staff | 9/14/23 |
| Georgia Grantmakers Alliance | Mike Alexander, Mike Carnathan | 9/15/2023 |
| World Changers Church | Nicola Williams, Carole Helms | 9/16/2023 |
| Douglas County Collaborative | Arin Yost, Sharise Byrd | 9/18/2023 |
| City of College Park Council Meeting | Katherine Zitsch | 9/18/2023 |



ARC in the Region

| ENGAGEMENT | ARC | DATE |
|---|------------------------------|-----------|
| Local Leaders Housing Action Committee | Mike Carnathan | 9/19/2023 |
| Gwinnett County Commission | Bennett Foster, Kofi Wahkisi | 9/19/2023 |
| Council for Quality Growth Henry County Advisory | Jim Jaquish | 9/20/2023 |
| Emerson Unitarian Universalist Church | Sharise Byrd | 9/21/2023 |
| City of Decatur Housing Authority | Mary Newton | 9/21/2023 |
| Cobb County Crisis Intervention | Celia Williams, Derek Key | 9/22/2023 |
| Greater North Fulton Chamber Govt Affairs Committee | Jim Jaquish | 9/22/2023 |
| Douglas County Senior Services Health Fair | Tamika Brown, Gennifer Young | 9/22/2023 |
| Delta Sigma Theta Wellness Summit | Alyssa Perkins | 9/23/2023 |
| Council for Quality Growth Gwinnett County Advisory | Jim Jaquish | 9/26/2023 |
| Gas South District Speaker Series | Malika Wilkins | 9/27/2023 |
| Cherokee County Hiring Expo | Lucius McRunnels | 9/27/2023 |
| Gwinnett Black Chamber of Commerce | Henry Charlot | 9/27/2023 |



ARC in the Region

| ENGAGEMENT | ARC | DATE |
|---|-------------------------|------------|
| Conyers First United Methodist Church | Arin Yost, Sharise Byrd | 10/2/2023 |
| Cobb Chamber Government Affairs Committee | Jim Jaquish | 10/3/2023 |
| Council for Quality Growth City of Atlanta Advisory | Jim Jaquish | 10/4/2023 |
| Gwinnett Municipal Association | Jim Jaquish | 10/4/2023 |
| Council for Quality Growth DeKalb County Advisory | Jim Jaquish | 10/5/2023 |
| Cobb Municipal Association | Jim Jaquish | 10/10/2023 |
| Savannah Chamber of Commerce | Malika Wilkins | 10/10/2023 |
| | | |
| | | |
| | | |



Upcoming Events

- UASI Regional Full-Scale Public Safety Training Exercise – October 19
 - Observer Opportunities - must be trained to observe
 - Held in South Fulton – Fulton Industrial Corridor
- 2023 State of the Region – October 27

