



Atlanta Regional Commission

2023

Work Program End of The Year Report

April 2024

Vision

ONE **great** REGION

Mission

Foster thriving communities for all within the Atlanta region through collaborative, data-informed planning and investments.

Goals



Healthy, safe, livable communities in the Atlanta Metro area.



Strategic investments in people, infrastructure, mobility, and preserving natural resources.



Regional services delivered with **operational excellence** and **efficiency**.



Diverse stakeholders engage and take a regional approach to solve local issues.



A competitive economy that is inclusive, innovative, and resilient.

Values

Excellence – A commitment to doing our best and going above and beyond in every facet of our work allowing for innovative practices and actions to be created while ensuring our agency's and our colleague's success.

Integrity – In our conduct, communication, and collaboration with each other and the region's residents, we will act with consistency, honesty, transparency, fairness and accountability within and across each of our responsibilities and functions.

Equity – We represent a belief that there are some things which people should have, that there are basic needs that should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends.



Atlanta Regional Commission

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Atlanta, Georgia 30303

atlantaregional.org

**COMMISSION MEMBERSHIP 2023
As of December 31, 2023**

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Harry Johnston
Secretary

Rochelle Robinson
Vice Chair

Robert "Bob" Reeves
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(Appointed by Georgia Department of Community Affairs)

Tread Davis, Jr.

EXECUTIVE DIRECTOR

Anna Roach

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END OF YEAR UPDATE FROM EXECUTIVE DIRECTOR AND CEO

Dear Members of the Board,

I am excited to share with you the 2023 end of the year Work Program report, which reflects ARC's investments across our five strategic goals, the agency's overall performance, and the status of major initiatives and programs (MIPs).



Several strategic and structural changes made over the past year to build a performance-driven agency were successfully launched. In early March, the agency introduced a new performance and project management effort to track major initiatives and programs (MIPs). Through this program, employees, managers, and executives can track and evaluate the status of our efforts. Along with this program, we also identified key performance indicators (KPIs) for each department, which will be utilized to gauge operational performance. Through the fall and winter, the agency designed a new employee evaluation program (EV), which requires the development of employee objectives to evaluate individual contributions. The combination of MIPs, KPIs, and EVs comprise the key components of ARC's performance management structure. These programs are an essential component of our 2024 Budget and Work Program.

As we conclude the inaugural year of our new performance management program, we take pride in the accomplishments of our dedicated staff. This report offers a condensed overview of the significant endeavors undertaken by our team, all of which contribute to the enhancement of our region's process.

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

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

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

During the second quarter, the agency underwent our quadrennial Metropolitan Planning Organization (MPO) review. Federal law requires the Federal Highway Administration (FHWA) to certify the transportation planning processes MPOs every four years. A certification review generally consists of a site visit, a review of planning documents, and a FHWA certification report.

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

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

In the area of security, the agency took key steps assisting jurisdictions prepare and prevent cyber-attacks through sourcing and acquisition of critical equipment. This effort included a needs assessment, the establishment of a working group, clear identification of objectives, and completing the procurement process for needed resources. In mid-October, ARC's Homeland Security Department organized a large-scale training exercise for firefighters and law enforcement agencies to better prepare and improve coordination during major events.

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

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

In August, we hosted more than 120 esteemed government, business, and civic leaders from metro Atlanta in Montreal, Quebec for our annual LINK trip. Delving into pivotal topics such as transportation, housing affordability, economic development, and climate resilience, the event addressed key issues pertinent to both the Atlanta and Montreal regions.

The Office of External Affairs did a tremendous job communicating and sharing with our internal and external stakeholders ARC's new Strategic Framework. The new Framework, approved by the Board earlier in the year, was designed to guide our work between 2023 and 2027 and includes key foundational elements for the agency: vision, mission, goals, and values. In late October, External Affairs successfully organized the 2023 State of the Region event convening approximately 1,500 metro Atlanta leaders to take stock of metro Atlanta and explore key regional challenges.

The results of the 2023 Metro Atlanta Speaks public opinion survey were also released in late October. This major initiative helps policy makers gather key insights into quality-of-life issues such as transportation, the economy,

housing, and public safety. This year's results found that the biggest challenge facing metro Atlanta is crime, followed by the economy, transportation, and human services.

In early November, ARC's Board elected Atlanta Mayor Andre Dickens to serve as Chair of the Board of Directors. His two-year term begins on Jan. 1, 2024. Dickens becomes the first City of Atlanta Mayor to serve as ARC Board Chair. He succeeds citizen member Kerry Armstrong, who served as board chair for the past 10 years.

ARC excelled this year addressing regional challenges, meeting our commitments set forth as part of our 2023 Budget and Work Program and taking advantage of new opportunities.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Roach', written in a cursive style.

Anna Roach

Executive Director and CEO

HOW TO USE THIS REPORT

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

MAJOR INITIATIVES AND PROGRAMS: INTRODUCTION AND EXPLANATION

The agency's Major Initiatives and Programs (MIPs) were conceived to analyze the agency's extensive array of programs and projects. This approach serves the purpose of enhancing the monitoring and evaluation of organizational performance. By delineating a road map for each initiative and program, MIPs provide all stakeholders with a simple way to assess progress towards each goal.

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

OTHER DELIVERABLES: INTRODUCTION & EXPLANATION

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

REPORT

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

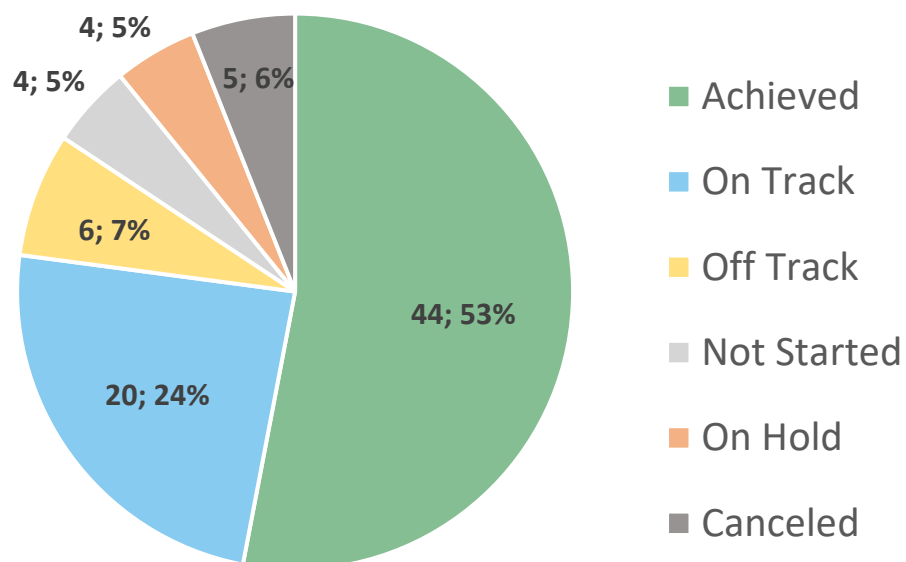
MAJOR INITIATIVES & PROGRAMS (MIPs) SUMMARY

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

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

STATUS AS OF December 31, 2023

Out of total of eighty-three (83) MIPs set in 2023, forty-four (44) or 53% were completed (**Achieved**) by the end of the year. Twenty (20) or 24% were **On Track** and six (6) or 7% were **Off Track**.



OPERATIONAL DEPARTMENTS

RESEARCH & ANALYTICS

RESEARCH & ANALYTICS DEPARTMENT

OVERVIEW

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

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

MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Population Estimates	Annual population estimates for jurisdictions.	ACHIEVED
Emerging Technologies	Delivering understanding of the impact of Emerging Technologies on the Atlanta Region.	ON TRACK
Neighborhood Nexus Operation	Establish organizational structure for Neighborhood Nexus that supports program growth.	CANCELLED*
Transition Neighborhood Nexus out of ARC	Establish an org structure that enables Neighborhood Nexus to better support regional needs by filling social sector information gaps.	ACHIEVED
Land use Modeling	Land use forecast model to support the Atlanta Region's Plan update and integrate with travel demand models (ABM).	ON TRACK
Socioeconomic Forecasting	Series 17 small area forecasting by traffic analysis zones for updating the Atlanta Region's Plan.	ON TRACK
Metro Atlanta Speaks	Survey of Atlanta Region residents on topics of transportation, land use, quality of life, housing, and technology change.	ACHIEVED

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

2023 WORK PROGRAM TITLES

1A – Data and Research Integration

1B – Geospatial Technology and Analysis

1C – Data Resource and Information Partnerships

RESEARCH & ANALYTICS

1A – DATA AND RESEARCH INTEGRATION

PURPOSE

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Add and update more than 2,000 data variables from multiple sources, including 2020 Census, Census estimates (PEP), and American Community Survey data products.	All 2017-2021 ACS 5-year data was processed and uploaded to data tools. 2020 Census was processed as released - most recently the DHC and demographic profile series in late May. Census 2022 county and city estimates (PEP) processed and analyzed. 2018-2022 ACS 5-year data were downloaded; processing begun for upload in 2024.
Develop the 2023 major jurisdiction population estimates for 11 member counties in support of the ARC dues calculations for adoption at August Board meeting.	Estimates for 2023 were prepared and vetted, with dues calculated and peripherals prepared for the August Board meeting. Estimates were presented and adopted at that meeting
Acquire Department of Labor base file in Quarter 1 and produce small-area employment estimates for 2022 by October.	The 2022 Q1 base file could not be acquired in 2023, and resources to do the estimates were lacking--so this deliverable was not completed. Going forward, mechanisms are in place to acquire data but resources still not present.
Collect parcel data from all jurisdictions to maintain our internal data for planning purposes. Call for data will occur in January, with data completion by April 1, 2023.	All jurisdictions were contacted, and all available requested data provided and collected by target date. Parcel data were processed, with updates utilized in the modeling that took place in latter half of 2023.

Conduct two economic analyses using the REMI Policy Insight/TranSight regional forecast model(s) and implement “quick look” service using JobsEQ tool.	Three economic analysis projects were completed and two others initiated. The “quick look” service was made available.
Develop forecasts at the TAZ, Census Tract and County levels using the new conformity forecasting module in the PECAS land use model. Small area-forecasts will be completed by June of 2023.	Draft (annual) small-area forecasts with the PECAS model were completed through the 2050 model-year horizon, in integration with Transportation Activity-Based Model skims. Final revisions and adoption are pending for early 2024, for adoption in tandem with the MTP.
Write three new blog posts each month, develop eight regional snapshots, and give 50 presentations to stakeholders using our demographic and socioeconomic data, and grow LinkedIn followership to 2,000 or more.	We averaged five blog posts a month and did eight regional snapshots. We completed approximately 70 presentations for the year. LinkedIn followership reached 1,800 and began to grow more rapidly at year’s end.
Grow Emerging Technologies Roundtable Membership from 9 to 20 members by December 2023.	Roundtable membership was 21 members as of December 2023.
Publish “Year in Review” report of Emerging Technology Roundtable findings by March of 2023.	This report will not be produced, as result of change in priorities for the project.

RESEARCH & ANALYTICS

1B – GEOSPATIAL TECHNOLOGY AND ANALYSIS

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Process and publish over 2,000 geodatabase layers/data variables, including 2021 Census American Community Survey, 2021 Maternal Health, 2022 GA Milestones, to name a few.	More than 2,000 variables were downloaded and/or developed, processed, analyzed (often), and published, with multiple thousands of additional variable updates downloaded/ in process by yearend.
By April 1, update statewide city boundary dataset using most current local and Census boundaries.	Statewide city boundary dataset update using recently collected local government boundaries and 2022 TIGER data was completed.
Complete LandPro, a key element of spatial data that feeds our modeling work, by March.	LandPro was completed on time and presented to internal users and partners.
Host 4 quarterly meetings of the Atlanta Region Geospatial Community.	Four quarterly meetings were held, with broad attendance and supported with newsletters.
Update suite of GIS planning tools, including TIP and RTP mapping tools, PEST project evaluation tool on a rotating basis as needed by internal clients. Anticipate updated TIP tool by August 2023 and updated PEST project evaluation tool by December of 2023.	TIP and RTP online mapping have been updated to reflect the new MTP nomenclature. Mapping assistance for the MTP document was largely done, with finalization to occur in early 2024. Data collection for the PEST project evaluation tool was completed by December of 2023.
Continue partnering with the Georgia Geospatial Information Office.	This occurred regularly, with a prime example being the acquisition and use of a new hyper accurate LiDAR coverage.

RESEARCH & ANALYTICS

1C – DATA RESOURCE AND INFORMATION PARTNERSHIPS

PURPOSE

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Conduct two data capacity trainings for regional partners.	This was achieved working with a group of students through Emory’s QTM program.
As part of an effort to secure resources for ongoing operational support for Neighborhood Nexus to better resource the programs of the organization ensure 100% of staff hours utilized by Nexus will be covered by earned revenue and philanthropic support.	Neighborhood Nexus was transitioned to the Community Foundation.
Perform five key enhancements to DataNexus, our in-house data and mapping visualization tool.	Enhancements included the ability to load up categorical data and have that visualized, the ability to change colors on the legend individually, the addition of a medical facilities layer, the addition of the latest HMDA data, as well as back-end performance enhancements.
Grow the pipeline of custom-insight projects to 20 leads and 8 new projects.	Due to the transition of Neighborhood Nexus out of ARC and into the Community Foundation, we did not grow the pipeline of new projects.
Continue four long-term data partnership contracts with current partners.	For the last five years including 2023, we worked with United Way (Child Well-Being Index), Get Georgia Reading Campaign (Readiness Radar), GMA (suite of

	visualization tools) and the Beltline (on-call support plus GIS tools).
100% of data requests responded to or referred to appropriate provider.	More than 90% of requests have been responded to with “answers” rather than with referrals.
Produce a more efficient mixed-mode Community Voices Panel with 12 surveys administered and obtaining 3,000 panel members.	More than 90% of requests were responded to with “answers” rather than with referrals.
As the data collection partner for a grant from Wells Fargo that aims to increase BIPOC homeownership by 5,000 units, we will collect 21 different indicators across five strategies and develop quarterly reports to the main data partner – Urban Institute.	This project was transitioned to Neighborhood Nexus as “Atlanta POV”.
Develop statistically significant Metro Atlanta Speaks Survey, including County-level significance for release at 2023 State of the Region Breakfast.	We collected data and served as the liaison to Urban Institute in facilitating their evaluation of the overall effort. Final data delivery for indicators was to occur in early 2024 per updated project timelines.
For GDOT’s Roadway Element Validation and Mapping Program (REVAMP), in partnership with the Georgia Association of Regional Commissions (GARC), complete Phase 2 data capture and validation of six data elements (school zones, sidewalks, crosswalks, pedestrian signals, turn lanes and on-street parking) for the 4 remaining counties and speed limits on 2600 miles of Federal-Aid-Eligible roads.	The product was delivered on time, as outlined in the RFP, and results were fully communicated as planned for State of the Region Breakfast, client presentations, regional snapshots, and blog posts.

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT DEPARTMENT

OVERVIEW

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

STATE AND FEDERAL REQUIREMENTS

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

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

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

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

IMPLEMENTING THE ATLANTA REGIONAL PLAN

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

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

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

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

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

2023 WORK PROGRAM TITLES

02A – Regional Planning Activities

02B – Regional Plan Development Implementation

02C – LCI Program

02D – Economic Development

02E – Regional Leadership Development

COMMUNITY DEVELOPMENT

2A – REGIONAL PLANNING ACTIVITIES

PURPOSE

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

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Complete 100% of requested local Comprehensive Plan Updates.	The seven comprehensive plans due by October 2023 were adopted and as a result, those communities maintained their QLG status.
Provide a minimum of ten technical assistance activities to support local implementation of The Atlanta Region’s Plan, including the updated 2021 Regional Development Plan.	Two CDAP projects were selected for assistance from CDD staff in May - the City of Suwanee Roundabout Master Plan (RMP) and CPHA’s College View Hills Stakeholder Engagement. Staff decided to cancel the CPHA project in December due to lack of consultant support to lead a feasibility study and application for RAD conversion. The Suwanee RMP directly supports implementation of The Atlanta Region’s Plan. Four housing forums were co-hosted, seven LLHAC meetings were led, and twelve communities were selected for LCI grant funding for 2023, all of which implement the RDP and Atlanta Region’s Plan.
Conduct a minimum of twenty Development of Regional Impact (DRI) reviews.	Twelve DRI reviews completed.
Conduct Area Plan Reviews as requested.	None have been requested.

Conduct a minimum of twenty local Comprehensive Plan Update and CIE Update reviews.	Twenty Comprehensive Plan and eleven CIE Update reviews completed.
Continue implementation activities for the updated 2020 Regional Resource Plan.	Staff completed the City Agriculture Plan for the City of Jonesboro.
Undertake a minimum of four local planning activities that support coordination amongst municipalities on key regional issues, e.g., housing, transportation, natural resources, and economic development.	Three Land Use Coordinating Committee meetings were held in July, October, and December to share information and address solutions on regional transportation and land use issues.
Conduct the annual Community Planning Academy (CPA), which provides training for local planning staff, local advisory boards and commissions, and other community leaders.	Hosted a follow up “deep dive”, half day CPA Housing Session in November at GMA.

COMMUNITY DEVELOPMENT

2B – REGIONAL PLAN DEVELOPMENT AND IMPLEMENTATION ACTIVITIES

PURPOSE

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

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

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

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

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Promulgate the Atlanta Region’s Plan through a minimum of ten meetings and presentations with local governments, non-profits, and state departments.	No further work - deliverable completed in February.
Support the RTP update process and development of forecasts by undertaking eleven meetings with counties to discuss future growth and update the Unified Growth Policy Map (UGPM).	No further work – deliverable completed in February.
Provide technical assistance to a minimum of four through the Community Development Assistance Program (CDAP) through a combined LCI and CDAP call for projects. The program provides community-based planning, land use and transportation technical assistance for local implementation of the policies and goals identified in the Atlanta’s Region’s Plan.	Three projects were selected for technical assistance through ARC staff or partners for 2023; two projects received grant funding through LCI. Staff canceled one CDAP project (CPHA College View Hills Stakeholder Engagement) due to lack of appropriate consulting firm to assist the sponsor with a feasibility study and RAD conversion.
Support the creation of a local and regional policy plan that promote healthy communities.	Completed the City of Jonesboro Agriculture Plan.
Conduct five convenings of local governments, consultants, non-profits, and development community as part of the Land Use Coordinating Committee (LUCC).	Hosted final three LUCC meetings of the year, in July, October, and December.
Conduct a total of eight regional housing forums and a regional housing task force meeting.	The Atlanta Regional Housing Forum met in March, May and August. The regional housing task force development has been postponed until 2024 due to lack of staff capacity.
Create a new cohort of ten local elected leaders to educate and engage in housing affordability concerns through a series of seven meetings.	A cohort of 11 elected officials has been formed, known as the Local Leadership Housing Action Committee. One member was not able to attend so the final cohort was 10 elected officials. Seven meetings were held.
Develop and implement a new Culture and Community Design program as a shared learning initiative that informs inclusive community engagement and planning processes for all plan implementation activities.	A cohort of 26 participants was formed consisting of local artists, planners, and government officials, partnering with 2 CBOs. Seven sessions took place with 2 public community engagement events and final presentations.
In connection with the new Culture and Community Design program, the Culture and Community Engagement team will host, at minimum, two information sessions, workshops, and forums (virtual or live, pandemic providing) per year. Recent forums have focused on providing more intimate gatherings for ARC to initiate relationship-building and share opportunities to provide technical assistance to community-based	Two online information sessions have been held. The sessions hosted 97 attendees.

<p>organizations, and this practice will continue in 2023.</p>	
<p>Refine the Regional Cultural Assessment 2022 Update to research, document, and analyze data on creative industries, community-based organizations, non-profit culturally based organizations, and community and cultural plans with a focus on diversity, inclusion, equity, and justice. Use this as a baseline to identify and conduct outreach to ten BIPOC community-based organizations as potential collaborators for ARC’s long-range planning and community engagement efforts.</p>	<p>The Cultural Assessment was released publicly in May. The report was presented at the July Land Use Coordination Committee meeting at the Aurora Theatre in Hapeville. Twenty-seven people were in attendance.</p>
<p>Design and facilitate the three internal training presentations, activities, and group discussions for the Community Development Department (and other departments if the appropriate opportunities arise and are in alignment with CD goals around community and culture-based planning and engagement.</p>	<p>A culture-based planning and engagement presentation was held at the Community Development Department’s staff meeting. Additional presentations were held at the Research and Analytics Department’s staff meeting in August and the Cross-Collaboration monthly meeting.</p>
<p>Produce an annual report with findings, analysis, and recommendations for improvement in 2024 that documents, tracks, and evaluates all Culture and Community Engagement team activities and programs and produce an annual report with findings, analysis, and recommendations for improvement in 2024.</p>	<p>Survey feedback has been collected from class participants and CBOs. Results will be shared with 2024 CCD Collaborator to co-design improvements for this year’s class.</p>

COMMUNITY DEVELOPMENT 2C – LIVABLE CENTERS INITIATIVE (LCI)

PURPOSE

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

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

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

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Create a LCI management and process document to help project managers and sponsors with seamless implementation of the program. Undertake a minimum of three engagement events to educate potential applicants on the LCI program and assist in development of applications.	Hosted the 2024 LCI Call for Projects in December at LUCC; prior to and following this meeting, conducted one on one meetings with potential applicants to discuss study ideas.
Create visual, verbal, and written materials to help applicants understand LCI priorities with a focus on	2024 LCI Guidebook; presentation at 2024 LCI Call for Ideas at LUCC in December, which included an

community engagement.	interactive exercise led by the CEC Team to facilitate discussion about potential study ideas through a cultural and creative lens, centering meaningful engagement activities with historically underrepresented citizens, stakeholders, and groups.
Focus the LCI study program on supporting existing and future transit investment and existing town centers.	Through the 2023 selection process, we prioritized grant awards to existing LCI communities and studies with a focus on transit (e.g., TOD plan for North Springs MARTA station added to the Sandy Springs LCI).
Solicit project ideas through a combined LCI and CDAP call for projects.	No further work – deliverable completed in January.
Continue to provide implementation support including planning and regulatory assistance as well as funding transportation projects in LCI communities.	No further work – deliverable completed in May.
Work with a consultant to create a 25-year LCI impact report as well as annual reporting template.	Began the procurement process to select a consultant to create the 25 Year Impact Report in October. CDD received five proposals. The selection committee completed proposal review in December and determined two to be unresponsive/incomplete; committee members selected two teams to interview in January 2024.

COMMUNITY DEVELOPMENT 2D – ECONOMIC DEVELOPMENT

PURPOSE

Community Development implements recommendations included in the Action Plan of the Comprehensive Economic Development Strategy (CEDS) and updates the plan as needed, supports regional partners in accessing local, state, and federal funding and provides technical assistance to further economic stability and progress.

OTHER DELIVERABLES

DELIVERABLES	STATUS
Implement an update to the CEDS by participating in the Regional Marketing Alliance through a minimum of four convenings and the implementation of the Regional Housing Strategy.	Hosted and presented the adopted CEDS at the February 16 Regional Marketing Alliance (RMA) Meeting. ARC has participated in additional RMA Meetings on May 2, June 15, October 19. ARC also attended a consultant connect event on July 27 and the RMA sponsored Economix Conference on November 30.
Implement the 120-day CEDS Next Steps Plan by May 2023, to kick-start the CEDS Action Plan for the next five years and beyond.	Kicked off the CEDS Next Steps by identifying Year-1 activities, including timelines, as well as determining a path to complete the Year-5 implementation activities. In early 2024, a plan for specific actions items and a timeline will be developed to continue the successes of 2023.
Implement the short-term recommendations for 2023 in the CEDS including the EDA yearly report.	<p>Year-1 short term recommendation implementation is underway, with Action 1.4 and 2.5 completed.</p> <p>Action 1.4 focuses on the update to the Aerotropolis Atlanta Alliance (AAA) Blueprint, known as Blueprint 2.0. The initial Blueprint 2.0 Strategy is complete. The effort was so impactful for the AAA area, that partners provided additional funding to expand the scope of services. The full strategy will be complete by the end of March 2024. A contract extension was granted.</p> <p>Action 2.5 focuses on access to broadband. ARC partnered with Georgia Municipal Association, Department of Community Affairs, and the Georgia Technology Authority to provide a webinar outlining existing broadband programs and technical. The speakers also highlighted funding which will be available early next year and how to best position a community to receive funding.</p>

Provide technical assistance to local governments to mitigate economic impacts from COVID-19 and to support their economies to become resilient to future pandemics.	No new requests for assistance were made in 2023 specifically to tackle the economic impacts of COVID.
Support local governments and regional planning efforts to complete appropriate grants or other technical support from the Economic Development Administration.	Attended information webinars regarding the Southeast Crescent Regional Commission grant funding. Outreach was made via email to county commissioners who could benefit and follow up with staff was conducted.
Develop an Economic Strategy Blueprint for the Atlanta Aerotropolis Area to strengthen the airport area economy and to diversify its economic base to make it resilient to future pandemics.	The initial report is complete. Additional funds from AAA partners expanded the scope of services to further meet the needs of the communities. This report, including action items, will be complete by the end of March 2024. A contract extension was granted.
Convene eight CEDS focus groups meetings to continue and strengthen the partnerships formed during the 2022 CEDS update public engagement process.	ARC has met with nine focus groups including the RMA, GA Tech, Clayton State, GARC, and local governments regarding the CEDS.
Publish the Small Business Toolkit Document and Web-based Format. Survey the users of the Toolkit and update both versions, addressing the needs identified, which will be Phase II.	The toolkit was completed for review/edits and is being tweaked after a soft launch. Final toolkit created late 2023 and will be published likely in Q3 2024.
Assist local governments and regional planning partners in completing grant or other technical support applications from the Economic Development Administration and other funding agencies, including letters of support, data, or other needs.	ARC provided on-call services to seven local governments for grants released by EDA and other applicable organizations to meet ARC's role to assist, support, and facilitate economic development as the federally designated Economic Development District.

COMMUNITY DEVELOPMENT

2E – REGIONAL LEADERSHIP DEVELOPMENT

PURPOSE

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

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

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Develop and implement the 2023 LINK program, bringing 110 regional leaders to Montreal for four days of programming, including at least a 10% representation of new voices as participating attendees.	The LINK program took place in Montreal from August 15-19 with 130 attendees. There was a series of 17 panel discussion, 9 small group tours with approximately 50 speakers.
Engage and expose regional leaders attending LINK 2023 to innovative, localized, tactical strategies on the ground in Montreal via a series of four field tours.	Nine small group field tours were offered for LINK attendees to explore advanced AV/EV vehicle development, a brand-new light rail system, premium bus rapid transit system, bicycle express bikeways, pedestrianized streets, and several urban redevelopment projects in the Montreal area.
Conduct a debrief session with LINK 2023 attendees after the Montreal trip and prepare a report out of lessons learned.	A debrief was hosted with LINK attendees in December to discuss learnings from Montreal LINK program to consider potential positive impact on metro Atlanta efforts.

Develop and implement the 2023 Regional Leadership Institute (RLI) incorporating 50 established regional leaders with a focus on bringing representation from all counties within the region and across sectors, including an emphasis on a quantifiably diverse class cohort measured across regional, work sector, and personal demographics.	The 2023 RLI program included 50 participants and took place with a virtual orientation, as well as early in-person program days in August. The second session of in-person days including overnight stays took place in October.
Host two days of pre-session programming for 2023 RLI cohort and four session days for the week of RLI itself.	RLI was hosted on August 29-30 and October 8-11.
Conduct five evaluation surveys throughout the program, and incorporate future programmatic enhancements and improvements based on feedback received.	Evaluations were conducted throughout both the LINK and RLI programs.
Develop and implement the 2023 MARC program including a series of five sessions, an open house, a community-based project day, and a presentation to the ARC board.	The MARC 2023 program began with a kick-off session on August 12 and continued through monthly Saturday sessions throughout the year.
Recruit students from across the region, guided by a strong recruitment plan to reach out to at least seven schools or community-based non-profit partners in each county, with an emphasis on diverse student voices.	A very diverse and competitive class of students were selected by a committee review of their applications. These students represent every county served by ARC as a regional commission.

NATURAL RESOURCES

NATURAL RESOURCES DEPARTMENT

OVERVIEW

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

MAJOR INITIATIVES AND PROGRAMS (MIPs) 2023

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

2023 WORK PROGRAM TITLES

03A – Water Resources

03B – Environmental Management

03C – Chattahoochee Corridor

03D – Metropolitan North Georgia Water Planning District

NATURAL RESOURCES

3A – WATER RESOURCES

PURPOSE

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

OTHER DELIVERABLES

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

NATURAL RESOURCES

3B – ENVIRONMENTAL MANAGEMENT

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Conduct review of comprehensive plans, developments of regional impacts, and other planning document reviews with 90% completed within the applicable target timeframe	Reviewed and commented on 14 developments of regional impact, 1 out of region development of regional impact, and 37 comprehensive plans between July 1 and December 31, 2023, with all comments submitted before requested deadlines. Reviewed but did not comment on 85 Georgia EPD stream buffer variance notices.
Assist Metropolitan North Georgia Water Planning District (MNGWPD) and participating local and state agencies with implementation of the Clean Water Campaign.	<p><u>Clean Water Campaign:</u> The Clean Water Campaign Activities and Summary Report was developed for local governments’ MS-4 reports and distributed in mid-April. Updating of existing Clean Water Campaign and My Drop Counts marketing materials continued. Education and outreach materials were distributed to partners. The District shared the art files for brochures and giveaways with out-of-region and out-of-state peer organizations and local governments, furthering efforts to build our brand and reputation nationally.</p> <p><u>Video Contest:</u> The 2023 High School Video Contest was completed in the first half of the year. The next High School Video Contest will be released in March 2024.</p> <p><u>Photo Contest:</u> District staff closed out the annual Water Reflections Calendar Contest in September 2023. In total, over 100 images were submitted. Winners were selected and announced, and the District printed and distributed 400 calendars at the end of 2023.</p>

	<p><u>Essay Contest:</u> The Middle School Essay Contest was released in August 2023. Over 600 essays were written across 14 counties and the City of Atlanta. Selected winners participated in the District’s annual reception at the State Capitol in December 2023. The topic asked students to utilize the District’s River Basin Profiles and write about the importance of their local river basins.</p> <p><u>Other Children’s Education:</u> The District continues to provide robust children’s programming. As a follow-up to last year’s video for GPB’s “Camp GPB”, all about the water cycle, stormwater, and wastewater treatment, the District worked closely with GPB and several utility partners to create a Virtual Learning Journey that incorporates state curriculum standards for elementary and middle school students.</p> <p><u>Other Related Activities:</u> The District updated the Clean Water Campaign (cleanwatercampaign.org) and the My Drop Counts (mydropcounts.org) websites to reflect current information. The District expanded its presence and improved its outreach potential on social media. The District built community partnerships through its contests, events, and initiatives.</p>
<p>Staff the Green Communities Program to encourage and assist local governments to reduce overall environmental impact and create green communities by identifying “green” measures and activities. Award announcements will be made in January 2023.</p>	<p>In September, seven communities received either new certification, recertification, or upgrade to certification. These local governments were recognized at an ARC Board meeting. One community became a New Leaf (on track for certification within 2 years).</p>
<p>Serve as a sub-consultant to Georgia Tech in developing a new metropolitan energy planning organization to evaluate various future energy scenarios within the Atlanta area energysshed. Working with GT, establish the Energy Policy Committee (Policy Body).</p>	<p>ARC has been participating in bi-weekly calls in support of Task 2 of the Energysshed Project. Notably, as stipulated in the scope, ARC created a new Energy and Climate Council (ECC) as a vehicle for Energysshed project leads to provide and receive input from the ECC members. The first ECC meeting was held in November 2023, and will meet quarterly going forward. ARC is also supporting Energysshed through the provision of select requested data.</p>

NATURAL RESOURCES

3C – CHATTAHOOCHEE CORRIDOR

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Conduct Metropolitan River Protection Act complete reviews with 90 percent of preliminary findings made and forwarded the Community Development Department within 10 days.	Reviewed and made preliminary findings on 11 MRPA reviews and forwarded them to Community Development between July 1 and December 31, 2023. All were submitted within 10 days of determining they were complete. Two reviews were not complete and were awaiting revisions or additional information as of December 31.
Provide information on requirements, specific review issues and past review histories to applicants, local governments, and the public.	Worked with applicants, consultants, and local government staff on activities including conducting five category reevaluations, researching past reviews as well as researching and providing information for proposed reviews and other project proposals, including commenting on proposed redevelopment at the Lovett School, at an office complex in Sandy Springs, and a park in Smyrna, commenting on the proposed expansion of the Dog River reservoir in Douglas County and the proposed launch and camp sites for the proposed paddle and camp water trail in Atlanta, South Fulton and Chattahoochee Hills. Research, consultation, and assistance averaged between 4 and 5 days a week between July 1 and December 31, 2023.
Work with local governments to encourage enforcement of MRPA and to resolve violations of Corridor Plan standards.	Advised and worked with local governments on reported violations and other enforcement matters as needed, including resolution of impervious overages through the removal of paving and other surfaces, as well as the revegetation of excessively cleared areas and recommending solutions that prevent violations from occurring.

<p>Provide education on MRPA and river protection to interested groups.</p>	<p>Consulted with local governments as needed between July 1 and December 31, to discuss MRPA and Corridor Plan issues, including Cobb, Douglas, and Forsyth Counties and the cities of Chattahoochee Hills, Johns Creek, Peachtree Corners, Roswell and South Fulton. Also answered questions and provided information as requested.</p>
<p>Continue to provide critical MRPA input for development of the Chattahoochee Riverlands Study.</p>	<p>Attended all Chattahoochee Riverlands Working Group meetings held between July 1 and December 31. Met with Trust for Public Land staff and consultants concerning proposed trails through land in Cobb County and a possible donation of land in South Fulton.</p>

NATURAL RESOURCES

3D – METROPOLITAN NORTH GEORGIA WATER PLANNING DISTRICT

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Provide administrative support to the district and meeting support of the Water District Board, Committees and Advisory Councils.	Staff support was provided for two Board meetings, one Board Executive Committee meeting, one Board Finance Committee meeting, two Technical Coordinating Committee meetings, and four Basin Advisory Council (BAC) meetings.
Hold quarterly meetings with District stakeholders and conduct six regional meetings to support implementation of the 2022 Water Resource Management Plan.	District staff held a joint BAC Meeting in August and three BAC meetings in November 2023. The six regional meetings to support implementation of the 2022 Water Resources Management Plan were held during the first quarter of 2023.
Provide staff level review of requests to amend District Plans and facilitate the public process where requests are considered. Once the amendment request is considered complete, provide staff recommendation to board chair within 30 days.	No amendments were presented for consideration in 2023.
Provide technical assistance in support of the district-wide Water Resource Management Plan.	Staff answered many questions from stakeholders regarding the implementation of the 2022 Water Resources Management Plan including traveling to local communities to provide technical support during their District audit process.
Manage and provide assistance to the Regional Toilet Rebate Program.	Staff managed the regional toilet rebate program and provided technical and customer service support to 22 water providers participating in the program. In the last six months of 2023, the program has rebated 27 Ultra-High Efficiency Toilet models for single-family properties.
Management of the District’s education program, including public awareness, the Clean Water Campaign and the My Drop Counts Campaign elements. Working with partners, execute the Water Drop Dash 5K in March 2023, targeted workshops, and primary and secondary education programs.	<p><u>Water Drop Dash:</u> The Water Drop Dash was held in the first half of the year.</p> <p><u>Clean Water Campaign:</u> The Clean Water Campaign Activities and Summary Report was developed for local governments’ MS-4 reports and distributed in mid-April. Updating of existing Clean Water Campaign and My Drop Counts marketing materials continued. Education</p>

	<p>and outreach materials were distributed to partners. The District shared the art files for brochures and giveaways with out-of-region and out-of-state peer organizations and local governments, furthering efforts to build our brand and reputation nationally.</p> <p><u>Video Contest:</u> The 2023 High School Video Contest was completed in the first half of the year. The next High School Video Contest will be released in March 2024.</p> <p><u>Photo Contest:</u> District staff closed out the annual Water Reflections Calendar Contest in September 2023. In total, over 100 images were submitted. Winners were selected and announced, and the District printed and distributed 400 calendars at the end of 2023.</p> <p><u>Essay Contest:</u> The Middle School Essay Contest was released in August 2023. Over 600 essays were written across 14 counties and the City of Atlanta. Selected winners participated in the District’s annual reception at the State Capitol in December 2023. The topic asked students to utilize the District’s River Basin Profiles and write about the importance of their local river basins.</p> <p><u>Other Related Activities:</u> The District updated the Clean Water Campaign (cleanwatercampaign.org) and the My Drop Counts (mydropcounts.org) websites to reflect current information. The District expanded its presence and improved its outreach potential on social media. The District built community partnerships through its contests, events, and initiatives.</p>
<p>Implement a Septic System Impact to Surface Waters Study for Wet Weather. Complete study and present results by August 2023.</p>	<p>The University of Georgia Research Foundation completed the wet weather sampling and analysis within four study watersheds and presented the final report to staff.</p>

WORKFORCE SOLUTIONS

WORKFORCE SOLUTIONS DEPARTMENT

OVERVIEW

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

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

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

2023 WORK PROGRAM TITLES

4A – Adult Services

4C – Youth (NextGen) Services

4E – Dislocated Workers Services

4I – Regional ITA Management

4Z – Special Projects

WORKFORCE SOLUTIONS

4A – ADULT SERVICES

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Plan, implement, and deliver workforce development services through a variety of access points, including in-person and virtual connections, to customers seeking assistance in each of the seven counties in the workforce service area. Make services available through a full one-stop center, affiliate sites, temporary access points (such as libraries), a mobile career lab and mobile welding lab, and participation in special events, along with a comprehensive online customer landing page at ATLworks.org .	Workforce continues to provide services in all seven counties in the ARWDB service area through our comprehensive network of Career Resource Centers (one comprehensive one-stop and six affiliate sites), a Mobile Welding Lab, staff hours at the Fayette County library, Cobb Cherokee DOL and participating in multiple special events within our service area.
Develop and enhance training opportunities for individuals with barriers to employment such as those with disabilities and returning citizens. Using the mobile welding lab, offer onsite services with correctional facilities to work directly with incarcerated individuals to provide them with skills training and a welding credential, ensuring they have an in-demand skill when released.	The Mobile Career Lab has been back in rotation since December 2023 receiving over 112 visits. The Mobile Welding Lab continues to be well received and requested for training. In 2023 we have trained over 44 individuals who received certification in welding and in forklift operations.
Provide a system of Individual Training Accounts for customers to access training opportunities that lead to an in-demand, industry recognized credential. Serve as the lead organization for the WorkSource Metro Atlanta Eligible Training Provider Work Group, including coordinating and processing applications from training providers for new or changed training programs.	The ITA Workgroup holds their meeting quarterly in January, April, July and October of each year. All scheduled meetings were successfully held with resolutions on most outstanding issues, and planning for the new year. The result was: 16 new applications received with 9 approved and 40 program change requests with 34 approved.

WORKFORCE SOLUTIONS

4C – YOUTH (NEXTGEN) SERVICES

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Design and implement programs that provide a comprehensive system of youth services to qualified youth who are seeking employment and education/training services as guided by WIOA’s fourteen required elements of youth services. Strategically provide services and activities to ensure youth who are enrolled in the NGP exit the program with positive performance outcomes, which include attainment of a credential and/or placed in employment or education.	<p>During 2023, the NextGen Program (NGP) enrolled and provided WIOA 14 required elements of youth services to 292 youth participants, which resulted in the following outcomes:</p> <ul style="list-style-type: none"> ● 109 – Attainment of credential (GED, occupational certificate, etc.) ● 53 – Placement in unsubsidized employment ● 10 – Placement in post-secondary education/advance training ● 281 – Placement in subsidized work experience (180/paid and 101/unpaid)
Workforce Solution youth staff will design and conduct at least three programmatic training sessions with the NextGen Service Providers (NGSP) to ensure they are prepared to meet or exceed programmatic goals and objectives and maintaining operational accountability and integrity.	<p>During 2023, NGP conducted several trainings (virtual and in-person). These trainings resulted in 100% participation from the NGSPs. Over the course of the year, trainings were conducted in the following areas:</p> <ol style="list-style-type: none"> 1. First half <ul style="list-style-type: none"> ● Exit Process ● Follow-up Process ● State Monitoring Corrective Action 2. Second half <ul style="list-style-type: none"> ● Service Plan ● Counseling Notes

<p>The NextGen Program (NGP) will adjust services and activities to address the needs and the priorities youth and their families resulting from the impact of COVID-19 which may include, but not limited to, weekly professional development workshops, online employer orientations, work experience and in-home employment opportunities, online case management, entrepreneurship programs, company tours, inspirational speakers, professional meetings, team building exercises, academic enrichment, social and personal enrichment, drug and alcohol abuse counseling, health safety workshops, life skills training, mentoring, and supportive services. NGP continues to expand supportive services opportunities to youth in the areas of housing, utilities, food, mental wellness, counseling, and support groups.</p>	<p>There continues to be lasting impact to the youth and their families from COVID-19. As a result, NGP continues to implement programs and services that will address those needs of the youth that would cause a disruption to their enrollment in WIOA. Also, their families are referred to the Adult/Dislocated Worker program for services that would address their needs. As a result, collectively, the family's wellbeing is addressed with services and support that can ensure present and long-term success.</p>
<p>Collaborate with various businesses, government agencies, non-profits, and other local employers to offer youth a variety of work experience opportunities that provide career exploration, employability skills, and real-world work environment experiences. Offer work experience (WEx) both in-person and virtually. Ensure at least 20% of PY21 funds and State 3rd year youth funds are expended on work experience expenses.</p>	<p>Through the various connections with local employers, the NGP provided work experience (paid and unpaid) opportunities to 281 youth. The NGP has met the 20% expenditure requirement on all the youth grants through December 2023.</p>

WORKFORCE SOLUTIONS

4E – DISLOCATED WORKERS SERVICES

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Engage with employers through a variety of approaches, including one-on-one meetings, chamber of commerce and development authority meetings, and trade/industry meetings.	<p>Employers have been engaged through multiple events with numerous partners including the Gwinnett Talent Council, CareerRise Workforce and Talent Councils, strategic planning sessions with Invest Clayton, meetings, and presentations with the Cherokee Workforce Collaborative, AEROATL Workforce Development Collaborative and numerous others. Almost 200 direct customer contacts and responded to more than 100 information requests from the ATLworks landing page.</p> <p>Between August and September attended several more meetings with Invest Clayton, Clayton County Development Authority, and participated the Schmooza Palooza event hosted by Cherokee Chamber in August. In December, ARC attended engagement meetings with Douglas Chamber.</p>
Offer local employers a suite of work-based learning programs for Adults, Youth, and Dislocated Workers that include On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, Internships, and Registered Apprenticeships. The Business Services team will execute at least 20 contracts for services with local employers.	Through December, Business Services produced twelve new contracts and renewed contracts for four companies to provide new training, for a total of twelve during the period. At the end of 2023 an estimated eight prospects are in the pipeline.
Assist employers with recruitment activities, including job fairs and hiring events, collaborations with career resource centers and youth programs, and referrals to partner organizations.	We have participated with Goodwill of N Ga in career fairs in DeKalb County (two) and Henry County. We have also participated with FEMA in two virtual sessions to fill their needs and supported a hiring event in Stockbridge.

In September, hosted a hiring event at our Gwinnett CRC which included 6 employer participants. In October, hosted a hiring event at our Clayton CRC which included 5 employer participants. In December, partnered with NextGen to host a Work Experience to OJT meeting. This meeting included youth providers and their employer partners (5).

Fully implement the Launchpad regional customer relationship management database, in conjunction with the other four metro local workforce development boards.

Through December, the implementation of the database is complete, and we accumulated more than 100 business accounts input. We continue to focus with CareerRise and the other boards to include additional ways to use the database to address regional needs as we go into 2024.

WORKFORCE SOLUTIONS

4I – REGIONAL ITA MANAGEMENT

PURPOSE

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

DELIVERABLES

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

WORKFORCE SOLUTIONS 4Z – SPECIAL PROJECTS

PURPOSE

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

DELIVERABLES

DELIVERABLES	STATUS
Aerotropolis Atlanta Workforce Collective. The Aerotropolis Atlanta Workforce Collective envisions creating an integrated workforce development approach to better prepare residents for career opportunities in and around Atlanta’s bustling airport, an area that lags behind metro Atlanta income and employment rates.	The Aerotropolis Workforce Collective met in September and December to discuss the further development and implementation of workforce training opportunities to unite Aerotropolis businesses with prospective employees and increase economic growth and prosperity in the region.
Metro Atlanta Industry Partnerships. The Metro Atlanta Industry Partnerships (MAIP) is the evolution from the initial HDCI grant funded in 2017. The goal of this initiative is to connect businesses with qualified workers, facilitate career pathways, align education with industry needs, and improve work readiness. The Workforce Solutions Department serves as the grant contract administrator and will work collaboratively with the other local workforce development boards to fulfill the grant requirements.	CareerRise is still working on the initiative.
Ticket To Work Program. The Ticket to Work Program was established by the Social Security Administration to provide incentive funds to approved Employment Networks based on employment outcomes established by Social Security Disability Beneficiaries who have assigned their “ticket” to the Employment Network. Staff are charged with providing specialized workforce services for customers with disabilities. Staff will enroll 10 new customers in the program, with at least five customers successfully obtaining employment.	Under the new ADEN (American Dream Employment Networks) contract, staff continued to provide Ticket to Work Services to potential participants. ARC received an additional \$2,655.80 from services provided while under TCSG.

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

Staff continued to work on advancing this initiative. The primary focus of the last six months has been to identify additional funding sources to fund the initiative. ARC will be the nation's first Metropolitan Planning Organization to flex federal transportation funds to invest directly in workforce development.

MOBILITY SERVICES

MOBILITY SERVICES

OVERVIEW

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

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

2023 WORK PROGRAM TITLES

05A – Transportation Demand Management (TDM)

MOBILITY SERVICES

5A – TRANSPORTATION DEMAND MANAGEMENT (TDM)

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Increase the GCO membership engagement level by 55 partners.	GCO employer partners decreased from 529 to 445- a 15.88% reduction due to the transition to a new consulting firm who were delayed in hiring a full team to conduct outreach efforts for the program. However, Community Partners increased by 269 and Property Manager Partners increased by 45.
Develop creative suite of materials, themes, and media calendars to deploy regional modal promotions (Million Air Challenge, Biketober, Telework Week, Try Transit) to raise the level of awareness of alternative modes.	<ol style="list-style-type: none"> 1. Together with Trees Atlanta, we ran a joint marketing campaign to promote Biketober. This included mutual promotion through our respective social media channels, websites, and newsletters. 2. We co-hosted several environmentally themed events to increase public awareness about Biketober. These included workshops, webinars, and community tree planting events.
Deploy three regional modal promotions to raise the level of awareness of alternative modes.	<p>The Mobility Services Department planned, promoted, and executed three regional modal promotions:</p> <p>Try Transit</p> <ul style="list-style-type: none"> - 695 total passes were distributed. - Of those, 40% (275) were used, - 40% were reloaded indicating that those users are continuing to ride transit. <p>Million Air Challenge:</p> <ul style="list-style-type: none"> - 3292 participants logged a clean commute during the promotion, - 402 New GCO Registrations, - 56,114 Trips recorded, - 1M vehicle miles reduced, and

	<ul style="list-style-type: none"> - roughly 900K lbs of emissions avoided. <p>Biketober:</p> <ul style="list-style-type: none"> - 4119 registrants - 2632 riders - 15,363 kg Co2 saved - 357 workplaces - 340,116 miles ridden - 31,214 Bike trips - 14,224 Transport trips <p>663 People encouraged</p>
<p>Conduct an evaluation of the GCO incentives/rewards program using best practice and market research methods.</p>	<p>The GCO Incentives Research and Recommendations report was completed in June and identifies ways ARC can develop and implement incentive and rewards programs to support Georgia Commute Options’ goals of reducing single-occupancy vehicles (SOVs) and improving air quality in the region.</p> <p>For over 20 years, the incentive program has been a key service offering for the Georgia Commute Options program and an oft-cited benchmark incentive program for the TDM industry. However, during this time, two big things changed. First, major advancements in behavioral sciences and technology vastly changed the landscape for the capabilities of commuter incentive programs. Second, major market variables such as the pandemic and changing transportation infrastructure have reshaped the context and pain points for Atlanta’s regional commuters. These factors, among others, present an ideal time to reimagine the GCO incentives program to better meet the region's evolving needs.</p> <p>The primary function of incentives in behavior change is to motivate and encourage individuals to modify their current behaviors by offering rewards, benefits, or positive consequences, thereby increasing the likelihood of desired actions or outcomes. The research conducted for this report reveals opportunities for the GCO incentives program to achieve that purpose more effectively through a comprehensive overhaul of its current framework aimed at improving the program’s flexibility, accessibility, and connection to broader GCO goals.</p>

	<p>To establish a future-proof incentives framework, the GCO incentive program requires ongoing, dedicated resources to ensure relevance, innovation, and impact. The research revealed that this new framework must:</p> <ul style="list-style-type: none"> - Ensure dedicated program staff resources remain well-versed in the latest behavior change science and associated roles of incentives. - Implement more strategic and consistent performance monitoring and reporting to achieve desired outcomes. - Facilitate ongoing coordination of a group of regional stakeholders to ensure market applicability, partner buy-in, and ease of communication. - Develop a flexible incentive structure that allows adaptability to meet the evolving demands of the region while remaining resilient in the face of disruptions such as evolving technologies and changes in funding sources.
<p>Host the 2023 Regional TDM Summit.</p>	<p>Hosted a TDM Stakeholder Workshop to determine the future of Flexwork and pertinent TDM studies/data needs.</p>
<p>Update the Regional TDM Program Dashboard on a monthly basis.</p>	<p>The Regional TDM Dashboard was placed on hold with the ending of the contract with Cambridge Systematics in June of 2023. With the restructure of Salesforce, the system will be redeployed by end of 2nd quarter 2024.</p>
<p>Create and deliver the 2022 Atlanta Regional TDM annual report.</p>	<p>The TDM Annual Report was placed on hold with the ending of the contract with Cambridge Systematics in June of 2023. With the restructure of Salesforce, the system will be redeployed by end of 2nd quarter 2024.</p>
<p>Launch a new Regional TDM Program Salesforce environment to be owned and managed internally by ARC.</p>	<p>Build-out for the TDM Program Salesforce environment has been completed and training is underway with the TMA's and all in-house users.</p>
<p>Complete TDM Plan Update.</p>	<p>Achieved as of March 29. The ICF consultant team delivered the final report, executive summary and supporting appendices. The 2023 TDM Plan received ARC Board approval during the May 10 meeting. ARC issued a press release to this effect, signifying the first step in the Communications and Distribution strategy. Additional communications activities will be planned in consultation with CSR.</p> <p>Regional TDM Plan update activities were implemented within each of the following work tasks: (1) Workplan, Strategy Development, Agency, Partner, and Stakeholder</p>

	<p>Outreach and Participation; (2) Regional TDM Needs Assessment and Program Evaluation; (3) Regional TDM Strategies Development and Implementation Action Plan; and (4) Final Report with Appendices. Completed milestones/deliverables include Project Management Plan, Stakeholder Engagement Plan, Public Comment Plans (round 1 & 2) and branded outreach materials, SWOT Analysis Report, Public Comment survey, four focus groups, seven ESO interviews, five Employer Partner strategy interviews, and three TDMCC workshops.</p>
<p>Select consulting firm for next 3-year GCO contract (July 1, 2023- June 30, 2026).</p>	<p>Completed procurement for the 2023-2026 GCO contract cycle. We successfully negotiated the contract with the selected team of consultants for the 2023-2024 contract year. Transition activities are underway. Arcadis and team were the highest scoring bidder. The contract became effective April 3 for transition work.</p>
<p>Release RFP for GCO Incentives Platform.</p>	<p>Contract extension provided to consultant.</p>
<p>Release RFP for TDM Evaluation Services.</p>	<p>Release date moved to April of 2024.</p>
<p>Release RFP for Rideshare Software System.</p>	<p>Ride Amigos was the successful bidder for the Rideshare Software System. The new system will launch on 4/15/24.</p>

TRANSPORTATION PLANNING

TRANSPORTATION PLANNING

OVERVIEW

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

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

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

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

2023 WORK PROGRAM TITLES

06A – Regional Planning

06B – Program Implementation & Partner Services

06C – Travel Demand Model Development & Support

06D – Performance Analysis & Monitoring

06E – Special Studies

06F – Administration & Support

TRANSPORTATION PLANNING

6A – REGIONAL PLANNING

PURPOSE

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

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

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

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

OTHER DELIVERABLES

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

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

CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
<p>6A.01 - Substantially complete work activities for the next update to the long-range metropolitan transportation plan, which must be adopted by January 2024. Work activities will include an emphasis on equity, climate change, resiliency, safety, congestion, and all other federally defined transportation factors.</p>	<p>Draft final 2050 MTP and FY 2024-2027 TIP completed and posted for public comment from October 27 to December 8. Comments were addressed in documentation and final preparation began for adoption scheduled in February 2024.</p>
<p>6A.02 – In collaboration with the ATL Authority, lead regional transit planning activities including supporting development of the Fast Forward plan (also known as the Atlanta Regional Transit Plan (ARTP)), assisting with transit feasibility/planning studies being conducted by local governments, expanding transit-oriented development, HST and demand response service planning efforts, and coordinating on Transit Asset Management target setting, data aggregation, and national reporting.</p>	<p>Attended several transit facility, transit expansion, and county transit studies. Conducted Regional HST Plan consultant bid process. Coordinated with partner agencies on regional performance measures, MTP project selection and regional transit planning.</p>
<p>6A.03 - Support completion of an update to the Transportation Demand Management (TDM) plan, as directed by lead staff from the Mobility Services Department, including the impacts of increased remote working from the COVID-19 pandemic.</p>	<p>Final plan was approved in May.</p>
<p>6A.04 - Plan for regionally significant greenway trails, including data research, document production, and community assistance as requested. Coordinate with the Community Development Department as needed for local trail planning. Facilitate Regional Trails Roundtable meetings as an agency advisory group.</p>	<p>ARC prepared two federal grants for funding the implementation of the Regional Trails Vision - one was for the Chattahoochee Riverlands, which was unsuccessful, and other for the Beltline to Flint River connection, which is still pending. Additionally, ARC assisted multiple local governments with federal grants, developing trails plans and project alignments. The Chattahoochee Riverlands Working Group continued to meet quarterly, and we began the update of the Regional Trails Vision. Most of that work will take place in 2024.</p>
<p>6A.05 - Update bicycle and pedestrian planning methods, including discovery and implementation of more precise safety risk and mitigation analyses, refinement of complete streets policies and strategies, and enhancement of overall technical support for local governments.</p>	<p>ARC worked with local government partners on bike/ped plans, project development, funding strategies and assistance with grant applications. We updated the bike/ped sections of the MTP and the TIP Project Evaluation Criteria. A new bike/ped coordinator was hired in October. Work began on the annual Bicycle Facility Inventory update, and we began work on a federal grant application for a statewide e-bike incentive program.</p>

<p>6A.06 - Implement a multi-year program to support the region’s response to federal transportation legislation which places new emphasis on considerations such as climate change, system resilience, safety, clean energy, and social equity.</p>	<p>Revised methodology to identify a stratification of disadvantaged communities (based on low income and minority populations) within the Atlanta region and compared with federal websites of disadvantaged communities to understand differences. Monitored NOFOs and award announcements for multiple discretionary programs related to resilience, climate change and clean energy. Developed and submitted a successful regional funding application under the Charging and Fuels Infrastructure discretionary grant program. Worked federal emphasis areas into final MTP update documentation (scheduled for adoption in February 2024). Conducted regular internal meetings held to integrate climate planning work into all aspects of ARC work program.</p>
<p>6A.07 - Perform the necessary technical evaluations for conformity for the Atlanta Nonattainment Area for ozone in support of any updates or amendments of the Atlanta MPO, Gainesville MPO and Cartersville MPO MTPs and TIPs.</p>	<p>Collaborated with staff in Transportation and Natural Resources to align upcoming and on-going climate-related projects and plans. Worked to better analyze transportation greenhouse gas emissions for federal performance reporting, grant applications, and project-level analysis.</p>
<p>6A. 08 - Convene and facilitate regular meetings of the Interagency Consultation Group to ensure all relevant air quality conformity requirements are addressed in the planning process.</p>	<p>Conducted eight IAC meetings over the course of the year, covering a broad range of topics including two TIP/MTP amendments, fiscal constraint and modeling assumptions for the MTP update, the 2020 census urbanized area boundary, and proposed new emissions budgets. Email updates were also provided to IAC members on various topics as necessary throughout the year.</p>
<p>6A.09 - Redefine the MPO planning boundary, as necessary, based on the 2020 urbanized area defined by the U.S. Census Bureau. Renegotiate planning process Memoranda of Agreement with local governments, adjacent MPOs and transit operators as appropriate.</p>	<p>New 2020 census urbanized area boundary was released in late January. Began review to determine potential implications to planning agreements with adjacent MPOs, RCs and counties outside the ARC MAPDC area. Identified issue with the split between the Atlanta and Gainesville urbanized and met with US Census staff. It was determined that the Census Bureau made an error, and a correction was issued in the fall. Final boundary established and ARC began external coordination with affected jurisdictions to define MPO boundary for future planning initiatives.</p>
<p>6A.10 – Advance and implement the Regional TSM&O Strategic Action Plan, including routine updates to the Regional ITS Architecture and implementation of new and emerging technologies.</p>	<p>All TSMO action plan items have been recorded in the various line items in this report (see 6A.11, 6A.17, 6A.20, 6A.23, 6D.05, 6D.06, 6E.06, 6E.09, and 6E.17).</p>

6A.11 – Implement the Regional Safety Strategy and incorporate safe systems principles into project evaluation and subarea planning efforts.	Engaged local governments to begin implementing a Safe Systems approach to planning and engineering projects as steered by the Regional Safety Strategy and federal guidance.
6A.12 – Provide funding and management support for local planning initiatives that support regional planning goals, including the Comprehensive Transportation Planning program, Livable Centers Initiative and Regional Transportation Planning Study program.	See updates under 6A.21 (County Transportation Plan (CTP) Program Management), 6B.04 (LCI Program and Community Development Coordination), and 6A.22 (Regional Transportation Planning Study Program Management).
6A.13 – Develop a deliverable which meets planning requirements defined by Increasing Safe and Accessible Transportation Options set aside funding under the FTA 5303 and FHWA Y410 programs.	Engaged local governments to begin implementing a Safe Systems approach to planning and engineering projects as steered by the Regional Safety Strategy and federal guidance.

SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
6A.14 - Develop a Regional Transportation System Electrification Plan. See also Sub-element 6E.03: Regional Transportation System Electrification Plan.	Completed procurement and kicked off the plan over the summer. Reviewed the Stakeholder Outreach Plan, attended stakeholder committee and listening session meetings, and reviewed ongoing data gathering/analysis.
6A.15 - Conduct a major update to the Regional Freight and Goods Movement Plan. See also Sub-element 6E.04: Regional Freight and Goods Movement Plan Update.	Attended outreach meetings with local jurisdictions in the region, the private sector, and ARC committees. Reviewed significant data analysis related to transportation, commodity flows, land use, and related data. Reviewed deliverables for tasks 2 - 5.
6A.16 – Conduct a major update to the Regional Coordinated Human Services Transportation Plan. See also Sub-element 6E.05: Regional Coordinate Human Services Transportation Plan.	Developed RFP and completed procurement process.
6A.17 - In collaboration with GDOT, implement second phase of ITS4US Complete Trip Deployment. See also Sub-element 6E.06: ITS4US Complete Trip Deployment Phase 2.	Significant progress made this year in systems engineering (Systems Architecture, System Design, and Interface Control documents completed); updates to Phase 1 deliverables began; draft Data Privacy Plan and Data Management Plans finalized; began development of upcoming deliverables (Comprehensive Acquisition Plan, Comprehensive Installation Plan); added the MARTA Doraville Station to the in-door navigation design, conducted multiple software development epics; began work on the participant training and stakeholder education plans; submitted Draft System Test Planning; presented at multiple speaking engagements (Gwinnett County Board of Commissioners, ARC Board & TAQC, ITE Annual, GTA Annual).

<p>6A.18 – Undertake a second stage TIP/MTP Update for completion prior to the next federally required four-year cycle deadline of early 2028. See also Sub-element 6E.07: TIP/MTP Update Stage 2 Consultant Assistance Contract.</p>	<p>Scenario planning work will continue into 2024, with ARC working closely with RAND and other national partners to advance the practice of DMDU (decision-making under deep uncertainty).</p>
<p>6A.19 – Develop Regional Transit Oriented Development Plan. See also Sub-element 6E.08: Regional Transit Oriented Development Plan.</p>	<p>Completed initial discussions with ATL. Considering a larger focus on transit and VMT in 2024.</p>
<p>6A.20 – Develop Regional Human Services Transportation Innovative Pilot Deployment. See also Sub-element 6E.09: Regional Human Services Transportation Innovative Pilot Deployment.</p>	<p>See 6A.16 – this work will start toward the end of the CHST Plan.</p>

SPECIAL STUDIES OR GRANT MANAGEMENT SERVICES – ARC FACILITATED

DELIVERABLES	STATUS
<p>6A.21 - Provide administration and oversight services of the County Comprehensive Transportation Plan (CTP) Program. See also Sub-element 6E.15: County Comprehensive Transportation Plan (CTP) Program.</p>	<p>Completed four studies - Spalding, Gwinnett, Rockdale, and Barrow. Continued work on Forsyth County CTP and began procurement activities for Newton and Rockdale Phase II. Began work on FY24 study contract with GDOT.</p>
<p>6A.22 - Provide administration and oversight services of the Regional Transportation Planning Study Program. See also Sub-element 6E.16: Regional Transportation Planning Study Program.</p>	<p>Ten active studies were either completed or still underway during 2023. By the end of 2023, about six are yet to be completed. Attendance at PMT meetings and conducting administrative tasks entailed a large portion of the work during 2023. Coordination for the FY 2024 awarded studies also occurred during calendar year 2023 to obtain scopes of work and begin contract execution with each subgrantee.</p>
<p>6A.23 - Provide administration and oversight services of the Freight Cluster Area Planning Program. These studies will be undertaken as an element of the Regional Transportation Planning Study Program. See also Sub-element 6E.16: Regional Transportation Planning Study Program and Sub-element 6E.17: Freight Cluster Area Planning Program.</p>	<p>NW Atlanta Plan: Plan was completed and adopted by the city; Town Center CID Plan: Kicked off the plan in January 2023 and completed significant work on outreach, data gathering/analysis, and development of draft recommendations; City of Stonecrest: The city kicked off the plan in June, have conducted outreach, and submitted draft versions of the task 3 and 4 reports.</p>
<p>6A.24 - Provide administration and oversight services for other special studies for communities, as needed and requested. If these services are needed in 2023, each study's associated cost center, budget and schedule information will be reflected individually in Sub-element 6E.</p>	<p>TPD has not been asked to manage any additional special studies above and beyond those already reflected in other UPWP elements and cost centers.</p>

TRANSPORTATION PLANNING

6B – PROGRAM IMPLEMENTATION & PARTNER SERVICES

PURPOSE

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

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

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

OTHER DELIVERABLES

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

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

CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
6B.01 - Conduct periodic amendments and administrative modifications to the TIP/MTP.	During the reporting period, ARC staff processed amendment six, developed and processed amendment seven, developed and processed amendment eight, processed four quarterly administrative modifications and six special administrative modifications.

<p>6B.02 - Produce quarterly reports on project delivery rates for STBG-Urban, TAP, CMAQ, Highway Infrastructure – Urban, and Carbon Reduction Program projects programmed in the current TIP and shared on the DASH performance data dashboard.</p>	<p>An internal quarterly TIP project status reporting regimen was developed and during the reporting period.</p>
<p>6B.03 - Conduct abbreviated project solicitation process for available STBG Urban, CMAQ, TAP, and Carbon Reduction Program funds in FY2024 and FY2025.</p>	<p>Closed out documentation of the 2022 TIP solicitation process. Internal discussions occurred from Spring 2023 to Fall 2023 regarding potential changes to the TIP Project Evaluation Framework. Staff reviewed current framework document in addition to existing solicitation Infrastructure application questions in preparation for the 2024 TIP Solicitation process. Studies will not be part of the 2024 process.</p>
<p>6B.04 - Work with LCI communities and Community Development staff to develop transportation projects that support the goals of the individual LCI studies, as well as the LCI program. Execute a competitive funding application process for LCI projects and provide technical assistance on project delivery.</p>	<p>In 2023, 10 new LCI projects were programmed and we coordinated with GDOT and local sponsors to assist with kick-off activities - schedules, scope, PFAs and funding/cost estimates. Updated LCI policy and program language was included in the MTP and TIP Project Evaluation Framework documents. Communication and outreach activities included LCI web updates, a program dashboard, and new LCI project photos. Staff supported the development of LCI studies and projects by conducting transpiration coordination meetings, troubleshooting projects with significant delays related to scope and budget (e.g. Peachtree St Atlanta, US278 in Avondale). At the end of the year, staff partnered with Comm Dev Dept on an RFP for the development of a program impact assessment, and preparations began for the 2024 Call for Study application and the LCI TIP Solicitation.</p>
<p>6B.05 - Update the TIP/MTP Blueprint to reflect current policies and procedures.</p>	<p>Document was revised and restructured in late 2022 into early 2023. In mid-2023, it was determined to change course and revisit intent behind TIP Blueprint document into a resource and reference document for local government sponsors.</p>
<p>6B.06 - Conduct semi-annual training and information session on TIP programming and planning/scoping studies contract management for staff from local governments, GDOT, CIDs, consultants, and other members of the general public.</p>	<p>Conducted two in-person training sessions with mixed audience members from local government staff, GDOT staff, and consultants. Overview of TIP process given along with providing ample time for Q&A with attendees. Participants have found these training sessions valuable. Therefore, ARC goal is to conduct at least two training sessions per year.</p>
<p>6B.07 - Incorporate the Transit Program of Projects (POP) into the TIP when updated by the</p>	<p>Coordinated with the ATL on development of a new Transit Program of Projects released in July.</p>

ATL Authority.	
6B.08 - Coordinate with the Community Development Department and GRTA in reviewing DRI applications and incorporation of related data into the transportation planning process, as appropriate.	Attended various meeting, conducted reviews and provided comments on numerous projects as outlined by DRI guidelines.
6B.09 - Conduct an annual Regional Transportation Technology Summit (ConnectATL).	Connect ATL RFP issued for 2024 event. Tentative schedule is to hold the event in July 2024.
6B.10 - Coordinate with and support the activities of GDOT and other partner agencies during implementation of DSRC/C-V2X connected vehicle radio equipment at up to 1,000 intersections within the region.	GDOT has assumed 100% oversight over connected vehicle infrastructure deployment. Refer to GDOT's "V2X Roadmap" for program expansion details and schedule (\$75 million budget over the 10 years). ARC is no longer involved with this project.

SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
6B.11 - Enhance RTP/MTP accounting, tracking, reporting, and customer service capabilities through the development of a new platform to replace the existing PLANIT project database. See also Sub-element	During the reporting period ARC staff developed and posted an RFP, answered questions from interested firms, collected four proposals for consideration, assembled a review committee, reviewed all proposals, interviewed consultant teams, selected a preferred consultant team and executed a contract in December 2023.

TRANSPORTATION PLANNING

6C – TRAVEL DEMAND MODEL DEVELOPMENT & SUPPORT

PURPOSE

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

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

Activities in which external consulting assistance and/or subgrant agreements with other agencies may be required are also reflected in herein.

OTHER DELIVERABLES

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

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

CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
6C.01 - Enhance the Activity-Based Model (ABM), including calibration, validation, adjusted procedures to assess managed lanes and value pricing, and streamlining model run times and efficiencies.	In 2023, ARC modeling staff enhanced its ABM by working on a structural update of the existing roadway and transit network coding procedures by sequentially leveraging Python programs in the spirit of standardizing its model network coding practice for future ARC MTP plan updates.

<p>6C.02 - Integrate the activity-based model with dynamic traffic assignment.</p>	<p>In 2023, ARC modeling staff investigated the integration of the activity-based model with regional dynamic traffic assignment, especially as it pertains to a suitable regional DTA modeling platform, such as INRO Dynameq. ARC modeling staff started a preliminary, exploratory investigation phase of the software platform requirements, for suitability analysis purposes.</p>
<p>6C.03 – Provide interdisciplinary education opportunities for modeling staff around the region, including technical support and ABM training to planning partners and stakeholders.</p>	<p>Throughout 2023, ARC modeling staff provided ABM troubleshooting and QA/QC services via multiple data requests received from consultants working on GDOT, MARTA and CTP projects, including presentations of current modeling practice and discussion for future model enhancement, a closed-door session for panel members to discuss their review of the SCAG model set, followed by a panel presentation by the ARC staff Peer Review Chair to SCAG staff and executive management team on the panel’s findings and recommendations for improvement.</p>
<p>6C.04 - Conduct quarterly meetings of the Model Users Group.</p>	<p>In 2023, ARC modeling staff hosted quarterly Atlanta Regional Model Users Group meetings. For more details, meeting agendas and presentations, see Model Users Group Archive.</p>
<p>6C.05 - Participate in the multi-year AMPO Consolidated Travel Model Software Platform Development & Enhancement project, to develop ActivitySim, a common modeling platform for the MPO Partners: SANDAG, MTC, PSRC, SFCTA, SEMCOG, CMAP, Oregon DOT, Minneapolis Met Council, MWCOG, Ohio DOT and ARC.</p>	<p>Throughout 2023, ARC modeling staff diligently attended all ActivitySim meetings. In addition, ARC modeling staff investigated ActivitySim storage and server memory requirements. ARC modeling staff examined the memory usage time series plot for a 25% ARC run, using Utility Expression Calculations from our actual ARC implementation. ARC modeling staff also determined that data type optimization helps to reduce the memory required by ActivitySim.</p>

SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
<p>6C.06 - Maintain, update, and pursue innovative enhancements of the Regional Activity-Based (ABM) Travel Demand Forecasting Model. Integrate with other model update efforts, e.g., land use model, air quality model, etc. See also Sub-element 6E.11: Activity Based Model Support and Development.</p>	<p>In 2023, ARC modeling staff innovated its modeling work by revisiting its mode choice model update to reflect the observed transit trips in the 2019 Transit On-Board Survey. In addition, ARC modeling staff explored the integration of Python's robust data processing capabilities with Tableau's interactive visualization tools to create visually compelling representations of intricate STOPS – FTA’s Simplified Trips-on-Project Software FTA (dot.gov) model outputs. This integration allows planners and analysts to not only process and analyze data efficiently but also present the findings in</p>

	<p>a visually appealing and interactive manner. Furthermore, Tableau's ability to generate interactive maps adds an additional layer of geographic context to the visualizations, enabling spatial analysis and geospatial insights. In addition, ARC modeling staff finalized its data analytics work with the 2019 Regional One-Day Transit Rider Tour Diary Survey featuring an analysis of that supplemental survey administered to a subset of people that responded to the transit on-board survey, the first of its kind in the US. Finally, and somewhat related and tangential to ARC's ABM innovations, ARC modeling staff collaborated with Purdue University, at their request, on a potential update to the Atlanta airport ground access mode choice model calculation method to include TNCs, namely via a new ATL Parking-Uber comparison app. From the parameter input panel, it provides a cost comparison based on the assumptions entered by the user in the input panel. Since this includes wage rate, travel time differences are converted to dollars. It also deciphers between business travel and leisure travel.</p>
<p>6C.07 – Conduct a Regional Household Travel Survey, including coordination with regional partners. See also Sub-element 6E.12: Regional Household Travel Survey.</p>	<p>In 2023, ARC modeling staff worked on preparing for the 2024 regional household travel survey as part of the USDOT FHWA NextGen NHTS. Via ARC's financial commitment with GDOT into FHWA's TPF - Solicitation Details (pooledfund.org), WSP was selected as the prime consultant, with sub-consultants Homepage - Westat and ETC Institute.</p> <p>Furthermore, GDOT and ARC modeling staff made a joint presentation of the NextGen NHTS local add-on program for ARC. The local add-on data purchase will support application in a broad number of ways, including updating the ARC MPO model, updates outside the Atlanta region, and calibrating and validating the model, based upon trip origin-destination big data. The pooled fund add-on zone structure includes layered geography within Georgia, Atlanta and beyond to neighboring halo counties and a direct connection to the remainder of the FHWA 583 national zone structure.</p>
<p>6C.08 – Land Use and Conformity Forecasting Model Development. See also Sub-element 6E.13: Land Use and Conformity Forecasting Model Development.</p>	<p>In 2023, ARC modeling staff worked with the ARC land use modeling staff to run both the ARC ABM and the ARC land use model for ARC's MTP modeling work, as well as TAZ-D.</p>

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

PURPOSE

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

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

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

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

OTHER DELIVERABLES

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

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

CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
6D.01 - Research and update the latest project evaluation methodologies to score and rank projects considered for inclusion to the plan as part of the TIP project solicitation.	Worked with ARC staff to find policy and technical updates to the TIP Project Evaluation Framework.

<p>6D.02 - Monitor targets and report performance in accordance with federal rulemaking and develop processes to track and report on transportation system performance including safety performance, CMAQ emissions, and regional asset management.</p>	<p>Data visualization was developed Transportation Access & Mobility Dashboard by staff. The dashboard design involves several necessary steps including the research step to gain insight into various categories of data and limitations, to understand the different projects and their goals, to detect the target audience, the case study to observe and understand the complexities of a specific case, and finally to decide on the initial and final structures of the dashboard. This Dashboard became the hosting house for multipurpose and it has been used for Congestion Management, Performance monitoring and many other purposes.</p>
<p>6D.03 – Work with relevant stakeholders to improve ARC’s data-informed equity analysis.</p>	<p>Completed updating EJ methodology and shared at DASH.</p>
<p>6D.04 - Improve project evaluation procedures and tools, building upon “real world” data methodologies, including the FHWA developed NPMRDS, HERE data, INRIX Analytics, vehicle traffic pattern trend and trip data and implementation of state-of-the-practice tools and methodologies to evaluate the impacts of projects.</p>	<p>The Polaris project was dynamic and impactful throughout 2023. Regular participation in monthly Technology Commercialization Funds meetings and training sessions ensured the project's continuous progress. Staff worked on Atlanta POLARIS Model results, employing both SQL and QGIS for analysis. These efforts not only contributed to the project's advancement but also broadened staff skill set in the realm of transportation modeling and analysis.</p>
<p>6D.05 - Improve evaluation procedures for active mode, TSMO, and transit projects, including procedures to evaluate transit projects via the trip-based model (VISUM), intersection analysis (VISTRO), microsimulation model (VISSIM), and the activity-based model (ABM).</p>	<p>Continued coding of corridor links based on TMC segments to analyze corridor performance and update key network elements, including corridor segments, TMC codes, and traffic data.</p>
<p>6D.06 - As part of the Congestion Management Process, continue to refine analysis networks, explore new data, tools and methodologies, identify and prioritize congested locations on the regional transportation network, analyzes potential causes, develops multimodal transportation strategies to mitigate congestion, and evaluates the effectiveness of implemented strategies to improve mobility, and enhance safety across the region in support of the next plan update scheduled for completion in early 2024: Create corridor performance report using data from real traffic data, including delay cost, bottleneck, travel reliability, travel time index (TTI), safety analysis, air quality analysis, and equity analysis.</p>	<p>Updated corridor performance reports completed aspects such as cost of delay, average vehicle speed, congestion, traffic events, and causes of congestion. The processing phase involves the identification of corridors based on congestion, NHS, Freight network, RTP, and equity score, with an assessment of alignment with high equity score areas and listed transportation projects.</p>

SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
<p>6D.07 - Conduct scenario analyses with VisionEval and TMIP-EMAT modeling tools in support of the next plan update scheduled for completion in early 2024. See also Sub-element 6E.14: Travel Model Improvement Program Exploratory Modeling and Analysis Tool (TMIP-EMAT) Demonstration Project.</p>	<p>The VisionEval executed the re-running of future scenarios, backed up models locally, and conducted thorough regression analysis. Subsequently, staff developed Tableau for comprehensive data visualization, ensuring improved readability and intuitiveness.</p> <p>Over the year, staff tested data, engaged in meaningful discussions about variables with the team, and successfully completed a robust 1,024 scenario analysis, incorporating Python for enhanced functionality. This included extracting household data, developing R codes, and rigorous testing of the latest VisionEval version. These efforts collectively resulted in a clearer understanding of the transportation scenarios and facilitated effective communication of the outcomes.</p>

TRANSPORTATION PLANNING

6E – SPECIAL STUDIES

PURPOSE

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

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

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

OTHER DELIVERABLES

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

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

CORE STAFF ACTIVITIES

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

<p>6E.02 – ConnectATL: ConnectATL is an annual gathering sponsored by ARC which brings together local government staff and elected officials, state transportation agencies, academic thought leaders, and private sector innovation firms to learn, share information and identify opportunities for collaboration in areas of transportation technology such as connected vehicles, autonomous vehicles, drone delivery services, micro mobility and others.</p>	<p>After numerous internal staff discussions, it was decided that Connect ATL should be postponed until 2024 when ARC is further along with various studies and plans.</p>
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SPECIAL STUDIES – ARC MANAGED

DELIVERABLES	STATUS
<p>6E.03 - Regional Transportation System Electrification Plan: ARC will develop a plan which outlines the short and mid-range policies, initiatives, and responsibilities that a coalition of public and private sector partners will need to undertake to prepare the region for the gradual electrification of transit services and private vehicles.</p>	<p>Kicked off plan in summer 2023. Deliverables completed for Tasks 1 and mostly for Task 2 (engagement is on-going). Conducted two stakeholder advisory committee meetings, listening sessions with stakeholders, and meetings with power providers. Began quantitative analysis for needs assessment to identify EVSE infrastructure demand and identifying preliminary prioritization criteria.</p>
<p>6E.04 - Regional Freight and Goods Movement Plan Update: ARC, in close coordination with regional partners, will conduct a major update to the regional freight plan.</p>	<p>Conducted outreach to local jurisdictions in the region, the private sector, and ARC committees. Completed significant data analysis related to transportation, commodity flows, land use, and related data. Submitted deliverables for tasks 2 - 5.</p>
<p>6E.05 - Regional Coordinated Human Services Transportation (HST) Plan Update: The current HST plan focuses on the transportation options available to frequently underserved populations, such as individuals with low incomes, individuals with disabilities, individuals with limited English proficiency, and older adults.</p>	<p>Began procurement, including seeking input on proposed scope of work from GDOT and the ATL. Procurement is nearly completed by end of 2023 - currently awaiting ARC signatures on the contract.</p>
<p>6E.06 - ITS4US Complete Trip Deployment Phase 2: The Atlanta Regional Commission Complete Trip - ITS4US Deployment project, Safe Trips in a Connected Transportation Network (ST-CTN), is leveraging innovative solutions, existing deployments, and collaboration to make a positive impact using transportation technology to support safety, mobility, sustainability, and accessibility.</p>	<p>Significant progress made this year in systems engineering (Systems Architecture, System Design, and Interface Control documents completed); updates to Phase 1 deliverables began; draft Data Privacy Plan and Data Management Plans finalized; began development of upcoming deliverables (Comprehensive Acquisition Plan, Comprehensive Installation Plan); added the MARTA Doraville Station to the in-door navigation design, conducted multiple software development epics; began work on the participant training and stakeholder education plans;</p>

	submitted Draft System Test Planning; presented at multiple speaking engagements (Gwinnett County Board of Commissioners, ARC Board & TAQC, ITE Annual, GTA Annual).
6E.07 – TIP/MTP Update Stage 2 Consultant Assistance	Consultants were not brought under contract in time to support TIP/MTP Update Activities.
6E.08 – Regional Transit Oriented Development Plan: The purpose of this study is to develop a regional TOD strategy for local transit operators and agencies that will help accelerate TOD development and assess the impact of TOD in the region.	Expiring Covid relief funds were transferred to ATL Authority and authorized for the development of a Regional TOD Strategy. ARC has met with ATL on this regarding partnering and developing an MOU. Due to the timing of the Atlanta Regional Transit Plan development and adoption, the TOD Strategy was intentionally delayed until 2024 so that it can be based on the planned premium transit projects included in the ARTP. Work will commence sometime in 2024, although led by ATL Authority.
6E.09 – Regional Human Services Transportation Innovative Pilot Deployment: ARC will implement an innovative solution to enhance Mobility as A Service (MaaS) / demand responsive-transportation within the region. The pilot concept(s) will have been identified by the Regional Coordinated Human Services Transportation Plan update (Sub-element 6E.05).	Developed RFP and completed procurement process.
6E.10 - Regional Transportation Project Database Overhaul: ARC will utilize consultant recommendations to modernize the PlanIt project programming database.	During the reporting period ARC staff developed and posted an RFP, answered questions from interested firms, collected four proposals for consideration, assembled a review committee, reviewed all proposals, interviewed consultant teams, selected a preferred consultant team and executed a contract in December 2023.
6E.11 - Activity Based Model (ABM) Support and Development: ARC will maintain, update, and pursue innovative enhancement of the Regional Activity-Based Travel Demand Forecasting Model via model calibration & validation, and continue to integrate with other model update efforts.	In 2023, ARC modeling staff, assisted by a team of consultants, completed various technical tasks aimed at further supporting and developing the ARC state-of-the-practice ABM, including, but not limited to: Advancing the deployment of ARC’s ActivitySim model implementation, revisiting ARC’s roadway and transit network coding practice to better align with the prevalent methods and techniques to better standardize project-level coding, as well as applying the current existing ARC ABM for ARC’s MTP.

<p>6E.12 - Regional Household Travel Survey: ARC, in partnership with GDOT and other stakeholders, will conduct a major regional travel survey. The outcomes of this initiative will be used to inform regional planning and calibration. With changes in travel behavior from the pandemic and increased teleworking, major issues are expected in using prior assumptions for travel in planning and modeling. For the regional household travel survey, ARC and GDOT are cooperating and coordinating via a USDOT / FHWA pooled funding effort.</p>	<p>In 2023, ARC modeling staff developed additional survey questions for the NextGen NHTS local add-on regional household travel survey to be deployed out in the field in mid to late 2024, in close coordination with GDOT and USDOT/FHWA. In addition, ARC modeling staff completed data mining tasks related to the origin-destination Big Data associated with NextGen NHTS.</p>
<p>6E.13 - Land Use and Conformity Forecasting Model Development: ARC will continue to maintain and enhance a land use model.</p>	<p>In 2023, ARC modeling staff, in close cooperation with ARC’s land use GIS technicians, ensured that the PECAS land use model was applied properly, as integrated with the ARC ABM, in the application of forecasting methods to inform the ABM for the MTP work. The data exchange between the ABM and the PECAS land use model was successful and allowed for efficient MTP development in a comprehensive manner.</p>
<p>6E.14 - Travel Model Improvement Program Exploratory Modeling and Analysis (TMIP-EMAT) Demonstration Project: The purpose of applying TMIP-EMAT methods is to enhance the state-of-practice of transportation modeling and analysis by better connecting ARC’s various existing transportation models.</p>	<p>TMIP-EMAT meta-model Python coding was completed to test VisionEval model runs and the VisionEval 1180 model runs were tested. The Tableau dashboard is created with the results and shared with the planning staff. VisionEval and TMIP-EMAT were successfully integrated with tools and methodologies.</p>

SPECIAL STUDIES OR GRANT MANAGEMENT SERVICES – ARC FACILITATE

DELIVERABLES	STATUS
<p>6E.15 - County Comprehensive 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.</p>	<p>Consultants completed all work and closeout activities for seven CTPs: Barrow County, DeKalb County, Cherokee County, Gwinnett County, Paulding County, Rockdale County (Phase I transit master plan) and Spalding County. Continued work on one active CTP update in Forsyth County. Identified potential funding recipients for 2024 update and began initial coordination outreach. Assembled internal team to review and update CTP work scope requirements.</p>

<p>6E.16 - Regional Transportation Planning Study (RTPS) 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.</p>	<p>Ten active studies were either completed or still underway during 2023. Attendance at PMT meetings and conducting administrative tasks entailed a large portion of the work during 2023. Coordination for the FY 2024 awarded studies also occurred during calendar year 2023 to obtain scopes of work and begin contract execution with each subgrantee.</p>
<p>6E.17 - 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.</p>	<p>NW Atlanta Plan: Deliverables were submitted for tasks 7 and 8, and the plan was completed and adopted by the city in summer 2023.</p> <p>Town Center CID Plan: Kicked off the plan in January 2023 and deliverables were submitted for tasks 1 - 6 focused on project management, outreach, best practices, data gathering/analysis, and development of draft recommendations.</p> <p>City of Stonecrest: The plan kicked off in June 2023, and the consultants submitted deliverables for tasks 1 - 4 focused on project management, outreach, best practices, and data gathering/analysis.</p>

TRANSPORTATION PLANNING

6F – ADMINISTRATION & SUPPORT

PURPOSE

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

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

Activities in which external consulting assistance and/or subgrant agreements with other agencies may be required are also reflected in herein.

OTHER DELIVERABLES

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

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

CORE STAFF ACTIVITIES

DELIVERABLES	STATUS
<p>6F.01 - Manage the 2023 Unified Planning Work Program and develop the 2024 UPWP. Provide detailed reports on work activities covered under grants and contracts as required.</p>	<p>No modifications were required to the 2023 UPWP. Developed 2024 UPWP using a new format in conjunction with 2024 ARC Budget and Work Program. Final UPWP approved by ARC on November 8. Received approval USDOT and that was added to document. Revised final document shared with partner agencies and posted to website.</p>
<p>6F.02 - Facilitate and support committees, subcommittees, task forces, etc., associated with the ARC Transportation Planning Department and Mobility Services Department work scopes as detailed in the UPWP.</p>	<p>Conducted one to two TCC meetings each month with the exception of holidays. Monthly joint TAQC and ARC Board meetings were held.</p>
<p>6F.03 - Assist in the development of policy documentation, as directed by lead staff from the Office of the Director, governing agencywide practices related to federal Title VI, Executive Order 13985 (Justice40), Disadvantaged Business Enterprise, Americans with Disabilities Act, and Limited English Proficiency requirements.</p>	<p>TPD was not asked to participate in any agencywide policy initiatives above and beyond those reflected in other UPWP work elements and cost centers.</p>
<p>6F.04 - Facilitate staff development through participation or attendance in national, state and local organizations and participation in educational opportunities.</p>	<p>Staff attended numerous conferences, such as TRB, SANDAG ABM Technical Advisory Committee, GPA 2023 Spring meeting, SCAG Conference and AMPO.</p>
<p>6F.05 - Undertake comprehensive updates of all planning agreements with partner agencies, including adjacent Metropolitan Planning Organizations, adjacent Regional Commissions, Limited Membership Counties for MPO Planning Purposes, transit operators, and regional/state agencies. Completion of some agreements may extend past 2023 in order to incorporate changes to 2020 Census urbanized area and MPO planning areas.</p>	<p>Initial coordination with affected jurisdictions began once the 2020 census urbanized area boundary was finalized. A comprehensive set of all existing agreements was shared with ARC legal counsel. Briefings on the process were conducted with committees and one-on-one with stakeholder agencies.</p>
<p>6F.06 – Conduct community engagement activities to support transportation plans and programs, including the TIP/MTP update. Expand external partnerships, enhance social equity outreach, and provide information on the planning process and outcomes in a variety of online and physical formats to maximize audience reach.</p>	<p>ARC's community engagement activities in 2023 were focused on the 2050 MTP Update and getting consultant support lined up for the 2024 Update of the MPO Participation Plan.</p>

<p>6F.07 – Host ConnectATL technology summit.</p>	<p>ConnectATL activities in 2023 focused on ensuring ConnectATL would be content-rich and aligned with special studies currently underway. We look forward to a robust ConnectATL event in 2024.</p>
<p>6F.08 - Conduct an internal update of the Participation Plan/Community Engagement Plan to address new approaches, with an emphasis on technology, which can maximize opportunities for actionable input from partner agencies, stakeholder groups and the general public in the MPO planning process.</p>	<p>RFP development, procurement and selection of a community engagement support consultant all happened in 2023. As of November, the consultant is under contract and poised to assist with the Participation Plan Update.</p>

AGING & INDEPENDENCE SERVICES

AGING AND INDEPENDENCE SERVICES

OVERVIEW

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

The Aging and Independence Services (A&IS) Group serves as the steward of funds from the federal government (through the Older Americans Act (OAA), the Social Services Block Grant, and other sources) as well as state Aging Services Funds administered through the Georgia Division of Aging Services (DAS). A&IS services and support are delivered directly and through the aging services provider network and are branded as Empowerline™. With a typical annual budget of \$25-\$30 million, A&IS targets services to individuals in the greatest need. The OAA defines “greatest need” as people who are low-income, minority, limited in English proficiency, frail, and in greatest social need. These factors are also among the most critical determinants of life expectancy.

A&IS describes its work as: “Well-designed well-being: the Atlanta region is a place where people of all ages, abilities, and incomes can live high-quality lives, regardless of location.” In 2020, the ARC Board approved the *Live Beyond Expectations Regional Strategic Plan Framework 2020-2025*, designed to address inequities that create disparities in life expectancy and led by the A&IS team.

Through this plan A&IS seeks to:

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

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

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

The Area Plan on Aging is implemented through A&IS staff and the aging services provider network to provide a continuum of home and community-based services. Older adults and their families and caregivers have access to

service options, including case management, in-home services, respite, transportation, home-delivered meals, congregate meals, senior recreation, legal services, and more through the various components of the aging network.

MAJOR INITIATIVES AND PROGRAMS 2023

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

*This MIP is On Hold for a new RFP scheduled to close January 2024.

**MIP deferred to 2024.

2023 WORK PROGRAM TITLES

8A – Access to Services

8B – Program Development

8C – Home and Community Based Services

8D – Strategic Planning and Quality Assurance

8E – Business Operations

AGING AND INDEPENDENCE SERVICES

8A – ACCESS TO SERVICES

PURPOSE

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

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

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

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

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

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

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
<p>Implement recommendations for efficiencies in ADRC workflow processes including revising the current phone tree call routing, cross training the EDWP and HCBS Intake Units to assist with call volume management and prompt response to consumers and expand use of the web intake form.</p>	<p>This initiative is in progress. Cross training of staff from the three teams (ADRC, HCBS, & EDWP) commenced in February. Cross training was placed on hold in April due to workforce challenges (FMLA, resignation, and retirement) and cross training will resume in October. The phone tree was implemented in April to achieve greater efficiency. In May, recommendations were provided to the Division of Aging Services (DAS) to improve the web intake form. Awaiting implementation.</p>
<p>Build stronger partnerships with housing, utility, and transportation providers by expanding resource connections to help meet critical and changing community needs.</p>	<p>Achieved. ePRO Resource Unit Supervisor attends all Atlanta Regional Housing Forums to build and maintain strong partnerships with key housing partners as well as to stay abreast of housing trends. Community Transitions Unit Supervisor collaborates often with Department of Community Health’s housing specialist and Department of Community Affairs to determine how to improve access of housing vouchers as well as availability of providers who accept them. This Supervisor also regularly reviews the status of housing vouchers as well as housing stock through the 811 program to see what’s available to individuals needing housing.</p> <p>Consumer Information Services Coordinator met with Georgia Power, Marietta Power, Gas South, and City of Lawrenceville Utilities to explain ARC’s material aid program through the ADRC, how we assist individuals who are behind on their utilities, and how we can collaborate to best assist these individuals. Consumer Information Services Coordinator also communicated with Cobb County and Fulton County Senior Services</p>

	about transportation assistance for individuals in those counties.
Analyze existing technology to examine ways to increase ease of access and responsiveness to community needs, including a publicly available search of the ePRO™ resource database, texting and scheduling capabilities, and phone prompts in multiple languages.	This initiative is in progress. Through A&IS's empowerline.org website, the public has 24/7 access to explore resources themselves. Empowerline.org's "search for services" pulls from the ePRO resource database so those resources are all vetted. Team is working with Nice/inContact on phone enhancements to include more self-service options such as ability for clients to complete some pre-screening functions themselves, confirm screening appointments, etc.
Exceed 90% compliance with standard of promptness for screenings for EDWP.	The measure has been exceeded at 99.7% compliance in Q3 and Q4.

AGING AND INDEPENDENCE SERVICES

8B – PROGRAM DEVELOPMENT

PURPOSE

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

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

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

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

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

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

vegetables. Recipients are offered nutrition education. Eligible participants must have a household income at or below 185% of the federal poverty guidelines.

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
<p>Implement Board’s January 2022 resolution to explore further work with healthcare payors by reviewing Guidehouse recommendations for operational needs and by participating in US Aging Financial Acumen Learning Collaborative.</p>	<p>No funding was made available in 2023. ARC Cash in the amount of \$165,000 was allocated for the initiation of this deliverable starting in 2024. A request for proposal will be written the 1st quarter of 2024 to procure a consultant and to develop recommendations by the conclusion of 2024.</p>
<p>Develop and implement a targeted, volunteer recruitment strategy and a new programmatic framework for RSVP.</p>	<p>The recruitment strategy has been developed. Most partner and community agencies fully returned to in-person events in late May, which has opened the door to implement targeted recruitment and be able to actively engage new volunteers (RSVP specifically).</p>
<p>Expand One2One Telephone Reassurance Program by creating short- and long-term program levels.</p>	<p>Long-term volunteering in One2One has remained steady. In 2023, 60 new clients were paired with volunteers. 60 new volunteers were onboarded and contributed 360 hours of service through 1,127 calls.</p>
<p>Achieve grant deliverables for Evidence Based Programs including deployment of implementation of grants, expansion of grant partnerships, and increase outreach and participants.</p>	<p>A&IS was awarded the ACL Falls Prevention Grant to support implementation of Bingocize, A Matter of Balance, and Tai Chi for Arthritis, to hold at least 56 workshops and reach 660 participants across a four-year grant period (through April 31, 2027). This year’s results include coordinating 31 workshops and 318 participants over the 4-year grant period.</p> <p>Administration on Community Living (ACL) Chronic Pain Self- Management Grant (through June 30,</p>

	2024) goal is to conduct 20 CDSME workshops – 14 have been held at the time of this report with more being scheduled.
Expand behavioral health coaching through partnership expansion and ensure programmatic compliance with current contracts. Technical assistance will be provided to other AAAs, as requested, for deployment of the ARC model.	Behavioral Health Coaching (BHC) contracts are active with three paying providers (Atlanta Housing, Campbell Stone and Mercy Housing) across 17 senior high rises.

AGING AND INDEPENDENCE SERVICES

8C – HOME AND COMMUNITY BASED SERVICES PROVIDER NETWORK

PURPOSE

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Achieve 95% or greater expenditure of funds allocated to the provider network during FY 2023.	Expended 96% of FY23 Older Americans Act (OAA)/DHS Multi-Funded funding across the provider network.
Convene regular meetings with Provider Network for each of the following service areas to ensure regulatory compliance and contract deliverables: Provider Network leadership, Case Management, Senior Centers, and Transportation.	Standing meetings were held every two months with all provider network leadership. Standing monthly budget check-ins were implemented in July 2023 for all providers who provide multiple services with multiple funding sources to ensure spend down is kept on track. We held our first in person all day retreat with program staff and leadership of each of our 19 providers. Implemented our new quarterly programmatic meeting structure with case management, senior center/nutrition, and transportation programs. This new structure consists of separate committees for each of these programs and an overall quarterly meeting which encompasses all committees together.

AGING AND INDEPENDENCE SERVICES

8D – STRATEGIC PLANNING AND QUALITY

PURPOSE

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

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

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

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

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

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Engage with regional, state, and national stakeholders to bolster current partnerships, develop new relationships, and marshal existing and new resources to support a “well designed wellbeing.”	County and non-profit collaboratives were initiated with community-based engagement and outreach events occurring within the 10-county planning and service area within lower life expectancy census tracts. Initiatives regarding developing new relationships and marshaling existing and new resources are in development and ongoing.
Implement place, policy, and practice interventions for LBE by devising a creative public community engagement tool with consultant (Orange Sparkle Ball) to receive citizen input regarding the strategic framework.	A community engagement tool was devised in September 2022 and deployed in 2022 and 2023 to obtain place-based feedback and/or citizen input based on focus groups feedback within each of the 10 counties.
Provide updates to DAS and receive approval for the annual update of the Area Plan on Aging, as approved by the ARC Advisory Committee on Aging.	The SFY 24 Area Plan should be approved by the Division of Aging Services on January 11, 2024.
Inform public policy and advocacy and partnership development through creation and dissemination of policy briefs.	This deliverable included creation of county snapshot documents for each county. The snapshots provide information about select social and economic characteristics that vary between locations with the highest and lowest life expectancies within each metro Atlanta county. Consideration of these factors can inform strategies that help extend lifespans and improve quality of life. Policy briefs were moved to the 2024 calendar for revision and dissemination.
Perform monitoring of HCBS providers to substantiate regulatory compliance and provide corrective action plans, when necessary.	Phase 1 Monitoring was conducted August through December 2023. Services monitored include Senior Centers, Congregate Meals, Home Delivered Meals, and Food Prep Kitchen.

AGING AND INDEPENDENCE SERVICES 8E – BUSINESS OPERATIONS

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Expend 95% of organizational funds	95% Not Achieved - Expended 92%+ of Division of Aging Services Multi-Funded Aging Funding (meets agency KPI target of 90%).
Complete the internal audit process.	All deliverables have been met. No outstanding items.
Complete financial monitoring of grants and services for regulatory purposes.	Financial monitoring completed for grants and services within SFY23.

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

OVERVIEW

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

*MIP deferred to 2024.

2023 WORK PROGRAM TITLES

- 10.A.19.01 – Citizen Corps
- 10.A.19.02 – Maintain and Build Interoperability
- 10.A.19.03 – Planning
- 10.A.19.04 – Training
- 10.A.19.05 – Exercise
- 10.A.19.06 – Sustaining/Building Response Capabilities

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

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

01-CITIZEN CORPS

01– PLANNING

05 – ENDURING NEEDS

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Complete the equipment acquisition for Grant Years 2019, 2020, and 2021 for the regional Citizen Corps Program by September 30, 2023.	The grant years 2020 and 2021 were extended to May 31, 2024. The equipment acquisition for grant year 2019 was completed in 2023. The equipment acquisition for grant years 2020 and 2021 will be completed in 2024.
Support continuous CERT training to metro Atlanta citizens by providing 18 CERT Trainers in the Region by September 30, 2023.	The CERT Train the Trainer was held at the Cobb County training facility on September 12-14. Twenty- three people were certified to provide CERT training.

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

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Sustain the strategic goal of interoperable communications through continuous training and testing on the radio system.	Testing of the interoperable communication system was completed during the Full-Scale Exercise in October 2023. The HSEP completed and distributed a training video in the region to assist in implementing the new Critical Connect cloud-based system.
Maintain and continue enhancing a unified, region-wide situational awareness platform that permits incident management & interface, resource/asset mapping, allocation, and improving information sharing.	HSEP has completed this project for 2023 by renewing the subscription to the WebEOC platform for incident management capabilities for the region.
Maintain collaboration and information sharing that provides a consistent message for any event that involves multiple jurisdictions and agencies.	Planning for this project will initiate in 2024, with the on-going program updates to WebEOC.

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

01 – PLANNING

04 – DOMESTIC VIOLENT EXTREMISM

05 – ENDURING NEEDS

PURPOSE

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

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Complete the bi-annual Threats and Hazards Identification Assessment (THIRA)/Stakeholders Preparedness Report (SPR). The THIRA/SPR is a FEMA requirement to assess risks and determine the level of capability.	The 2023 THIRA was updated and completed in December 2023.
Utilizing the assistance of consultants with planning, project management, training, and exercise expertise, enhance and expedite the work of jurisdictional partners, to ensure effective and efficient coordination and implementation of projects for the region’s homeland security and emergency preparedness programs.	In conjunction with the consultants, 166 UASI jurisdictional members and partners participated in nine training sessions, seminars, and presentations delivered by HSEP. The Full-Scale Exercise for the UASI jurisdictions was held in October 2023, and 400+ public safety personnel participated. Under the planning and project management projects, THIRA and the Integrated Preparedness Plan were completed. The Regional Mass Care Plan and the bi-annual review of the Regional Evacuation Plan will be completed in 2024.
Utilizing the after-action reports completed by the regions’ government agencies, medical and public health communities, and various response organizations, begin to develop a coordinated regional strategy for responses to a widespread chemical emergency.	Utilizing what was learned during the Full-Scale Exercise in 2023, the HazMat working group will identify training/resources to be initiated in 2024.

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

HSEP completed the Request for Proposals and received four responses. After evaluating all proposals, Georgia State University was selected to develop and provide a region-wide training and awareness program in 2024.

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

01 – PLANNING

02 – EMERGING THREATS

05 – ENDURING NEEDS

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Develop and support training by subject matter experts on various topics necessary to ensure that public safety teams have systematic training that builds or sustains capabilities consistent with the DHS Homeland Security Exercise and Evaluation Program (HSEEP).	HSEP delivered nine training sessions and seminars in Q3 and Q4, 2023.
Replace the Multi-Year Training and Exercise Plan MYTEP with the Integrated Preparedness Plan (IPP). The IPP is a new process implemented by FEMA to replace the MYTEP.	The IPP has been updated for 2023-2025 and is posted for UASI stakeholders on the UASI SharePoint site.
Develop training for first responders in newer tactics and treatment during a Mass Casualty Incident (MCI), such as the need for Rescue Task Forces to enter those areas not yet wholly secured to treat and recover the injured.	HSEP conducted the tactical emergency casualty care course from August 14-15 for 20 regional public safety personnel.
Incorporate training and exercise needs to assist local Emergency Management, Public Health providers, and associated departments in sheltering many evacuees for local and community-related emergencies.	The sheltering regional policy of evacuees during an emergency will be a project for the region's emergency managers, DPH, and the UASI working group and will begin in 2024.
Conduct active threat assessments to increase the population's awareness through training; and identify/address weaknesses in first responder preparedness with equipment, training, and exercises.	The After-Action Report (AAR) for the region's full-scale exercise is complete. The AAR Improvement Plan will guide HSEP in training and resources in 2024 and beyond.
Support the need for personal protective measures training and support for hazardous materials under manufacture, in transit, and at fixed sites in the region.	The AAR for the region's full-scale exercise is complete. The AAR Improvement Plan will guide HSEP in training and resources in 2024 and beyond.

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

The AAR for the region's full-scale exercise is complete. The AAR Improvement Plan will guide HSEP in training and resources in 2024 and beyond.

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

05 - EXERCISE

01 – PLANNING

05 – ENDURING NEEDS

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Conduct the activities of a Full-Scale Exercise with relevant jurisdictional partners that would test as many capabilities as possible among jurisdictional partners and stakeholders.	HSEP completed a Full-Scale Exercise for the region on October 19 with over 400 public safety personnel participating.

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

01 – PLANNING

04 – SOFT TARGETS/CROWDED PLACES

05 – ENDURING NEEDS

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Perform risk assessment in the Region of critical infrastructures.	There are currently no assessments being conducted in the region. HSEP will discuss this project with the Urban Area Working Group in 2024.
Enhance the law enforcement personnel and facility owners/managers' ability to identify ongoing and developing unmanned aerial systems threats and defend against those threats by funding a drone mitigation project.	The unmanned aerial system (drones) acquisition application is being edited and will be re-submitted for approval from FEMA/DHS in 2024.
Identify an advanced mapping resource that will provide assets location, identify capabilities, gaps, and staging preferences, and improve situational awareness in the region.	The Urban Area Working Group has sent this project back to the working group for recommendations on possible project(s) in 2024.
Maintain the Regional Evacuation Coordination Plan with the assistance of a consultant on an annual basis to determine if additional coordination and policy changes/recommendations are necessary.	The bi-annual review of the Regional Evacuation Coordination Plan was completed in July 2023.
Conduct training on the regional reunification/family assistance center framework that includes but is not limited to tools, resources, and job aids to implement Family Assistance Centers locally and nationally.	The AAR for the region's full-scale exercise is complete. The AAR Improvement Plan will guide HSEP in training and resources in 2024 and beyond.
Develop and implement the first of a multi-phase actionable plan for election security. Phase one is to develop an Election Security working group to identify and secure regional gaps/capabilities related to physical election security.	HSEP is collaborating with the Secretary of State to assess and develop an actionable plan for election security for grant years 2020, 2021, 2022, and 2023. The goal is to issue a subgrant award in 2024.

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

01 – PLANNING

02 – EMERGING THREATS (GY 20 & 21)

03 – SOFT TARGETS/CROWDED PLACES

04 – PLANNING (SOFT TARGETS ATTACKS & ELECTION SECURITY)

05 – ENDURING NEEDS

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Build new and sustain existing public safety capabilities by providing specialty equipment to law enforcement and first responders, crowd control equipment, and sustaining the cloud-based regional radio system and the regional crisis management communication system.	All procurements for equipment acquisition in FY 2023 are complete. All FY 2023 deliveries are complete. The remaining equipment delivery scheduled for FY 2024 will be completed by April 2024. The Critical Connect upgrade's final phase (subscription service) is complete, and final contract invoicing is expected in 2024.

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

01/03 – CYBERSECURITY

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Develop and implement a cybersecurity framework to include aligning with the NIST Cybersecurity Framework, establishing processes and procedures for cyber threat information sharing, developing a methodology, and executing a plan for providing cybersecurity training and exercises for members.	HSEP has agreed to conduct Cybersecurity penetration testing for UASI jurisdictions for three years. Phase one testing was completed in September 2023. Phase two is scheduled for March 2024 and 2025.
Develop and implement the first of a multi-phase actionable plan for election security. The first phase will assess the risk to election computers and voters’ registry security on a county-by-county basis.	HSEP is working with the Secretary of State to assess the risks to election security and will begin this project in 2024.

HOMELAND SECURITY & EMERGENCY PREPAREDNESS

05/06 – MANAGEMENT & ADMINISTRATION

PURPOSE

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

OTHER DELIVERABLES

DELIVERABLES	STATUS
Support the work of the policy board, advisory board, and four outcome-based committees and multiple working groups in meetings. Support will include but is not limited to preparing materials, identifying presenters, coordinating agenda topics, parking validations, meeting spaces, and providing essential meeting resources and notes scribes for all meetings.	HSEP has conducted two board and committee meetings for Q3 and Q4 2023.
Budget for various professional development programs, training opportunities related to grants management, emergency preparedness, project management, and technology for HSEP team members.	HSEP utilized funding to support professional development by attending the National Grants Management Association, the Emergency Management Association of Georgia, the National Homeland Security Conference), the International Emergency Managers of Association, and the THIRA/SPR Workshop in 2023.

ADMINISTRATIVE DEPARTMENTS

EXECUTIVE DIRECTOR & CEO

EXECUTIVE DIRECTOR & CEO

OVERVIEW

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

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

OBJECTIVES

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

DELIVERABLES

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

<p>Implement a plan to study electric vehicle charging infrastructure in the region.</p>	<p>During Q2 the agency applied for a multimillion – multiyear grant opportunity with the Federal Government to deploy a charging station plan and infrastructure in the Atlanta Metropolitan area. This grant was awarded to ARC in early 2024.</p>
<p>Develop 2024 Budget and Work Program.</p>	<p>The 2024 Budget and Work Program development process that began was successfully finalized in November. The 2024 Budget was adopted during the November 8, 2023, ARC’s Board meeting.</p>
<p>Create a 2023 legislative strategy for the Commission. Meet with individual legislators and committees throughout the year; monitor legislation that has a clear benefit to ARC and/or the region; conduct briefings and legislative meetings on issues of particular importance to the Commission; update the Commission on legislative activities.</p>	<p>The Government Affairs team had an active General Assembly Session.</p> <p>Coordinated Planning funding was secured and included at FY23 levels. The Metropolitan North Georgia Water Planning District received an annual appropriation of \$250K, also consistent with years past. Additionally, money for home- and community-based services (HCBS) and Alzheimer’s respite care was included in the final budget.</p> <p>While we were unable to secure additional Coordinated Planning funds for the agency and our counterpart Regional Commissions across the state, we did make significant progress in getting full restoration of that funding returned to 2012 levels. We are in excellent position to begin the process once again in earnest during the upcoming off season.</p>

FINANCE DEPARTMENT

FINANCE DEPARTMENT

PURPOSE

ARC's Finance Department provides comprehensive financial and performance 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 and evaluate agency wide operational performance.

MAJOR INITIATIVES AND PROGRAMS 2023

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

OTHER DELIVERABLES

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

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

GENERAL SERVICES DEPARTMENT

GENERAL SERVICES

PURPOSE

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

MAJOR INITIATIVES AND PROGRAMS 2023

MIP	DESCRIPTION	STATUS
Security & Access Enhancements	Facilitate security and access enhancements to the 15 th floor.	ON TRACK
Conference Center window treatments upgrade	Replace blinds and automatic shades to support better visibility and comfort during meetings.	CANCELLED*
Business Continuity Plan Update	Review existing plan and make revisions based on the agency’s re-organization.	OFF TRACK**
Copier/Printer Upgrade	Upgrade the agency’s network copiers and printers.	OFF TRACK***

*Funding for this project was redirected for another project.

**This project was determined to be revised and presented later.

***This project was deferred to 2024.

OTHER DELIVERABLES

DELIVERABLES	STATUS
Respond to staff requests/needs submitted via the General Services ticketing system and complete/close tickets in reasonable time frames.	Tickets were processed in a timely manner during the year. Requests were prioritized and addressed based on current operational procedures and protocols. A total of 344 tickets were closed/completed in CY 2023.

INFORMATION TECHNOLOGY DEPARTMENT

INFORMATION TECHNOLOGY DEPARTMENT

OVERVIEW

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

*MIPs moved to 2024.

OTHER DELIVERABLES

DELIVERABLES	STATUS
Enhance user and agency effectiveness and increase employee satisfaction, productivity, and usability by improving technical capabilities and access i.e., mobility, applications, automation.	Ongoing: Continue to review applications for SaaS and Cloud opportunities.
Use data as a Strategic Asset by creating Data Maps and framework for organizing the agency’s data information collection on-premises and in the cloud via inventory and tagging data.	Completed: Collaborated with each department to create a data map identifying where department and Agency data is located and ownership.

Ensure access and availability of information and systems that enable staff to make timely, informed decisions. Proactively monitoring systems for issues and downtime, moving data and systems to Cloud, ensuring proper permissions are set.	Continue to monitor agency systems for issues and usage utilizing software applications such as Greylog and Tenable.io. Review systems logs during monthly maintenance for issues. Continue to move data and systems to AWS Cloud.
Implement customer-service practices to provide technical support for both hardware, software and network technologies for all agency owned devices in the agency.	Upgraded completed and software deployed to all mobile devices.
Support client, server, and web-based applications across the agency for business users of technology in planning programs and agency administration applications, integration, and development implementation.	Collaborated with other departments to determine the best approach for purchasing hardware\software. Continue to provide departments help in creating and reviewing RFP's and contracts for best fit.
Update Information Technology Strategic Plan and Service Catalog to match Information Technology core disciplines.	Completed the 2023-2025 IT Roadmap.
Update internal SharePoint site that will allow internal and external customers to share data.	Updating site to latest version. Collaborate with other departments to create internal and external users' sites. A complete refresh of the SharePoint site scheduled to be completed by Q4 2024.
Create knowledge sharing opportunities, utilizing the IT Committee, surveys, and Groups visits.	Creation of AI committee to review usage of applications such as ChatGPT.
Protect the integrity of the agency's information and IT assets by strengthening our cybersecurity posture, to include creation of Cyber Team, Tabletop Exercises, long-term Risk Assessment partnership and staff training.	Deploy monthly Phishing exercises, quarterly training, and monthly newsletters.
Establish and employ streamlined policies and governance processes that align IT solutions with customer expectations and mission requirements. Set technology purchase standards for hardware and software.	Not Started.
Review new trends and emerging technologies which could be used to enhance the Agency's technology posture.	Continue to review new technology to determine benefits and fit within the agency. Updated several applications to add more functionality and enhance user productivity. Communicating with ARC staff on use of generative-AI as part of an evaluation of benefits and risks.

EXTERNAL AFFAIRS & STRATEGY DEPARTMENT

EXTERNAL AFFAIRS & STRATEGY DEPARTMENT

OVERVIEW

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

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

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

2023 WORK PROGRAM TITLES

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

EXTERNAL AFFAIRS AND STRATEGY

23A – EXTERNAL AFFAIRS

OTHER DELIVERABLES

DELIVERABLES	STATUS																				
<p>To support development of Atlanta Region’s Plan and Regional Transportation Plan, provide strategic communications support that includes development of a strategic communications plan, media relations outreach, website updates, and social media, in 2023.</p>	<p>2023 after the MPO Recertification process, we began to transition away from the name “Regional Transportation Plan” to now the “Metropolitan Transportation Plan” (MTP) in accordance with the Federal Highway Administration. This change was made in all collateral and digital media for the agency.</p> <p>Completed Phases 1 and 2 of the Metropolitan Transportation outreach plan which included development of strategic communications plan, survey outreach plan, website updates, and social media activities. ARC garnered more than 70,000 touchpoints from across the region, leveraging several surveys and plans.</p> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p style="text-align: center; margin: 0;">SUMMARY OF PARTICIPATION TOUCHPOINTS RELATED TO PLAN INTEGRATION</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #2c5e8c; color: white;">PLANS AND INITIATIVES</th> <th style="background-color: #2c5e8c; color: white;">TOUCHPOINTS</th> </tr> </thead> <tbody> <tr> <td>Comprehensive Transportation Plan (CTP) Program</td> <td style="text-align: center;">43,788</td> </tr> <tr> <td>Regional Safety Strategy*</td> <td style="text-align: center;">163*</td> </tr> <tr> <td>Transportation Demand Management Plan</td> <td style="text-align: center;">4,480</td> </tr> <tr> <td>Live Beyond Expectations Plan</td> <td style="text-align: center;">1,187</td> </tr> <tr> <td>MTP Survey</td> <td style="text-align: center;">3,664</td> </tr> <tr> <td>MAS Survey</td> <td style="text-align: center;">4,852</td> </tr> <tr> <td>Virtual Webinar Series</td> <td style="text-align: center;">6,257</td> </tr> <tr> <td>IIJA Database, Webinar and Newsletter</td> <td style="text-align: center;">6,926</td> </tr> <tr> <td>Total Touchpoints</td> <td style="text-align: center;">71,317</td> </tr> </tbody> </table> <p style="font-size: small; margin-top: 5px;">*Very narrowly defined engagement approach that focused on people who were directly engaged in decision-making that affects transportation safety</p> </div> <p>In addition, ARC staff engaged with municipalities through the ARC Regional Communicators Alliance to educate them on the effort. OEA staff supported about a dozen MTP Presentations that ARC leadership delivered at County Commission and City of Atlanta</p>	PLANS AND INITIATIVES	TOUCHPOINTS	Comprehensive Transportation Plan (CTP) Program	43,788	Regional Safety Strategy*	163*	Transportation Demand Management Plan	4,480	Live Beyond Expectations Plan	1,187	MTP Survey	3,664	MAS Survey	4,852	Virtual Webinar Series	6,257	IIJA Database, Webinar and Newsletter	6,926	Total Touchpoints	71,317
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	committee meetings, including developing PowerPoints and messaging points.
Provide strategic communications support through the end of 2023 for the Infrastructure Investment & Jobs Act, including monthly email updates, media relations, and executive communications.	Created the initial program's website look and feel. Currently monitor and update the website regularly, send monthly newsletter to email sign-up list. Updated IJA messaging in 53 executive leadership presentations through December 31.
Produce at least ten What's Next ATL e-newsletters during 2023 that highlight ARC's regional impact and explore key regional issues.	Produced three WNATL e-newsletters through June 30; the newsletter went on hiatus in Spring due to staffing issues, will restart in Q3.
Provide strategic media relations support through 2023 to promote ARC's regional relevance and local impact.	Facilitated 91 pro-active and reactive media engagements through December 31; provided strategic messaging guidance and counsel on South River Forest issue; and generated coverage of MTP Survey.
Execute thought leadership campaign for ARC leadership through 2023, including speeches and presentations, interviews, op-eds, by the end of 2023.	Developed 53 presentations for executive leadership team delivered at events across metro Atlanta; secured interview on WABE's Closer Look as well as a plethora of media engagement from the CEO's State of the Region address through December 2023.
Deliver State of the Region event in fall of 2023.	State of the Region event was held on October 27 and was a sold-out event of more than 1,600 attendees. ARC's keynote speaker was US White House Advisor Mitch Landrieu. In addition, there were two What's Next ATL Speakers: Misty Martin and Amol Naik who shared their experiences and a call to action on workforce development and internet accessibility.
Support the production of a content-specific spring 2023 event (Workforce or Transportation).	On April 19, ARC hosted Building Georgia: A Workforce Partnership Summit designed to bring employers, education and training professionals and local governments to discuss the existing infrastructure labor shortages across the state and discuss potential solutions. In Q3 and Q4, the Building Georgia effort was successful in garnering support.
Produce a Legislative Briefing event in February 2023.	This was completed on February 1 and was extremely successful. In fact, it was the most widely attended event in the history of our legislative briefings, drawing attendees from state and federal offices and more than 30 actual legislators that attended for all or most of the program. In total, we had more than 80 attendees and the feedback regarding the event was overwhelmingly positive.

EXTERNAL AFFAIRS AND STRATEGY

23B – FEDERAL & STATE GOVERNMENT AFFAIRS

PURPOSE

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

OTHER DELIVERABLES

FEDERAL

DELIVERABLES	STATUS
Complete Mid-Term Elections report for staff, agency leadership and the Board.	Mid-Term Elections Report was completed.
Develop one master Federal Engagement Plan document to guide work in 2023.	Continued to update periodically through Q3 & Q4.
Engage Federal offices, including Federal Agencies (e.g., US Department of Labor), on ongoing formula funding disparities for both workforce development and aging services to affect change.	Completed and ongoing.
Conduct bi-weekly internal stakeholder calls to update staff and leadership and coordinate routine meetings with Legislators and Legislative Staff for the purposes of policy briefings or legislative guidance.	Completed and ongoing.

STATE

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

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

GENERAL COUNSEL & COMPLIANCE

GENERAL COUNSEL AND COMPLIANCE

OVERVIEW

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

*MIP was moved to 2024.

THEIR DELIVERABLES

DELIVERABLES	STATUS
Outside counsel contracts.	Contracts signed after a successful solicitation in January.
Staffing of the Office.	Office was fully staffed as of July 2023.
Updated Purchasing and Procurement Policy, Travel and Reimbursement Policy, Personnel Policy, and other operational policies as needed.	Policy updates were put on hold to prioritize change management in the agency. Drafts have been completed and will be finalized in 2024.
Revised Standards of Ethical Conduct.	On hold until 2024.
Revised boilerplates for all major funding sources.	Managing Attorney hiring and onboarding completed. Project to be completed Q1 2024.
Contract management system recommendations and project implementation plan.	Contract Management system recommendations were researched and referred to IT. System development placed on hold pending third party ERP assessment in Q1 2024.

HUMAN RESOURCES DEPARTMENT

HUMAN RESOURCES DEPARTMENT

OVERVIEW

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

MAJOR INITIATIVES AND PROGRAMS 2023

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

*This MIP was moved to 2024.

OTHER DELIVERABLES

DELIVERABLES	STATUS
Overview and assessment of current compensation structure and philosophy to align with the market and remain competitive (Q1-Q2 2023).	Overview and assessment of current compensation structure and philosophy is complete and served to springboard a formal Classification and Compensation and Equity Study. Both studies were completed by project deadline and the findings from both studies will be fully implemented by August 2024.
Seamless and integrated HRIS system to support human resource functions and end-users through finalization of implementation of recruiting module (Q2-2023).	The goal is to further enhance seamless and integrated HRIS systems through the implementation of the Insight Recruitment module. All testing and end-user training is complete.

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