

# 2011 Strategy



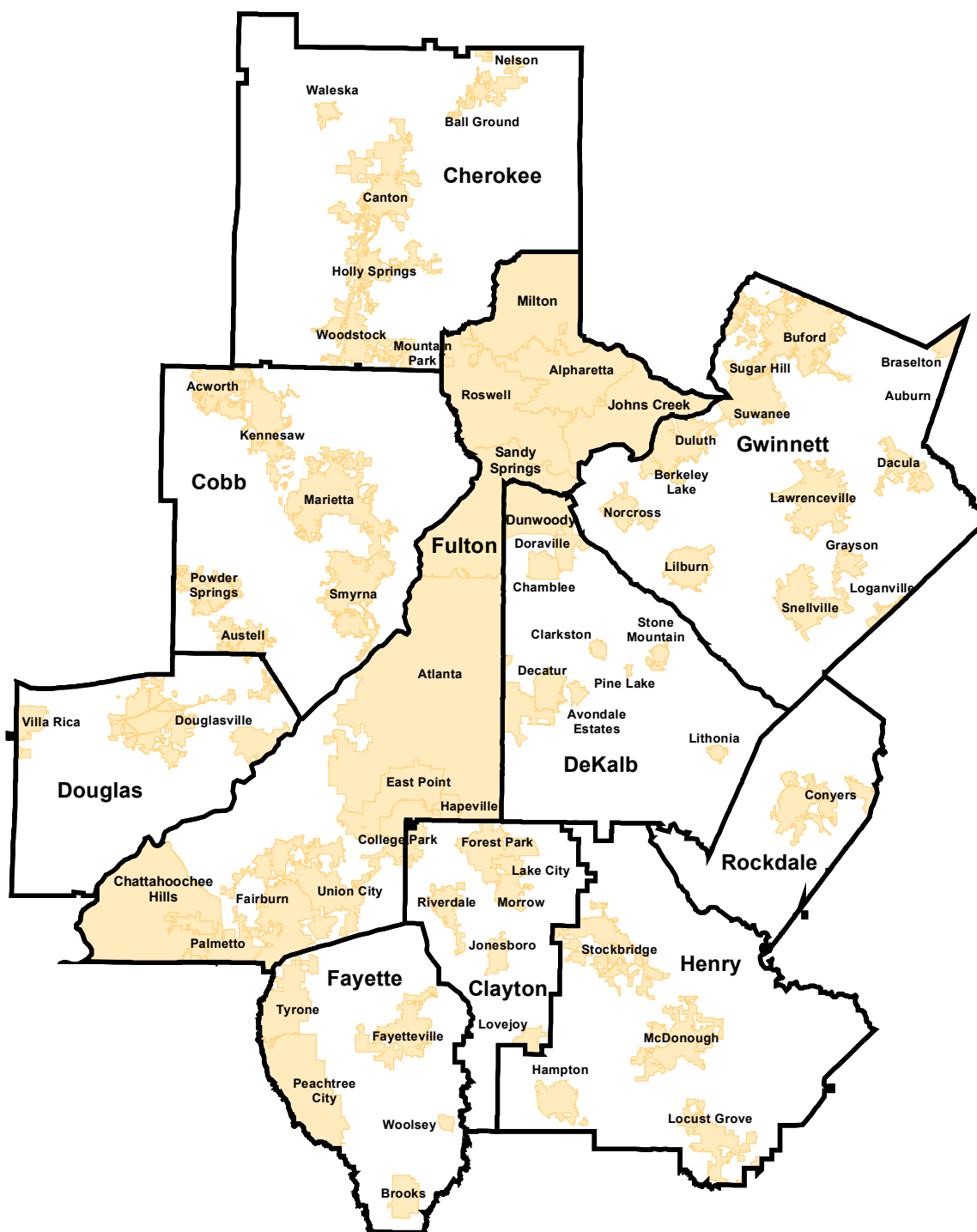
**Strategy 2011**  
**Atlanta Regional Commission**  
**Annual Work Program and Budget**

**February 23, 2011**





# The Atlanta Region



The Atlanta Regional Commission ("ARC") created in 1971 by local governments of the Atlanta Region, includes Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties and 67 municipalities including the City of Atlanta. ARC is the regional planning and intergovernmental coordination agency for the Region. It is also the forum where the Region's leaders come together to solve mutual problems and decide issues of regionwide consequence. ARC is supported by local, state and federal funds. Board membership on the ARC is held by 23 local elected officials, 15 private citizens and one non-voting member appointed by the Board of the Georgia Department of Community Affairs.

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







## MEMORANDUM

**DATE:** February 23, 2011

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

**FROM:** Charles Krautler, Director

**SUBJECT:** 2011 Work Program and Budget

Enclosed is *Strategy 2011*, ARC's Work Program and Budget for calendar year 2011, as adopted by the Commission on December 1, 2010.

The 2011 Work Program and Budget is the Commission's proposed official policy regarding allocation of the Commission's financial and staff resources during 2011. During its development, it was submitted for review by proposed funding agencies to secure their agreement to finance appropriate parts of the program. The adopted Work Program and Budget represents only those funding agreements presently in place or anticipated during the year.

If you have comments or questions, please send them to me in writing via mail, fax (404 463-3205) or e-mail ([ckrautler@atlantaregional.com](mailto:ckrautler@atlantaregional.com)).



# COMMISSION MEMBERSHIP 2011

As of 2/01/11

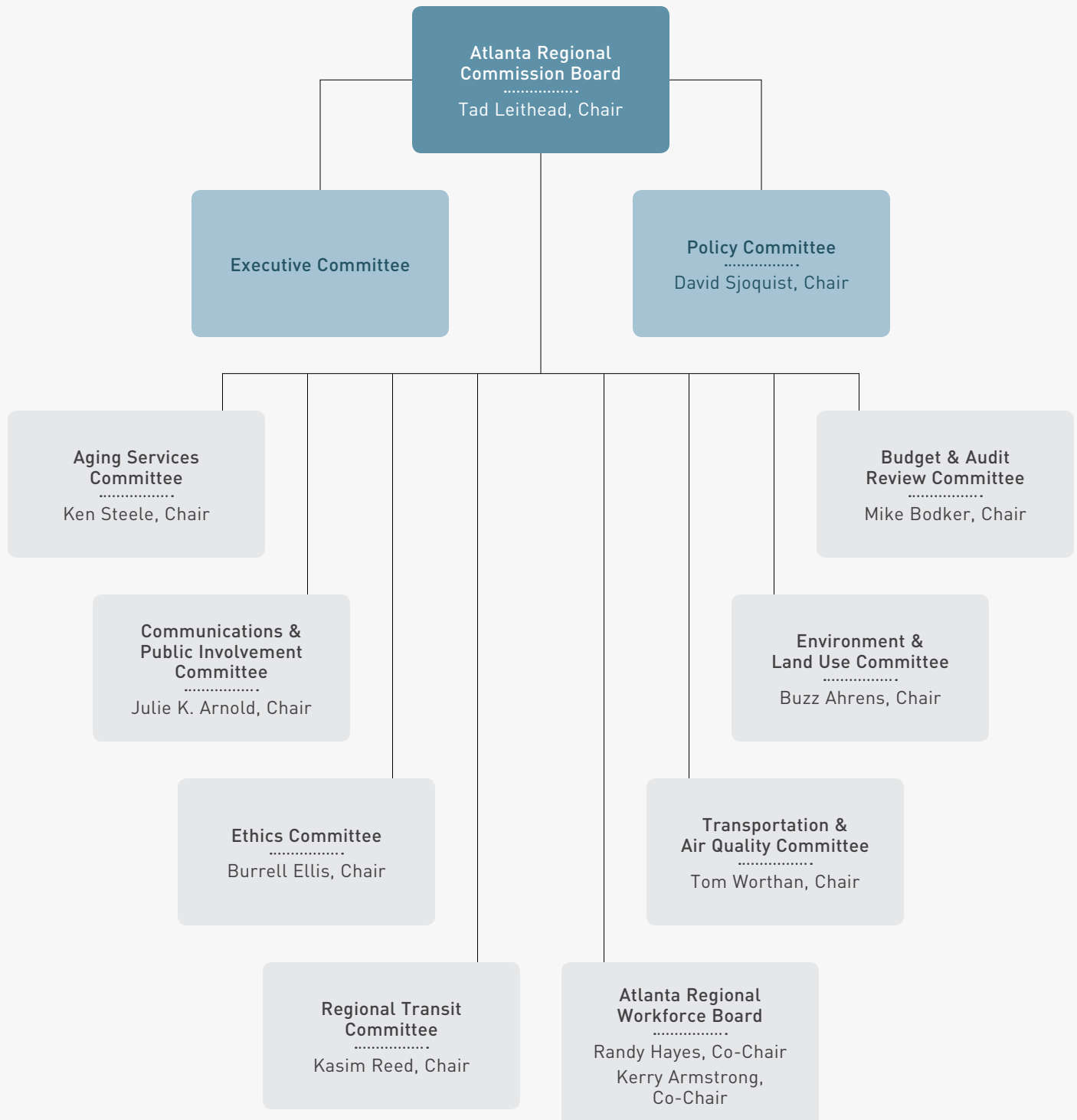
<b>OFFICERS</b>	Tad Leithead Chair	Burrell Ellis Secretary	Judy Waters Parliamentarian
	Buzz Ahrens Vice Chair	Mike Bodker Treasurer	
<b>PUBLIC MEMBERS</b>	City of Atlanta	Kasim Reed Mayor	H. Lamar Willis Councilmember
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	Clayton County	Eldrin Bell Commission Chairman	Willie Oswalt Mayor, City of Lake City
	Cobb County	Tim Lee Commission Chairman	Mark Mathews Mayor, City of Kennesaw
	DeKalb County	Burrell Ellis Chief Executive Officer	Bill Floyd Mayor, City of Decatur
	Douglas County	Tom Worthan Commission Chairman	Mickey Thompson Mayor, City of Douglasville
	Fayette County	Herbert E. Frady Commission Chairman	Ken Steele Mayor, City of Fayetteville
	Fulton County	John Eaves Commission Chairman	Mike Bodker Mayor, City of Johns Creek and Ralph Moore Mayor, City of Union City
	Gwinnett County	Shirley Lasseter Commission Chairman	Bucky Johnson Mayor, City of Norcross
	Henry County	Elizabeth "BJ" Mathis Commission Chairman	Lorene Lindsey Mayor, City of Locust Grove
	Rockdale County	Richard A. Oden Commission Chairman	Randy Mills Mayor, City of Conyers
<b>MEMBERS AT LARGE</b>	Todd Ernst District 1	C.J. Bland District 6	Tad Leithead District 11
	Gene Hatfield District 2	Vacant District 7	Eddie Moore District 12
	Kip Berry District 3	Judy Waters District 8	Rob Garcia District 13
	Aaron Turpeau District 4	Kerry Armstrong District 9	Dan Post, Jr. District 14
	Dave Sjoquist District 5	Julie Keeton Arnold District 10	Dennis Burnette District 15
<b>NON-VOTING MEMBER</b> (Appointed by Georgia Department of Community Affairs)			Tread Davis, Jr.
<b>DIRECTOR</b>			Charles Krautler





# Current Atlanta Regional Commission Committee Structure

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# 2011 WORK PROGRAM AND BUDGET

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# Executive Summary





**VISION: The Atlanta Regional Commission is the regional leader in identifying values, developing policies and executing action plans that matter to residents and communities, that ensure competitive advantage and that preserve long term sustainability.**

**MISSION: The Atlanta Regional Commission will demonstrate professional and forward looking leadership to ensure sustainable growth and competitive advantage by focusing and balancing Environmental Responsibility, Economic Growth, and Social Needs.**

## **INTRODUCTION**

*As the official regional planning agency for the 10-county metropolitan Atlanta region, the Atlanta Regional Commission (ARC) has experienced significant growth and change throughout its 63-year history. During the past few decades, in particular, as the Atlanta region has experienced explosive growth, ARC has faced both opportunities and challenges in preparing for the continued progress of this dynamic area.*

*The Atlanta region crossed the 4.1 million people as of April 2010 and was the fastest growing region in the United States since 2000. The next quarter century will bring continued growth as the Atlanta Region expands to more than 7 million people by the year 2030. As the region works to build the services, systems, infrastructure improvements and programs to maintain and enhance our quality of life, ARC will face challenges as never before. But, with those challenges comes even greater opportunities to lead the region and attain greater quality, progress and prosperity. The time is right for ARC to become a stronger leader in the region and to affect positive change for today and tomorrow.*

## **SHAPING THE FUTURE**

For the next three years ARC's strategic directions will shape a work program that serves the citizens of the Atlanta Region on many fronts. The agency will continue 1) serving as a convener for regional solutions; 2) developing a network of regional leaders; 3) excelling at comprehensive regional planning; 4) engaging the public in the regional planning progress; 5) sharing regional information resources and 6) employing cutting-edge communication technology.

To help create a better quality of life for tomorrow and build a regional vision, ARC will use its influence and resources to:

- Reduce congestion, increase mobility, clean the air and advocate for transportation implementation funding.

- Promote the development of “livable communities” by creating tools to link land use practices with transportation investments and evaluate growth management principles.
- Create “Lifelong Communities” for seniors to remain independent in their homes and communities for as long as possible and establish a seamless, coordinated system of services to support the effort.
- Maintain a skilled workforce through an array of development programs, covering re-training for unemployed workers, job training for low-income citizens, summer job programs for youth, targeted training in areas where businesses have a labor skill shortage and aligning workforce services with economic development policies and strategies.
- Promote green communities, protect the region’s river corridors and plan and advocate for water conservation and clean water.
- Build a regional vision and articulate the “big picture”.
- Provide opportunities for citizens to participate in the regional policy development process and interact with decision-makers.
- Broaden the involvement of public and private stakeholders in regional initiatives.
- Assist local governments in improving their services to constituents by offering training and technical assistance to staff, citizen volunteers and elected officials.

## **REGIONAL RESOURCE**

The Atlanta Regional Commission has multiple legal designations that are a resource to local governments and the community. Those designations are: 1) Georgia Regional Commission, 2) Metropolitan Area Planning and Development Commission, 3) Metropolitan Planning Organization (MPO) for Transportation Planning, 4) Area Agency on Aging (AAA), 5) Administrative and Fiscal Agent for the Atlanta Region Workforce Board (Area 7), 6) Planning and Staff Support for the Metropolitan North Georgia Water Planning District, 7) Appalachian Regional Commission – Local Development District (LDD), 8) U.S. Bureau of Census – State Data Center Affiliate, 9) Federal Programs Intergovernmental Review Clearinghouse, and 10) U.S. Department of Commerce - Economic Development District.

The multiple designations allow ARC to serve as a forum for deliberation, information, and action. (The following map defines ARC’s geographical planning regions).

## **CONCLUSION**

The Atlanta region is proud of the social and economic advances that earned it a reputation as one of America's best places to live, work and play. The Region's future successes will depend upon regional leadership, creative and practical problem-solving and constructive compromise where there is a disagreement over goals, ideas, and solutions. The Atlanta Regional Commission is diligently working with citizens, local governments, business and community leaders, as well as public and private planning partners to create the civic will for regional stewardship and community-building.

A work program overview follows.



# The Atlanta Region

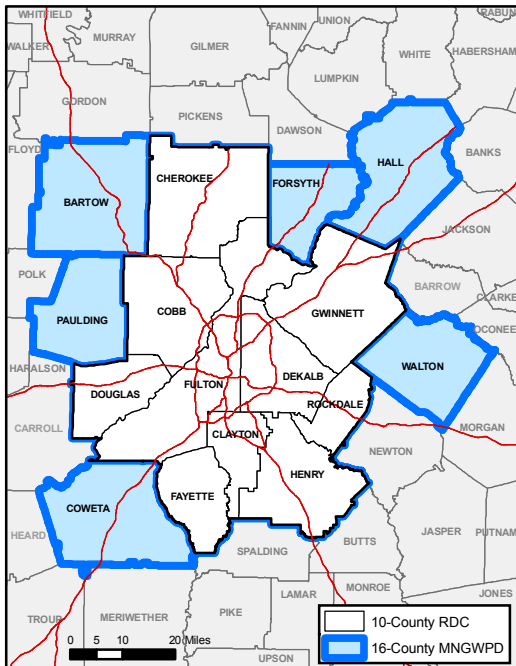
Atlanta Regional Commission  
40 Courtland St. NE  
Atlanta, Georgia 30303  
404-463-3100  
[www.atlantaregional.com](http://www.atlantaregional.com)

## State of Georgia Regional Development Centers

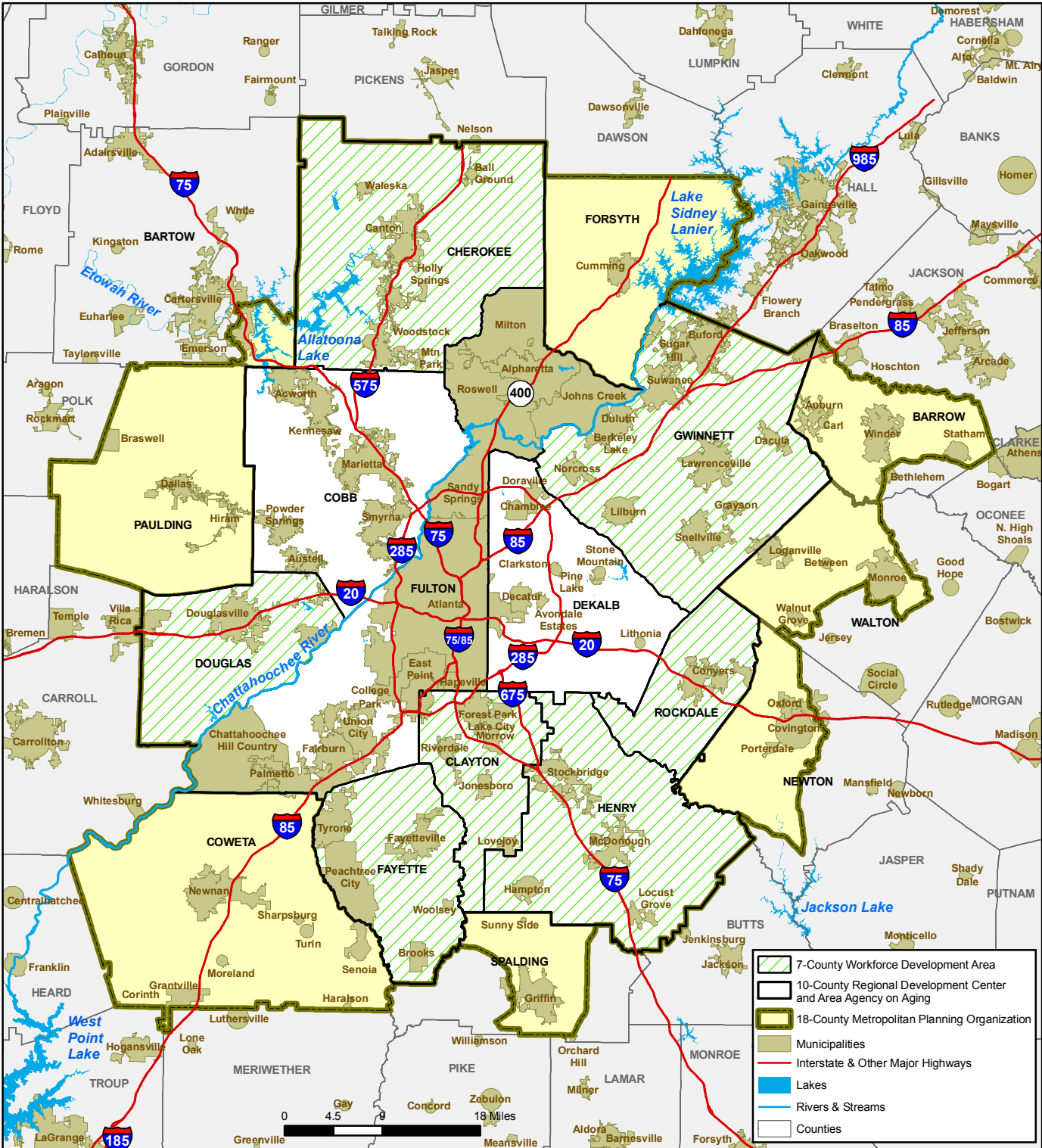


The Atlanta Regional Commission is one of 16 Regional Development Centers (RDCs), as currently established by the Board of the Department of Community Affairs according to OCGA 50-8-30, in which the State of Georgia is authorized to create RDCs to assist local governments, to assist local governments, and promote the essential public interests of the state and its citizens. RDCs are multi-county planning and development agencies serving municipal and county governments, providing professional technical assistance to state and federal agencies as well as to local governments. The RDCs provide a wide range of quality services to their clients, including but not limited to: comprehensive planning, land use development, historic preservation, aging services, revolving loan funds, business retention and development, affordable housing, global telecommunications and technology, geographic information systems and disaster mitigation planning.

Metropolitan North Georgia Water Planning District



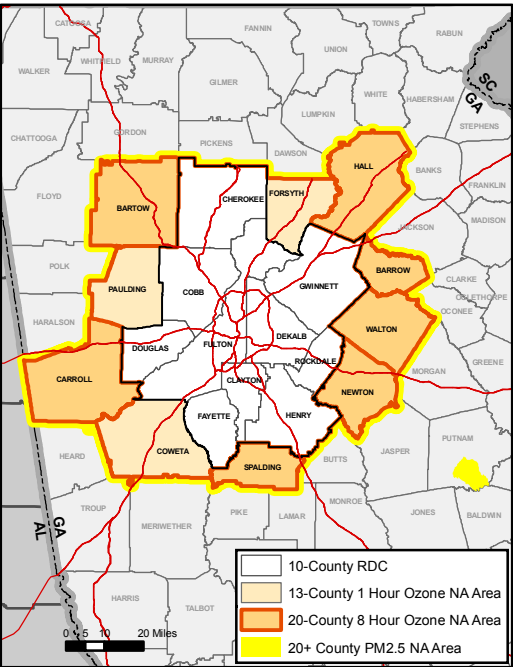
This map represents the boundary of The Metropolitan North Georgia Water Planning District, which provides water resource plans, policies and coordination for metropolitan Atlanta. The District has developed regional plans for stormwater management, wastewater treatment and water supply and water conservation. The 16-county Water Planning District includes the 10 counties in the RDC plus six additional counties (Bartow, Coweta, Forsyth, Hall, Paulding & Walton). For more information please consult [www.northgeorgiawater.org](http://www.northgeorgiawater.org).



This map represents ARC's Workforce Development Area (WFD), Regional Development Center (RDC), Area Agency on Aging (AAA) and Metropolitan Planning Organization (MPO) boundaries which are defined as follows:

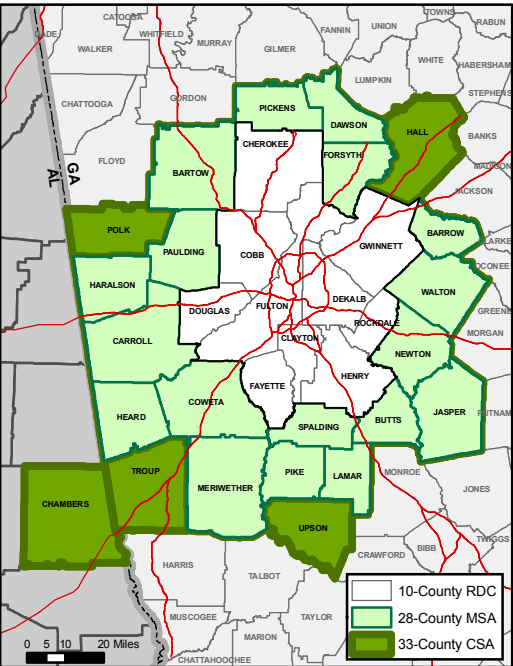
- The Workforce Development Area (WFD) is a seven-county area created by agreement of county chief-elected officials, administered by the Atlanta Regional Commission and funded for training and employment activities under the federal Workforce Investment Act (WIA). For more information on ARC's Workforce Development programs and services please consult [www.atlantaregional.com/workforce/workforce.html](http://www.atlantaregional.com/workforce/workforce.html).
- The Regional Development Center (RDC) is a 10-county area designated by State law to be the area-wide planning agency for all federal and state programs which require or encourage area wide planning. Programs and services provided by ARC to the region include comprehensive planning (transportation, environmental and land use planning), research and information processing, review of local development, community services (workforce development, social services to the elderly, services to local governments), leadership development and community outreach. For more information on ARC's programs and services please consult [www.atlantaregional.com](http://www.atlantaregional.com).
- The Area Agency on Aging (AAA) is a 10-county area funded by the Department of Human Resources and designated by the Older Americans Act to plan for the needs of the rapidly expanding group of older citizens in the Atlanta region. It is part of a statewide network of 12 AAAs and a national network of more than 670 AAAs. For more information on aging services please consult [www.ageswisecommconnection.com](http://www.ageswisecommconnection.com).
- The Metropolitan Planning Organization (MPO) is an 18-county area federally-designated for regional transportation planning to meet air quality standards and for programming projects to implement the adopted Regional Transportation Plan (RTP). The MPO planning area boundary includes the 10-county RDC and eight additional counties (Coweta, Forsyth, Paulding and parts of Barrow, Bartow, Newton, Spalding and Walton). This boundary takes into consideration both the current urbanized area as well as areas forecast to become urbanized through the year 2030.

## U.S. EPA Non-Attainment Areas



This map represents each of the air quality non-attainment area (NA) boundaries that affect the Atlanta metro area. The 13-county non-attainment area for the one-hour ozone standard, in place for the last 15 years, was revoked in 2005. A revised, more stringent eight-hour ozone standard is now in place, resulting in an expansion of the Atlanta non-attainment area to include 20 counties. In addition, a new fine particulate matter standard (PM<sub>2.5</sub>) is now in place. The non-attainment area under this standard includes the 20-county, eight-hour ozone nonattainment area, plus a small portion of Heard and Putnam counties.

U.S. Census Bureau Statistical Areas



This map represents the expanded Atlanta Metropolitan Statistical Area (MSA) from its previous 20-county area to a 28-county "Atlanta-Sandy Springs-Marietta" MSA. The larger 33-county "Atlanta-Sandy Springs-Gainesville, GA-AL" Combined Statistical Area (CSA) includes the 28 counties of the MSA, along with the Gainesville (GA) MSA and the micropolitan statistical areas of Cedartown, LaGrange and Thomaston (GA) plus Valley (AL). The U.S. Office of Management and Budget (OMB) defines CSAs, MSAs and the smaller micropolitan statistical areas nationwide according to published criteria and applies them to the U.S. Census Bureau data. These various statistical areas are useful for a number of purposes, including the analysis of adjacent communities having a high degree of economic and social integration, often illustrated in high rates of commuting from the adjacent areas to job locations in the core. For more information, please consult <http://www.census.gov/population/www/estimates/metrodof.html>.



# Work Program Overview





**DEPARTMENT OF COMPREHENSIVE PLANNING  
FY 2011 WORK PROGRAM SUMMARY**

**RESEARCH – BASE DATA FOR PLANNING & GIS**

- Data Collection and Estimation
  - Produce and publish year 2011 estimates of population for the 10 Atlanta Region counties
  - Produce and publish year 2011 estimates of employment for the 10 Atlanta Region counties
  - Complete and publish 2011 population and 2011 employment estimates for 10 non-member counties to support small-area forecasting for an expanded 20-county study area
  - Maintain the LandPro dataset for the 20 Atlanta Region forecast counties
  - Maintain a 20-County street data set for planning purposes
  - Maintain the Community Facilities dataset to meet State Planning Contract requirements
  - Maintain the City boundary dataset
  - Complete the development of the new Population and Employment Estimates Model
- Long Range Forecasting
  - Maintain the REMI regional forecast model
  - Complete the 4th Phase of the PECAS spatial economic allocation model development
- Agency Support
  - Support ongoing planning activities of the Land Use and Transportation Divisions
  - Provide technical support for the water planning efforts of the Environmental Planning Division
  - Provide technical support for the planning efforts of the Aging Division
  - Advise other divisions regarding statistical techniques and data resources
  - Support the Plan 2040 planning effort
  - Provide GIS and data resource training
- External Support
  - Respond to public information requests
  - Maximize the visibility and public value of ARC's data resources. This includes working with the Community Foundation, the Regional Housing Partnership and other organizations to share data

- Serve as the managing partner for the Neighborhood Nexus community information system
- Update items on ARC website to incorporate new data products as they are released
- Complete the 4th phase of the implementation of the web query tool to access demographic data
- Continue to improve the ArcGIS Server web mapping application. Deploy three additional website instances
- Continue to produce Regional Snapshots, the Quarter, the Cities and Towns Report, and Regional as resources permit
- Update socioeconomic data about the region that can be readily inserted into the Agency's varied presentations
- Lead the Regional GIS Users Group meeting held three times a year
- Provide GIS training to local government staff

## **LAND USE PLANNING**

- Complete development of Plan 2040 Regional Plan
  - Complete Regional Implementation Strategy document
  - Complete activities as outlined in Stakeholder Involvement Program (SIP)
  - Complete the updated Unified Growth Policy Map (UGPM)
  - Ensure Commission transmittal of documents as required Georgia DCA
- Plan 2040 Implementation Strategy
  - Assign staff and advance actions as to be determined by Commission in adoption of Plan 2040 Implementation Strategy
  - Advance understanding of Implementation Strategy to local governments and partner organizations
- Regional Commission (RC) Responsibilities
  - Undertake required regional planning responsibilities as outlined by Georgia DCA.
  - Provide planning assistance and training to local governments.
  - Review comprehensive plans under new planning standards
  - Review Developments of Regional Impact (DRI)
- Livable Centers Initiative (LCI) Program
  - Coordinate and facilitate completion of LCI transportation projects
  - Undertake new LCI studies and supplemental activities per 2009 Board resolution
  - Provide resources to LCI communities, conduct quarterly meetings and the Urban Marketplace and biennial LCI Report

- Develop LCI Breaking Ground reports and annual implementation event
- Regional Sustainability Program
  - Manage three year HUD Sustainable Communities Regional Planning Grant if selected for funding
  - Develop a Regional Sustainability Network made up of planning partners
  - Provide technical assistance, workshops and online resources to sustainability planning efforts
- Regional Resource Plan
  - Undertake implementation of Resource Plan in areas of focus supported by Commission
  - Support greenspace planning as requested by local governments
  - Annual update of protected greenspace database
  - Red to Greenfields program support
- Regional Housing Activities
  - Complete quarterly Regional Housing Forums with Steering Committee
  - Manage Regional Housing Resource Center with ANDP
- Support Transportation Planning Division (TPD)
  - Support development of Regional Transportation Plan (RTP)
  - Develop land use inputs for PECAS model
- ARC Committees
  - Support monthly Environment and Land Use Committee (ELUC)
  - Conduct monthly Land Use Coordinating Committee (LUCC) meetings
- Provide planning assistance to local governments
  - Undertake TOD support to local governments in MARTA rail service area
  - Conduct training and forums for local planning coordination
  - Develop program for small area charrettes
- Coordinate historic preservation and solid waste planning issues
- Coordinate ARC and Division activities as appropriate with the Livable Communities Coalition, Atlanta Neighborhood Development Partnership (ANDP), Urban Land Institute (ULI Atlanta) and other non-profit organizations, academic institutions and foundations on regional planning issues

## **ENVIRONMENTAL PLANNING**

- Chattahoochee Corridor Plan
  - Technical assistance and reviews
- Support for water managers group addressing tri-State water litigation and related water rights issues. Management of legal and technical assistance
- Participation in ACF Stakeholders
- Manage the Chattahoochee River/Lake Management System
- Support Metropolitan North Georgia Water Planning District Activities
  - Board support
  - Provide support to four technical committees and Basin Advisory Councils
  - Manage plan implementation activities, including proposed plan amendments
  - Assist local governments in implementing the 12 water conservation measures in the Water Plan
  - Public information education activities (includes Clean Water Campaign and I'm In Campaign activities)
  - Manage the regional Toilet Rebate Program
  - Manage District support services including finances, contracts and the District website and electronic newsletter
  - Representing the District in a variety of forums, including legislature, State water planning meetings, and various speaking opportunities
- Chattahoochee River Water Quality Project; continue WQ model runs as needed, involvement with trout stream issues and study
- Maintenance of Regional Stormwater Design Manual
  - Promotion, training, response to questions
  - Coordination of Meetings, Research topics/issues
- Manage ARC Green Communities program
- TMDL work (pending State funding)
- Conduct DRI and other reviews

## **TRANSPORTATION PLANNING**

### **Long Range Transportation Plan**

- Adoption of PLAN 2040 in July 2011

- Identification of candidate HB 277 projects
- Technical advisor to second airport study
- Provide planning support for P3 planning efforts, including the NW corridor and MMPT
- Provide planning support to GDOT for the State Freight Plan
- Begin 2015 Plan Update
- Set Performance measures and targets
- Continuation of CTP program
- Complete Regional Thoroughfare Plan, including the identification of potential follow-up corridor studies
- Actively manage the incorporation of project compilation efforts into the Aspirations/Study Database
- Actively participate in key transportation studies managed by local governments, CIDs, TMAs and other entities.
- Conduct quarterly Financial Planning Team meetings to monitor critical funding trends and seek input into updated funding forecasts and costing methodologies.
- Conduct quarterly meetings of the Freight Advisory Task Force
- Provide planning support to GDOT/SRTA/GRTA for the implementation of the I-85 HOV to HOT lanes conversion project
- Provide planning support to GDOT/GRTA for the implementation of the I-75/575 NW project
- Complete planning support provided to GDOT/GRTA for the *Revive I-285* DEIS
- Continue freight planning activities, including working with local governments to incorporate ASTROMAP recommendations into local planning efforts
- Develop and implement a regional freight-focused funding program as part of Plan 2040

### **Model Development**

- Complete household travel survey
- Complete final model run for PLAN 2040
- Continue with Activity-based model development & visualization
- Continue with Freight model development
- Continue with Managed lanes model development
- Incorporate 2010 Census results & TAZ delineations
- Interface with PECAS
- Interface with TRANSIMS
- 

### **Model Applications**

- Complete project evaluation for PLAN 2040
- Complete project evaluation for HB 277 candidate projects
- Refine evaluation methods
- Ongoing Data Management including publishing annual factbook
- Report on transportation aspects of 2010 census
- Safety Planning

- Safety Planning – Develop crash analysis ArcIMS site; integrate safety profile data into regional and local planning efforts

### **Air Quality Planning**

- Complete Conformity Determination Report for PLAN 2040
- Develop and use MOVES

### **On-going Congestion Management Process (CMP)**

- Ongoing Congestion Management Process activities
- Complete Strategic Regional Thoroughfare Plan
- Facilitate M&O Subcommittee and ITS work

### **Transportation Improvement Program**

- Adopt 2012-2017 TIP plus any other amendments
- HB 277 amendment process developed
- Finalize PLAN-IT database rebuild and undertake data migration from existing system
- Develop websites and on-line applications to support other work program activities
- Bike/Ped planning (additional detail follows)
- Program Implementation Oversight (this is probably more detailed than what's needed right now)
  - Breaking Ground Report, with conversion to online dashboard environment
  - Develop procedures to track and report on projects “cradle to grave”
  - Coordination with GRTA on SB 200 STIP reporting requirements
  - Development of implementation “team”
- Advance and increase the level of jurisdictional planning support provided to local governments and other stakeholders provided by ARC jurisdictional representatives
- Continue publication of bimonthly Transportation Spotlight newsletters
- Continue on-going Human Services Transportation Planning Efforts (also reflected under new “Transit” section)
- Continue providing transportation comments on DRIs

### **Bicycle/Pedestrian Planning**

- Develop project evaluation and selection processes for bicycle and pedestrian projects and programs for Plan 2040
- Conduct implementation oversight role for federally funded projects to ensure appropriate bicycle and pedestrian elements are included
- Conduct comparative analysis of existing bicycle facilities, planned projects, and Bicycle Study Network
- Develop guidance on ADA Transition Plans and integrate into the scope of the Comprehensive Transportation Plan Assistance Program.
- Conduct regular meetings of the Bicycle and Pedestrian Task Force (on quarterly basis or

- more frequent, as needed)
- Provide support for locally-initiated bikeability, walkability and safe routes to transit assessments as needed
- Coordinate with Research & GIS Division in collection of regional sidewalk data
- Provide trainings and other educational opportunities and outreach on bicycle and pedestrian topics of interest
- Create database of locally adopted bicycle and pedestrian friendly policies and ordinances, bike/ped plans, bike/ped studies

### **Public Involvement**

- Plan 2040 Outreach
- HB 277 Outreach
- Ongoing outreach
- Update Transportation Participation Plan
- PLAN 2040 PI Evaluation Report
- Website
- Social Equity
- Update and maintain web pages for all TPD program areas on a regular basis.

### **Administrative/External**

- Certification by July 2011
- HB 277 External Relations
- Committee Agendas
- Regular Reporting Requirements
- Review of MPO Boundary/UZA – result of 2010 Census
- Functional Classification update based on UZA
- Provide technical assistance to regional and state partners on potential transportation initiatives associated with 2010 state legislative session.
- Continue coordination with Land Use Division related to programming and project development activities under the Livable Centers Initiative (LCI) program.

### **Transit**

- Regional coordination -- Regional Transit Committee, TOS, Service Coordination Council
- Regional transit system planning -- Concept 3 modifications, Regional Bus Stop Inventory, regional fleet and facilities plans, support state rail planning, project level AA/NEPA support.
- Regional transit system governance -- Legislative Study Commission Report
- Regional Transit System Map update
- Regional transit system performance monitoring and reporting
- Human Service Transportation planning and coordination



## **TRANSPORTATION DEMAND MANAGEMENT (TDM)**

- Provide ridematching services for the 20-county nonattainment area
  - Application processing, data entry, geocoding
  - Validation and database maintenance
  - Reports to TDM community
  - Registrant communication, assistance and service
  - Research and measurement initiative reporting
- Conduct and report on comprehensive follow-up with participants
- Maintain the TDM Web site as a one-stop TDM information shop for the region
  - Ability for online, real-time matching (carpool, vanpool, bike, and transit) for a variety of trip types
  - Ability to match provide matching service to the region's parents as part of a regional SchoolPool program
  - Ability to provide dynamic, occasional matching for all types of carpooling
- Operate the regional telephone hotline (toll-free number)
  - Provide service on a 24 hour/7 day per week basis
  - Manage contract with service provider
- Manage TDM planning and program
  - Work with planning partners to review and revise regional TDM projects in the TIP to increase use of alternatives to single occupant commuting for a variety of trip types
  - Provide contractual management for employer services and outreach contracts
- Fund and administer a centrally-located regional Guaranteed Ride Home Program
  - Provide service on a 24 hour/7 days per week basis
  - Manage contracts with service providers
- Maintain mapping capabilities and assistance for vanpool formation
- Advocate for and coordinate regional TDM activities within ARC
- Participate in CMAQ special projects, such as construction mitigation efforts
- Partner with other divisions and departments within ARC to advocate for use of ridesharing for non-traditional purposes
- Partner with The Clean Air Campaign, local schools, and Board members in the promotion of a regional SchoolPool Program
- Maintain leadership role in regional Transportation Demand Management policy development and implementation
- Play an active role in research, development, and implementation of TDM promotional activities

**COMMUNITY SERVICES DEPARTMENT  
AGING SERVICES DIVISION  
FY 2011 WORK PROGRAM SUMMARY**

**AGING RELATED FEDERAL, STATE AND STATE FUNDED GRANTS.**

- Complete the FY 2012-2015 Area Plan on Aging.
- Review proposals and select grant awardees under the FY 2012 – 2015 Requests for Proposal issued in October 2010.
- Incorporate public input received through 2010 Older Americans Act Reauthorization Listening Session and Department of Human Services (DHS) and ARC Area Agency on Aging Hearing.
- Submit for approval the FY 2012-2015 Area Plan on Aging to DHS/Division of Aging Services (DAS).
- Execute contracts with selected grant awardees.
- Prepare and execute contract amendments.
- Provide, through contract, a continuum of services to older adults and their caregivers.
- Compile and submit monthly financial and programmatic reports to secure DHS/DAS reimbursement and disburse funds to contract agencies for services delivered.
- Evaluate and monitor the delivery of services for contract compliance.
- Provide technical assistance to ensure compliance and quality delivery of services.

**MEDICAID WAIVER PROGRAMS SERVING OLDER ADULTS AND PERSONS WITH DISABILITIES**

- Manage and serve as central intake point for the Community Care Services Program (CCSP) providing community based alternatives to nursing home care.
- Contract for the provision of care coordination services to individuals receiving CCSP services.
- Convene quarterly network meeting for service providers enrolled in CCSP

- Implement SOURCE Partners Atlanta (Service Options Using Resources in a Community Environment) program to provide enhanced primary care case management to frail, elderly and disabled Medicaid beneficiaries to improve their health outcomes.
- Contract for the provision of case management services to individuals receiving service through SOURCE Partners Atlanta.
- Convene quarterly network meetings for the SOURCE Partners Atlanta preferred provider network.

#### **SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM AND OLDER WORKER RELATED ACTIVITIES**

- Implement, through contract, the Senior Community Services Employment Program providing subsidized employment training placements for low-income older adults.
- Convene employer roundtable discussions about employment issues of an aging workforce.

#### **ACCESS SERVICES LINKING OLDER ADULT, PERSONS WITH DISABILITIES AND CAREGIVERS TO INFORMATION AND RESOURCES**

- Provide information and consultation services through Agewise Connection to assist older adults and their caregivers in making informed choices.
- Expand the Aging and Disabilities Resource Center as a component of Agewise Connection Information Services.
- Provide health insurance and prescription drug counseling through the GeorgiaCares Program.
- Expand outreach and education sessions to inform older adults and caregivers of services and resources through the Metro Atlanta Retired Senior Volunteer Program.
- Expand outreach, information and assistance to caregivers through the Caregiver Support Program, including “Powerful Tool for Life” session, and convening of CareNet, a faith -based coalition.
- Expand the ESP Aging and Long-term Care Database with resources for persons with physical disabilities, older adults and caregivers.
- Expand the numbers of ESP subscribers through continued marketing of the ESP database.

- Provide training and technical support for the ESP/CHAT web application.

## **HEALTH AND WELLNESS PROGRAMS FOR OLDER ADULTS**

- Convene the Healthy Aging Coalition to support a regional approach to health and wellness for older adults.
- Participate in the Atlanta Care Transitions Workgroup to promote and support safe transition from one health care setting to another.
- Incorporate care transition practices into information, care management and delivery of direct services to older adults.
- Expand the Atlanta Chronic Disease Self-Management Program using the Stanford University Model under ARRA grant funds distributed through the Administration on Aging.
- Implement SPARC (Sickness Prevention Achieved through Regional Collaboration) to increase access to and usage of clinical preventive services among older adults.
- Implement outreach and education initiatives to increase awareness of Medicare reimbursed diabetes screening through Medicare Diabetes Screening grants.
- Expand health and wellness programs in the neighborhood senior center network with the goal of transforming senior centers to health and wellness centers.

## **TRANSPORTATION OPTIONS FOR OLDER ADULTS**

- Serve as designated recipient for JARC and New Freedom human services transportation funds allocated to non-profit agencies.
- Develop and implement strategies to implement the five community based transportation options under the Senior Mobility Program, including Voucher Programs, Volunteer Driver Program, SeniorPool Rideshare, Travel Training and Walkable Community Assessments.
- Co-convene the Human Services Transportation Committee to promote transit needs of older adults and persons with disabilities, and coordination efforts among transit providers.

## **HOUSING OPTIONS FOR OLDER ADULTS**

- Provide technical assistance to local governments relative to zoning ordinances and planning for senior housing.

## **LIFELONG COMMUNITIES INITIATIVE**

- Provide staffing support for the development and implementation of Lifelong Mableton through the US Administration on Aging grant award.
- Provide presentations to promote the creation of Lifelong Communities that provide housing and transportation options, promote healthy aging and increase access to information and services.
- Provide technical assistance to local governments and Neighborhood Associations on all aspects of Lifelong Communities.
- Provide training on Lifelong Communities principles to planning staff and developers through the Community Planning Academy.

## **ADVOCACY AND SUPPORT FOR OLDER ADULT PROGRAMS AND SERVICES**

- Implement advocacy efforts with, and on behalf of, older adults in the region.
- Support the Thanks Mom and Dad Fund to provide financial support for aging programs.
- Develop business partnerships to implement and expand programs for older adults.
- Expand the Metro Atlanta Retired Senior Volunteer Program to provide civic engagement opportunities for older adults and to utilize their professional expertise and skills in implementing the aging services work program.

## **EDUCATION AND TRAINING PROGRAMS FOR AGING SERVICES PROFESSIONALS**

- Provide educational and training programs for the Atlanta Aging Network staff.
- To assist in the development and implementation of the Emory sponsored Atlanta Region Geriatric Education Center under a HIRSA grant.
- To coordinate, in collaboration with the Georgia Association of Area Agencies on Aging (G4A), enrollment in the Certificate in Aging offered by the Boston University Institute for Geriatric Social Work.

## DELETED

- Expand Support Options **Community Living Program** (formerly **Nursing Home Diversion**) **Grant** to prevent or delay admission of Medicaid admissions to nursing homes and implement consumer directed support options into DeKalb County.
- Provide support to the **Kinship Resource Network** with four County Based Aging Programs to continue providing support to grandparents raising grandchildren.
- Support current **Naturally Occurring Retirement Communities** (NORC ) and work with the Atlanta Housing Authority to develop new NORCS.
- Implement the **Linkage Project** funded through a ROSS grant (HUD) in three Atlanta Housing Elderly Highrise Communities: Marion Road, Cheshire Bridge and Piedmont Road.
- 888
- Client choice, caregiver cost share.
- ARGec

**COMMUNITY SERVICES DEPARTMENT  
WORKFORCE DEVELOPMENT DIVISION  
FY2011 WORK PROGRAM SUMMARY**

- Continue to provide ARRA Stimulus funded activities for Low Income Adults and Dislocated Workers
- Continue to align services with Economic Development, including the GDED and Chambers of Commerce. Continue to develop the Innovation Crescent, including initiatives in Biotechnology
- Continue to develop the Innovation Crescent, including expanding the industry network and Biotechnology career pathways in high schools
- Actively work on the Governors Work Readiness Initiative, including assisting counties with designation as Work Ready Communities and taking a leadership role in Work Ready Regions
- Manage Career Resource Centers throughout the region involved in providing quality job training services, including career advisement, job search and training services to regional citizens under the Workforce Investment Act
- Implement specialized services for displaced workers at companies facing closure or downsizing. Specialized services may include on-site transition centers
- Serve as the regional lead in the state-wide eligible provider listing, through evaluation of applications, review of performance and staffing of the regional ITA committee
- Serve as the regional lead in policy development, biotechnology, digital media entertainment and health care project development
- Continue to seek funding for implementation of High Demand Occupational Training expansions in sectors such as Information Technology, Life Sciences, and Digital Media Entertainment
- Provide the Atlanta Region with a one-call hotline number for information regarding Workforce Investment Act services
- Provide comprehensive youth programs and special summer youth programs to the region's youth through a variety of competitively-procured projects stationed in a variety of settings so as to pilot and model, as well as deliver, services. Programs include basic skills instruction, work experience, career plan development and workforce readiness, high school completion, dropout and diploma recovery, GED instruction and support, job placement and advanced training placement and support
- Support and coordinate, for efficient service delivery, youth development efforts funded by non-WIA resources, and support efforts in area communities to develop additional, non-WIA-funded youth development resources
- Continue development of the Georgia Digital Entertainment Media Work Region, including the Industry Network Career Pathways and Certified Work Ready Region

**COMMUNITY SERVICES DEPARTMENT  
GOVERNMENT SERVICES DIVISION  
FY2011 WORK PROGRAM SUMMARY**

- Develop and implement the 15<sup>th</sup> Leadership Involvement Networking Knowledge (LINK) trip.
- Develop and implement the 22nd Regional Leadership Institute (RLI) class.
- Partner with four local governments in the region to host four rolling Economic development meetings to network and share best practices.
- Offer one core Community Planning Academy course and a minimum of six one day workshops focusing on current planning trends, hot topic and challenges.
- Develop and implement an outreach strategy to market the online Atlanta region Community and Economic Development Resource Center.
- Implement 7th annual round of community choices local government implementation assistance.
- Assist local governments, as requested, with management and operations consulting issues including pay and class studies, executive recruitment and strategic planning.
- Coordinate the Management Development Program in partnership with the Carl Vinson Institute of Government.
- Conduct six courses for local government employees through the Local Government Training Institute.
- Expand the services offered to our local governments.



**OFFICE OF THE DIRECTOR  
FY2011 WORK PROGRAM SUMMARY**

- Implement the Commission's 2011 Work Program
- Provide support to the ARC Board and committees: Plan and conduct Commission meetings; Board Retreats and Working Sessions; facilitate membership on boards of national organizations and through leadership development.
- Provide support to the Board, its committees and task forces as it re-examines its mission, vision, roles and responsibilities, meeting and agenda structure and potential for implementation.
- Implement and track all recommendations from these task forces in coordination with other staff.
- Provide additional and targeted services to Commission members by serving as a catalyst and facilitator towards becoming a strategic Board by: Expanding Board involvement in agency programs and policy development;
- Assist the Board and its adjunct committees and task forces in expanding the way in which the community and ARC's stakeholder organizations and planning partners view the work of the Commission; Implementing recommendations of the Charter Review Committee and the Policy Committee; implementing the recommendations from the 2010 Work Session.
- Serve as liaison to the Georgia General Assembly and U.S. Congressional delegation: Create a 2011 legislative agenda for the Commission. Meet with individual legislators and committees throughout the year; introduce and work for passage of ARC legislation or 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 and the region; routinely update the Commission on legislative activities; involve the Board in legislative decisions at the state and federal level.
- Work with ARC partners and regional stakeholders to facilitate the process of debate and dialogue around a regional sales tax to support transportation projects.
- Provide staff support to the Metropolitan North Georgia Water Planning District.
- Develop strategic partnerships with external organizations to support collaborative work across agency divisions and leverage additional resources to further the agency's work plan.
- Expand involvement in national coalitions that advance the mission of the agency.
- Serve as a liaison to business and community leaders and organizations in minority and underserved communities to facilitate their involvement in ARC's planning processes, projects and special initiatives.

- Continue to work collaboratively with community and business leaders and organizations in minority and underserved communities and establish new partnerships to broaden their engagement in the agency's planning processes.
- Provide strategic direction, recommendations and policy guidance in support of ARC's Social Equity work program: develop and implement a strategic outreach plan for the transportation and land use plan update and other related agency initiatives, convene quarterly meetings of the Social Equity Advisory Group and the integration of their recommendations in the RTP/RDP plan; produce reports and briefings on social equity issues of significance to the Commission.
- Manage and coordinate implementation of Global Atlanta Works initiative to broaden the engagement of ethnically and racially diverse populations that will enhance the agency work: convene at least two meetings of Global Atlanta Works Advisory Committee; produce quarterly e-newsletter; and maintain updated website.

## **COMMUNICATIONS DEPARTMENT FY2011 WORK PROGRAM SUMMARY**

### **COMMUNICATIONS**

- Provide comprehensive communications services and strategies to ARC's diverse plans, programs and initiatives, as well as to the ARC Board of Commissioners – including editorial services, media relations, speechwriting, website content, presentations and other communications strategies and tools.
- Enhance and grow ARC's primary Web site and other allied sites.
- Write and submit ARC Annual Report to the Georgia Legislature, ARC Board and key community partners.
- Write, publish and distribute ARC ACTION newsletter and Regional Briefings e-bulletin on a regular basis, and oversee all other agency newsletters or other publications.
- Produce, distribute and promote quarterly public affairs TV show, "The Shape of Things to Come," about regional issues, challenges and opportunities. Provide other video, podcast and broadcast services.
- Plan and coordinate ARC's annual "State of the Region" breakfast for key regional leaders.
- Plan and coordinate annual Model Atlanta Regional Commission (MARC) Youth Leadership Program.

### **GRAPHIC SERVICES**

- Provide graphic design services to all ARC departments for program/plan/services/event collateral materials including logos, brochures, flyers, signage, reports, presentations, invitations, displays, etc.

### **INFORMATION CENTER**

- Coordinate dissemination of ARC's information products and resources to the Atlanta regional community through an onsite Information Center, as well as through a virtual information center at [www.atlantaregional.com](http://www.atlantaregional.com) and via outreach to chambers, development authorities, libraries, universities, businesses and local and state governments.

## **SUPPORT SERVICES DEPARTMENT FY2011 WORK PROGRAM SUMMARY**

### **HUMAN RESOURCES**

- Manage employee benefits program, classification and compensation plan, performance management program, personnel policies and the recruitment process.
- Work together with management to help foster a work environment that is respectful, effective, inclusive and motivating.

### **INFORMATION TECHNOLOGY**

- Maintain an efficient computer network for ARC business and planning support including high-speed network; current servers, desktop PCs and printers/plotters; and high-speed Internet access.
- Provide software application design and development, database design and administration for ARC's various business units.
- Provide business and system analysis and management of technology projects
- Provide technical support for all PC & network operations

### **FACILITIES MANAGEMENT**

- Manage facilities and related day-to-day operations of the agency.
- Manage the agency's alternative transportation program for staff, such as carpools and transit ridership, and segway training for public and private entities.
- Coordinate administrative support for the Area Seven All Hazards Council.

### **FINANCE**

- Perform financial operations for the agency, including budgeting, grant and financial reporting, purchasing, billing and payroll.
- Conduct an annual audit and prepare the agency's Comprehensive Annual Financial Report.



# **History And Commission Composition**



## **Brief History of the Atlanta Regional Commission: 64 Years of Regional Cooperation, Leadership and Planning**

Cooperation among local government, business, and civic groups in the Atlanta Region is not a new phenomenon. Atlanta Region leaders recognized the need to come together to solve common problems that transcended jurisdictional boundaries long before the federal government recognized the need for metropolitan planning and metropolitan planning agencies.

Based on a recommendation from a study commissioned by the Atlanta Chamber of Commerce in 1938, the first publicly supported multi-county planning commission in the United States was created in Atlanta in 1947 by the Georgia General Assembly and known as the Metropolitan Planning Commission (MPC). The MPC served DeKalb and Fulton counties and the City of Atlanta.

In 1957, the legislature passed an act allowing all counties in the balance of the state to form area planning and development commissions, or APDCs.

In 1960, the General Assembly amended the MPC legislation to expand the membership of the agency to Clayton, Cobb and Gwinnett counties, to reconstitute the structure of the agency and to rename the five-county agency the Atlanta Region Metropolitan Planning Commission (ARMPC). During the decade of the sixties, however, three additional area wide planning organizations were also created: The Metropolitan Atlanta Council for Health (MACHealth), the Metropolitan Atlanta Council of Local Governments (MACLOG) and the Atlanta Area Transportation Study (AATS). Each organization had its own board of directors and work program. This fragmentation became burdensome for local officials and made coordination among the agencies difficult.

During this same decade, Congress passed the Demonstration Cities and Metropolitan Development Act which stated that: (1) the welfare of the Nation and of its people is directly dependent upon the sound and orderly development and the effective organization and functioning of the metropolitan areas in which two-thirds of its people live and work; (2) the continuing rapid growth of these areas makes it essential that they prepare, keep current, and carry out comprehensive plans and programs for their orderly physical development with a view to meeting efficiently all their economic and social needs; (3) metropolitan areas are especially handicapped in this task by the complexity and scope of governmental services required in such rapidly growing areas, the multiplicity of political jurisdictions and agencies involved, and the inadequacy of the operational and administrative arrangements available for cooperation among them; and (4) present requirements for area wide planning and programming in connection with various federal programs have materially assisted in the solution of metropolitan problems, but that greater coordination of federal programs and additional participation and cooperation are needed from the states and localities in perfecting and carrying out such efforts.



In 1970, the Georgia legislature passed a law (Georgia Laws 1970, Act No. 1066) which required that by June 30, 1972, APDC boundaries in Georgia be redrawn so that every county in the state would fall within the boundary of an APDC.

In 1971, to alleviate the problems caused by the proliferation of regional agencies in the Atlanta area, special legislation was passed (Georgia Laws 1971, Act No. 5) allowing local governments to create a single new area wide-planning agency which consolidated the work of the previous four. The local governments called the new agency the Atlanta Regional Commission.

In 1972, pursuant to Act 1066, the boundaries of Area Planning and Development Commissions were drawn in Georgia, and the counties of Douglas and Rockdale were added to the Atlanta Regional Commission.

Effective June 15, 1989, APDC boundaries were redrawn to add Henry County and on July 1, 1991, to add Fayette. On July 1, 1993, Cherokee County became the 10th county to join the Atlanta Region.

Effective July 1, 1989, Area Planning and Development Commissions were renamed Regional Development Centers (RDCs).

With the passage of H.B. 215, or Georgia's Growth Strategies legislation in 1989, Georgia entered a new era of planned growth and development. The legislation confirms the critical importance of planning for Georgia's economic future and quality of life. It maintains home rule and local autonomy over local matters while recognizing the need for regional cooperation and planning.

Georgia House Bill 1216 passed in 2008. Effective July 1, 2009, Georgia Regional Development Centers (RDC's) were renamed Regional Commissions.

Over the past sixty years, the Atlanta Regional Commission has worked with local public officials and civic and community leaders in developing plans and programs that helped the Region improve its quality of life, "retain its national distinction and ensure global prominence."

## **Commission Composition**

The Commission is composed of 23 local elected officials, 15 private citizens, and one member appointed by the Georgia Department of Community Affairs.

The public membership of the Commission is as follows:

The Chairman of the Board of Commissioners of each of the ten counties within the Area.

The Mayor of the City of Atlanta.

The Mayor of one municipality in each of the ten counties (other than the Mayor of the City of Atlanta), elected by a majority vote of all the mayors of that county; except in Fulton County where the Mayor of a municipality located within the northern half of such county elected by majority vote of the mayors of all municipalities located within the northern half of such county serves along with the Mayor of a municipality located within the southern half of such county elected by a majority vote of the mayors of all municipalities located within the southern half of such county.

A member of the Atlanta City Council, elected by a majority vote of the members of that body.

Public members serve terms of office on the Commission concurrent with their respective terms of public office.

The public members elect one citizen member-at-large from each of fifteen districts of equal population. These citizen districts (shown on the next page) are drawn by a caucus of State Legislators from within the Region. These members-at-large serve staggered four-year terms and may be re-elected. Through amendment of the ARC bylaws in July of 1994, provision was made for a member to be appointed by the Board of the Georgia Department of Community Affairs. Code Section 50-8-86 specifies that each of the 39 members have an equal voice in Commission decision-making.



# ARC Citizen Districts





# Staff Organizational Structure



# Atlanta Regional Commission Staff Organizational Structure

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## Office of the Director

### **Charles “Chick” Krautler**

404-463-3110, ckrautler@atlantaregional.com

### **Catherine Brulet, Government Affairs Manager**

404-463-3112, cbrulet@atlantaregional.com

### **Robin Rutherford, Executive Assistant / ARC Board Secretary**

404-463-3111, rrutherford@atlantaregional.com

### **Kathryn Lawler, External Affairs Manager**

404-463-3296, klawler@atlantaregional.com

Government Affairs  
Legal Counsel  
Legislative Liaison  
Community Outreach

## Communications

### **Julie Ralston, Department Director**

404-463-3190, jralston@atlantaregional.com

Communications Services  
Broadcast Services  
Graphic Services  
Information Center  
Marketing  
Media Relations  
Website Management

## Community Services

### **Mary Margaret Garrett, Workforce Development**

404-463-3325, mmgarrett@atlantaregional.com

### **Kellie Brownlow, Governmental Services**

404-463-3212, kbrownlow@atlantaregional.com

### **Cathie Berger, Aging Services**

404-463-3235, cberger@atlantaregional.com

Aging Services  
Georgia Region 3 Advisory Council  
Governmental Services  
LINK Program (Leadership, Involvement, Networking, Knowledge)  
RLI (Regional Leadership Foundation)  
Workforce Development (The Workforce Development Division provides staff support to the Atlanta Regional Workforce Board)

## Comprehensive Planning

### **Jane Hayse, Transportation Planning**

404-463-3265, jhayse@atlantaregional.com

### **Mike Alexander, Data Research/GIS**

404-463-3315, malexander@atlantaregional.com

### **Allison Richards, Transportation Demand Management**

404-463-3290, arichards@atlantaregional.com

### **Dan Reuter, Land Use Planning**

404-463-3305, dreuter@atlantaregional.com

### **Pat Stevens, Environmental Planning**

404-463-3255, pstevens@atlantaregional.com

ARC Review Processes  
Data Research  
Environmental Planning (The Environmental Planning Division provides staff support to the Metropolitan North Georgia Water Planning District)  
GIS (Geographic Information Systems)  
Land Use Planning  
Transportation Planning  
Transportation Demand Management (TDM)

## Support Services

### **Emerson Bryan, Department Director**

404-463-3120, ebryan@atlantaregional.com

### **Mara Cooke, Human Resource Manager**

404-463-3113, mcooke@atlantaregional.com

### **Diane Pelletier, Financial Services**

404-463-3160, dpelletier@atlantaregional.com

### **Ray Randolph, ITS Manager (Information Technology Services)**

404-463-3135, rrandolph@atlantaregional.com

Accounting  
Budget  
Contracts & Grants Administration  
Facilities Management  
Human Resources  
Information Technology  
Purchasing  
(The Department provides staff support to the Area 7 All Hazards Council.)  
(The department provides general administrative support to the Metro Atlanta Urban Area Security Initiative.)





# **2011 Work Program**



# **Mission, Strategic Directions, Organizational Ideas and Work Program**



## MISSION

**The Atlanta Regional Commission will demonstrate professional and forward looking leadership to ensure sustainable growth and competitive advantage by focusing and balancing Environmental Responsibility, Economic Growth, and Social Needs.**

## STRATEGIC DIRECTIONS

**Serve as Convener for Regional Solutions** - Build consensus for action around critical regional issues.

**Develop a Network of Regional Leaders** - Recruit, develop and nurture a network of regional leaders who are willing to address issues in a regional context.

**Excel at Comprehensive Regional Planning** - Conduct comprehensive regional planning that will promote positive community change, improve the delivery of services, protect the environment and serve as a conscience for the Region.

**Engage the Public in the Regional Planning Process** - Expand our public engagement efforts in the planning process to be more accessible, inclusive and responsive.

**Share Regional Information Resources** - Continue to serve as the premier information source for the region, and proactively share and expand our resources to benefit the entire region.

**Employ Cutting-Edge Communication Technology** - Use ARC's technology as a community resource to communicate ideas and information for civic understanding and decision on regional challenges.

## ORGANIZATIONAL IDEALS

**Creative Problem Solvers** – We anticipate potential challenges and act on creative solutions based on professional knowledge, public involvement and collaboration with other partners.

**Public Service-Oriented** – We are accountable to our constituents, try to exceed their expectations and exhibit the highest standard of ethical conduct.

**Continuous Learners** – We constantly seek new information, knowledge and skills to better serve the Atlanta Region.

**Leadership Builders** – We serve as a catalyst for sustaining regional leaders who understand and act on regional challenges and opportunities.

**Team Players** – We work with each other internally, with other community partners and with citizens of the region in a concerted effort to build the highest quality of life for our region.

# Base Data for Planning





**2011 BUDGET SUMMARY  
ELEMENT 1  
BASE DATA FOR PLANNING**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	1,799,354	79.8%
State and Local Match	-	0.0%
ARC Required Match	400,414	17.8%
ARC Supplemental Funding	54,749	2.4%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$2,254,517</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
01A Estimates and Forecasts	1,367,981	60.7%
01G Geographic Information Systems	886,536	39.3%
<b>Total Expenses</b>	<b>\$2,254,517</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,125,470	49.9%
Contracts	140,000	6.2%
Equipment	1,000	0.0%
Misc. Operating	60,750	2.7%
Travel	11,850	0.5%
Rent & Related	90,320	4.0%
Computer Services	262,392	11.6%
Indirects	562,735	25.0%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$2,254,517</b>	<b>100.0%</b>

# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 1 - BASE DATA FOR PLANNING**

### **MISSION**

The Atlanta Regional Commission is responsible for anticipating the future needs of the Atlanta Region and developing strategies for meeting them. Statistical 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.

The geographic information system developed and maintained under this element of ARC's work program is an asset not only for ARC but also for the entire community. All Element 1 activities are managed so as to maximize the general usefulness of the Commission's data products.

### **ISSUES/CHALLENGES**

The Atlanta Region's growth in population and jobs has slowed during this national recession. Tracking and understanding the slower growth of the region is a difficult task, especially with multiple planning areas and planning area expansions. To make good decisions about regional infrastructure understanding the implications of regional policy alternatives is critical to make good decisions about regional growth. The Research division must maintain its technical competence to help regional leaders to understand how alternative regional policies will influence the growth pattern of the region. This year is a critical year for the ARC because the data from the 2010 Census will be released throughout the year. This new data will be incorporated into all ARC estimate programs.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Produce and publish year 2011 estimates of population for the 10 Atlanta Region counties.
- Produce and publish year 2011 estimates of employment for the 10 Atlanta Region counties.
- Complete and publish 2011 population and 2011 employment estimates for 10 non-member counties to support small-area forecasting for an expanded 20-county study area.
- Process and incorporate all new 2010 Census Data into the ARC estimate programs including the 2010 ARC population estimates.
- Maintain the LandPro dataset for the 20 Atlanta Region forecast counties.
- Maintain a 20-County street data set for planning purposes.
- Update the Community Facilities dataset to meet State Planning Contract requirements.
- Maintain monthly the City boundary dataset.
- Maintain the REMI regional forecast model.
- Continue development of the PECAS spatial economic allocation model.
- Complete the development of the new Population and Employment Estimates Models.
- Enhance the web query tools, including the WEAVE data visualization deployment, to access demographic data.
- Enhance the ArcGIS Server web mapping application. Deploy additional websites as requested.

- Develop, using the Census developed software, the new Traffic Analysis Zones for use in forecasting and modeling processes.

## **2011 WORK PROGRAM TITLES**

- 1A Estimates and Forecasts
- 1G Geographic Information Systems

## **2010 ACCOMPLISHMENTS**

- Completed the 2010 LandPro Update for 20 counties.
- Managed the Regional Geographic Information Systems Users Group.
- Completed a cooperative imagery purchase for seven local governments.
- Continued the GIS training program for local governments.
- Implemented a data training program for local governments.
- Provided GIS support of All Hazards Council.
- Enhanced the ArcGIS Server mapping website.
- Continued the implementation of the Street Data Program.
- Assisted with the Homeless Census.
- Completed 2010 Population and Housing estimates for 20 counties.
- Completed 2009 Employment estimates for 20 counties.
- Served as the managing partner for the Neighborhood Nexus Program.
- Improved the web based data query tool for use by external customers.

## **ELEMENT 1 - BASE DATA FOR PLANNING**

### **1A - ESTIMATES AND FORECASTS**

#### **PURPOSE**

This work provides a broad and consistent base of demographic, economic and land-related information to support the Commission's comprehensive plan, functional plans, policies and implementation strategies. The resulting statistical profile of the Atlanta Region is also widely used by other public agencies and the private sector. These estimates and forecasts are an important element in the transportation planning process and an asset for economic development programs. In 2011 special efforts to encourage increased use of this data by other planning partners and the general public will be continued. In addition, all data released by the Census Bureau, as part of the 2010 Census, will be incorporated into ARC planning work.

#### **DELIVERABLES**

- Estimates of population and housing as of April 1, 2011 for the Region, its counties, cities, superdistricts, census tracts and traffic analysis zones (TAZs).
- Estimates of population as of April 1, 2011 for census tracts and traffic analysis zones (TAZs) in the 10 out-of-Region counties included in the forecast study area.
- Estimates of place-of-work employment as of April 1, 2011 by major industry group for census tracts and traffic analysis zones (TAZ's) in the counties included in the 20-county forecast study area.
- Existing *Regional Snapshot* reports will be updated with latest available data and new reports will be produced. These reports present information on the Region to non-technical audiences. They are intended to make the general public more aware of ARC's data resources while informing them of the demographic and economic characteristics of the Region and its residents.
- Serve as the managing partner for the *Neighborhood Nexus Program* which is a partnership between the ARC, GSU, and Emory to help neighborhood focused groups by providing data resources through state of the art web resources.
- Produce and publish the 2011 Cities Report.
- Produce and publish the 2011 Local Government Financial Health Report.
- Review Developments of Regional Impact (DRI's).
- Enhance the web query tools, including the WEAVE data visualization deployment, to access demographic data.
- Maintain the REMI regional forecast model.
- Complete the development of the new Population and Employment Estimates Models.
- Continue development of the PECAS spatial economic allocation model.
- Continue to improve the Traffic Analysis Zone Disaggregator land use modeling tool.

#### **PARTNERSHIPS**

Local governments of the Atlanta Regional Commission as well as the governments of the ten nonmember counties that are included in the forecast study area, the Neighborhood Nexus Program, the Metropolitan Atlanta Community Foundation, the Fiscal Research Program at Georgia State

University, the Atlanta Neighborhood Development Partnership and others. Serve as the managing partner for the Neighborhood Nexus Program.

### **COST CENTERS**

- 101AE Employment Estimates
- 101AF Population and Employment Forecasts
- 101AT Population and Employment Forecasts - Transit
- 101AP Population and Housing Estimates
- 101AO Global Atlanta Snapshots
- 101ANN Neighborhood Nexus Project

## **ELEMENT 1– BASE DATA FOR PLANNING**

### **1G – GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

#### **PURPOSE**

The Research Division maintains and expands ARC's geographic information system, a multipurpose computer resource that delivers extensive capabilities for the display and analysis of spatial data to all of ARC's functional units. Businesses, the public and other government agencies can access this information system through ARC's Information Center, published CDs/DVDs or ARC's website. The ARC also makes much of the planning data produced by the Agency available on the ARC's Interactive Web Mapping Website.

#### **DELIVERABLES**

- For the 20 Atlanta Region forecast counties, maintain the LandPro dataset.
- Maintain a 20-County street data set for planning purposes.
- Maintain and publish the Regional Community Facilities dataset.
- Maintain on a monthly basis the ARC City boundary dataset.
- Maintain and publish ARC GIS datasets including ARIS.
- Implement a Spatial Database Engine database for internal GIS use.
- Continue to enhance the web mapping website using the ArcGIS Server application.
- Lead the Regional GIS Users Group meeting held three times a year.
- Provide 3 GIS training sessions to local government staff.
- Produce GIS data necessary for the development of the PECAS land use allocation model.
- Maintain the Local Government Land and Property Characteristics dataset for internal use.
- Implement the latest version of the ArcGIS software.

#### **PARTNERSHIPS**

Regional Geographic Information Systems Users Group and the State GIS Coordinating Committee and the Georgia Association of Regional Commissions.

#### **COST CENTERS**

- 101GA GIS Administration
- 101GT Transportation
- 101GE GIS Enterprise
- 101GC Cooperative Purchase of Aerial Imagery
- 101GTS GIS - Transit

# Comprehensive Planning





**2011 BUDGET SUMMARY  
ELEMENT 2  
COMPREHENSIVE PLANNING**

		<b>Percent of Total</b>
<b>Revenues</b>		
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	2,545,419	81.1%
State and Local Match	350,000	11.1%
ARC Required Match	230,630	7.3%
ARC Supplemental Funding	8,327	0.3%
Private Sector Funding	-	0.0%
Enterprise Fund Income	5,000	0.2%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$3,139,376</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
02A Growth Strategies	407,234	13.0%
02B Implementation of Regional Development Plan	732,145	23.3%
02C Livable Centers Initiative	1,999,997	63.7%
<b>Total Expenses</b>	<b>\$3,139,376</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	752,090	24.0%
Contracts	45,000	1.4%
Equipment	1,500	0.0%
Misc. Operating	84,270	2.7%
Travel	15,361	0.5%
Rent & Related	35,494	1.1%
Computer Services	79,617	2.5%
Indirects	376,044	12.0%
Subgrants and Participants	1,750,000	55.7%
<b>Total Expenses</b>	<b>\$3,139,376</b>	<b>100.0%</b>

# ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM

## ELEMENT 2 – COMPREHENSIVE PLANNING

### MISSION

The purpose of the Comprehensive Planning element is to guide the activities of the Land Use Division in coordinating the agency to develop and maintain a Regional Comprehensive Plan. ARC serves as the Regional Commissioner and Metropolitan Area Planning and Development Commission (MAPDC) under state law. Under the Georgia Planning Act of 1989, ARC is required to undertake certain planning activities. Element 02 outlines this required work and provides the staff to assist the Commission in carrying out the state requirements.

In 2008, the Georgia Department of Community Affairs (DCA) changed the statewide planning rules for Regional Commissions. The new DCA regional planning rules required ARC to complete a Regional Plan with many specific new elements. These new elements included a Regional Resource Plan and further detailed Unified Growth Policy Map (UGPM).

The Commission adopted the Envision6 Regional Development Plan (RDP) policies in May 2006. During the past 4 years, most local governments in the Atlanta region have adopted new local Comprehensive Plans. Following the Georgia DCA regional planning rules and responding to new local planning policy, a “unified” planning process began in 2009 for a full update to the agency Regional Plan in coordination with the Regional Transportation Plan (RTP). The new *Plan 2040* process has focused on improved local and regional plan coordination as well as providing greater detail to guide implementation.

This element also includes conducting Reviews of Developments of Regional Impact (DRI's) and other review and comment work, providing planning assistance to local governments, reviewing local Comprehensive Plans, Short Term Work Programs, Capital Improvement Elements (CIE's required for Impact Fees) and Solid Waste Plans as well as assisting Georgia DCA in keeping up to date information for governments in the Atlanta region.

ARC has provided substantial planning resources to local governments through the Livable Centers Initiative (LCI). Element 02 continues the LCI program and momentum to create new development and transportation investments in town centers, activity centers and transit station areas. It is vital for ARC to continue to provide resources to implement the LCI plans. Element 02 also provides resources to support implementation of regional greenspace and housing planning. Linking land use planning with transportation strategies and furthering supportive development are key elements of the Land Use Division.

### ISSUES/CHALLENGES

Work began in 2009 under Element 02 to develop Plan 2040. The Regional Assessment, Regional Resource Plan and new UGPM were completed in 2010. A Legal Review was completed to outline existing ARC and local authority to implement plans. A Plan 2040 Implementation Strategy will outline ARC, local government and non-governmental actions to implement new strategies to

address the region's issues during the upcoming 5 year period. The Plan 2040 Implementation Strategy could outline some new activities that must be undertaken through ARC staff in 2011.

In February 2009, the ARC Board also supported a renewed LCI program for 3 more years. Plan 2040 must outline a new focus and direction for the LCI program. A new extension of the LCI program will be supported through Plan 2040 and undertaken during the upcoming 5 years if supported by the Commission.

Element 02 will allow ARC to continue to promote new development in centers and corridors, promote more innovative local planning practices and private development, improve coordination between local and regional plans, link plans to regional forecasts and integration of transportation investments with land use goals. The Developments of Excellence (DOE) awards will continue in 2011.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Complete Plan 2040 Implementation Strategy
- Undertake Plan 2040 stakeholder involvement
- Support the RTP development
- Implement the LCI program
- Review of DRI and Comprehensive Plans
- Greenspace Planning
- Housing Planning and DOEs

### **2011 WORK PROGRAM TITLES**

- 02A Growth Strategies
- 02B Implementation of RDP
- 02C LCI Program
- 02D Regional Sustainability Program

### **2010 ACCOMPLISHMENTS**

- Since inception of the LCI program in 1999 substantial progress has been made across the region supporting planning by local governments:
  - 102 locations across the region have completed studies
  - \$8,392,000 of study funds have been allocated to LCI areas
  - \$1,920,900 has been used to fund 40 supplemental LCI studies
  - \$129,126,068 has gone towards the funding of local transportation projects in LCI communities
- ARC provides support to local governments to implement LCI transportation projects. This is a major commitment by ARC to support local governments in the process of permitting and coordinating project development with GDOT.
- Work was completed on the data and analysis for the Plan 2040 Assessment, Regionally Important Resources (RIR) map and forecast. Meetings were held with all city and county governments. Coordination occurred with neighboring Regional Commissions, state agencies and other division in ARC.

- Work began on the Plan 2040 Implementation Strategy. A draft will be presented to ELUC in January 2011.
- All activities required under the Georgia Planning Act were completed including Developments of Regional Impact reviews (DRI). The annual update to the five-year work program of the RDP Regional Agenda was completed, adopted by the Commission and approved by DCA.
- The Land Use staff provided planning technical assistance to local governments; conducted reviews of local Comprehensive Plans and Short Term Work Programs; conducted reviews of Solid Waste Management Plans and Capital Improvements Elements (CIE).
- Four quarterly Regional Housing Forums were undertaken with partner organizations.
- The Land Use Coordinating Committee (LUCC) met monthly during the year and provided a forum for land use discussions.
- The Land Use Division supported other regional organizations including the Atlanta Neighborhood Development Partnership (ANDP), Livable Communities Coalition (LCC), Sustainable Atlanta Roundtable (SART) and Urban Land Institute (ULI) Urban Marketplace. As a result both of the activities have supported ARC goals and programs.
- Developments of Excellence (DOE) awards were reviewed and announced at the State of the Region event.

## **ELEMENT 2 – COMPREHENSIVE PLANNING**

### **2A – GROWTH STRATEGIES**

#### **PURPOSE**

This subelement provides resources for completing certain tasks required by the Georgia Planning Act including items required by the Georgia Department of Community Affairs (DCA) through regional planning rules, an annual contract and related ARC work program. These tasks include review and assistance for local government Comprehensive Plans, Capital Improvement Elements (required for local Impact Fees), Solid Waste Plans, Developments of Regional Impact (DRI) and other project reviews and assisting Georgia DCA collection of information as well as participation in other work as requested.

A new state law related to Regional Commissions and new Regional Planning rules prompted Georgia DCA to undertake a major revision to the contract and scope of work. The result was not only new planning items and tasks but also greater opportunity for ARC to implement plans with local governments. New required tracking of DCA activities and training resulted from the new contract.

ARC has regional planning responsibilities under Georgia DCA rules for many issues including housing and solid waste planning. ARC has undertaken a quarterly Regional Housing Forum event for over 8 years with a group of partner organizations. ARC has also supported local governments dealing with issues from housing foreclosures. Plan 2040 may outline new housing related activities in the upcoming 5 year period.

The Regional Resource Plan was completed in 2010 and implementation will begin in 2011. ARC will be undertaking activities to provide new resources and assistance to local governments to further goals in the Resource Plan including strategies for managing development in rural areas, protection of historic resources and acquiring greenspace.

During 2010, ARC provided support for Fulton County local governments to convene and undertake a new Service Delivery Strategy. The Land Use Division provides a supporting role to coordinate plans and services among local governments and regional agencies.

#### **DELIVERABLES**

- Conduct Developments of Regional Impact (DRI) reviews.
- Reviews of local Comprehensive and Solid Waste Plans.
- Annual DRI and Comprehensive Plan Workshops.
- Workshops and activities to implement the Resource Plan.
- Regional Housing Forums and support to regional housing planning efforts.
- Provide planning assistance to local governments and Georgia DCA.
- Hold annual meetings with local solid waste managers and Georgia DCA.
- Conduct Area Plan Reviews (APR).
- Coordinate as necessary historic preservation forums and issues.

## **PARTNERSHIPS**

This subelement will be coordinated with local government officials, other Regional Commissions, ARC staff and the Georgia Department of Community Affairs.

## **COST CENTERS**

- 102ARC Review and Comment
- 102ART Review and Comment
- 102A1B DCA – Implementation of the Regional Plan
- 102A1C DCA – Maintenance of the Regional Plan
- 102A1D DCA – Training
- 102A1E DCA – Monitoring and Reporting
- 102A1F DCA – Intergovernmental Consultation
- 102A2A DCA – Plan Review
- 102A2B DCA – Mapping
- 102A2C DCA – DRI Review
- 102A2D DCA – Alternative Dispute Resolution
- 102A3A DCA – Solid Waste Management
- 102A3B DCA – Regionally Important Resources Planning
- 202A1B DCA – Implementation of the Regional Plan
- 202A1C DCA – Maintenance of the Regional Plan
- 202A1D DCA – Training
- 202A1E DCA – Monitoring and Reporting
- 202A1F DCA – Intergovernmental Consultation
- 202A2A DCA – Plan Review
- 202A2B DCA – Mapping
- 202A2C DCA – DRI Review
- 202A2D DCA – Alternative Dispute Resolution
- 202A3A DCA – Solid Waste Management
- 202A3B DCA – Regionally Important Resources Planning

## **ELEMENT 2 – COMPREHENSIVE PLANNING**

### **2B – REGIONAL PLAN DEVELOPMENT**

#### **PURPOSE**

This subelement provides for development of a new comprehensive Regional Plan (Plan 2040) under Georgia DCA rules adopted in 2008. Under the 1989 Georgia Planning Act, ARC as the Regional Commission completes a comprehensive plan and ensures the plan is coordinated with the Regional Transportation Plan (RTP) as well as local planning activities. This subelement will include a substantial amount of work developing and maintaining the Plan 2040 Implementation Strategy (Regional Agenda).

The ARC Board adopted an Envision6 Implementation Strategy in November 2006. A new Plan 2040 Implementation Strategy will be approved in early 2011. ARC is required to specifically outline implementation of Plan 2040. ARC will also outline and evaluate annually how the agency and local governments have undertaken implementation.

This subelement supports coordination with the Regional Transportation Plan, new Plan 2040 forecast coordination and other planning activities. The Land Use Division provides the forum through which cross jurisdictional land use issues, land use links to transportation issues and sub-regional land use planning occurs.

Regional Greenspace Planning efforts will be continued during the coming year through completion of the Georgia DCA required Regional Resource Plan. Coordination of local governments plans, data, and implementation activities will be undertaken in addition to providing a greenspace planning best practices toolkit.

#### **DELIVERABLES**

- New Plan 2040 Implementation Strategy.
- Support RTP process and development of 2040 forecast.
- Tracking of local government greenspace activities including GIS land data.
- Implementation of Plan 2040 through local governments and non-profit organizations.
- Administration and program development in support of LUCC.
- Annual update and implementation of the Regional Agenda.

#### **PARTNERSHIPS**

This subelement will be coordinated with local government officials, general public, ARC staff and the Land Use Coordinating Committee (LUCC).

#### **COST CENTERS**

- 102BPL Regional Development Plan Implementation
- 102BTP Land Use and Transportation Planning Coordination
- 102BPT Regional Development Plan Implementation (Transit)
- 102BTT Land Use & Transit Planning Coordination
- 102BGS Greenspace Planning



## **ELEMENT 2 – COMPREHENSIVE PLANNING**

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

#### **PURPOSE**

This subelement provides the resources to conduct the Livable Centers Initiative (LCI). During the past 10 years the LCI Program has provided local governments and a few non-profit organizations (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 transit station areas.

The Commission through the Regional Transportation Plan (RTP) has supported \$1 million annually for planning studies and committed \$500 million of transportation project construction funds for the LCI program. During 2009, the ARC Board renewed the LCI Program for three additional years during the period of the Plan 2040 process, focusing on some new studies areas but also LCI Supplemental activities and 10 year updates to existing LCI studies.

The LCI Program planning funds are directed to local governments to encourage redevelopment in areas with existing infrastructure as well as create new housing and transportation accessibility in regional centers and select corridors. LCI studies have been conducted in the primary employment centers and urban locations of the Atlanta region.

Implementation Reports of the LCI program were completed in 2004, 2006, 2008 and 2010. The reports demonstrated that local governments are implementing the program. The LCI Implementation Reports document substantial progress in building new development and transportation projects in LCI areas. Through center and corridor development the LCI Program seeks to assist the Atlanta region to better use existing infrastructure while adding new jobs and households.

ARC provides substantial support to local governments to build transportation projects funded through the LCI Program. ARC has a full-time staff person working directly with local governments and Georgia DOT on permitting and coordinating all aspects of project development. ARC has assisted local governments and developed a good understanding of project construction issues through the LCI program. This work is document in the LCI Breaking Ground Reports.

#### **DELIVERABLES**

- Study documents, information, resources and training to implement new strategies in corridors, activity and town centers.
- Specific implementation support including planning and regulatory assistance as well as transportation projects in LCI communities.
- Completed LCI transportation projects, new development and supportive local actions.

## **PARTNERSHIPS**

This subelement will be coordinated with local government officials, consultants, ARC staff and the Land Use Coordinating Committee (LUCC).

## **COST CENTERS**

- 002CAT Livable Centers Initiative (Program Management)
- 002CAS Livable Centers Initiative (Subgrants)
- 002CA1 Livable Centers Initiative (Subgrants)
- 102CAT Livable Centers Initiative (Program Management)
- 102CAS Livable Centers Initiative (Subgrants)
- 102CA1 Livable Centers Initiative (Subgrants)

## **ELEMENT 2 – COMPREHENSIVE PLANNING**

### **2D – REGIONAL SUSTAINABILITY**

#### **PURPOSE**

A consortium of regional organizations led by ARC submitted a grant application request to the U.S. Department of Housing and Urban Development (HUD) through the Sustainable Communities Regional Planning Grant. The grant application was intended to focus on Sustainable Local Development Plans. The Consortium application was not successful and therefore no additional funding will be available for this work element. However, ARC staff has proposed to retain the work program element in 2011 for several reasons.

ARC has received information that additional funds may come available through federal sources. Also ARC has received interest from partner organizations to consider implementing elements of the work. ARC has notified the local governments and organizations who partnered on the HUD application that they can apply for funds through the 2011 round of the Livable Centers Initiative (LCI). Additionally, new work program elements related to Regional Sustainability are anticipated to be considered through PLAN 2040.

ARC staff considers the basic elements of the HUD application as a good model for seeking to create new transit oriented development (TOD) with local governments. Specifically, the sustainable local development plans could comprise:

- Master plans for land use and transportation circulation.
- Concept plans for site specific development scenario for a catalyst site in the study area.
- Development codes and economic incentives to implement the concept plan.
- Housing plans to provide a full range of equitable, affordable and supportive housing options.

A wealth of resources exists in Atlanta to support the creation of sustainable development plans and implementation strategies. ARC can continue the proposed Consortium to gather and make these resources available to communities. These resources could take the form of the three components: 1) Technical assistance to specific plan development, 2) Workshops and other technical training, 3) Online resources.

#### **DELIVERABLES**

During 2011, ARC will complete PLAN 2040 and begin implementation including some of the original HUD application elements. Element 2D will focus on the following items specifically:

- Monitor the Federal Livable Communities Partnership for additional funding availability;
- Within existing resources consider strategies with the Consortium members to implement land use strategies in support of Concept 3 specifically optimizing existing MARTA stations;
- Create jobs and improve access to employment centers;

- Create healthy communities with access to fresh food, open space, and walking/biking opportunities;
- Expand knowledge and enhance outcomes through the development of a more diverse, multi-disciplinary partnership and engaged community.
- Implement Atlanta's existing regional plan and provide feedback to the next regional plan.

## **PARTNERSHIPS**

- ARC led consortium includes ANDP, LCC, Southface, Neighborhood Nexus, Georgia Organics and the Civic League.

## **COST CENTERS**

- 102DRS    Regional Sustainability



# **Environmental Planning**



**2011 BUDGET SUMMARY  
ELEMENT 3  
ENVIRONMENTAL PLANNING**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	4,979,665	83.6%
State and Local Match	-	0.0%
ARC Required Match	-	0.0%
ARC Supplemental Funding	958,444	16.1%
Private Sector Funding	-	0.0%
Enterprise Fund Income	20,000	0.3%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$5,958,109</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
03A Regional Water Resources Activities	4,150,220	69.7%
03B Environmental Management Projects	357,919	6.0%
03C Chattahoochee Corridor	171,179	2.9%
03D Metropolitan North Georgia Water Planning District	1,278,791	21.5%
<b>Total Expenses</b>	<b>\$5,958,109</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,020,002	17.1%
Contracts	3,992,495	67.0%
Equipment	3,000	0.1%
Misc. Operating	231,916	3.9%
Travel	20,250	0.3%
Rent & Related	63,945	1.1%
Computer Services	116,498	2.0%
Indirects	510,003	8.6%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$5,958,109</b>	<b>100.0%</b>



# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 3 – ENVIRONMENTAL PLANNING**

### **MISSION**

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

### **ISSUES/CHALLENGES**

Sustainable use and protection of the Region's water resources is necessary for a continued quality of life. Future water supplies are limited and must be managed efficiently. Water quality protection of our rivers and lakes must improve.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Monitor Alabama-Coosa-Tallapoosa/Apalachicola-Chattahoochee-Flint (ACT/ACF) interstate water conflict and coordinate related regional activities.
- Operate the Chattahoochee River/Lake Lanier Information Management System.
- Assist local governments in meeting Clean Water Act Municipal Stormwater Permit requirements.
- Provide training on the Georgia Stormwater Design Manual in coordination with the Georgia Association of Water Professionals (GAWP).
- Assist local governments, as requested, in water-related issues such as implementation of TMDL Plans and multi-jurisdictional water-supply watershed protection agreements.
- Metropolitan River Protection Act reviews and assistance to governments and public.
- Provide planning staff for the Metropolitan North Georgia Water Planning District.
- Staff the Green Communities Program to encourage and assist local governments to reduce overall environmental impact and create green communities by identifying "green" measures and activities and staff an Atlanta Regional Green Government Certification awards program.

### **2011 WORK PROGRAM TITLES**

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

### **2010 ACCOMPLISHMENTS**

- Continued monitoring of ACT/ACF interstate water conflict and litigation.
- Coordinated local efforts on the Tri-State litigation.

- Operation of the Chattahoochee River/Lake Lanier Information Management System.
- Coordinated Stormwater education activities and programs through the Clean Water Campaign.
- Continued review and monitoring under the Metropolitan River Protection Act.
- Provided staff for the Water Planning District and technical assistance for the District-wide Watershed Management Plan, the Long-term Wastewater Management Plan and the Water Supply and Water Conservation Management Plan, provided wastewater collection system training, provided commercial water audit training, and conducted the “Water – Use It Wisely” and “Clean Water Campaign” public education campaigns..
- Continued the ARC Green Communities Program and the Atlanta Regional Green Government Certification awards program by reviewing applications and certifying local governments that met program criteria.

## **ELEMENT 3 – ENVIRONMENTAL PLANNING**

### **3A – WATER RESOURCES**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Monitor ACT/ACF Interstate Water Allocation litigation, coordinate related activities and management of legal and technical assistance.
- Operate the Chattahoochee River/Lake Lanier Information Management System.
- Assist in the implementation of State Water Plan.

#### **PARTNERSHIPS**

Local water utility managers; U.S. Army Corps of Engineers; Georgia Department of Natural Resources; U.S. Geologic Survey; The Georgia Power Company; Georgia Water Wise Council

#### **COST CENTERS**

- 103ARM River/Lake Management System
- 103AWS Water Supply Coordination, Data and Reviews
- 703AWW Technical Assistance Contracts
- 003AWW Technical Assistance Contracts

## **ELEMENT 3 – ENVIRONMENTAL PLANNING**

### **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 the Chattahoochee River Water Quality Model Group, providing training for the Georgia Stormwater Management Manual and other special environmental projects as needed. This subelement also provides for the Division's involvement in DRI reviews and other environmental management projects.

#### **DELIVERABLES**

- Facilitate and coordinate the Chattahoochee River Water Quality Model Issues Working Group.
- Training sessions for the Stormwater Design Manual in coordination with GAWP.
- Complete development of Volume III of the Georgia Storm Water Management Design Manual.
- DRI and other miscellaneous reviews and local assistance.
- Assist local governments, as requested, in water-related issues such as implementation of TMDL Plans and multi-jurisdictional water-supply watershed protection agreements.
- Assist Metropolitan North Georgia Water Planning District (MNGWPD) and participating local and state agencies with implementation of the Clean Water Campaign.
- 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 and staff the Atlanta Regional Green Government Certification awards program.

#### **PARTNERSHIPS**

Internal partnership will involve the Land Use Planning Division. External partnerships will involve local governments, the Georgia Department of Natural Resources and the MNGWPD.

#### **COST CENTERS**

- 103BSP Special Projects (DRI review, Envision 6, Manual Training)
- 103BGC Green Communities Program
- 103BTL TMDL Project
- 103BT1 TMDL Project

## **ELEMENT 3 – ENVIRONMENTAL PLANNING**

### **3C – CHATTAHOOCHEE CORRIDOR**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Complete all MRPA and Area Plan Reviews of submitted development applications.
- Provide information on requirements, specific review issues and past review histories to applicants, local governments and the public.
- Work with local governments to encourage enforcement of MRPA and to resolve violations of Corridor Plan standards.
- Provide education on MRPA and river protection to interested groups.

#### **PARTNERSHIPS**

Internal partnership is with Review and Comment. External partnerships include local governments, Georgia Mountain RDC and the National Park Service.

#### **COST CENTERS**

- 103CCR Chattahoochee Corridor Reviews, Assistance and Education

## **ELEMENT 3 – ENVIRONMENTAL PLANNING**

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

#### **PURPOSE**

Legislation passed in the 2001 Georgia Legislature created the Metropolitan North Georgia Water Planning District and gave ARC certain responsibilities relative to the staffing and planning work for the District. ARC will provide planning staff in 2011.

#### **DELIVERABLES**

- Provide administrative support to the District and meeting support of the Water District Board, Committees and Advisory Councils.
- Provide staff level review of requests to amend District Plans and facilitate the public process where requests are considered.
- Provide technical assistance in support of the District-wide Watershed Management Plan, including Stormwater Model Ordinance training and implementation assistance, Local Stormwater Monitoring Data Collection and preparation of source water protection education materials.
- Provide technical assistance in support of the Long-term Wastewater Management Plan, including support of local wastewater planning, development of septic tank inspection and maintenance guidelines, facilitation of multi-jurisdictional approaches and facilitation of discussion on Chattahoochee water quality issues.
- Provide technical assistance in support of the Water Supply and Water Conservation Management Plan, including support of local utilities, providing a mechanism for review and oversight of the Plan's water conservation element, guidance and workshops for water conservation coordination including program planning, and system data collection and review.
- Management of the District's education program, including public awareness, the Clean Water Campaign and the Water Use It Wisely Campaign elements, targeted workshops and primary and secondary education programs.

#### **PARTNERSHIPS**

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

#### **COST CENTERS**

- 103DPL Water District Support Activities
- 103DPE Water District Education Program
- 203DPS Water District Special Funds
- 103DP1 Water District Support
- 803DPT Water District Plumbing Rebates



# Workforce Development





**2011 BUDGET SUMMARY  
ELEMENT 4  
WORKFORCE DEVELOPMENT**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	8,555,652	100.0%
State and Local Match	-	0.0%
ARC Required Match	-	0.0%
ARC Supplemental Funding	-	0.0%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$8,555,652</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
04A Economically Disadvantaged Adult Training	2,548,033	29.8%
04C Economically Disadvantaged Youth Training	1,529,707	17.9%
04E Dislocated Worker Training	4,006,386	46.8%
04G Welfare to Work (30%)	445,526	5.2%
04I Individual Training Account	26,000	0.3%
<b>Total Expenses</b>	<b>\$8,555,652</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,188,152	13.9%
Contracts	206,000	2.4%
Equipment	2,000	0.0%
Misc. Operating	59,000	0.7%
Travel	14,500	0.2%
Rent & Related	334,805	3.9%
Computer Services	114,051	1.3%
Indirects	487,144	5.7%
Subgrants and Participants	6,150,000	71.9%
<b>Total Expenses</b>	<b>\$8,555,652</b>	<b>100.0%</b>

# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 4 – WORKFORCE DEVELOPMENT**

### **MISSION**

The goal of this element is to: (1) conduct functional planning and programming in employment and training programs; and (2) respond to federal, state, community and other needs for specialized Workforce Development planning activities within the Atlanta Region.

The Atlanta Regional Commission's Workforce Development Division serves as the grant sub-recipient for the Atlanta Regional Workforce Board. The ARWB is responsible for policy development and systems oversight in Service Delivery Area 7 sub-region for residents of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry and Rockdale counties.

### **ISSUES/CHALLENGES**

Economic conditions in lack of employment opportunities will continue to be a challenge in 2011.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Continue to align services with Economic Development, including the GDEC and Chambers of Commerce. Continue work of the Innovation Crescent for Life Sciences. Continue work of the GEM (Georgia Entertainment Media) Work Ready Region.
- Actively work on the Governors Work Readiness Initiative, including assisting counties with certification as Work Ready Communities and Work Ready Regions.
- Continue to seek funding for implementation of High Demand Occupational Training expansions in sectors such as Information Technology, Health Care, Bio & Life Sciences, Advanced Manufacturing, and Supply Chain Management.
- Continue job training and skills service training to region's citizens.
- Continue to provide the Atlanta Region with a one-call hotline number for information regarding Workforce Investment Act services.
- To provide administrative and staff support for the Atlanta Regional Workforce Board and its committees including the Business Services Committee, Education Committee, the Executive Committee, the One-Stop Partner Committee and the Youth Council.
- To implement and administer the Workforce Investment Act system for Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties.
- To provide a regional Individual Training Account/Eligible Provider listings system for several of the metro Atlanta Workforce Investment Boards.
- Participate in local, regional, and statewide coordination of services in order to insure the most effective use of program funds and avoid duplication of services.
- Provide administrative systems and staff functions for the Regional Individual Training Account Advisory Committee, comprised of several of the metro area Workforce Investment Boards.
- Develop and maintain a system of one-stop centers (Career Resource Centers) for employment and training services.
- Development and implementation of specialized services for displaced workers at major companies facing closure or downsizing.
- Development and implementation of regional workforce support activities for mobile unit.

- Development and implementation of business and customer resources on the ARC website.

## **2010 WORK PROGRAM ACCOMPLISHMENTS**

### **QUALITY CUSTOMER SERVICE**

Over 63,000 individuals logged in visits to the Career Resource Center network, receiving core WIA services such as job search, resume preparation, computer literacy, etc. during program year 2009-2010. Over 9,000 have visited in centers since July 2010, with 77% finding employment earnings averaging \$15.28 per hour.

### **CAREER RESOURCE SYSTEM IMPROVEMENTS/PARTERSHIPS AT ONE-STOP**

- Continued the charters of one full-service Career Resource Center (Clayton Branch), and affiliate Career Resource Centers (Cherokee, Douglas, Norcross, Rockdale, Gwinnett DOL Career Center, Gwinnett Corrections).
- ARC utilized the Mobile Unit as support to Workforce Development activities in the various counties for Work Ready testing, Career Scope exploration for foster children programs and medical career alternatives, Career Day at secondary schools, rapid response employer sites and Business and Job Expos.
- ARC is in the process of relocating the Norcross Career Resource Center to a new expanded location in Duluth with two computer labs and increased accessed for customers. The office is scheduled to open in October 2010.

### **ELIGIBLE TRAINING PROVIDERS SYSTEMS**

- Successful implementation of a regional partnership to address the Individual Training Account/Eligible Provider Listing system with the metro area Workforce Investment Boards.
- Over 2300 individuals participated in training at different training institutions, including technical colleges and universities.
- Evaluated performance of Training Providers throughout the metro area, resulting in Hold status for under-performers.
- Since inception of the Regional Partnership, ARC has evaluated Training Provider Applications, program requests, price changes for review and approval prior to forwarding to GDL.
- Performed on-site reviews and monitoring, conducted two Training Provider Technical Assistance meetings, updated Training Provider Website Application, provided technical assistance to providers seeking to apply and to eligible training providers, led regional discussions on Training Provider performance and issues, investigated customer complaints.
- Updated the Regional Demand Occupations Listing (May 2010).

### **RAPID RESPONSE TO EMPLOYEE DISLOCATIONS**

- Displaced workers continue to receive information about WIA services including career advisement, labor market information, and retraining, during visits to employers experiencing major layoffs and company closings.
- ARC staff have participated in state Rapid Response meetings. Many other companies with fewer than 50 employees were affected, but are not required to file WARN notices of layoff.
- Provided pre-layoff assistance with job search, resume preparation, job applications, etc.
- Mobile Career Resource Center provides onsite assistance to rapid response activities.

### **DEVELOPMENT OF BUSINESS ALLIANCES**

- Continued to align services with Economic Development, including the EDA and Chambers of Commerce. Continue to develop a proactive Business Services Strategy and implement selected recruitment services to assist local businesses with specialized needs, if funding is available.

- The Life Sciences (Biotechnology) sector strategy, modeled after the Advanced Manufacturing strategy, focuses on the "Innovation Crescent", already the home of numerous Biotechnology employers. Goals of the project include: Articulation agreements for the Life Sciences program between the Universities and the Technical Colleges, sustainable communication between the Life Sciences industry and education, and the establishment of a Life Sciences Industry Consortium. The ultimate goal is to develop a workforce pipeline, from K-12 through Technical Colleges to area Universities and to recruit emerging Life Sciences industries to the area. A USDOL Community Job Training Grant received by Gwinnett Technical College and Athens Technical College in conjunction with the Atlanta Regional Workforce Board to develop a workforce pipeline and expand biotechnology curriculum offerings served as the springboard for the strategy.
- Continued to seek funding for implementation of High Demand Occupational Training expansions in sectors such as Information Technology, Life Sciences and Advanced Manufacturing.
- Coordinated lead staff assignment and membership for each chamber within service area. Staff met with ARWB members and Chamber Economic Development staff.
- Partnered with Kaiser Permanente to provide screening of customers in need of low-cost health insurance.
- Developed new partnerships with Piedmont Hospital on School At Work (SAW) project.

### **SPECIALIZED GRANT ACTIVITY**

**WORK READY Region Implementation Grant:** The Atlanta Regional Commission/ARWB was awarded \$500,000 in March 2008 to administer the Innovation Crescent Work Ready Region initiative, which includes 10 counties from Gwinnett, DeKalb to Athens/Clarke County. ARWB received an additional \$400,000 for Fulton, Cobb and Clayton counties. The goals of the grants are to obtain Work Ready certification for the counties involved. Certification includes increasing high school graduation rates as well as obtaining a work ready assessments and certifications. An Industry Network group was organized in 2008. A Chamber committee made up of all county Chambers of Commerce or Economic Development staff was formed to initiate a branding campaign completed prior to Bio 2008. The IC Regional Partnership is now a sustaining LLC. ARC/ARWB is actively working on the Governor's Work Readiness Initiative, including assisting counties with designation as Work Ready Communities. In 2010, the ARC was awarded a \$400,000 grant to administer the Georgia Entertainment Media Work Ready Region, which focuses on film, TV, Broadcasting, Music and Gaming development and career pathways. ARC also received \$200,000 in a sustaining grant to continue the work of the Innovation Crescent.

### **BRAC Implementation:**

Through a coordination team including General Phillip Browning, Executive Director of the Military Affairs Coordinating Committee, the Governor's Office of Workforce Development and the Atlanta Regional Commission, funds are being utilized to assist to transition workers from three Base closings, Fort Gillem, Fort McPherson and the Naval Supply Corps into jobs. Additional funds were directed to developing a Supply Chain Management Work Ready Plan as there are significant logistics assets at both Fort Gillem and the Naval Supply Corps facility

### **QUALITY YOUTH SERVICES**

For Program Year 2009, which ended June 30, 2010, WIA funds provided year-round, comprehensive youth services for 1,040 WIA-registered youth. For Program Year 2010, since July 1, 2010, 727 youth have been provided services. During Program Year 2010 1,333 youth are planned to be served. There continues to be a strong emphasis on service to several economically-disadvantaged target populations: high school dropouts, youth with disabilities, foster care youth, youth in the juvenile justice system, and Hispanic and other immigrant populations. Increases in foster care services this program year were supported by close coordination with local-level Independent Living Coordinators. Services include a wide variety of paid and unpaid work experiences in non-profit and for-profit settings, actual employment, step-up employment, basic

skills and GED preparation, high school diploma completion, dropout rescue and credit recovery, counseling and other support for remaining in school, career preparation, work readiness, job application and job search activities, community and leadership projects. Outcomes from projects include employment and employment advancement, obtaining a High School diploma or GED, acquiring work readiness or occupational skills, remaining in school and building a resume and determining a career plan, as well as unsubsidized employment in career starter jobs, and advanced training placement.

### **Summer Jobs + for Youth**

The American Recovery and Reinvestment Act (ARRA) became law in February, 2009, and reinstated the Summer Jobs Program for youth, ages 14-24. Activities are guided by regulations of the Federal Workforce Investment Act (WIA).

The Atlanta Regional Workforce Board, one of five Workforce Boards in the metro area, received \$3 million and provided service to 1,637 youth in Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry and Rockdale Counties. Ten local community organizations were contracted to recruit youth, develop worksites and support youth and employers throughout the summer. For some youth, different activity options, such as summer science camps, or credit recovery classes/summer school were options.

The Summer Jobs+ for Youth program was marketed to both youth and employers on the ARC web site, and community groups assisted with marketing and publicity. The response from both youth applicants and employers was immediate, and all programs were filled by early June when no more applications were accepted. Students had the opportunity to receive Work Readiness Skill Attainment Certificates in one of three ways: improve in WIN basic skills one level, earn a Georgia WorkReady Certificate or the basis of ratings by worksite supervisors at jobs where they earned summer wages at minimum wage or better. Youth ages 22 – 24 had the opportunity to transition to WIA adult work experience to assist them to transition to enter employment.

A similar ARRA program, funded through the TANF/welfare system was operated for the Georgia Department of Human Resources by agreement with the Georgia Department of Labor during the summer, 2010. This program served 1,197 youth.

### **Developing Additional Area Youth Development Resources**

The Youth Council continued to support and coordinate efficient service delivery of youth development efforts funded by non-WIA resources, and supported efforts in area communities to develop additional, non-WIA-funded youth development resources. Prevention Plus continued an important YOUTHBUILD project.

### **Marketing, Fundraising and Business Partner Development**

The Youth Council continued to focus on marketing, fundraising and business partner development. Activities have included Chamber of Commerce presentations, as well as publicity in area newspapers. Large and small businesses are providing a range of resources for Youth Service Providers, ranging from employment opportunities to customized job fairs to work readiness instruction. Key players include UPS, CVS, FedEx and Kaiser Permanente. The Georgia Work Ready initiative was supported and employed by all youth service providers, who managed opportunities for their eligible youth to take free Work Ready assessments in order to gain the Georgia Work Ready certification.

### **WORKFORCE BOARD COLLABORATION**

- Initiated customer surveys of individuals who had completed training for the local WIBs.
- The ARWB Youth Council and WIA-funded projects have been heavily involved in State-sponsored comprehensive youth development system building, at both the local, Region 3, and State level.
- Developed Demand Occupations Listing for metro Workforce Boards.

- Staff participation in business services quarterly meetings of metro boards business services teams.
- Coordinated regional meeting of Metro WIB Chairs and Directors to explore commonalities

### **CONTINUOUS SYSTEMS IMPROVEMENTS**

- Utilized the Model developed under the Skills Shortage Grant to focus on health care occupation shortages.
- Continued upgrade of resource manuals for Career Resource Centers for Disability Services and Entrepreneurial Support.
- Provision of training for Board and Career Resource Center staff to gain information and increase skills regarding occupations in demand, assessment, etc.
- Continuous search for other funding to improve systems and services to customers.
- Enhanced website information including electronic copies of applications for services and tracking of electronic hits, website applications and survey instruments.
- Enhanced disability friendly environment within the career resource centers.

### **2011 WORK PROGRAM TITLES**

- Adult, Youth and Dislocated Worker Services – A, C, E,
- Skills Shortages Services and Systems Innovations/Special Projects – S, Z, G
- Regional Workforce Planning/Regional ITA System – R, I

## **ELEMENT 4 - WORKFORCE DEVELOPMENT**

### **A, C, E - WORKFORCE INVESTMENT ACT, ADULT, YOUTH AND DISLOCATED WORKER SERVICES**

#### **PURPOSE**

Title I of the Workforce Investment Act provides adult and youth individuals who are economically disadvantaged, unskilled or have other serious barriers to employment, training and related services for entry into the labor force. Title I of the Workforce Investment Act also provides retraining, job search assistance and other services for workers who have lost their jobs as a result of business closings, mass layoffs and the effects of economic change. It provides services to dislocated workers who have had a significant attachment to the labor force, but who need retraining in order to return to work. Services provided include: planning and development systems, implementation, administration, core and intensive services, services such as assessment, employability development planning and counseling, job search and job retention skills, job placement and follow-up, and supportive services; occupational skills training; on-the-job training; customized-employer specific training and remediation.

ARRA funding for adult, youth and dislocated worker services began in February 2009 and will continue until funds are exhausted.

The Atlanta Regional Commission's Workforce Development Division serves as the sub-grant recipient for the Atlanta Regional Workforce Board. The Board is responsible for policy development and systems oversight for residents of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry and Rockdale counties.

#### **DELIVERABLES**

- Continue implementation of workforce development initiatives, including the provision of WIA services at one stop career resource centers.
- Provide a system of youth services for low income youth, to include summer employment experiences.
- Provide a system of Individual Training Accounts for customers to access training opportunities and provide regional processes for implementation of the Eligible Provider Listing.
- Participate in Rapid Response activities with the Georgia Department of Labor to disseminate information about retraining services to employees and employers experiencing layoffs and implement services.

#### **PARTNERSHIPS**

Coordination will occur with a variety of agencies and other workforce boards within the region, County Human Service Coalition Committees, County DFCS offices, Rehabilitation Services, local school systems, Chambers of Commerce and Economic Development Agencies. Additional partners include: GDL/USDOL and the Georgia Department of Human Resources.

#### **COST CENTERS**

- 104AA, 104AY. 204AA, 204AY                      Adult Administration



- 104AB, 104AZ, 204AB, 204AZ
- 904AU
- 904AW
- 104CA, 204CA
- 104CB, 104CD, 204CB, 204CD
- 104EA, 104EY, 204EA, 204EY
- 104EB, 104EZ, 204EB, 204EZ
- 904EU
- 904EW

Adult Program  
 ARRA Adult Administration  
 ARRA Adult Program  
 Youth Administration  
 Youth Program  
 Dislocated Worker Administration  
 Dislocated Worker Program  
 ARRA Dislocated Worker Administration  
 ARRA Dislocated Worker Program

## **ELEMENT 4 - WORKFORCE DEVELOPMENT**

### **S - SKILLS SHORTAGES AND SYSTEMS INNOVATIONS**

### **Z – SPECIAL PROJECTS**

#### **PURPOSE**

Several major initiatives are included under Skills Shortages and Systems Innovations.

**School at Work** School At Work continues at metropolitan Atlanta hospitals including Piedmont Hospital. Career Exploration activities are provided for SAW students when requested by individual hospitals.

**BRAC implementation Grant to** implement transition services for the closings of Fort Gillem and Fort McPherson in metro Atlanta and the Naval Supply Corps in Athens. This will include career assessment, job search assistance, and retraining for displaced military and civilian employees as well as their spouses. Additionally, a Supply Chain Management Work Ready Region was established to transition BRAC effected employees into supply chain career pathways.

**WORK READY Region Implementation Grant:** The Atlanta Regional Commission/ARWB was awarded \$500,000 in March 2008 to administer the Innovation Crescent Work Ready Region initiative, which includes 10 counties from Gwinnett, DeKalb to Athens/Clarke County. An additional \$400,000 was received for Fulton, Cobb and Clayton Counties in Fall 2009. The goals of the grant are to obtain Work Ready certification for the counties involved. Certification includes increasing high school graduation rates as well as completing work ready assessments and obtaining certifications. An industry network group will continue through 2010. A committee made up of all county chambers of commerce or economic development staff was formed to initiate a branding campaign. ARC/ARWB is actively working on the Governor's Work Readiness Initiative, including assisting counties with designation as Work Ready Communities. The ARC was awarded \$200,000 to continue activities of the Innovation Crescent. The ARC was awarded \$400,000 to administer the Georgia Entertainment Media Work Ready Region.

#### **DELIVERABLES**

- Continue to align with economic development agencies, such as GEDC and Chambers of Commerce.
- Target skill specific customized training needs with business partners for development of customized training programs.
- Continue to seek funding for implementation of high demand occupational training expansions in sectors such as Information Technology, Life Sciences, Advanced Manufacturing and Supply Chain Management.
- Continue Work Ready community and regional initiatives.
- Under the BRAC implementation grant, work with displaced military and civilian employees to provide career assessment, job search assistance and retraining.

#### **PARTNERSHIPS**

Coordination will occur with a variety of training providers, business organizations, including chambers of commerce, EDA, human resource associations, military personnel, etc.

## **COST CENTERS**

- 804GB Georgia Governor's Office of Workforce Development BRAC
- 904GW Georgia Governor's Office of Workforce Development Western Innovation Crescent Work Ready Region
- 004GG Georgia Governor's Office of Workforce Development Georgia Entertainment Media
- 104GS Georgia Governor's Office of Workforce Development Eastern Innovation Crescent Work Ready Regions Sustainability Grant

## **ELEMENT 4 – WORKFORCE DEVELOPMENT**

### **R –REGIONAL WORKFORCE PLANNING**

#### **I – REGIONAL ITA SYSTEM**

##### **PURPOSE**

In order to better understand its labor market and economic environments, the consortium of local areas WIBs (Region 3) meet to discuss items of regional importance and work on collaborative projects. Several of the metro Boards participate in a Regional ITA System, which encompasses the majority pathway for customers to attend training funded by the Workforce Investment Act. ARC is the administrative agent for the DeKalb Workforce Board and the Fulton County Workforce Board , in addition to the Atlanta Regional Workforce Board. ARC provides the applications for new training providers, reviews the applications and makes recommendations to a Metro ITA Advisory Board.

##### **DELIVERABLES**

- Continue to assess the current economy, including industry trends and initiatives; economic development; occupational trends; general labor force characteristics; employer needs; job seeker customer segments and their needs; regions' ability to respond to current needs.
- To provide a regional Individual Training Account/Eligible Provider listings system for several of the metro Atlanta Workforce Investment Boards.
- Participate in regional coordination of services in order to insure the most effective use of program funds and avoid duplication of services.
- To provide administrative systems and staff functions for the Regional Individual Training Account Advisory Committee comprised of several of the metro area Workforce Investment Boards.
- Continue to provide the Atlanta Region with a one-call hotline number for information regarding Workforce Investment Act services and referral to other metro Workforce Boards

##### **PARTNERSHIPS**

Partner with the Region III Workforce Boards, which also include: City of Atlanta, Cobb, DeKalb, and Fulton. Additional partnerships will include: GDL, business and industry representatives, local governments, local Boards of Education, technical colleges in Region III, Board of Regents governed institutions within Region III, organized labor, Chambers of Commerce in Region III, and related workforce development organizations.

##### **COST CENTERS**

- 104IT, 204IT                      Management of Regional ITA System



# Economic Development



**2011 BUDGET SUMMARY  
ELEMENT 5  
ECONOMIC DEVELOPMENT**

		<b>Percent of Total</b>
<b>Revenues</b>		
Direct Federal Grants	51,981	49.0%
State and Locally Administered Federal & Other Grants	-	0.0%
State and Local Match	-	0.0%
ARC Required Match	51,982	49.0%
ARC Supplemental Funding	2,023	1.9%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$105,986</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
05A Regional Economic Development Plan	105,986	100.0%
<b>Total Expenses</b>	<b>\$105,986</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	70,912	66.9%
Contracts	5,000	4.7%
Equipment	-	0.0%
Misc. Operating	1,000	0.9%
Travel	-	0.0%
Rent & Related	-	0.0%
Computer Services	-	0.0%
Indirects	29,074	27.4%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$105,986</b>	<b>100.0%</b>



# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 5 – ECONOMIC DEVELOPMENT**

### **MISSION**

The Economic Development Element of ARC's work program is intended to facilitate a collaborative decision-making process by elected officials, business leaders and civic leaders on Community and Economic Development issues. This process will lead to strategies that promote sustainable economic opportunity, foster effective infrastructure systems, enhance and protect the environment, and balance resources through sound management of development practices. Ultimately, a strategy will provide a roadmap for the Atlanta region to improve our quality of life and respond to economic development opportunities as the region continues to grow.

### **ISSUES/CHALLENGES**

- The issue of economic development is indirectly, yet inextricably related to all regional challenges including land, use transportation water supply and quality of education.
- Cities and counties are currently experiencing a fiscal crisis which they have not seen the likes of in decades.
- The field of economic development is faced with major challenges including balancing interests between small town business and major retailers on which the economy thrives.
- There is no formal structure to promote public and private sector partnerships in order to identify and respond to development issues and opportunities facing the Atlanta region.
- There is currently no formal forum through which local government economic development staff can meet to network and share ideas and information.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Serve as liaison between local government, business community and economic development professionals on regional growth issues.
- Provide an annual update for the Comprehensive Economic Development Strategy in accordance with Economic Development Administration guidelines.
- Work with public and private partners to market the Community Economic Development Online Resource Center. [www.CommunityPlanningPays.com](http://www.CommunityPlanningPays.com) as a resource for communities across the Atlanta region.
- Provide technical assistance to local governments and economic development organizations on their economic development activities, programs, and grant applications.
- Distribute a quarterly newsletter for local government economic development professionals to continue fostering communication across jurisdictions.
- Hosted quarterly economic development meetings across the region to highlight best practices and facilitate information sharing.
- Work across divisions and departments in ARC to incorporate to flesh out how the organization's work impacts economic prosperity in the region.

### **2011 WORK PROGRAM TITLES**

- 01A      Regional Economic Development Plan

## **ELEMENT 5 – ECONOMIC DEVELOPMENT**

### **5A – REGIONAL ECONOMIC DEVELOPMENT PLAN**

#### **PURPOSE**

The Economic Development Element of ARC's work program is intended to facilitate a comprehensive decision-making process by elected officials, business leaders and civic leaders on growth-related and economic development issues. This process will lead to strategies that promote sustainable economic development and opportunity, foster effective infrastructure systems, enhance and protect the environment, and balance resources through sound management of development. Ultimately, a strategy will provide a roadmap for the Atlanta region to improve our quality of life and respond to economic development opportunities as the region continues to grow.

#### **DELIVERABLES**

- Provide formal and informal mechanisms for reaching out to community and economic development professionals including developing a regular newsletter for economic development professionals and regularly convening economic development staff throughout the region.
- Develop strategic outreach plan for the online Atlanta Regional Community Economic Development Resource Center.
- Serve as liaison between local government, business community and economic development professionals on regional growth issues.
- Update the Comprehensive Economic Development Strategy in accordance to Economic Development Administration guidelines.
- Developed training through the Community Planning Academy that has a focus on local government economic development strategies.
- Produce quarterly economic development newsletter.
- Develop comprehensive strategy for formal updates of CEDS in 2012.
- Explore partnership opportunities with GEDA in regard to the Economic Development Academy.

#### **COST CENTERS**

115 AR      Regional Economic Development Plan



# Transportation Planning



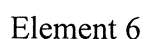
**2011 BUDGET SUMMARY  
ELEMENT 6  
TRANSPORTATION PLANNING**

		<b>Percent of Total</b>	
<b>Revenues</b>			
Direct Federal Grants	247,799	1.7%	
State and Locally Administered Federal & Other Grants	12,177,791	83.1%	
State and Local Match	1,077,500	7.4%	
ARC Required Match	1,151,057	7.9%	
ARC Supplemental Funding	-	0.0%	
Private Sector Funding	-	0.0%	
Enterprise Fund Income	-	0.0%	
Other Revenue	-	0.0%	
<b>Total Revenues</b>	<b>\$14,654,147</b>	<b>100.0%</b>	
<b>Expenses by Work Program Titles</b>			
06A Long Range Planning	1,084,920	7.4%	
06B Program Administration and Maintenance	935,486	6.4%	
06C Short Range Planning	689,176	4.7%	
06D Travel Surveys, Models and Analysis	2,357,412	16.1%	
06E Air Quality Planning	204,969	1.4%	
06F Local Government Assistance	405,743	2.8%	
06G Commute Connections	4,949,998	33.8%	
06H Management Systems	329,451	2.2%	
06I Special Studies	2,837,500	19.4%	
06J Transportation Public Involvement	549,745	3.8%	
06K Regional Transit Planning	309,747	2.1%	
<b>Total Expenses</b>	<b>\$14,654,147</b>	<b>100.0%</b>	
<b>Expenses by Type</b>			
Salary and Benefits	3,596,517	24.5%	
Contracts	2,735,000	18.7%	
Equipment	6,500	0.0%	
Misc. Operating	167,055	1.1%	
Travel	43,250	0.3%	
Rent & Related	319,114	2.2%	
Computer Services	600,951	4.1%	
Indirects	1,798,260	12.3%	
Subgrants and Participants	5,387,500	36.8%	
<b>Total Expenses</b>	<b>\$14,654,147</b>	<b>100.0%</b>	

## ELEMENT 6 - TRANSPORTATION PLANNING

Transportation planning in the Atlanta Region is coordinated by the Atlanta Regional Commission (ARC), the designated Metropolitan Planning Organization (MPO) for the Atlanta Region, pursuant to federal and state rules and regulations.

In October 2003, ARC adopted an expanded transportation planning boundary which includes all or portions of 19 counties based on the expanded Atlanta Urbanized Area identified in the 2000 Census. This included the ten ARC member counties (Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale) plus three additional counties (Coweta, Forsyth and Paulding) and portions of six more (Barrow, Bartow, Hall, Newton, Spalding and Walton). For the 9 outlying counties, all except Hall County are provided limited membership in the ARC for transportation planning purposes only. For the portion of the Atlanta Urbanized Area in Hall County, an agreement was executed in 2004 assigning transportation planning responsibilities for that area to the Gainesville-Hall MPO.



## **ATLANTA NONATTAINMENT AREAS**

ARC performs the technical analysis necessary to demonstrate conformity of transportation plans and programs for the Atlanta nonattainment areas which supports the ARC long range transportation plan and transportation improvement program as well as the Gainesville-Hall MPO long range transportation plan and transportation improvement program. The areas are as follows:

- 20-county nonattainment area for ozone under the eight hour standard - Includes the eighteen county planning area plus Carroll and Hall Counties.
- 20+ county nonattainment area for fine particulate matter (PM2.5) - Includes the 20 county ozone area plus small sections of Heard and Putnam counties around major power plants.

Additionally, there was a 13-county Atlanta nonattainment area for ozone under the one hour standard that included the ARC ten county area plus Coweta, Forsyth and Paulding Counties. That standard was withdrawn in June 2005, one day after EPA had determined that attainment had been reached.

## **PLANNING PROCESS**

ARC collaborates with the Region's local governments, the Georgia Department of Transportation, the Georgia Regional Transportation Authority, the Metropolitan Atlanta Rapid Transit Authority and other regional transit providers, and citizens to plan for the Region's future transportation needs and to assure that such plans conform to air emission requirements.

The mission of this element is to improve transportation facilities and services in the Region through an integrated planning process that continues to meet the requirements of SAFETEA-LU (Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users) and the Clean Air Act Amendments of 1990 (CAAA). Together, these two pieces of legislation promote a transportation system that maximizes mobility and accessibility and promotes the protection of the human and natural environments. The metropolitan transportation planning process emphasizes the link between improved planning and better decisions and provides the tools for comprehensive planning, which incorporate land use, development, environmental, and transportation considerations.

Coordination of ARC's efforts with the planning programs of its member governments and the many other government agencies along with the citizens of the Region is essential to the success of the transportation planning process. ARC has standing technical and policy committees, as well as task forces and subcommittees established to provide input for specific projects as described below. Significant emphasis is on broadening participation in transportation planning to include stakeholders who have not traditionally been involved, including community groups, members of the public, interest groups, the business community, and other governmental agencies.



## **PLANNING PROCESS AND STRUCTURE**

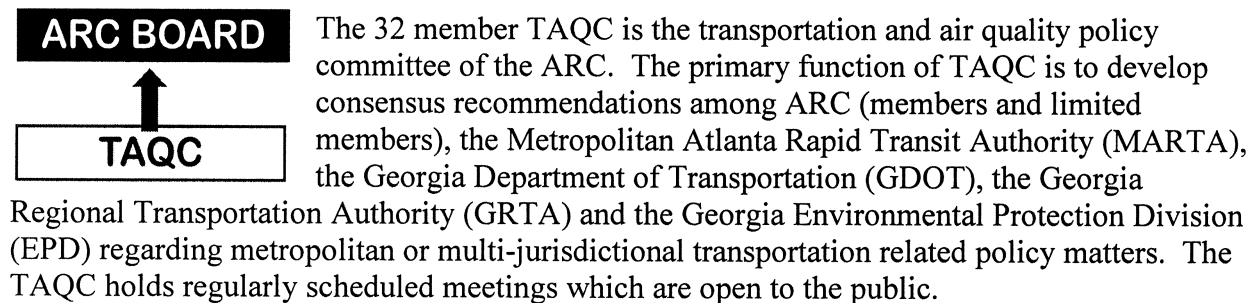
The Atlanta Regional Commission is the multipurpose, comprehensive regional planning agency for the 10-county Atlanta area, and is the State-designated planning agency for the Atlanta area for all federal and state programs which require or encourage areawide planning. The 39-member ARC Board membership is defined in state code and is required to be a combination of elected public officials and citizens. (*Georgia Code 50-8-84.*)

The Atlanta Regional Commission is also the designated Metropolitan Planning Organization for the 18-county Atlanta area. To accomplish transportation planning for 18 counties within a 10 county planning agency, the eight outlying counties have been granted limited membership to ARC for transportation planning purposes only. To protect the interests of these eight counties, ARC adopted a policy in 2004 that the ARC Board will make no changes to transportation projects and programs from these counties, in transportation plan and program documents brought before the Commission for final approval.

Additionally, since adopting a policy statement in 1974, the transportation planning process has been a bottoms up system, requiring transportation matters to come through the transportation policy committee for review and comment prior to Board action. This policy has been expanded over the years to require transportation matters to first be reviewed by the technical committee (Transportation Coordinating Committee) then forwarded to the applicable policy committee (Transportation & Air Quality Committee or Regional Transit Committee) with recommendations. In all cases, should a substantive change be proposed to a transportation plan or program by the ARC Board, the matter is referred back to the technical committee for review, then to the policy committee, and then back to the Board. This could potentially require additional technical analysis for conformity as well as additional opportunity for public comment.

Current membership lists for the ARC Board, ARC policy committees (e.g., the Transportation & Air Quality Committee, Regional Transit Committee), and ARC technical committees (e.g., the Transportation Coordinating Committee) are maintained on the ARC website - [www.atlantaregional.com](http://www.atlantaregional.com) - in addition to meeting schedules and agendas, meeting summaries and other pertinent information.

### **Transportation and Air Quality Committee (TAQC)**

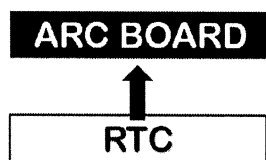


The current membership of TAQC, as defined in ARC bylaws, includes representation from the 18 county planning area. This includes the County Commission Chair or CEO of each of the 10 counties in the ARC, a designated Commissioner from each of the 8 counties in the Atlanta nonattainment area outside the ARC, the Mayor of the City of Atlanta; the Chair of the Metro Atlanta Mayors Association (MAMA), seven additional representatives from the ARC Board, a member from each of the MARTA, GDOT and GRTA boards, the GDOT Planning Director and a representative from the Georgia EPD.

TAQC provides policy direction to ARC on all transportation planning matters. TAQC's guidance is very important because its membership includes GDOT, GRTA and MARTA, which implement regional transportation policy, as well as EPD, which provides state leadership in attaining air quality goals.

TAQC meets each month except December. The annual schedule of TAQC meetings, current and past agendas, meeting summaries and other meeting materials are posted on the ARC website at [www.atlantaregional.com/taqc](http://www.atlantaregional.com/taqc).

### **Regional Transit Committee (RTC)**



In January 2010, the 34 member Regional Transit Committee was established as a function of the Atlanta Regional Commission on an interim basis until a standalone organization is legally constituted. The RTC may be reauthorized every two years as necessary. A key mission of the RTC is implementation of Concept 3, the consensus vision and guiding document for future transit investments in the Atlanta region which will be used in upcoming RTP and TIP development. Concept 3 was developed by the predecessor of the RTC (the Transit Planning Board) and adopted by ARC in 2008.

In 2005, ARC led the Regional Transit Institutional Analysis (RTIA) which examined the region's current organizational structure with respect to planning, financing, and service delivery of public transportation. This study resulted in the creation of the Transit Planning Board (TPB) in early 2006 for a two year period, by joint resolution of ARC, GRTA and MARTA.

With the TPB's sunset at the end of 2008, ARC adopted a resolution in December 2008 authorizing creation of an interim ad-hoc committee, the Transit Implementation Board (TIB), within the ARC consistent with the intent of the TPB. The TIB was established with the same membership as the TPB.

The RTC was implemented following the sunset of the TIB in December 2009 with membership specified by the TIB.

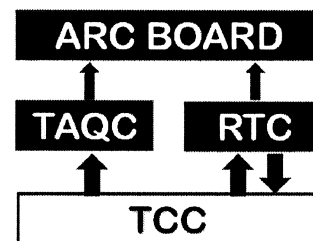
The RTC has the lead role in providing transit planning input in the regional transportation planning process. All RTC transit policy planning recommendations that impact RTP/TIP development or the regional federal/state legislative agenda will feed through the TCC and TAQC as part of the "bottoms up" planning process. Other actions of the RTC that are more

operational in nature, will feed directly to the ARC Board or to transit operating agency boards, as appropriate.

RTC meets each month except December. The annual schedule of RTC meetings, current and past agendas, meeting summaries and other meeting materials are posted on the ARC website at [www.atlantaregional.com/rtc](http://www.atlantaregional.com/rtc).

### **Transportation Coordinating Committee (TCC)**

In addition to the ARC Transportation Planning Division staff and local government staffs, the 24 member Transportation Coordinating Committee (TCC) is responsible for providing transportation technical advice and recommendations to TAQC on transportation issues. TCC is comprised of the Chief of ARC's Transportation Planning Division and a representative (typically the planning or transportation director) from MARTA, GDOT, GRTA, EPD, the City of Atlanta and each of the eighteen (18) counties in the transportation planning boundary. Representatives from the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), the U.S. Environmental Protection Agency (EPA), the Gainesville-Hall MPO and other municipalities in the region, interest groups and the general public typically attend and participate in TCC meetings.



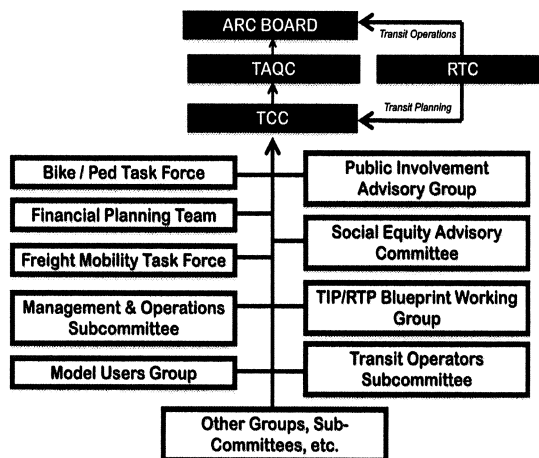
TCC is also responsible for providing transportation technical advice and recommendations to the RTC on transit related issues, and for receiving input from RTC for consideration in the transportation planning process.

TCC typically meets twice monthly. The first TCC meeting of the month is a formal meeting; the second monthly meeting is a working session. The annual schedule of TCC meetings, current and past agendas, meeting summaries and other meeting materials are posted on the ARC website at [www.atlantaregional.com/tcc](http://www.atlantaregional.com/tcc).

### **TCC Task Forces / Subcommittees**

Task forces and subcommittees of the TCC provide additional planning support for specific transportation-related issues.

1. Bicycle and Pedestrian Task Force - Created in 1993 as ARC began efforts to draft the *Atlanta Region Bicycle Transportation and Pedestrian Walkways Plan*, the Task Force has membership from city and county transportation, recreation and planning departments within the Atlanta region, representatives from state and federal agencies, and advocacy groups. The Task Force



is also open to any interested individual or group. The Task Force continues to meet on an as needed basis to update the Regional Bicycle and Pedestrian Plan and address other bicycle and pedestrian issues as part of the long and short range transportation planning process.

2. Financial Planning Team - ARC convened meetings of the team on a monthly basis in order to coordinate the development of the underlying financial assumptions behind the cost and revenue forecasts of *Plan 2040* with input from GDOT, SRTA, MARTA, GRTA and USDOT. In June 2010, the final *Plan 2040* financial forecasts were presented for concurrence and approval by regional partners, as well as the FTA and FHWA. In Fall 2010, ARC will use these financial forecasts to prioritize and select regional projects to be included in the final, fiscally constrained RTP. The FPT will reconvene in November 2010 to discuss the project selection process and gain final input and recommendations from regional planning partners.

In 2011, the FPT will follow-up on its accomplishments in 2010 during the financial planning process of Plan 2040 and convene meetings to discuss the final constrained draft of *Plan 2040*, HB 277 issues, federal reauthorization legislation and discretionary funding programs, P3/Innovative Financing Issues with I-75/575 managed lanes project, and progress of the I-85 HOV-to-HOT CRD project.

3. Freight Mobility Task Force – The task force, initially established in 2002, is comprised of freight community and public sector representatives including railroads, airports, ports, trucking industry, chambers, GDOT, etc. The main purpose of the task force is to help ARC in addressing challenges facing the goods movement industry, and identifying priority freight corridors and facilities in the region as well as potential solutions. The task force serves as the main forum to identify ways to better incorporate and integrate freight into the regional transportation planning process. The task force provides ongoing input into the development of the Regional Transportation Plan and Transportation Improvement Program. The task force meets quarterly.
4. Management & Operations Subcommittee – An ITS Subcommittee composed of all ARC planning partners involved in Intelligent Transportation Systems (ITS) technology planning and deployment in the region, provided technical support for the development of the Atlanta Regional ITS Architecture in 2005. In 2010, this subcommittee was reincarnated as the Regional Management and Operations Subcommittee. This new subcommittee folds activities of *existing* regional ITS and M&O groups<sup>1</sup> or projects into the regional transportation planning process, provides ongoing input into the development of the RTP and TIP, and provides a forum for information exchange. The subcommittee will also serve other related functions as relevant (e.g., as the steering committee for the Regional Strategic

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<sup>1</sup> ARC was involved in implementation of, and participates on, two regional task forces that focus on planning and implementation of several ITS elements. The TIME Task Force, established by GDOT in 2002, focuses on improving roadway incident management by safely reducing incident response and clearance time, as well as reducing the risks for secondary accidents. The Regional Traffic Operations Task Force, established in 2004 by ARC, GRTA and GDOT, provides technical oversight of the GDOT Regional Traffic Operations Program dedicated to enabling active signal management on primary arterials and providing on-going signal maintenance. Both of these task forces meet on a regular basis in addition to participating on the M&O Subcommittee.

Thoroughfare System Plan, a plan currently under development by ARC.) Additional groups or projects will be added to the subcommittee as applicable. This subcommittee meets on a monthly basis.

5. Model Users Group – In 1999, the Model Users Group was formed as a subcommittee of the TCC to provide a forum to foster, develop and aid in coordinating the design and implementation of travel demand models among local governments. The group also serves as an advisory council in these matters and meets on a quarterly basis at the ARC. Additional details can be found at [www.atlantaregional.com/mug](http://www.atlantaregional.com/mug).
6. Public Involvement Advisory Group (PIAG) – This group was formed in 1999 as part of the update of the Transportation Public Involvement Plan adopted by the ARC Board in May 1999. The objectives of this group are to create a network for coordinating public involvement activities in the region, share public participation techniques, and provide resources information on Title VI and environmental justice guidance as well as other regulatory standards. PIAG activities include input into and distribution of a shared regional public outreach calendar; distribution of a weekly *PIAG Post* newsletter providing current news on events and resources; and providing quarterly *PIAG Talks* featuring regional public involvement resources. PIAG meets quarterly or as needed.
7. Social Equity Advisory Committee - The purpose of this committee is to provide the Atlanta Regional Commission advice and guidance in the development of the long range plan addressing transportation, land development, education, economic, education, environmental, housing and social impacts on minority, low-income and other underrepresented groups, including the elderly, children and individuals with disabilities. The committee will assist in the identification of key issues, identify potential strategies and policies and serve as a primary link to the communities and/or groups that they represent. The group was originally formed in 1999 to assist in the integration of environmental justice into the regional transportation planning process. The group continues to consider the needs of the traditionally underserved populations in the Atlanta region, low-income, minorities, consistent with Title VI of the Civil Rights Act of 1964, Executive Order 12898 and subsequent federal and local guidance. Considerable effort is directed toward identifying important issues, helping to translate overall goals and objectives into more specific strategies and policies, and providing outreach to the public on current and future issues related to transportation, air quality and growth in the region. The group is chaired by an ARC citizen board member and is composed of stakeholders representing grassroots/ community-based organizations, environmental groups, educational institutions, civic and advocacy organizations and the faith-based community. The Social Equity Advisory Committee meets monthly.
8. TIP/RTP Blueprint Working Group - Comprised of TCC members and other interested stakeholders, the group does not have a formally defined membership and will be convened only as necessary. The group's purpose will be to refine and modify business rules related to TIP/RTP documentation, as adopted by ARC in the *TIP/RTP Blueprint* in July 2010. The *Blueprint* is intended to be a living document and updated on a regular basis in conjunction with the development of each new TIP and/or RTP. Meetings are conducted in an informal

forum environment, with participation encouraged by any agency or organization with a vested interest in the topic being discussed.

9. Transit Operators Subcommittee (TOS) - Created in 1998 as a subcommittee of TCC, the Transit Operators Subcommittee includes membership from agencies currently providing or scheduled to provide public transportation (MARTA, Cherokee, Cobb, Douglas and Gwinnett and Henry Counties, and GRTA). Additionally, agencies with transit funds programmed in the TIP for future transit service as well as other interested parties are invited to participate. The mission of the TOS is to discuss, evaluate and coordinate regional transit issues for presentation to the RTC and TCC and incorporation into the regional transportation planning process.

### **RTC Subcommittees**

Two proposed technical committees, the Service Coordination Council and Regional Breeze Task Force, will also be incorporated into the RTC structure as needed.

### **Other Applicable ARC or ARC-Facilitated Groups**

In addition to the subcommittees and task forces of the Transportation Coordinating Committee, other transportation task forces and subcommittees provide additional planning support for specific transportation-related issues.

1. Land Use Coordinating Committee –Implemented in 2000, LUCC makes recommendations to the Environment and Land Use Committee (ELUC), the ARC policy committee on land use. Membership includes planning directors or titled equivalents from the planning departments of the counties in the ARC MPO planning area, the City of Atlanta, cities with mayors currently on the ARC Board, and categorical members. LUCC meets monthly to review, discuss and make recommendations on implementation of the Regional Development Plan policies, review progress and make recommendations on the Livable Centers Initiatives program, and discuss other issues affecting local governments. LUCC and TCC meet together periodically to discuss interrelated land use and transportation issues.
2. Chairs/Co-Chairs Subcommittee - This group was initially established in 2005 as a subcommittee of ELUC and TAQC. The subcommittee was expanded in 2010 to include the Aging Services Committee and the ARC Chair and Vice Chair, and currently meets monthly. The committee continues to provide guidance on issues identified by LUCC and TCC during development of *Plan 2040* (the updates of the Regional Development Plan and the Regional Transportation Plan). The committee also serves to coordinate multiple agency planning initiatives and issues related to the planning development process.
3. Agency Heads–Formed in early 2008 to address the requirements of a December 2007 MOU on Transportation Project Prioritization between ARC, GDOT, GRTA and MARTA, the Agency Heads (Directors and Board Chairs of the four agencies plus SRTA and the chair of the TAQC) meet on a quarterly basis to discuss transportation issues and coordinate

activities. A subcommittee of Agency Heads, Senior Staff, is comprised of the directors of planning from ARC, GDOT, GRTA, MARTA and SRTA plus additional senior staff from each organization and meets on a monthly basis.

4. Interagency Consultation Group – The Clean Air Act requires intergovernmental consultation for the development and submittal of applicable State Implementation Plan revisions and before findings of conformity of transportation plans, programs and projects within the SIP, in airsheds designated as nonattainment. To fulfill this requirement, an Interagency Consultation Group facilitated by ARC, was established and meets on a regular basis to discuss and resolve matters relative to air quality and transportation. Formal membership in this Group includes ARC, GDOT, EPD, EPA, FHWA, FTA, MARTA, and ARC counties receiving federal transportation funding to provide transit services (Cobb, Douglas and Gwinnett). Additional agencies participate including GRTA, the State Road & Tollway Authority (SRTA), and the Gainesville-Hall MPO (GHMPO).
5. TransAQ - A technical subcommittee of the Atlanta Interagency Consultation Group, this group has been in place since early 2003. Membership consists of the air quality specialists from ARC, GRTA, GDOT, EPD, FHWA, FTA and EPA. The group meets on an as-needed basis to discuss the technical aspects of transportation conformity that cannot be handled effectively within the larger Interagency Group. Discussion topics include, but are not limited to such things as emissions modeling, scheduling of conformity analyses, and mobile source control measures.
6. Human Services Transportation Advisory Committee – Reconvened in December 2008, the HST AC is comprised of organizations such as public and private transportation providers, human service agencies, planning agencies, community-based organizations, disability advocates, job training and placement agencies, and riders. This committee helps ARC implement short range action items recommended in the 2010 Coordinated HST Plan. This committee continues to assist ARC with identifying HST stakeholders, establishing HST goals and objectives, and helps guide the coordinated planning process. The committee meets on a regular basis at least bi-monthly.
7. Long Range Regional Forecast Technical Advisory Group – This TAG assists ARC staff in the production of regional control forecasts for the forecast study area as a whole. The small area forecasts derived using these controls support the development of regional transportation plans. Every three to four years, the TAG advises regarding inputs to the Regional Econometric Model used to produce the regional control forecasts; reviews results of the model calibration runs; reviews model output after each iteration and suggests revisions; and recommends the final results to the ARC for adoption. The most current set of regional control forecasts is for a 20 county area and was completed in June 2009.

## PLANNING PROCESS UPDATE

Over the past few years, the transportation planning process in the Atlanta Region has continually adapted to address major issues and challenges on the federal, state and local levels.

### 2007

- **New Federal Requirements** - In the fall, ARC adopted *Envision6* [the 2030 Regional Transportation Plan (RTP) update and FY 2008-2013 Transportation Improvement Program (TIP)], which incorporated the new requirements of SAFETEA-LU. ARC performed the required air quality technical analysis for the Atlanta nonattainment area for both ozone and particulate matter, which supported both the ARC RTP and TIP updates as well as those of the Gainesville MPO. A conformity determination was made by USDOT in consultation with USEPA for both pollutants on October 10, 2007.
- **New State Recommendations** - During development of the *Envision6* RTP/TIP, adopted recommendations of the Governor's Congestion Mitigation Task Force were incorporated which include a 70% weight for congestion in project evaluation, development of a transparent methodology for benefit/cost analysis, and use of a Travel Time Index to measure congestion (1.35 TTI goal for the Atlanta nonattainment area by 2030).
- **Funding Shortfall** - In *Envision6* RTP/TIP development it was necessary for the first time to remove rather than add projects due to the transportation funding shortfall facing the region, state and nation. Nevertheless, the *Envision6* RTP update established long-term policies and strategies to address both the Region's transportation needs and to improve air quality.
- **New Project Prioritization Process** – Late in the year, ARC, GDOT and GRTA executed a Memorandum of Understanding on Transportation Project Prioritization that established a framework to formally address a transportation project prioritization process; a congestion and mobility strategy; evaluation of tools, data and assumptions; and congressional district balancing. MARTA was included as a key player. During 2008, technical groups met to work on the four areas identified in the MOU, reporting their results to the senior staff of the four agencies. Additionally, two committees (senior staff, and directors and board chairs of the four agencies) were formed and continue to meet on a regular basis to discuss issues and coordinate activities.

### 2008

- **New Statewide Strategy** – In June, the Governor announced a new statewide transportation partnership called *Investing in Tomorrow's Transportation Today* or *IT<sup>3</sup>*, designed to bring GDOT, GRTA, the General Assembly, local partners and the executive branch together to formulate strategies that will improve transportation infrastructure throughout the state. GRTA was designated project manager for development of a statewide transportation strategy that will be implemented by GDOT. ARC and MARTA were key players in this process.

By the end of 2008, deliverables from the MOU on Project Prioritization had transitioned into completion and implementation of the GDOT Project Prioritization Process (PrPP),



development of a Transit Project Prioritization Process, and development of the statewide transportation strategy.

## **2009**

- **Funding Shortfall / New Funding Availability** - The year began with preparation to drastically reduce the TIP due to the existing financial shortfall, but quickly transitioned into funding projects with the influx of funds from the American Recovery & Reinvestment Act. Considerable resources were expended in identifying and working with the State to program eligible projects under strict timelines.
- **New State Legislation** – In the 2009 Georgia Legislative session, Senate Bill 200 was passed which has major impact on transportation planning in the State. Among many elements, this legislation includes provisions for:
  - A GDOT division of planning and appointment of a director of planning by the Governor
  - Development of transportation plans for the state;
  - A timetable for completion and reporting of transportation plans;
  - Investment policies to guide transportation planning;
  - Identifying and constructing projects with private investment

The results of *IT*<sup>3</sup> will be folded into these new activities and, in late 2009, work began on developing an implementation plan for *IT*<sup>3</sup>.

- **Right-Sizing the TIP** – Picking back up on early 2009 activities, ARC returned to “right-sizing” the TIP using updated project costs and based on the limited available state and federal funding. A fiscally constrained the TIP with an associated conformity demonstration was completed by year end.
- **Implementation of *IT*<sup>3</sup>** – In the fall of 2009, activities began to take *IT*<sup>3</sup> to the next phase, implementation. Results of this process will be incorporated into the regional transportation planning process once available.

## **2010**

- **Potential New Funding Source** – In June 2010, the Governor signed the *Transportation Investment Act of 2010* which includes the opportunity for citizens to vote in August 2012 on a 1% sales tax to be used for transportation projects. Revenue would begin to be available in early 2013. Other elements of the bill such as implementation of a Transit Governance Study Commission, will be coordinated with the regional transportation planning process as applicable.

Concurrent with the above, beginning in 2007 and still ongoing, ARC has been developing *Plan 2040*, the metro Atlanta area’s long range plan for land development and transportation needs. The transportation portion of *Plan 2040*, a 2040 Regional Transportation Plan and a FY 2012-17 Transportation Improvement Program, is targeted for adoption in mid 2011.

Consultant assistance will be used in support of transportation planning activities as needed.

## **2010 ISSUES/CHALLENGES**

- Addressing the major transportation funding shortfall.
- Staying abreast of new transportation issues on the federal level, especially reauthorization and potential associated changes to the planning process.
- Incorporating House Bill 277, *Transportation Investment Act of 2010*, and in Senate Bill 200, into the regional planning process as applicable.
- Addressing air quality issues.

## **2011 WORK PROGRAM HIGHLIGHTS**

- Complete development of *Plan 2040*, a 2040 Regional Transportation Plan and FY 2012-2017 Transportation Improvement Program.
- Complete the FHWA/FTA certification audit of the regional transportation planning process.
- Continue to proactively participate with GDOT in implementation of the requirements in HB 277 and SB 200.
- Continue to stay abreast of transportation funding legislation on the federal and state levels, providing input and information to key decision makers.

## **2011 WORK PROGRAM TITLES**

6A – Long Range Planning	6G – Travel Demand Management
6B - Program Administration and Maintenance	6H – Model Applications and Analysis
6C – Short Range Planning	6I - Special Studies & Projects
6D - Travel Surveys, Models and Analysis	6J – Transportation Public Involvement
6E - Air Quality Planning	6K – Regional Transit Planning
6F - Local Government Assistance	

## **2010 ACCOMPLISHMENTS**

### **Transportation Planning Division**

- Developed and implemented three amendments of the FY 2008-2013 Transportation Improvement Program.
- Performed technical analyses for conformity and received a Conformity Determination from FHWA and FTA, in consultation with EPA, in September.
- Completed the 2009-2010 Regional On-Board Transit Survey of travel patterns and demographics of riders living in 20 different counties and riding at various times of day on the region's seven transit operators: With 50,000 respondents (approximately 10% of the region's transit ridership), it is the largest survey of its kind in the United States.
- Continued development of *Plan 2040*, targeted for adoption in 2011, including scenario planning and an extensive public outreach.

- Adopted the *TIP/RTP Blueprint 2010*, a reference guide to assist transportation project sponsors in understanding and adhering to standard practices governing how projects are programmed and documented in the TIP and RTP.
- Adopted the Atlanta Strategic Truck Route Master Plan (ASTRoMaP) which identifies major truck routes in the region.
- Adopted the Human Services Transportation Plan, *A Coordinated Plan for the Atlanta Region, 2010*, which will serve as a policy guide for regional human services transportation planning.
- Continued integration of land use and transportation planning, a key element of *Plan 2040*.
- Continued to maintain the Congestion Management Process and to use as a tool in development of the RTP update.
- Continued the refinement and application of travel demand and air quality modeling tools.
- Continued expansion of the public involvement program to incorporate and involve citizen input into the transportation planning process.
- Continued to support development of Comprehensive Transportation Plans by local jurisdictions.
- Continued implementation and refinement of an ARC-developed integrated planning/modeling database, Plan-IT.
- Continued implementation and refinement of an interactive project mapping and information retrieval system for application on ARC's website.

#### *Transportation Demand Management Division*

- Informed commuters about RideSmart services, MyRideSmart.com Website services, and the new Spanish language Website via ARC's public relations efforts.
- Continued educating commuters on alternative transportation options via Facebook, Wikipedia, Twitter and mass communications.
- Contacted over 7,000 commuters in the RideSmart and CommuTrak systems for follow-up and validation.
- Created a mirror Website (MyRideSmart.com) in Spanish and released to the public in Fall 2010.
- Increased total number of regional commuters registered with RideSmart to more than 63,000 total.
- Successfully offered nearly 68 percent of the registered commuters a list of potential carpool and vanpool partners.
- Provided nearly 32,000 unique visitors with commuting information via MyRideSmart.com.
- Assisted more than 8,000 commuters via the 24/7 regional telephone hotline.
- Registered nearly 7,500 commuters in the centrally-administered Guaranteed Ride Home program.
- Contracted with multiple vendors and service providers to offer best service level on approximately 2,300 rides for regional Guaranteed Ride Home participants.

- Provided contractual oversight for CMAQ funding to employer service organizations for Commute Options employer outreach.
- Continued working closely with State Agencies as a member of the TDM Policy Group to develop strategic plans, publish policy documents, and resolve ongoing funding issues.
- Worked closely with other ARC departments to integrate TDM measures into the planning process and develop joint efforts and/or programs.

## **ELEMENT 6 - TRANSPORTATION PLANNING**

### **6A – LONG RANGE PLANNING**

#### **PURPOSE**

ARC, as the Metropolitan Planning Organization (MPO) for the Atlanta region, is required by federal regulation to develop and maintain a long range Regional Transportation Plan (RTP) which meets requirements of the current federal transportation reauthorization bill SAFETEA-LU (Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users). The current *Envision6* RTP meets all federal planning requirements in SAFETEA-LU. ARC's planning process was fully certified by the US Department of Transportation in 2007.

In 2010, major *Plan 2040* work activities focused on updating the regional vision and financially constraining the RTP/TIP. Significant stakeholder and public input occurred in 2010, including close coordination with the Chairs/Co-Chairs Subcommittee. ARC also provided support to regional transit planning activities such as the Regional Transit Committee.

Key 2011 work activities involve the major update to the regional transportation plan, *Plan 2040*. Based on available revenues, plan projects and programs will be selected that best support regional goals and objectives. Stakeholder outreach will occur in the spring of 2011. Final ARC approvals will occur in July 2011, with a conformity determination received before October 2011.

In 2011, ARC will work in partnership with the GDOT Planning Director to identify candidate projects for funding with a new regional sales tax (HB 277) beginning in 2013. ARC will also act in a technical advisory capacity to second airport study led by the City of Atlanta. To support regional planning efforts, a TDM planning study will begin. Planning support will be provided for P3 planning efforts, including the NW corridor (West and Northwest) and the Multimodal Passenger Terminal (MMPT), and on state rail planning activities.

Freight planning activities include a focus on implementing the recommendations from the Atlanta Region Strategic Truck Route Master Plan, including incorporation of recommendations into *Plan 2040*. Bicycle and pedestrian planning will continue efforts to include stakeholders and advocacy groups in the planning process.

Several work activities will require consultant assistance, such as development of program management procedures to be implemented after the completion of *Plan 2040*.

#### **DELIVERABLES**

- *Plan 2040* RTP – ARC will take action on the next RTP in July 2011, receiving a conformity determination before October 2011. As part of this effort, ARC will set performance measures and targets to assist with the on-going maintenance of the RTP. Additional special programs will be considered in *Plan 2040*, including a freight-focused funding program. ARC will actively manage the incorporation of project compilation efforts into the

Aspirations/Study Database.

- Provide Support to State P3 Planning Efforts, Including the NW Corridor and MMPT – ARC, in close cooperation with GDOT and other state partners, will assist in the implementation of P3 partnerships to implement regional projects. Early focus will be on implementation of the NW Corridor, including the incorporation of recommendations into *Plan 2040*. ARC will actively participate on P3 committees and provide technical assistance, as appropriate.
- Coordination on HB 277 Processes – ARC will closely coordinate with the State on implementation of HB 277. ARC will conduct technical analysis needed to support development of the list of eligible projects in 2011, while providing coordination assistance as needed to support the HB 277 process.
- Transportation Reauthorization – While it is uncertain if the federal government will reauthorize or extend SAFETEA-LU during 2011, ARC will closely monitor transportation reauthorization and proactively adjust plan development procedures and processes. ARC will update financial forecasts and assumptions, as appropriate, in response to reauthorization efforts.
- Incorporate Latest Regional Growth Concept in Regional Transportation Planning Efforts – Based on the latest adopted Unified Growth Policy Map (UGPM), ARC staff will use this vision in implementing transportation policies and project development in 2011. This will include making modifications to the Regional Strategic Transportation System (RSTS) in 2011.
- Provide Support to State Freight Planning Activities – ARC will partner with GDOT on development of the State Freight Plan. ARC will share assumptions and technical analysis from *Plan 2040* to assist in ensuring regional needs are incorporated as part of the state vision.
- Bike/Ped Planning – Conducted primarily under Subelement 6C, deliverables from Bike/Ped Planning will be incorporated into development of *Plan 2040*.
- Begin 2015 RTP Update – Upon completion of *Plan 2040*, ARC staff will develop a work program and identify consultant needs for the next major RTP update.

## **PARTNERSHIPS**

Internal coordination with other Transportation Planning Work Tasks is critical to the success of Long Range Planning. Other ARC Work Tasks that must be coordinated with Subelement 6A include Bicycle/Pedestrian Planning (6B), Transportation Improvement Program (6C), On-going Congestion Management Process (CMP) process (6H), and Public Involvement (6J).

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

### **COST CENTERS**

- 106ALR Long Range Planning
- 106ALT Long Range Transit Planning
- 006ART Regional Transit Planning

## **ELEMENT 6 - TRANSPORTATION PLANNING**

### **6B – PROGRAM ADMINISTRATION & MAINTENANCE**

#### **PURPOSE**

The main objective of this work program task is to carry out the general coordination, administrative and management tasks essential to maintain the Atlanta Transportation Management Area. These activities are structured by federal regulations, most notably SAFETEA-LU (Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users), professional planning standards, and an ethic of collaborative decision-making. Specific activities include regular support to the formal transportation planning process, and management and coordination of Unified Planning Work Program activities. This work task also encompasses information management both to the public and ARC's planning partners.

#### **DELIVERABLES**

- Committees - Facilitate and support the Transportation & Air Quality Committee, the Regional Transit Committee, the Transportation Coordinating Committee and applicable transportation subcommittees and task forces. These activities include development of annual schedules, preparation of meeting materials, preparation of meeting summaries, and other related activities.
- Unified Planning Work Program - Perform activities related to the revision and management of the 2011 UPWP and preparation of the 2012 UPWP. Administer all UPWP grant, subgrant and contract documents; develop and manage budgets.
- Quadrennial Certification – Continue to address recommendations made during the 2007 Planning Process Certification Review conducted by FHWA/FTA Team. Prepare for the conduct of the next Certification Review due by June 2011.
- Regional Planning Agreement - Maintain the current Quad-Party Atlanta planning Memorandum of Agreement between ARC, GDOT, GRTA and MARTA, as needed. Maintain the supplemental Letters of Agreement between ARC and transit properties.
- Planning Boundary – Prepare for the results of the 2010 Census with respect to the Atlanta metropolitan transportation planning boundary.
- Functional Classification System - Administer and maintain the Atlanta Region Functional Classification System. Periodically review and update the Atlanta Intermodal Connectors.
- Review Function - Review and comment on local comprehensive plans, Developments of Regional Impact and other proposed actions.
- Professional Development -Facilitate staff development through participation or attendance in national, state and local organizations and participation in educational opportunities.
- Information Dissemination - Communicate with local jurisdictions regarding transportation issues and activities.



## **PARTNERSHIPS**

Internal coordination is maintained with UPWP activities and other applicable agency activities and all other Element 6 activities.

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

## **COST CENTERS**

- 106BAM Program Administration & Maintenance
- 106BAT Program Support and Administration

## **ELEMENT 6 - TRANSPORTATION PLANNING**

### **6C – SHORT RANGE PLANNING**

#### **PURPOSE**

Short range planning involves working cooperatively within the framework of the regional planning process to identify, select and prioritize transportation projects to be included in the Transportation Improvement Program (TIP). This program, a component of the long-term Regional Transportation Plan (RTP), must cover a minimum of four fiscal years under current federal law. The Atlanta region's TIP covers six years, exceeding requirements.

Short range planning also entails being involved in project scoping and delivery issues to ensure that regional policies are being followed and commitments are being met. Emphasis is placed on integrating the recommendations of special studies, the ongoing work of various committees, task forces and planning teams, and other initiatives into the TIP in a timely manner. Certain modes of active and lifeline transportation, as well as the integration of design elements into transportation facilities and site development to facilitate those trips, are also covered under short range planning.

The TIP must be consistent with all relevant federal and state laws and regulations related to project programming. It must demonstrate how limited financial resources will be applied to increase the capability of the regional system to efficiently move people and goods without leading to further degradation of the region's air quality. The Clean Air Act Amendments of 1990 also require that the TIP and RTP conform to the State Implementation Plan (SIP) for attaining and maintaining national air quality standards.

Short range planning also includes:

- Maintenance and reporting of programming and implementation related data for TIP/RTP projects and programs.
- Compilation of projects from state, regional and local planning studies into an aspirations database used to identify future TIP/RTP projects.
- Bicycle and pedestrian facility planning.
- Access management planning initiatives.
- Human services transportation (HST) planning.
- Review of elements of the region's Developments of Regional Impact (DRI).
- Production of informational publications.
- Coordination with the Livable Centers Initiative (LCI) program.
- On-call local government transportation planning assistance as shown in Subelement 6F.
- Project implementation assistance to Project Sponsors and GDOT.

#### **DELIVERABLES**

- Transportation Improvement Programs

- FY 2008-2013 TIP - Maintain the quarterly administrative modifications process for the current TIP until updated.
- FY 2012-2017 TIP – Adopt this new TIP in conjunction with the *Plan 2040* RTP update in mid-2011. Conduct subsequent quarterly administrative modifications. Undertake amendments as necessary.
- TIP/RTP Blueprint – Implement business rules of the *2010 TIP/RTP Blueprint* in development of documentation for *Plan 2040* RTP and the FY 2012-2017 TIP. Following adoption, reassess need for update.
- HB 277 Amendment Process – In conjunction with the *Plan 2040* RTP development process, formalize the manner in which projects proposed for 2012 referendum are documented in the plan and how they will be formally added or converted to regional sales tax funding by amendment when and if the referendum is approved.
- Project and Program Data
  - Continue working with the IT division to complete the rebuild of the PLAN-IT project database. If functional by March, transfer data and use in development of the *Plan 2040* RTP and FY 2012-2017 TIP project lists and fact sheets. If not, launch in late summer immediately following adoption.
  - Initiate development of a web-based project application system for one or more project calls likely to occur in 2012.
  - Work with GDOT to identify real-time information sharing opportunities related to financial balances and project status, particularly for STP Urban and CMAQ projects.
  - Provide project implementation assistance to local government sponsors and GDOT to improve project delivery, accomplished through active participation in GDOT's quarterly project status review meetings, periodic update meetings with the GDOT Chief Engineer and OFM staff on particular issues as necessary, and serving as a conduit of information between stakeholder agencies.
  - Update project compilation database and GIS files to reflect projects added to and removed from the TIP and RTP. Add projects as new plans are completed. Coordinate information with TIP administrative modifications and amendments as necessary.
  - Maintain website information related to federal competitive grant opportunities and coordinate with TIP amendment process as necessary.
  - In coordination with TCC, implement earmark tracking procedures and coordination protocols outlined in the *TIP/RTP Blueprint*. Align procedures with TIP amendment process as appropriate.
- Bicycle and Pedestrian Planning
  - Conduct regular meetings of the Bicycle and Pedestrian Task Force, on a quarterly basis or more frequently as necessary.
  - Coordinate with Research and GIS Division in collection of regional sidewalk and bicycle facility data.
  - Provide trainings and other educational opportunities and outreach on bicycle and pedestrian topics of interest.
  - Develop project evaluation and selection processes for bicycle and pedestrian projects and programs for *Plan 2040* and the FY 2012-2017 TIP which are consistent with policies and goals of the 2007 Atlanta Region Bicycle Transportation and Pedestrian Walkways Plan.
  - Conduct implementation oversight role for federally funded projects to ensure appropriate

bicycle and pedestrian elements are incorporated into scopes of roadway capacity and operations projects.

- Conduct comparative analysis of existing bicycle facilities, planned projects, and Bicycle Study Network for purposes of identifying gaps in regional network and to work with local governments on identifying future bicycle related projects.
- Develop guidance on ADA Transition Plans and integrate into the scope of the Comprehensive Transportation Plan Assistance Program.
- Create database of locally adopted bicycle and pedestrian friendly policies and ordinances and bike/ped plans and studies.
- Access Management Planning
  - Expand involvement in concept development and design discussions for federally funded roadway capacity projects to ensure proper access management elements are included.
  - Continue regional outreach activities related to explaining and promoting the inclusion of access management techniques in the project development process.
- Human Services Transportation (HST) Planning
  - Continue implementation activities outlined in Regional Coordinated HST Services Plan, focusing on developing a provider inventory, pursuing regional mobility management and working with transit operators to reduce costs through innovative approaches to service delivery.
  - Refine HST Plan to reflect youth and Limited English Proficiency (LEP) populations.
  - Complete a call for projects for JARC and New Freedom funding and program projects in the FY 2008-2013 TIP. Develop schedule for next call for projects following adoption of FY 2012-2017 TIP.
  - Coordinate with Aging Services Division and MARTA on grant management and oversight activities.
  - Integrate HST needs assessment into *Plan 2040*.
  - Coordinate with the new HB 277 Georgia Coordinating Council on Rural and HST.
- Development of Regional Impact (DRI) Process
  - Continue coordination activities with GRTA in reviewing DRI applications.
  - Establish process requiring traffic count information collected by developers along RSTS-ASTRoMaP facilities and Strategic Regional Thoroughfares is integrated into a future regional online traffic data clearinghouse to be maintained under the CMP program.
  - Develop process to ensure transportation projects identified through the DRI process are reflected in the regional travel demand model and project delivery documentation, as appropriate.
- Informational Publications
  - Continue efforts to implement a robust quarterly TIP status report coinciding with the administrative modification schedule. Format will be in an online dashboard environment.
  - Develop and publish *Breaking Ground 2011*, a report on project implementation in state fiscal year 2011. Strive to fully convert format to online dashboard environment for consistency with quarterly status report.
  - Continue publishing regular updates to the *Transportation Spotlight* blog. Establish internal TPD protocols to more fully utilize *Spotlight* as a mechanism to communicate routine reports on key activities so that maximum time can be permitted on TCC and TAQC agendas for substantive policy discussions.

- Livable Centers Initiative (LCI) Program
  - Coordinate with the ARC Land Use Division and state agencies on programming and project development activities associated with the LCI program.

## **PARTNERSHIPS**

Internal coordination is required within all aspects of Element 6, Transportation Planning. Short range planning coordinates education and public information activities with regional economic development, regional leadership and training resource center goals and activities.

External coordination is also very important for this Subelement. Primary external coordination will be with the Georgia Department of Transportation (GDOT), Georgia Regional Transportation Authority (GRTA), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Metropolitan Atlanta Rapid Transit Authority (MARTA) and other transit service providers, Georgia Department of Natural Resources Environmental Protection Division (EPD), State Road & Tollway Authority (SRTA), U.S. Environmental Protection Agency (EPA), municipal and county governments, community improvement districts, transportation management associations, advocacy groups, neighborhood planning units, business organizations and other special interests.

## **COST CENTERS**

- 106CTP Short Range Planning
- 106CTT Short Range Transit Planning

## **ELEMENT 6 - TRANSPORTATION PLANNING**

### **6D - TRAVEL SURVEYS, MODELS & ANALYSIS**

#### **PURPOSE**

This Work Program provides for the continual enhancement of the travel demand models used to forecast regional travel demand and mobile source emissions used for the Regional Transportation Plan (RTP). The models are a series of complex and integrated computer and mathematical programs 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 nonattainment region. The 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 development of socio-economic forecasts. The application of the models will be used to forecast travel demand and associated transportation emissions to support activities of the Atlanta Region transportation planning program, air quality planning and RTP update activities.

This Work Program also includes providing technical assistance to local governments on travel demand and emissions modeling as described in Work Program 6F.

Consultant assistance will continue to be required in the areas of model enhancement and development.

#### **DELIVERABLES**

- Model Development
  - Thoroughly test and evaluate the expanded 20-county 4-step trip-based model, and further refine as necessary.
  - Incorporate changes and enhancements into the mode choice model using results from the transit on-board survey.
  - Conduct the next household travel survey.
  - Streamline and complete the activity-based and tour-based model, as a parallel track to the four-step process.
  - Continue development of a multi-modal “pilot” freight model, as it relates to the existing commercial vehicle model, and update the truck trip generation and distribution models.
  - Continue to enhance managed lanes model capabilities and post-processing scripts, as part of the multi-year on-going program aimed at improving travel demand modeling procedures.
  - \* Incorporate new applicable data into the modeling process at appropriate points in the process, such as the results of the 2010 Census, TAZ delineations, freight management study.
  - \* Incorporate results from the regional transit on-board survey in support of regional travel demand modeling activities.
  - \* Test TRANSIMS modeling software for a sub-area of the ARC model region.

- \* Incorporate conflated networks, refined volume delay functions, streamlined facility types.
- \* Performance Measures - Continue to develop and apply performance measures to allow evaluation of transportation plan and program performance over time.
- \* Modeling Support
  - \* Provide technical support and evaluation of proposed RTP/TIP updates and amendments; subarea, intermodal and corridor studies, and various GDOT, GRTA, MARTA and local government preliminary engineering, Environmental Impact Statements and traffic requests.
  - \* Conduct quarterly meetings of the Model Users Group.

## **PARTNERSHIPS**

Internal coordination will be closely coordinated with the following Element 6 Work Programs: Long Range Planning, Short Range Planning, Management Systems, Special Studies / Projects, and Air Quality Planning.

The GIS linkage of the transportation networks will be coordinated with the Support Services Department activities.

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

## **COST CENTERS**

- 106DMD      Model Support
- 106DMT      Model Support - Transit
- 006DMX      Travel Surveys

## ELEMENT 6 - TRANSPORTATION PLANNING

### 6E - AIR QUALITY PLANNING

#### PURPOSE

Transportation conformity requirements of the Clean Air Act Amendments are linked to transportation planning through surface transportation reauthorization legislation (SAFETEA-LU). The essence of transportation conformity is that, in areas failing to meet federal standards for air quality such as the Atlanta Region, transportation plans and programs are required to be in conformance with the transportation provisions of the state's air quality plan (State Implementation Plan – SIP), which demonstrates how the state will meet the standards.

In recent years, conformity determinations have been made by US DOT in consultation with US EPA as follows:

Date	RTP/TIP	Pollutant
7/25/00	<i>Transportation Solutions for a New Century</i> (2025 RTP and FY 2001-2003 TIP)	Ozone under the 1 hour standard
11/28/01	<i>Transportation Solutions</i> (FY 2002-2004 TIP)	Ozone under the 1 hour standard
1/7/03	<i>Transportation Solutions</i> (FY 2003-2005 TIP)	Ozone under the 1 hour standard
12/21/04	<i>Mobility 2030</i> (2030 RTP and FY 2005-2010 TIP)	Ozone under the 1 hour standard; Ozone under the 8 hour standard
3/27/06	<i>Mobility 2030</i> (FY 2006-2011 TIP)	Ozone under the 8 hour standard; PM 2.5
10/10/07	<i>Envision6</i> (2030 RTP Update & FY 2008-2013 TIP)	Ozone under the 8 hour standard; PM 2.5
6/10/09	<i>Envision6</i> FY 2008-2013 TIP, Amendment #4	Ozone under the 8 hour standard; PM 2.5
12/09	<i>Envision6</i> FY 2008-2013 TIP, Amendment #7	Ozone under the 8 hour standard; PM 2.5
9/10	<i>Envision6</i> FY 2008-2013 TIP, Amendment #10	Ozone under the 8 hour standard; PM 2.

Beginning in 2004, conformity determinations support not only the ARC's RTP and TIPs but also the Gainesville-Hall MPO's 2030 RTP, FY 2005-2010, FY 2006-2011 and FY 2008-2013 TIPs as well.

Under this work task, policies and technical tools relative to air quality planning and analysis will continue to be developed and refined.

#### DELIVERABLES

- Technical Analysis
  - Complete conformity determination on 8-hour ozone and PM2.5 standards for update or amendments to the RTP/TIP as needed.
  - Monitor potential implementation of revised ozone standards and impact on Atlanta.
  - Investigate and evaluate new mobile source emission control measures, as necessary.



- Continue research on implementation of managed lane (pricing) strategies in the Atlanta area, to include review of travel modeling techniques needed to estimate impact on emissions, including development of documented modeling techniques and post-processing scripts aimed at facilitating the analysis of managed lanes and related pricing strategies.
  - Research/develop and implement methods to analyze project level air quality impacts across all project types including roadway capacity, transit, bike/pedestrian, travel demand management and ITS/ATMS.
  - Incorporate air quality impact analysis as element in system-wide prioritization process.
  - Continue research and participation in national forums regarding climate change and potential impact on metro Atlanta.
  - Provide emissions information for CMAQ projects in advance of potential TIP amendments, as needed.
  - Test/develop emissions budgets for use with the new MOVES model. Continue analysis on challenges faced with transition from MOBILE6 to MOVES.
- State Implementation Plan - Provide support in development of proposed Mobile Vehicle Emission Budgets.
- Collaboration
    - Continue facilitation of the Interagency Consultation Group and the TransAQ Team (an interagency team with membership from ARC, EPD, GDOT, GRTA, FHWA, FTA, EPA), as needed.
    - Contribute to ARC Green Communities development and implementation.
    - Continue to participate in the State CMAQ Partner process to prioritize projects for CMAQ funding in the region.
    - Continue to participate in Southeast Diesel Collaborative and Healthy Places Regional Group.
    - Continue to participate in the GRTA Air Quality Report development process.
    - Participate in national committees such as TRB's Transportation Air Quality Committee, NARC's Environment Committee, and AMPO's Technical, Air Quality and Policy Committees, as applicable.
- Communication
    - Continue outreach and education for new counties affected by 8-hour ozone and PM2.5 nonattainment area designations.
    - Continue with AQ website updates.
    - Report and monitor the number of exceedances during ozone season.

## **PARTNERSHIPS**

Air quality analysis is performed in coordination with the Long and Short Range Planning Work Tasks, as well as Travel Surveys, Models and Analysis, Local Government Assistance, Special Studies / Projects.

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

### **COST CENTERS**

- 106EAQ      Air Quality Planning

## **ELEMENT 6 - TRANSPORTATION PLANNING**

### **6F - LOCAL GOVERNMENT ASSISTANCE**

#### **PURPOSE**

ARC staff provides planning assistance to local governments. The nature of this assistance ranges from participating in locally sponsored transportation studies and comprehensive plan updates to providing targeted technical services, data and information on local based planning issues that have region wide implications. Technical services include support for project evaluations and traffic impact analysis.

As several ARC planning partners have developed travel demand models for their jurisdictions, ARC provides technical assistance on travel demand modeling to ensure the consistency of the local structure and data inputs with the regional model. ARC also relies on planning partners to periodically review and verify the portions of the regional model applicable to their jurisdiction.

#### **DELIVERABLES**

- Provide local governments with traffic and transit forecasts from the regional model as well as land use and socioeconomic information to assist with project impact evaluations.
- Prepare networks and produce traffic assignments as needed for local government special studies or requests.
- Support local government planning efforts through participation in comprehensive transportation plans and other special studies.
- Coordinate the development of local government's travel demand models with the regional model.
- Provide local governments with information regarding implications of existing and proposed legislation and regulations on transportation process, policy and financing.
- Serve as liaison planners to local governments, including CIDs and TMAs, by participating in local government studies and transportation program development.
- Ensure that sponsors have access to up-to-date TIP/RTP project information following completion of each new TIP administrative modification or amendment.

#### **PARTNERSHIPS**

Internal coordination is required within all aspects of Element 6, Transportation Planning.

External coordination is also very important for this Subelement. Primary external coordination will be with local governments, interest groups, general public and appropriate state and federal agencies, such as the Georgia Department of Transportation (GDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Natural Resources Environmental Protection Division (EPD), Georgia Regional Transportation Authority

(GRTA), State Road & Tollway Authority (SRTA) and the U.S. Environmental Protection Agency (EPA), and other groups and agencies.

**COST CENTERS**

- 106FLG Local Government Assistance
- 106FLT Local Government Assistance - Transit

## **ELEMENT 6 – TRANSPORTATION PLANNING**

### **6G – TRANSPORTATION DEMAND MANAGEMENT (TDM)**

#### **PURPOSE**

The purpose of the Transportation Demand Management (TDM) Work Program is to increase the use of commute options, such as carpooling, vanpooling, biking, walking, transit, and teleworking in the area designated as non-attainment for air quality under the Clean Air Act. To accomplish this purpose, the TDM Division will provide services to individuals and employer service organizations that support and facilitate an increase in the use of commute options among residents and employees. Increasing the use of alternatives to single occupancy vehicle travel is intended to reduce daily vehicle miles traveled, to relief traffic congestion, and improve air quality in designated non-attainment areas.

#### **DELIVERABLES**

- Provide ridematching services to individuals and TDM employer service organizations within the 20-county non-attainment region. Maintain the capability to accept applications by toll-free hotline, on-line registration, fax or surface mail.
- Continue a comprehensive validation process to verify and maintain the accuracy of information in the rideshare database on a continual basis including follow up with individual commuters.
- Maintain MyRideSmart.com as a one-stop TDM information shop for the region, including a real-time, web-based ridematching capability in both English and Spanish languages, the student carpool program (SchoolPool), a senior carpool program, and occasional users.
- Centrally administer a Regional Guaranteed Ride Home Program that provides a ride home for users of alternative transportation in case of an unscheduled event at no cost to the commuter, including 24 hour per day access for all regional commuters.
- Develop TDM programs, in conjunction with the TDM community, in support of approved TDM strategies aimed at increasing carpools, vanpools, transit use, bicycling, or walking, alternative work schedules and telework and include projects as part of the regional planning process.
- Provide technical advice and contract management support for transportation demand management programs that seek to improve transportation efficiency and cost-effectiveness at regional levels.
- Advise and assist in research, measurement, and reporting air quality benefits from TDM projects.
- Work with planning partners on TDM strategic planning, policy development, and regional stakeholder cooperation.
- Represent ARC on boards, committees and organizations which have the potential to create a synergistic effect in support of mitigating traffic congestion and improving air quality.
- Support other TDM-related tasks, as dictated by regional needs and goals, provided funding is adequate and available to support the additional requirements.

## **PARTNERSHIPS**

ARC's TDM Division works closely with Georgia Department of Transportation, Georgia Regional Transportation Authority, Georgia Environmental Protection Agency, eight Transportation Management Associations, The Clean Air Campaign, Federal Highway Administration, Federal Transit Administration, ARC leadership, transit providers, transportation vendors, educational institutions, the national Association for Commuter Transportation, TDM consultants, and a wide spectrum of business, environmental, civic, and citizen interest groups.

## **COST CENTERS**

- 106GCC Regional Transportation Demand Management (TDM)
- 006GES Employer Services Program
- 106GES Employer Services Program

## **ELEMENT 6 - TRANSPORTATION PLANNING**

### **6H – MODEL APPLICATIONS & ANALYSIS**

This work program uses the output from the regional travel demand model and other sources to analyze and monitor the impact of transportation projects and programs. Model Applications and Analysis specifically consists of the following on-going work activities: transportation system performance monitoring and management; air quality assessment and conformity demonstration; congestion management; transportation system management and operations (M&O) planning; safety needs identification and planning; transportation project evaluation, prioritization, and validation; regional evacuation planning; transportation data management and analysis; and travel demand model analysis and diagnostics.

#### **DELIVERABLES**

##### **Congestion Management Process/System Performance Monitoring/M&O/Evacuation Planning/Data Management**

- Coordinate data collection activities as necessary to support CMP activities. Subscribe to private data subscription provider (i.e., INRIX, TrafficCast, or Navteq). Use purchased archived travel time data to help facilitate performance monitoring activities referenced below.
- Continue integration of CMP data and results into regional and local transportation planning efforts.
- Develop and apply reliability measure(s) to CMP facilities and ranking procedures through use of crash data and incident response criteria. Improve use of non-recurring congestion measures. Reliance upon field data is critical for achieving this objective.
- Implement and populate a Performance Mobility Information System (“clearinghouse”) site (see also under Sub-element 6C). Start initially with monitoring performance of the Strategic Regional Thoroughfare Network (TFN). Also continue collecting data to establish “baseline” information.
- Identify TFN corridors for continuation of multi-modal corridor studies program (MMCS).
- Begin implementing Strategic Regional Thoroughfare Plan guidelines and strategies.
- Continue development of transit mobility performance monitoring standards and methods, in coordination with the Regional Transit Committee (RTC) work program.
- Research and identify methods and tools for operational project evaluation for next RTP.
- Continue facilitation of Management and Operations Subcommittee of the TCC. Work on developing Regional Concepts for Transportation Operations per federal guidelines (i.e., traffic incident management, regional signal operations, transit ITS).
- Support Phase 2 of the Regional Evacuation Plan (Traffic Management Plan/Process).

##### **Project Evaluation**

- Complete project evaluation for Plan 2040
- Begin project evaluation activities for HB 277 candidate projects

### Safety

- Develop crash analysis ArcIMS site
- Integrate safety profile data into regional and local planning efforts.

Publications – Develop and publish the 2011 Transportation Factbook.

### **PARTNERSHIPS**

Internal coordination is required within all aspects of Element 6, Transportation Planning. Internal coordination is maintained with the Regional Transportation Plan, the Transportation Improvement Program and all special studies being conducted by the Transportation Planning Division. Regular coordination also occurs with the Policy and Intermodal Planning, Model Application and Travel Demand Model Development functional groups within the Transportation Planning Division on issues which impact current and potential congestion relief projects. TDM, Research, GIS and Communications are other divisions whose initiatives have direct affects on CMP work tasks.

External coordination is also very important for this Subelement. Primary external coordination will be with the Georgia Department of Transportation (GDOT), Georgia Regional Transportation Authority (GRTA), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Metropolitan Atlanta Rapid Transit Authority (MARTA) and other transit service providers, Georgia Department of Natural Resources Environmental Protection Division (EPD), State Road & Tollway Authority (SRTA), U.S. Environmental Protection Agency (EPA), municipal and county governments, community improvement districts, transportation management associations, advocacy groups, neighborhood planning units, business organizations and other special interests.

### **COST CENTERS**

- 106HCM Model Applications
- 106HCT Model Applications - Transit
- 906HCS Congestion Management Process Update
- 106HCS Congestion Management Process Update



## **ELEMENT 6 - TRANSPORTATION PLANNING**

### **6I - SPECIAL STUDIES & PROJECTS**

#### **PURPOSE**

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

This Work Program is coordinated with ARC's ongoing mission to develop a regional, integrated multi-modal transportation system as called for by the latest federal transportation bill, the Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU).

In addition to ARC special studies, included within this Subelement are projects that, because magnitude or funding source, fall outside the routine transportation planning scope for which ARC will be designated to have a lead role.

A database of current regional, state and local studies is maintained by ARC and distributed periodically.

#### **DELIVERABLES**

##### **Special Studies to be led by ARC**

- Strategic Regional Thoroughfare Plan - Major thoroughfares are roadways that serve long-distance inter-jurisdictional travel needs around and through the region. Plan development will focus on non-freeway facilities included in the Regional Strategic Transportation System (RSTS). The plan may result in some combination policies, design principles, stakeholder working relationship protocols, performance measures and project scopes for a subset of the RSTS identified as major thoroughfares. The goal is to ensure that regional roadway travel is well-served by facilities meeting a high design standard that preserves regional multimodal mobility while being sensitive to local quality of life, aesthetic and redevelopment concerns where the facilities pass through developed areas. The recommendations of the Plan will be incorporated into *Plan 2040*, including identifying potential corridor studies to begin in or around 2011-2012. This 18-month plan development began in early 2010 and be completed in 2011. (See [www.atlantaregional.com/srtp](http://www.atlantaregional.com/srtp))

##### **Special studies to be conducted by planning partners with ARC Facilitation**

- County Transportation Plan (CTP) Program – The *Mobility 2030* RTP, approved in 2004, identifies supporting development of county transportation plans as a regional objective to

improve the identification of needs and priorities. This program, continued under the current *Envision6 RTP*, helps fund county-level comprehensive transportation plans in the Atlanta region. This program will be continued in *Plan 2040*. CTPs are expected to take approximately 18 months to complete, with results from these plans used to help update future RTPs. ARC anticipates that plans for two counties will begin under this element in calendar year 2011, potentially South Fulton and DeKalb. (See [www.atlantaregional.com/ctpprogram](http://www.atlantaregional.com/ctpprogram).)

### **Major regional studies to be conducted by planning partners with ARC Participation**

- **Public Private Partnerships (P3s)** - ARC will participate in studies and discussions initiated as a result of P3 proposals issued by GDOT for the Atlanta Region. Primary near-term focus will be on the I-75/575 West/Northwest project(s) and the MMPT. (See [www.dot.state.ga.us](http://www.dot.state.ga.us), P3, Learn More.)
- **SR 14 Spur (South Fulton Parkway) Access Management Plan** – This project was accepted for project management by GDOT in 2007. The product of this project will be development of an access management plan to provide guidance for access to South Fulton Parkway. This plan will utilize accepted engineering standards to address the frequency and spacing of intersecting streets and private driveways; the location, spacing, and coordination (for progressive two-way traffic flow) of existing and future traffic signals; the location and design of acceleration/ deceleration and turning lanes; provision of median barriers, channelization, or other turning movement controls; minimum sight distance requirements; and corner clearance requirements. A consultant was selected to conduct the study in 2009 and the majority of work was completed in 2010. Final documentation and public outreach activities will conclude in early 2011. (See [www.dot.state.ga.us](http://www.dot.state.ga.us), Information Center.)
- **State Freight Plan** – ARC will participate in and coordination with regional efforts on the State Freight Plan. Expected to be completed in late 2011, recommendations from the State Freight Plan will be used as input into subsequent RTP updates. ARC will participate on planning committees and share *Plan 2040* technical assessments to support the plan, as appropriate. (See [www.dot.state.ga.us](http://www.dot.state.ga.us), Information Center.)
- **Northwest Corridor I-75/575 Project** – ARC will continue to support GDOT planning activities to implement a P3 for the project in 2011. Based on the proposed scope and funding agreements agreed to among public and private parties in 2011, ARC will incorporate these latest concepts into *Plan 2040*. (See [www.dot.state.ga.us](http://www.dot.state.ga.us), Information Center.)
- **Revive285 Top End** – Major work will occur on examining alternatives in 2011 with major technical activities expected to be completed. ARC will work with state planning partners to incorporate recommendations, as appropriate, into *Plan 2040*. (See [www.dot.state.ga.us](http://www.dot.state.ga.us), Information Center.)
- **I-85 North HOV to HOT Project** – ARC will assist GDOT, SRTA, GRTA and other federal partners in implementing this Congestion Reduction Demonstration project before August 2011. ARC will monitor project implementation by assisting in staffing planning teams for the project. (See [www.dot.state.ga.us](http://www.dot.state.ga.us), Information Center.)

- Atlanta to Chattanooga Corridor Study – GDOT’s Atlanta to Chattanooga High Speed Ground Transportation Tier 1 EIS is under contract and underway. All viable high speed rail technologies and several alignments are being studied. The draft Tier I EIS is scheduled for completion in late 2010. Initial Tier II work will begin in 2011. (See [www.dot.state.ga.us](http://www.dot.state.ga.us), Information Center.)
- Beltline Phase 2 - The Beltline Alternatives Analysis is complete as the MARTA Board approved the staff recommendation for a Locally Preferred Alternative (LPA), Identification of an Alignment with an Unspecified Rail Technology. The next steps for the Beltline project include identification of the initial minimum operable segment (MOS) and on-going coordination with the City of Atlanta and Beltline agencies, and initiation of the environmental phase (Draft Environmental Impact Statement) per direction of the MARTA Board. (See <http://www.beltline.org/>)
- Atlanta Metropolitan Airport Capacity Study – ARC will participate in, and act as a technical resource, for the Hartsfield-Jackson Atlanta International Airport-sponsored study on potential locations for a second major airport in the Atlanta region. This nine month study will identify a universe of potential locations that will be studied in more detail in a follow-up study that will begin in late 2011. (See [www.atlanta-airport.com/Airport/ATL/AviationCapacityStudy.aspx](http://www.atlanta-airport.com/Airport/ATL/AviationCapacityStudy.aspx))
- State Rail Plan - GDOT and ARC will closely coordinate in the development of the GDOT State Rail Plan. Key outcomes will include an assessment of rail needs within the state and region and potential strategies for improving the network. ARC and GDOT will work to ensure that regional and state wide strategies support freight movement objectives and support economic growth activities.

## **PARTNERSHIPS**

This Work Program will be coordinated with the Long and Short Range Planning Subelements. Overall activities will also be coordinated with GDOT, transit operators, local governments and private interests. For special studies conducted by ARC, consultant support will be used.

## **COST CENTERS**

- 906ICP County Transportation Plan (CTP) Program
- 106ICP County Transportation Plan (CTP) Program
- 906ITF Regional Thoroughfare Study

## **ELEMENT 6 - TRANSPORTATION PLANNING**

### **6J - TRANSPORTATION PUBLIC INVOLVEMENT**

#### **PURPOSE**

Public involvement is an integral part of the transportation planning process as defined in SAFETEA-LU. The framework for the Atlanta Regional Commission's transportation-related public involvement activities is outlined in the 2008 *Atlanta Region Transportation Public Participation Plan* (formerly the *Transportation Public Involvement Plan - TPIP*), which incorporates SAFETEA-LU requirements. The TPIP includes a feedback mechanism for public comments and a process to evaluate the effectiveness of the public involvement activities.

ARC continues to support and provide resources to build the capacity of the Public Involvement Advisory Group (PIAG). This group was formed in 1999 as part of the update of the *Transportation Public Involvement Plan* adopted by the ARC Board in May 1999. The objectives of this group are to create a network for coordinating public involvement activities in the region, share public participation techniques, and provide resources information on Title VI and environmental justice guidance as well as other regulatory standards. PIAG activities include input into and distribution of a shared regional public outreach calendar and distribution of a weekly PIAG Post newsletter providing current news on events and resources.

Public involvement and outreach activities will continue to focus on transportation planning in general, updates of the Transportation Improvement Program, as well as needed updates to the Regional Transportation Plan. Public outreach also occurs for other mode and corridor studies and other outreach efforts in Land Use Planning, Aging Services and other areas of ARC. Efforts will also continue to inform stakeholders and the general public on the transportation planning process as well as maintain an active, staff-level speakers bureau.

Activities conducted under this transportation work activity will be coordinated and meshed with the activities of the agency-wide public involvement program conducted under Subelement 21P to assure an efficient, comprehensive agency public involvement program.

#### **DELIVERABLES**

- Planning Process Outreach
  - Implement the *Plan 2040* Stakeholder Plan.
  - Conduct online discussions, neighborhood public meetings and discussion groups for *Plan 2040*.
  - Perform an evaluation of the process.
  - Conduct public outreach for HB 277.
  - Provide increased social equity outreach and input into *Plan 2040*.
  - Conduct TIP amendment outreach as needed.
  - Provide public outreach for special studies and regional plans, LCI studies and CTPs.

- Publications
  - Update the Transportation Participation Plan including the Limited English Proficiency Plan as an attachment.
  - Update *Plan 2040* Fact Sheets as needed.
- Partnerships
  - Promote a strong involvement with local governments/local community organizations for *Plan 2040*.
  - Target universities and community-based organizations for partnerships.
  - Refocus efforts on building up PIAG and continue to distribute PIAG Posts weekly.
- Internal Structures for Public Outreach
  - Provide an interactive, community-based website for input into the *Plan 2040* process and distribution of TPD planning information.

## **PARTNERSHIPS**

This Work Program will primarily require coordination with the Long and Short Range Planning Subelements. Additionally, coordination will be required with other ARC divisions, TCC, TAQC, other committees as appropriate, ARC Board and ARC planning partners regarding public meetings and hearings, public comments and ARC response.

## **COST CENTERS**

- 106JPI Transportation Public Involvement
- 106JPT Public Involvement - Transit

## **ELEMENT 6 – TRANSPORTATION PLANNING**

### **6K – REGIONAL TRANSIT PLANNING**

#### **PURPOSE**

Regional transit planning is led by the Regional Transit Committee (RTC) whose primary focus is establishment and maintenance of a seamless, integrated transit network for the Atlanta Region. Primary functions include planning, funding and implementation; service coordination; data collection and performance monitoring; and public involvement. Decisions that impact development of the RTP/TIP will feed as recommendations into the federally mandated transportation planning process.

#### **DELIVERABLES**

- Facilitate and support the Regional Transit Committee, the Transit Operators Subcommittee, and applicable transit subcommittees and task forces.
- Maintain the prioritized long-range regional transit system plan within the context of the MPO regional planning process.
- Contribute to the development of a consolidated state and federal legislative agenda for regional transit policy.
- Support the work of Transit Governance Study Commission established in 2010 by HB 277 and tasked with developing a report for the Governor and General Assembly on the feasibility of combining all regional public transit into an integrated transit body.
- Make recommendations regarding the distribution of federal transit funds through regular meetings of the Transit Operators Subcommittee.
- Lead regional transit service and fare coordination efforts through meetings of the Service Coordination Council and the Regional Breeze Task Force.
- Develop a coordinated public transit-human services transportation plan coordinated and consistent with the metropolitan planning process.
- Facilitate the monitoring of local transit operational performance through the collection, analysis, and publication of regional transit statistics.
- Serve as a source of integrated information on regional transit planning and coordination, including maintenance of the RTC website and other public engagement materials.

#### **PARTNERSHIPS**

Internal coordination with other Transportation Planning Work Tasks is critical to the success of Regional Transit Planning. Other ARC Work Tasks that must be coordinated with Subelement 6K include 1A – Estimates and Forecasts and 2B – Implementation of the Regional Development Plan.

External coordination with local governments, interest groups, appropriate state and federal agencies, and the general public is also very important for this Subelement. Among the primary

external partners are all providers of transit service in the Atlanta region, including the Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Regional Transportation Authority (GRTA), and local transit providers such as county governments, universities, and transportation management associations (TMAs). Other important external partnerships include the Georgia Department of Transportation (GDOT), Federal Transit Administration (FTA), Federal Highway Administration (FHWA), Georgia Department of Natural Resources Environmental Protection Division (EPD), State Road & Tollway Authority (SRTA), U.S. Environmental Protection Agency (EPA), and other groups and agencies.

### **COST CENTERS**

- 006KTB Regional Transit Implementation

# Community Partnerships





**2011 BUDGET SUMMARY  
ELEMENT 7  
COMMUNITY PARTNERSHIPS**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	-	0.0%
State and Local Match	-	0.0%
ARC Required Match	-	0.0%
ARC Supplemental Funding	80,004	18.4%
Private Sector Funding	-	0.0%
Enterprise Fund Income	354,598	81.6%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$434,602</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
07A Regional Leadership	434,602	100.0%
<b>Total Expenses</b>	<b>\$434,602</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	85,008	19.6%
Contracts	10,000	2.3%
Equipment	-	0.0%
Misc. Operating	286,000	65.8%
Travel	6,500	1.5%
Rent & Related	-	0.0%
Computer Services	12,240	2.8%
Indirects	34,854	8.0%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$434,602</b>	<b>100.0%</b>

# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 7 – COMMUNITY PARTNERSHIPS**

### **MISSION**

Positively affect community change in the Atlanta region by convening diverse regional leadership and facilitating discussions about issues critical to continued regional prosperity. This includes local government staff, elected officials, appointed citizen planners; school district elected and appointed officials and civic and business leaders. Community representatives will be brought together a number of different times in a variety of venues and formats. The objective is to encourage collaboration and to connect and enhance resources of the region to develop a sustainable community.

### **ISSUES/CHALLENGES**

- The region is experiencing an economic downturn.
- This presents challenges to regional leaders across counties and across sectors and will likely require increased coordination as we begin to plan for the future.
- The Atlanta Regional Commission is committed to encouraging community building through the development of innovative and constructive partnerships between different sectors and interests to promote progress toward sustainability and successful communities.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Develop the program and implement Implemented the 2011 LINK trip to Seattle, WA.
- Recruit existing and emerging leaders and develop the 2011 RLI program.
- Implement the sixth year of the Community Choices Implementation program.
- Develop, plan and implement training courses on community planning challenges through the Community Choices program including an economic development class, water class and impact fee class.
- Enhance the CREATE Community local government awards program.

### **2011 WORK PROGRAM TITLES**

- 11A      Regional Leadership
- 11B      Community Choices

## **ELEMENT 7A – COMMUNITY PARTNERSHIPS**

### **7A – REGIONAL LEADERSHIP**

#### **PURPOSE**

Leadership is the critical link in making a good community a great community. Informed and committed leaders can serve as the catalyst to transform problems into innovations and to provide vision and action. ARC offers a wide variety of leadership and education programs that prepare today's and tomorrow's leaders with tools and training to meet the region's challenges. This element provides support for the planning and operations of the Regional Leadership Institute (RLI), the LINK regional visits program, Model Atlanta Regional Commission, State of the Region breakfast and other civic engagement programs.

#### **DELIVERABLES**

- Develop and implement the 2011 LINK program in Seattle, WA.
- Develop and implement the 22<sup>nd</sup> annual Regional Leadership Institute.
- Produce quarterly newsletter to inform RLI alumni about regional issues and happenings and to begin to build a formal network of regional leaders.
- Develop and implement an annual event to bring together RLI alumni to network and coordinate about relevant issues.

#### **COST CENTERS**

- 117AP RLI Planning
- 117AO RLI Operation
- 117AL LINK

## **ELEMENT 7 – COMMUNITY CHOICES**

### **7B – COMMUNITY CHOICES**

#### **PURPOSE**

Community Choices is an agency wide quality growth initiative that seeks to provide a broad range of resources, tools and services to assist local governments, citizens, business, community and nonprofit leaders design communities to suit their needs. Resources such as education, training, outreach, tools and personalized technical assistance will develop and build necessary partnerships as well as successful communities.

#### **DELIVERABLES**

- Wrap up 2010 Community Choices projects and follow through with formal implementation process.
- Implement the seventh round of competitive Implementation Assistance grants.
- Begin work on new implementation projects in May, 2011.
- Maintain Community Choices Resource Center and Online Studio, which features all Community Choices final documents to date, sample ordinances from around the region and best planning practices from across the country.
- Produce Community Choices five year progress report (First two years were “pilot” projects).
- Meet regularly with internal staff to plan for and collaborate on Community Choices projects.
- Continue to attend community and local government meetings and forums to provide updates about the Community Choices initiatives including new events and tools.

#### **PARTNERSHIPS**

This initiative requires collaboration with all internal departments and divisions of ARC. External partnerships are required with the 78 ARC local governments, GMA, ACCG, CVIOG, DCA and MAMA.

#### **COST CENTERS**

- 11AG      Community Choices

# Aging Services



**2011 BUDGET SUMMARY  
ELEMENT 8  
AGING SERVICES**

<b>Revenues</b>		<b>Percent of Total</b>	
Direct Federal Grants	842,347	3.6%	
State and Locally Administered Federal & Other Grants	17,651,405	75.9%	
State and Local Match	4,051,516	17.4%	
ARC Required Match	381,655	1.6%	
ARC Supplemental Funding	200,000	0.9%	
Private Sector Funding	6,500	0.0%	
Enterprise Fund Income	132,500	0.6%	
Other Revenue	-	0.0%	
<b>Total Revenues</b>	<b>\$23,265,923</b>	<b>100.0%</b>	
<b>Expenses by Work Program Titles</b>			
08A	Older Americans Act & SSBG	12,543,676	53.9%
08B	State Funded Programs	5,615,689	24.1%
08C	Community Care Services Program	4,927,554	21.2%
08D	Enterprise Projects	132,500	0.6%
08E	Special Projects	6,500	0.0%
08F	Area Plan on Aging	40,004	0.2%
<b>Total Expenses</b>	<b>\$23,265,923</b>	<b>100.0%</b>	
Salary and Benefits	3,313,959	14.2%	
Contracts	1,163,743	5.0%	
Equipment	-	0.0%	
Misc. Operating	120,023	0.5%	
Travel	39,648	0.2%	
Rent & Related	183,136	0.8%	
Computer Services	339,834	1.5%	
Indirects	1,358,725	5.8%	
Subgrants and Participants	16,746,855	72.0%	
<b>Total Expenses</b>	<b>\$23,265,923</b>	<b>100.0%</b>	



# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 8 - AGING SERVICES**

### **MISSION**

Designated as the Area Agency on Aging (AAA) by the Georgia Department of Human Services (DHS), ARC plans, develops, implements, and coordinates programs to meet the diverse needs of the region's older adults. To meet the diverse needs of the rapidly growing older population, ARC planning and program activities support the Lifelong Communities goals:

#### **Promote Housing and Transportation Options**

- Integrate lifelong community principles into the regional Livable Centers Initiative Program and the regional planning process
- Promote local land use changes that expand neighborhood based housing options
- Rebalance transportation planning and spending to address the needs of non-drivers

#### **Encourage Healthy Lifestyles**

- Promote physical activity by increasing funding for pedestrian and bicycle infrastructure and creating and implementing exercise and wellness programs
- Implement preventative health services through programs that advance nutrition, health, and community education
- Implement evidenced based programs that address critical barriers to health care access such as Care Transitions

#### **Expand Access to Services**

- Strengthen information provision and linkages to resources  
Expand availability and services options
- Promote collaboration across health and supportive service systems

A majority of the activity is funded through grants received through DHS including the Older Americans Act (OAA), the Social Services Block Grant (SSBG), the Community Care Services Program (CCSP), the State Home and Community Based Services (HCBS) Grant, and other specialized State grants. ARC does not provide direct services, but contracts with 10 county-based agencies (9 county governments and 1 private non-profit) and 22 agencies to serve special populations. These agencies, in turn, provide direct services.

The Aging Services Division is responsible for a number of programs funded by both public and private sources: AgeWise Connection, the region's Aging and Disabilities Resource Connection, providing information and referral service, intake and screening for the Medicaid Waiver programs, and ; specialized health benefits/insurance counseling through the GeorgiaCares unit;; Advocacy activities including advocacy training for seniors and; the Advisory Committee on Aging Services; health and wellness initiatives to promote healthy aging; the Community Care Services Program and SOURCE Partners Atlanta, two Medicaid programs to provide community based alternatives to institutional care; Lifelong Mableton, a demonstration program funded by the US Administration on Aging that incorporates the Lifelong Communities goals and principles.

## **ISSUES/CHALLENGES**

As the Area Agency on Aging, ARC is responsible for planning and coordinating a services system that will support independence and allow older adults to remain in the community. This charge also requires a broader look at how the region is preparing for the dramatic demographic shift now occurring within the region and across the country. Projections show that the older adult population in the ten-county Atlanta region will dramatically increase, and by 2030 one in five residents will be over the age of 60.

In order to fulfill its mission in a rapidly changing environment, ARC and the aging network must change the way of doing business. While the need for basic services like home delivered meals and personal support will continue, the aging network cannot focus exclusively on service delivery. Collectively, ARC and the network must address the larger environment in which older adults live creating communities where individuals of all ages can live throughout their lifetime, and older adults can age in place.

The aging network alone cannot transform the region into a livable community for older adults. This transformation will take a collaborative effort of state, local and federal governments working across departments and traditional boundaries. Specifically, it requires close collaboration among the departments and divisions at ARC.

The economic down turn and funding reductions not only create hardships for those needing support services, but impede the development of the housing and transportation infrastructure needs to meet the demands of the region's growing older population.

## **2011 WORK PROGRAM HIGHLIGHTS**

- Prepare the FY2012- 2015 Area Plan on Aging.
- Continue implementation of the Lifelong Communities Initiative, working across ARC Divisions and collaborating with local governmental departments, health and social services and private partners.
- Continue administration of federal and state grants.
- Execute contracts with grant awardees selected through the FY 2012-2015 competitive bid process for the delivery of a continuum of services including transportation, congregate and home delivered meals, senior center services, in-home services, adult day care, information and referral services, case management, senior employment, support services for caregivers, and persons with Alzheimer's disease, legal, ombudsman and prevention of elder abuse and house-mate match services.
- Provide information, options counseling, intake and screening for the CCSP and SOURCE and health insurance counseling to older adults and their caregivers.

## **2011 WORK PROGRAM TITLES**

- 08A Older Americans Act, SSBG, and Federal Grants
- 08B State Funded Programs
- 08C Community Care Services Program

- 08D Enterprise Projects
- 08E Special Projects
- 08F Area Plan on Aging

## **2010 ACCOMPLISHMENTS**

- Prepared and submitted the FY2010 Area Plan on Aging Update to the Division of Aging Services (DHS)
- Implemented the regional planning process, Lifelong Communities Initiative, to prepare the region for the growth of its older population.
- Administered federal and state grants.
- Provided, through contract, a continuum of services to older adults
- Monitored all contracts for compliance with the Administration on Aging (AOA), DHS and ARC standards.
- Provided information, referral and screening for the CCSP and SOURCE programs
- Managed the CCSP program serving as lead agency for implementation in the Atlanta Region.
- Provided services provided through the GeorgiaCares Unit to assist persons on Medicare in understanding and choosing Medicare Prescription Drug Coverage.
- Maintained and expanded the statewide ESP Aging and Long-term Care Database.
- Implemented SOURCE Partners Atlanta in partnership with Visiting Nurse Health System
- Implemented Health and Wellness programs to promote healthy and independent living including: creation of the Healthy Aging Coalition Care Transitions Workgroup, supported the SPARC Atlanta (Sickness Prevention Achieved through Regional Collaboration) and the implemented the Stanford Chronic Disease Self Management Program.
- Concluded the Linkage Program in three Atlanta Housing Authority residential facilities funded under a ROSS Grant received from the US Department of Housing and Urban Development and implemented a transition plan.
- Concluded the Support Options demonstration project funded under the Community Living Program Grant.
- Initiated implementation of the three year Lifelong Mableton demonstration project
- Expanded the Metro Atlanta Retired Senior Volunteer Program to promote civic engagement among retirees and provide educational session on critical issues facing older adults.

## **ELEMENT 8 - AGING SERVICES**

### **8A - OLDER AMERICANS ACT, SOCIAL SERVICES BLOCK GRANT, AND FEDERAL GRANTS**

#### **PURPOSE**

This work program includes the administration of a wide range of services to adults age 60 and over as mandated by and in compliance with the Older Americans Act, the Social Services Block Grant, and other federal (i.e. Administration on Aging) grant regulations and standards. Information and referral services are provided at the Area Agency on Aging level in cooperation with the Atlanta Regional Commission's contract network. All direct services funded by the above referenced grants are provided through contract.

#### **DELIVERABLES**

- A continuum of services responsive to the needs of older adults and caregivers in the Region.
- Executed contracts for direct service delivery.
- Training and technical assistance to strengthen existing programs.
- Written findings of on-site and statistical monitoring of contracted services.
- Innovative programs, including use of other resources, to expand and enhance opportunities for both at-risk and well older adults.
- Network training and publications.
- Detailed monthly reports outlining information regarding services delivered.
- Health & Wellness Programs implemented in senior centers
- Educational programs on Medicare/Medicaid programs, access to benefits, health and wellness and retirement planning.
- Support services for caregivers and grandparents raising grandchildren.
- Employment training for low-income persons 55 years and older.
- Metro Atlanta Retired Senior Volunteer Program.
- Advocacy efforts providing information on aging issues.

#### **PARTNERSHIPS**

ARC staff work closely with community based Subgrantees, local governments, DHS Division of Aging, DCH/MA, DFCS, health related organizations, MARTA, senior enrichment programs, faith based organizations and other community service providers to insure maximum benefit from available funds and avoid duplication of effort. Internal coordination with Support Services, Transportation, Community Services, and Socio-Economic Analysis continues to benefit the aging programs region wide.

## **COST CENTERS**

- 008/108AA1 ARC Title III Parts B, C1, and C2 Admin
- 008/108ACA ARC Title III Part E Admin
- 008/108ACR ARC Title III E Caregiver Information & Assistance
- 008/108ASB ARC SSBG Admin
- 108AST DHS Special Project Douglas County
- 008/108AP1 ARC Title III Program Development
- 008/108AP2 ARC Title IIIB Program Coordination
- 008/108AD1 ARC Title IIIB Info & Assistance
- 008/108AX1 ARC Title IIIB Advocacy
- 908/008AR1 ARC Title IIID Health Promotion/Wellness
- 008/108AR2 ARC Title IIID Medication Management
- 008/108AS1 Title IIIB Subgrantees
- 008/108AU1 USDA/Nutrition Services Incentive Program
- 008/108AV1 ARC Title V Admin
- 008/108AE1 Title V Subgrantees
- 008/108AS2 Social Services Block Grant Subgrantees
- 008/108AS5 LTCO – Ombudsman Services Social Services Block Grant
- 008/108AM2 Administration on Aging State Senior Medicare Fraud Patrol (SMFP)
- 008/108AH1 Georgia Cares CMS
- 008/108AEP Title VII Elder Abuse Prevention
- 008/108AO1 Title VII Ombudsman Services
- 008/108AO2 Title IIIB Ombudsman Services
- 008/108ACR Title IIIE Caregiver Info & Assistance
- 008/108AS3 Title IIIE Subgrantees
- 008/108AS4 Title IIIC Subgrantees
- 808AHD HUD ROSS Grant
- 908ANH DHR Nursing Home Diversion Grant
- 808/908/108ATA FTA JARC Transportation Grant ARC Admin
- 808/908/108AT2 FTA JARC Transportation Grant Subgrantee Admin
- 808/908/108AT3 FTA JARC Transportation Grant Subgrantee Operations
- 808908/108AT4 FTA JARC Transportation Grant Subgrantee Capitol
- 008ATA FTA New Freedom Transportation Grant ARC Admin
- 008AT2 FTA New Freedom Transportation Grant Subgrantee Capital
- 008AT3 FTA New Freedom Transportation Grant Subgrantee Operations
- 008AT4 FTA New Freedom Transportation Grant Subgrantee Admin

- 008AT5 FTA JARC Transportation Grant ARC Admin
- 908/108AT5 FTA New Freedom ARC Admin
- 908/108AT6 FTA New Freedom Sub grantee Capitol
- 908/108AT7 FTA New Freedom Sub grantee Operations
- 908/108AT8 FTA New Freedom Sub grantee Admin
- 008/108AVP RSVP Program
- 008/108AMA MIPPA ADRC AAA
- 008/108AMS MIPPA SHIP
- 008/108AMM MIPPA ADRC
- 008ALC AoA CIAIP Building Lifelong Communities
- 008ARA ARRA Congregate Meals
- 008ARB ARRA Home Delivered Meals
- 008ARC ARRA SCSEP
- 008ARD AoA Chronic Disease Self Management

## **ELEMENT 8 - AGING SERVICES**

### **8B - STATE FUNDED PROGRAMS**

#### **PURPOSE**

State-funded programs support health insurance and drug prescriptions counseling (Georgia Cares) services; Specialized services including support to individuals and families affected by Alzheimer's Disease, caregiver services, health and wellness initiatives Long Term Care Ombudsman Services, Elderly Legal Assistance; expanded home-delivered meals and transportation from Georgia's Income Tax Check-off program; fee-for-service components to address long waiting lists from Home and Community Based Services (CBS) monies; volunteer provided educational sessions for older adults; training for professionals and technical support for both the aging information and referral software (ESP) and the Community Care Services Program screening and assessment software (CHAT)

#### **DELIVERABLES**

- Health insurance and prescription drug counseling, with emphasis on the Medicare Prescription Drug Program
- Trained volunteer Georgia Cares counselors and Medicare/Medicaid Senior Patrol Volunteers. Day care, respite services, homemaker services and home modification for older adults with Alzheimer's and their caregivers.
- Expanded home-delivered meals and transportation using income tax check-off funds.
- Expanded fee-for-service and sliding scale payment components through the state funded Non Medicaid Community Based Services Program.
- Technical assistance, coordination and compliance monitoring.
- USDA reimbursement for contractors.
- Technical assistance to fee-for-service projects using CBS funds.
- Monthly and year-to-date reports.
- Data for needs assessment, planning and advocacy purposes.
- Cooperative training ventures.
- Staff support for the Atlanta Region Geriatric Education Center
- Printed materials on health care, prescription drug programs and other benefits.
- Technical assistance to operate ESP and CHAT.
- Metro Atlanta Retired Senior Volunteer Program

#### **PARTNERSHIPS**

This work program is accomplished through partnerships with consultants, subgrantees, DHS' Division of Aging, social service and faith-based organizations, and health related organizations.

#### **COST CENTERS**

- 008/108BA1 Alzheimer's Subgrantees
- 008/108BA2 Georgia Caregiver Resource Center Subgrantee
- 008/108BB1 Community Based Services Admin.
- 008/108BB2 Community Based Services Caregiver/Kinship Care

- 008/108BC1 Community Based Services Subgrantee
- 908/008/108BC2 State Alzheimer's
- 008/108BC3 Community Based Services Caregiver/Kinship Care Subgrantee
- 008/108BC4 Community Based Services Elderly Legal Assistance Provider Subgrantee
- 008/108BC5 Community Based Services Long Term Care Ombudsman Program Subgrantee
- 008/108BC6 Community Based Services Respite Subgrantee
- 008/108BHP Community Based Services Health Promotion
- 008/108BO1 LTCO State Supplemental
- 008/108BTI Income Tax Check Off
- 008/108BHI Community Based Services GA Cares
- 008/108BRC State Aging and Disabilities Resource Center
- 008/108BS1 Service Options Using Resources in a Community Environment (SOURCE)
- 008/108BDB DHR CHAT Technical Assistance and Web Hosting
- 008/108BNH Community Based Services Respite NHD Service Funding Pool
- 008/108BUI State NSIP Supplemental Funding
- 008/108BVP State Volunteer Services RSVP Match Subgrantees
- 008BRM Alzheimer's Demonstration Grant
- 008BVI DHS GA CARES Volunteer Retention Initiative
- 008BVR DHS GA CARES Volunteer Recruitment Initiative



## **ELEMENT 8 - AGING SERVICES**

### **8C - COMMUNITY CARE SERVICES PROGRAM**

#### **PURPOSE**

The Community Care Services Program provides community-based services as an alternative to nursing home care for persons who are functionally impaired and meet the medical and financial eligibility requirements of the Georgia Medicaid Program.

#### **DELIVERABLES**

- Intake and screening service for CCSP.
- Management of CCSP waiting list
- Care Coordination services to CCSP clients via contract.
- CCSP service benefit dollars paying for approved services.
- Coordinated service functions of the various agencies and vendors involved in CCSP.
- Updated CCSP provider listing.
- Information materials describing CCSP.
- Outreach presentations to hospitals, residential facilities and other referral sources.
- Monthly performance and service benefit expenditure reports.
- Quarterly meeting of the CCSP Advisory Group.
- Quarterly CCSP Network Meetings

#### **PARTNERSHIPS**

The CCSP intake functions are closely coordinated with the Aging Information and Referral Services. The Care Coordination contractor coordinates activities with case management services provided by the County-Based Aging Programs and other service providers in the community. The program is carried out in partnership with DHS Division of Aging Services, the Department of Community Health, the Visiting Nurse Health Systems Care Coordination Unit and all approved CCSP vendors.

#### **COST CENTERS**

- 008/108CA1 CCSP Intake and Screening and Care Coordination

## **ELEMENT 8 - AGING SERVICES**

### **8D - ENTERPRISE PROJECTS**

#### **PURPOSE**

Services are designed to provide the ESP Aging and Long-term care database to businesses and community organizations to improve the quality of services to their older customers and to provide employees of national and local corporation's information, consultation and education on aging resources and issues;

Complimenting this effort is the Metropolitan Partnership in Aging (MPIA), a consortium of the 10 county-based aging agencies and ARC, which works regionally to develop partnerships with businesses to support services for the elderly. Recognition and support of older workers and the annual Business and Aging Award are included in this work program.

#### **DELIVERABLES**

- The ESP Aging and Long-term Care Database available to businesses and community organizations.
- ESP Web Application available for AAAs outside Georgia.
- Consultation, education and referral service to national eldercare network service enrollees and local businesses.
- Expanded information service with other AAAs in the state
- Increased membership in MPIA to heighten awareness and develop more funding for senior services.
- Training Session on critical issues.
- Coordinated marketing materials, weekly Information Alerts, and announcements for individual training events.

#### **PARTNERSHIPS**

Coordination takes place with the business community including companies enrolled with the national service networks, aging service providers, and various funding sources. All marketing materials are coordinated with the Department of Communications.

#### **COST CENTERS**

- 9O8DD1 Database Project
- 9O8DM1 Metropolitan Partnership In Aging (MPIA)

## **ELEMENT 8 - AGING SERVICES**

### **8E - SPECIAL PROJECTS**

#### **PURPOSE**

The Lifelong Communities Initiative prepares the region for the growth of its older population based on local aging networks, leadership and resources, and is implemented through county planning meetings and work groups, technical assistance to local planning departments, developers, health social service agencies and community leaders.

#### **DELIVERABLES**

- Special projects which increase services for older adults and their families ,
- Seminars for employees and retirees under a contractual agreement with Ceridian.
- The Lifelong Mableton Demonstration Project

#### **PARTNERSHIPS**

Coordination is maintained, appropriate federal, state and local governments, with corporate service companies, relevant funding sources community agencies and the business community.

#### **COST CENTERS**

- 008EWI Work Family Activities/Ceridian
- 008EGG Georgia Generations
- 008EJF Jewish Federation NORC
- 708ELC Lifelong Communities
- 908EPZ DPZ Charette

## **ELEMENT 8 - AGING SERVICES**

### **8F - AREA PLAN**

#### **PURPOSE**

This work program reflects the preparation of the four-year Area Plan on Aging, a plan required by the Georgia Department of Human Services as dictated by the Older Americans Act. The plan provides information on demographics, needs and gaps in services, the proposed service network, special projects and initiatives, contractual information and budgets. The plan is reviewed and approved by the Advisory Committee on Aging, the Aging Services Committee and the Atlanta Regional Commission's Board.

#### **DELIVERABLES**

- Prepare a four-year Area Plan on Aging and annual updates as per instructions set out by the Georgia Department of Human Services and the Administration on Aging.

#### **COST CENTERS**

- 008/108FA1      Area Plan Administration
- 008/108FP1      Area Plan Development



# Community Services



**2011 BUDGET SUMMARY  
ELEMENT 9  
COMMUNITY SERVICES**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	10,718	1.7%
State and Local Match	-	0.0%
ARC Required Match	10,718	1.7%
ARC Supplemental Funding	554,021	86.4%
Private Sector Funding	-	0.0%
Enterprise Fund Income	65,985	10.3%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$641,442</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
09A Local Government Outreach	511,639	79.8%
09B Community Planning Academy	108,036	16.8%
09C Appalachian Regional Commission	21,767	3.4%
<b>Total Expenses</b>	<b>\$641,442</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	317,619	49.5%
Contracts	56,000	8.7%
Equipment	-	0.0%
Misc. Operating	39,201	6.1%
Travel	4,000	0.6%
Rent & Related	49,398	7.7%
Computer Services	45,000	7.0%
Indirects	130,224	20.3%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$641,442</b>	<b>100.0%</b>



# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 9 – COMMUNITY SERVICES**

### **MISSION**

Community is more than bricks and mortar. It includes all aspects of a place, physical, social, political, health, education and economic. The Community Services Department provides management, operation and technical assistance to local governments, businesses, nonprofit and community leaders to enhance the ability to create and sustain successful communities with healthy environments and economies. The Division is also responsible for management of the Appalachian Regional Commission program, which provides financing assistance to local governments with infrastructure needs and economic and community development.

### **ISSUES/CHALLENGES**

Local Governments are in the midst of experiencing the worst financial crisis in decades. Cities and Counties are balancing the need to keep consistent service levels with less revenue. Each community has its own economic downturn related challenges and unique circumstances that affect its response to the pressures providing consistent and increased services with less and less revenue and income. These pressures are forcing decision make tough decisions about present circumstance and future goals.

The challenges that local governments face as a result of down economic times are not only external, but internal. These challenges include adequately staffing a local government to meet to the diverse and sometimes growing service delivery needs, planning for future workforce needs and ensuring expertise in an increasingly complex environment.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Provide technical assistance to local governments including executive recruitment, human resource management, community and leadership development, quality growth management and implementation.
- Provide training and leadership development to local government officials and staff the Local Government Training Institute.
- Develop and implement 6-8 Community Planning Academy classes.
- Develop and implement an expanded Community Planning academy menu including classes that address current economic development issues.
- Enhance the “Regional Roundup” newsletter designed for elected officials on a sub-regional basis.
- Explore enhanced partnership with MAMA including hosting quarterly meetings with the MAMA executive committee and ARC mayors.
- Host the annual legislative roundtable discussion to introduce local officials to legislative issues that have a regional impact
- Continue to expand local government services technical assistance menu.

- Provide various opportunities for local government officials and staff to interact with and learn from one another's experiences through local government manager luncheons and other forums.
- Manage logistics and promotion of the Management Development Program.
- Produce monthly newsletters for local government managers.
- Develop and implement 5-7 Local Government Training Institute classes providing the opportunity for cities and counties to continue to meet professional standards with less training dollars.
- Produce quarterly economic development newsletters.
- Produce monthly newsletters to local government planning staff throughout the state.
- Maintain Local Government Services website and continue to update and provide local governments with information regarding best practices, job descriptions, sample policies and ordinances, salary survey information, and other research.
- Host quarterly local government manager meetings to promote communication and sharing of information across boundaries.

### **2011 WORK PROGRAM TITLES**

- 11A                      Local Government Outreach
- 11B                      Community Planning Academy

## **ELEMENT 9 – COMMUNITY SERVICES**

### **9A – LOCAL GOVERNMENT OUTREACH**

#### **PURPOSE**

To provide operational support and management consulting services to local governments within the Atlanta region. Provide formal and informal mechanisms for reaching out to City and County managers; serve as liaison to county and municipal associations; assist with community development, human resource and facilitation needs. The division further assists local governments by providing opportunities for leadership and development training through the Management Development Program and planning training through the Community Planning Academy.

#### **DELIVERABLES**

- Continue to produce “Regional Roundup”, a quarterly newsletter intended to introduce local elected officials to regional happenings that impact their respective areas.
- Facilitate communication and learning experiences between ARC and city and county managers through sub-regional quarterly meetings and monthly manager memos.
- Post notes from sub-regional manager meetings on Government Services web page.
- Host a lunch at the GMA annual meeting to facilitate communication and information sharing between ARC and elected officials who do not serve on the ARC board.
- Enhance partnership with MAMA to include regular communication and the hosting of quarterly meetings between the MAMA executive board and mayors on the ARC Board.
- Manage logistics and promotion of the Management Development Program.
- Regularly attend the Municipal Association Meetings, Georgia Municipal Association and Association County Commission Georgia annual meetings and the Georgia City and County Managers Association bi-annual meetings.
- Provide quality, affordable training opportunities for local government elected and appointed officials with a special concentration on innovative strategies for coping with the challenges of the economic downturn.
- Enhance the menu of consulting services to and training for local governments
- Provide operations and management assistance as requested by member local governments.

#### **PARTNERSHIPS**

Effective provision of local governmental that serve as valuable contributions to ARC local governments require partnerships with the institutions and associations whose primary responsibilities are to service local governments on a daily basis. This includes GMA, ACCG, DCA, GCCMA and CVIOG.

#### **COST CENTERS**

- 11AG Local Government Management Consulting
- 11AM Management Development Program
- 11AE Local Government Enterprise

## **ELEMENT 9 – GOVERNMENT SERVICES**

### **9B – COMMUNITY PLANNING ACADEMY**

#### **PURPOSE**

The Community Planning Academy (CPA) provides training to citizen planners and local government staff and officials on various planning topics. The goal is to ensure that citizen and staff planners have the skills, knowledge and resource necessary to successfully plan communities. Training is focused on significant regional and local issues specific to this region.

#### **DELIVERABLES**

- Offer one *Training for Planning Officials* class.
- Offer a minimum of 3-4 classes per semester. These classes will focus on hot topics, trends and challenges related to planning in the Atlanta region.
- Offer regular GIS training opportunities for local government participants twice each semester.
- Conduct follow-up surveys of participants who attended CPA in 2010 and revise training strategy as appropriate.
- Continue to develop and distribute newsletter for planning officials across the State.
- Serve as Planning Official representative on Georgia Planning Association executive board and produce annual statewide planning official training workshop at annual conference.

#### **PARTNERSHIPS**

Internal partnerships with the Land Use, Environment and Transportation divisions are particularly significant to this sub-element. In addition, external partners include DCA, CVIOG, the GA Conservancy, GPA, GMA and ACCG.

#### **COST CENTERS**

- 11BO      Community Planning Academy Enterprise

## **ELEMENT 9 – COMMUNITY SERVICES**

### **9C – APPALACHIAN REGIONAL COMMISSION**

#### **PURPOSE**

The Atlanta Regional Commission serves three counties that are part of the Appalachian Regional Commission area; Cherokee, Douglas and Gwinnett counties. Because the Appalachian region traditionally faces significant economic and social challenges, the Governmental Services Division leverages administrative grant funds from the Commission to ensure these counties have the resources and support needed to thrive along with their neighbors. The division reaches out to these counties in ways consistent with the Appalachian Regional Commission's strategy for Georgia: ensuring economic viability for the community and its people.

#### **DELIVERABLES**

- Respond to requests for local governments for assistance with management, human resource, community development and quality growth assistance.
- Create a portal through which communities can access the resources needed to create positive community change and sustainability.
- Provide training to eligible local governments through the community planning Academy and LGTI.

#### **PARTNERSHIPS**

The Appalachian Regional Commission and the Department of Community Affairs are essential partners in serving the needs of Cherokee, Gwinnett and Douglas Counties.

#### **COST CENTERS**

- 11CA      Appalachian Regional Commission

# **Administration, Support Services and Communications**



**2011 BUDGET SUMMARY  
ELEMENTS 21-23, 31, 41 & 36  
ADMINISTRATION, SUPPORT SERVICES, AND COMMUNICATIONS**

<b>Revenues</b>		<b>Percent of Total</b>
Agency Indirect Recovery	4,580,176	37.0%
Departmental Indirect Recovery	1,436,805	11.6%
Internal Service Fund Charges	1,849,726	15.0%
ARC Supplemental Funding	-	0.0%
Other Revenue	4,500,000	36.4%
<b>Total Revenues</b>	<b>\$12,366,707</b>	<b>100.0%</b>
<b>Expenses by Element</b>		
21 Administration & Coordination	1,000,336	8.0%
22 Support Services	2,289,808	18.4%
23 Communications	1,443,517	11.6%
31 Departmental Cost Pools	1,371,349	11.0%
41 Information Systems Internal Service Fund	1,849,726	14.9%
36 UASI	4,500,000	36.1%
<b>Total Expenses</b>	<b>\$12,454,736</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	5,175,026	41.6%
Contracts	4,469,914	35.9%
Equipment	164,000	1.3%
Misc. Operating	614,666	4.9%
Travel	96,850	0.8%
Rent & Related	357,359	2.9%
Computer Services	847,003	6.8%
Indirects	729,918	5.9%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$12,454,736</b>	<b>100.0%</b>



# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 21 – ADMINISTRATION & COORDINATION**

### **MISSION**

The business of the Atlanta Regional Commission is comprehensive planning. Administrative and coordination functions support the staff and ARC Board to ensure successful management and planning operations, community outreach and civic partnerships. The Office of the Director, Commission activities, legal counsel, strategic planning, governmental affairs coordination, Environmental Justice/Public Involvement, training and development, and agency capacity building are the central components of this work program. Most of the costs associated with ARC administration and coordination are recovered from the programs of the agency through a cost allocation process. A shared cost allocation process is also used to create administrative budgets for each department derived from their specific work programs.

### **ISSUES/CHALLENGES**

The Atlanta Regional Commission continues to challenge itself to take on greater responsibility, and use the comprehensive planning process as a tool for engaging its citizens to create a collective vision for our region, as well as strategies and solutions to the region's challenges. To accomplish this ARC must position itself as an agency of regional influence by: continuing to more fully involve citizens and ARC's partners in the planning and decision making process; partnering, whenever possible, with other organizations; coordinating efforts to build relationships with state and federal elected officials and their staffs; acquiring new skills, competencies and knowledge from local governments, the community and other regions; integrating the organization's planning efforts and talents; planning for the unanticipated; sharing ARC's best practices with others; and training regional leaders.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Develop the 2011 Work Program and Budget.
- Provide support to the ARC Board: Plan and conduct Commission meetings, retreats and work sessions; facilitate membership of board in national organizations and leadership development.
- Continue to work with ARC's Policy Committee to articulate and develop federal and state legislative policies that are ratified by the Commission.
- Continue to facilitate the work of the ARC Policy Committee to address broad agency and Board issues.
- Provide support to the Board, its committees and task forces as it re-examines its mission, vision, roles and responsibilities, meeting and agenda structure and potential for implementation.
- Implement and track all recommendations from these task forces and committees in coordination with other staff.
- Serve as liaison to the Georgia General Assembly and U.S. Congressional delegation: Create a 2011 legislative agenda for the Commission. Meet with individual legislators and committees throughout the year; introduce and work for passage of ARC legislation or 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 and the region; routinely update the Commission on legislative activities; involve the Board in legislative decisions at the state and federal level.

- Work with partners and stakeholders to assist in the management of the regional discussion and deliberation around a potential regional sales tax. Assist in the management of the Regional Roundtable and development of communication materials. Present information to local governments and community groups across the region.
- Provide staff support to the Metropolitan North Georgia Water Planning District.
- Strengthen ARC's role in water supply planning.
- Manage ARC's Environmental Justice Work Program.
- Provide strategic direction, recommendations and policy guidance in support of ARC's Social Equity work program: develop and implement a strategic outreach plan for the transportation and land use plan update and other related agency initiatives, convene quarterly meetings of the Social Equity Advisory Group and the integration of their recommendations in the RTP/RDP plan; produce reports and briefings on social equity issues of significance to the Commission.
- Continue to build relationships and enhance ARC's presence with key leaders and organizations in minority and traditionally underrepresented communities.
- Manage implementation of the Global Atlanta Works initiative outreach plan; Continue to provide staff support for local government partnership initiatives such as the Cobb Latino Initiative.
- Continue the Agency's work in engaging underserved communities and others citizens in the planning process.
- Continue to update ARC's databases for the Regional Transportation Plan and Regional Development Plan updates.
- Strengthen ARC's relationships with "partner" organizations; GRTA, GDOT, MARTA, ACCG, GMA, Chambers of Commerce, the Georgia Conservancy among others.

## **2011 WORK PROGRAM TITLES**

- 21A Strategic Management/Policy Coordination
- 21P Community Outreach and Environmental Justice
- 806PI Public Involvement

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

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

#### **PURPOSE**

The Office of the Director is responsible for the overall management of the Atlanta Regional Commission through administrative operations. In addition, the Office is responsible for ARC Board policy coordination and Commission support; intergovernmental cooperation; and the building of civic partnerships. Strategic management employs tactical and operational decisions that will enable ARC to achieve objectives set by the Board and Director or the staff management team. In addition, ARC uses strategic planning as a management tool to examine issues, allocate resources, and to assist managers and staff in their efforts to position the agency to respond to a changing social and political environment; and expanded public expectations.

#### **DELIVERABLES**

- Develop and Implement the Commission's 2011 Work Program
- Provide support to the ARC Board: Plan and conduct Commission meetings; Board retreats and working sessions; facilitate membership on boards of national organizations and leadership development.
- Assist the Board and its adjunct committees by expanding the way in which the community and ARC's stakeholder organizations and planning partners view the work of the Commission. Implement recommendations of the Charter Review Committee and the Policy Committee.
- Serve as liaison to the Georgia General Assembly and U.S. Congressional delegation: Create a 2011 legislative agenda for the Commission. Meet with individual legislators and committees throughout the year; introduce and work for passage of ARC legislation or 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 monthly.
- Work to deliver ARC's stated priorities within the reauthorization of SAFTEA-LU, the Older Americans Act, and other federal legislation. Work with Congressional delegation district staff and DC staff to assist in their overall understanding of areas of ARC need and interest.
- Work with partners and stakeholders to promote the regional discussion and deliberation around a potential regional sales tax. Assist in the management of the regional roundtable and development of communication materials. Present information to local governments and community groups across the region.
- Continue all activities to support relationship building with strategic organizations and governmental units.
- Manage ARC's Environmental Justice Work Program: provide staff support in the RTP/TDP update; convene quarterly meetings of the Environmental Justice Advisory Group for input and policy guidance; integrate recommendations of group with in the needs assessment process; produce reports and briefings on environmental justice issues of significance to the Commission.

- Plan and implement strategies to enhance the engagement of minority communities and leaders in the RTP/RDP planning process, Fifty Forward, Job Access and Reverse Commute and New Freedom program initiatives and other ARC planning projects and activities.
- Continue to build relationships and enhance ARC's presence with key leaders and organizations in minority and traditionally underrepresented communities through: participation on local boards, advisory and planning committees; presentations and speaking engagements; providing resource information; attending workshops, conferences and community networking events and providing linkages for ARC staff and board members.
- Manage implementation of the Global Atlanta Works initiative outreach plan: convene meetings of the Global Atlanta Works Advisory Committee for policy direction and guidance; coordinate collaborative community outreach events; produce e-newsletters; continue update of the multicultural directory and maintain current website.
- Continue to provide staff support for local government partnership initiatives such as the Cobb Latino Initiative.

## **PARTNERSHIPS**

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

## **COST CENTERS**

- 021AD Office of the Director
- 021AC Commission Expenses
- 021AN Non grant related Expenses
- 21PI Community Outreach and Environmental Justice
- 806JPI Public Involvement

## **ELEMENT 21 – COMMUNITY PARTNERSHIPS**

### **21PI –SOCIAL EQUITY AND COMMUNITY OUTREACH**

#### **PURPOSE**

Community outreach and environmental justice are integral considerations in all of ARC's plans and programs. Social Equity is a broader concept inclusive of environmental justice precepts and addresses the region's growth as well as environmental, environmental, housing, economic and social impacts of regional plans and programs on minority, low-income and other underrepresented communities.

ARC will conduct specific public engagement activities as required by SAFETEA-LU and asserted by Title VI of the Civil Rights Act of 1964 and Executive Order 12898 in the area of regional planning and environmental justice. The purpose of engagement is to provide early and continuous opportunities to participate in the various planning processes of the Agency. Engagement will be directed to many audiences including members of the ARC Board, Committee members, local government officials, the staffs of local, state and federal governments, citizen and advocacy groups, the general public and the media. Considerable attention will be given to increasing the involvement of minority and low-income communities, limited English speakers, the disabled and others in the development of regional plans, policies and projects. Emphasis is placed on creating community partnerships to help facilitate the development and implementation of equitable plans and programs. ARC also continues to provide resources and data to facilitate social equity in the regional planning process.. Support is also provided ARC's Social Equity Advisory Committee and Global Atlanta Advisory Group to assist in the continued integration of environmental justice into the regional transportation and land use plans as well as others.

#### **DELIVERABLES**

- Manage ARC's Social Equity/ Environmental Justice work program: provide staff support in the RTP/TDP update; implement strategic outreach initiatives for the transportation and land use plan update and other related agency initiatives, convene quarterly meetings of the Social Equity Advisory Committee for input and policy guidance; integrate recommendations of group in the needs assessment process; produce reports and briefings on social equity issues of significance to the Commission.
- Continue to build relationships and enhance ARC's presence with key leaders and organizations in minority and traditionally underrepresented communities through: participation on local boards, advisory and planning committees; presentations and speaking engagements; providing resource information; attending workshops, conferences and community networking events and providing linkages for ARC staff and board members.
- Manage implementation of the Global Atlanta Works initiative to broaden the engagement of ethnically and racially diverse populations that will enhance the agency's work: convene meetings of the Global Atlanta Works Advisory Committee for policy direction and guidance; produce quarterly e-newsletter; continue update of the multicultural directory and maintain current website.

## **PARTNERSHIPS**

Both internal and external partnerships are essential for a comprehensive outreach and public engagement program. Internal partnerships with the departments of comprehensive and community services are essential. Additionally, coordination is required with the Communications and Public Involvement Committee, Transportation and Air Quality Committee, Transportation Coordinating Committee, Environment and Land Use Committee, Community Services Committee and the ARC Board. Externally, community organizations and non-profit agencies representing the interests of minorities and the traditionally underserved, local, state and federal agencies are among the significant partners.

## **COST CENTERS**

- 21PI Social Equity and EJ/Community Outreach

# **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

## **ELEMENT 22 - SUPPORT SERVICES**

### **MISSION**

The Department of Support Services provides the agency's information systems and financial support services, including accounting, budgeting, grants administration, purchasing and facilities management. The Department also manages the agency's information technology services and provides related technical support services, including user training, applications support, network management and internet services. In addition, the Department directs the agency's Human Resources and provides administrative support to the Georgia Emergency Management Agency's Area 7 All Hazard's Council.

### **ISSUES/CHALLENGES**

The Financial Services Division will coordinate the audit of 2010 financial activities; produce the 2010 Comprehensive Annual Financial Report (CAFR); prepare the agency budget and financial forecast; and improve financial management reporting. Facilities Management will focus on the agency's physical infrastructure and fixed assets management. The Information Technology Services (ITS) Division will maintain and manage network operations, database support and storage and business information security practices. Human Resources will focus on updating personnel policies, employee benefits and recruitment.

### **2011 WORK PROGRAM HIGHLIGHTS**

- Manage the comprehensive financial management system and related activities.
- Manage agency facilities and related day-to-day operations of the agency.
- Maintain operational computer systems to support ARC's network and enterprise database.
- Manage the employee recruitment process and benefits program.

### **2011 WORK PROGRAM TITLES**

- 22A Financial Services
- 22B Facilities Management
- 22C Human Resources
- 41I Information Technology

### **2010 ACCOMPLISHMENTS**

- ARC was awarded the Government Finance Officers Association Award for Excellence in Financial Reporting for its 2008 Comprehensive Annual Financial Report and will submit the 2009 CAFR for the same award.
- Provided Support Services to the Urban Area Security Initiative.

- Coordinated administrative support for the Area 7 All Hazards Council.
- Completed a major upgrade of the Aging Services Division telephone system.
- Updated database applications, replaced switches and the Agency's computer hardware and industry best practices protocols.
- Continued progress on server virtualization.
- Updated ARC's Business Information Security Policies.



## **ELEMENT 22 - SUPPORT SERVICES**

### **22A - FINANCE**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Operation of the comprehensive financial management system integrated with accounting, purchasing, and payroll and human resources functions.
- Management of the audit of 2010 financial activities.
- Production of the 2010 Comprehensive Annual Financial Report (CAFR) in compliance with the GASB 34 reporting requirements.
- Production of a CAFR which meets the requirements of the Government Finance Officer's Association (GFOA) Award for Excellence in Financial Reporting.
- Production of monthly and quarterly grant financial reports and reimbursement requests.
- Preparation of the agency wide budget and financial forecast and assistance to project staff in the preparation and management of project level budgets.
- Improved agency-wide financial management reporting with consideration of practicality and suitability of making reports available on the intranet and/or internet.

#### **PARTNERSHIPS**

- Key internal partners are Human Resources, Information Technology and project budget managers. Externally, Financial Services works closely with the ARC independent auditor.

#### **COST CENTERS**

- 022AA Finance

## **ELEMENT 22 – SUPPORT SERVICES**

### **22B - FACILITIES MANAGEMENT**

#### **PURPOSE**

Facilities Management provides day-to-day management of ARC office space and agency office equipment. The activity centers on ensuring that office space is well maintained, reporting problems to building management, and coordinating improvements. Facilities Management is also responsible for acquiring and ensuring the efficient operation and maintenance of agency equipment, to include automobiles, telephones, copiers, postage machine and fax machines. Additionally, Facilities Management ensures that adequate office supplies are stocked and available for ARC staff.

#### **DELIVERABLES**

- Manage facilities and related day-to-day operations of the agency.
- Identify problem areas and coordinate corrections related to ARC's office space.
- Refine the operation of the telephone system.
- Maintain an effective automobile pool system.
- Maintain the parking/transit program and research ways to encourage carpooling and mass transit.
- Coordinate security of ARC office space and safety of ARC staff with building management.
- Manage the document management process.
- Coordinate the administrative support for the Area Seven All Hazards Council.
- Coordinate the involvement of local elected officials in homeland security.
- Research follow-up opportunities to the Regional Evacuation Plan.

#### **PARTNERSHIPS**

- Agency-wide users, vendors, building management, contractors, The United Way, Georgia Department of Administrative Services, GEMA-OHS, Urban Area Security Initiative, and the Georgia Technology Authority.

#### **COST CENTERS**

- 022BF      Facilities Management

## **ELEMENT 22 – SUPPORT SERVICES**

### **22C - HUMAN RESOURCES**

#### **PURPOSE**

Human Resources operates as a strategic partner with all other Agency departments to develop and implement human resources strategies to effectively link human resources activities with the overall work program and objectives of the Agency. This strategic partnership contributes to the Agency's efforts to improve employee recruitment and retention by improving the quality of the work environment, ensuring that employees have the necessary skills and knowledge with which to successfully carry out the work program, offering competitive salaries and benefits to attract and reward a highly skilled workforce, and ensuring that management practices and decisions are in compliance with employment laws and regulations.

#### **DELIVERABLES**

- Manage ARC's performance management process to ensure that it effectively measures and rewards employee performance.
- Implement a Leadership Development Program and continue to enhance employee training and development opportunities.
- Manage ARC's classification and compensation plan to ensure that it remains as competitive as possible in the current economic climate.
- Update ARC's Personnel Policy Manual, and manage the effective application of its policies.
- Manage ARC's recruitment process so that vacant positions are filled with highly qualified candidates in a timely manner.
- Manage ARC's employee benefits program, emphasizing health and wellness and offering a benefits plan that provides value to employees.

#### **PARTNERSHIPS**

All levels of ARC staff; benefits providers and consultants; outside trainers and speakers; labor attorney; local government HR staff; and recruiting sources.

#### **COST CENTERS**

- 022CH Human Resources

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

### **41I - INFORMATION TECHNOLOGY**

#### **PURPOSE**

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

#### **DELIVERABLES**

- Implementation of a Security Policy based on industry standards and recommendations from the IT assessments.
- Implementation of a Project Management Life Cycle and Software Development Life Cycle
- A set of virtualized servers, resulting in improved security, faster provisioning, better performance, improved backup and recovery, and a “greener” IT.
- An efficient, state-of-the-art, high availability computer network for ARC business.
- A high performance, enterprise-wide SQL Server database system to support all agency database applications.
- An installed base of standardized, state-of-the-art network desktops throughout the agency.
- An installed base of laptop computers throughout the agency for use in making presentations, providing mobile solutions for remote access and supporting specialized applications in the field.
- State-of-the-art web presence to support agency business and planning initiatives in a safe and effective environment; distributed content management; and agency Intranet.
- Annually updated Acceptable Use Policies and Technology Business Plan refined to include new technology areas, status information and projections.
- An effective, customer-service oriented staff and consults to provide technical support for both hardware, software and network technologies for all desktops and servers in the agency and in support of career resource centers.
- Applications integration, development, implementation and support of client, server and web-based applications across the agency for business uses of technology in planning programs and agency administration.
- A comprehensive Disaster Recovery Plan.

#### **PARTNERSHIPS**

- Internal coordination occurs regularly with the IT Committee, with all users of technology throughout the agency and in all elements of the work program.
- IT staff is often involved in external coordination and consultation with consultants, vendors and other government agencies in support of ARC’s operations and programs.
- Outsourcing of training, support and development is contracted to supplement staff resources as needed.

#### **COST CENTERS**

- 041IS      Information Technology Internal Service Fund

## **ATLANTA REGIONAL COMMISSION 2011 WORK PROGRAM**

### **ELEMENT – 23 COMMUNICATIONS**

#### **MISSION**

The Communications Department coordinates the development and implementation of a comprehensive communications program that supports agency strategic directions and promotes the internal and external understanding of key programs and projects. The primary mission of this element is to enhance the understanding of regional planning issues and initiatives and to help create opportunities for public involvement in the planning process. Additionally, ARC's Information Center functions as a central clearinghouse for distribution of the Commission's publications, basic data, maps and related materials. Major components of the communications program include strategic communications counseling and services, editorial services, media relations, broadcast/video services, special event planning, Web site management, marketing and graphic design and production.

#### **ISSUES/CHALLENGES**

The Communications Department focuses on increasing visibility and understanding of ARC's plans and programs among media, key leaders and citizens. With an on-site Information Center, publications and an expanded Web site presence at [www.atlantaregional.com](http://www.atlantaregional.com), massive information resources are made available to the public. It is central to our agency's success and credibility, that these efforts be as professional and accurate as possible. We must remain flexible to handle changing demands related to important regional issues. Our ability to gather accurate information, and communicate it quickly and clearly, is vital to our organization and to the public.

#### **DELIVERABLES**

- Provide communications and issues management counseling to the ARC Director, Board and senior management.
- Produce quarterly television program, "Shape of Things to Come," and manage distribution and promotion.
- Coordinate annual ARC "State of the Region" breakfast.
- Provide speechwriting and presentation assistance to ARC staff and Board leadership.
- Manage and enhance ARC Web site and allied Web sites.

- Provide communications, editorial and marketing support to all ARC initiatives, plans and programs.
- Coordinate media relations efforts on behalf of the agency.
- Produce four issues of ACTION, ARC's newsletter, with a circulation of 7,000.
- Develop, write, produce and design the 2010 ARC Annual Report.
- Coordinate the MARC Youth Leadership program.
- Provide graphic design and production services to all ARC plans, programs and special projects.
- Coordinate ARC information outreach and data product distribution to the public and key audiences through ARC's Resource Center, external relations and digital and Web site strategies.

### **2011 WORK PROGRAM TITLES**

Communications/Marketing	23A
Information Center	23C
Graphic Services	23B
MARC	23CM
Public Affairs TV Show	23TV
State of the Region Breakfast	23AC

### **2010 ACCOMPLISHMENTS**

- Produced four half-hour television shows, "The Shape of Things to Come," to better inform regional citizens about issues and opportunities facing the Atlanta region in the future.
- Coordinated ARC's annual "State of the Region" breakfast, with 1,000 in attendance.
- Provided editorial, marketing and media relations support to all ARC departments and divisions.
- Provided graphic design support to all ARC departments and divisions.
- Produced 2010 ARC Annual Report, four issues of ACTION newsletter and 12 issues of Regional Briefings e-newsletter.
- Coordinated the 13th annual Model Atlanta Regional Commission (MARC) youth leadership program.
- Coordinated the management of ARC's archives with the Atlanta History Center.
- Conducted Website migration to new content management system.
- Worked to digitize more of ARC's information products for offering on the Web and in CD form.
- Produced videos for each Fifty Forward forum, as well as other collateral materials, media relations and Web strategy and implementation.

## **ELEMENT - 23 COMMUNICATIONS**

### **23A - COMMUNICATIONS/MARKETING**

#### **PURPOSE**

ARC coordinates the development and implementation of a comprehensive communications program that supports the goals of the agency and develops an internal and external understanding of its programs and projects. The primary mission of this program is to enhance the understanding of regional planning issues and initiatives and to help create opportunities for public involvement in the planning process. Components of the communications program include public affairs, editorial services, media relations, special event planning, public outreach, marketing and issue positioning.

#### **DELIVERABLES**

- Provide communications and issues management counseling to the ARC Director, Board and senior management.
- Coordinate media relations efforts on behalf of the agency.
- Produce four television programs, “The Shape of Things to Come,” and coordinate distribution and promotion.
- Manage all other broadcast services.
- Coordinate ARC annual “State of the Region” Breakfast.
- Provide speechwriting and presentation assistance to ARC staff and Board leadership.
- Manage ARC primary Website, development of micro sites and support allied sites.
- Provide communications, editorial and marketing support to all ARC initiatives, plans and programs.
- Provide general public awareness and outreach to Atlanta regional citizens.
- Produce four issues of ACTION, ARC’s newsletter, with a circulation of 7,000.
- Develop, write, produce and design the 2010 ARC annual report.

#### **PARTNERSHIPS**

Internal coordination with all ARC staff is crucial to a comprehensive communications plan. The Communications staff will work to assist all ARC program areas through the course of the year. Additionally, the Communications Department will work with planning partners, local media, local government staff and other professionals within the communications field to further ARC’s strategic directions.

#### **COST CENTERS**

- 023AM Communications/Marketing

## **ELEMENT 23 - COMMUNICATIONS**

### **23B – GRAPHICS**

#### **PURPOSE**

The Graphic Services area of the Communications Department supports the agency in the areas of design, printing, high speed duplication, photography and assists with audio visual needs for the agency's monthly board meeting. The mission is to visually communicate information effectively to agency's various partners and the public, and to maintain a high standard of published work that is professional and cutting-edge.

#### **DELIVERABLES**

- Design and oversee the production of the printed pieces (brochures, flyers, posters, reports, announcements, newsletters and other collateral) for the various departments/divisions of the agency.
- Design and produce ARC Annual Report as part of ACTION newsletter.
- Design graphics elements for ARC's Web site and for the various ARC allied sites.
- Design collateral and assist with production of display materials for MARC Program, and offer staff support at MARC events.
- Design Community Planning Academy (CPA) collateral, table tents and signage.
- Design Local Government Training Institute (LGTI) collateral, table tents and signage.
- Design four sub-regional newsletters for distribution via e-mail and print for the Governmental Services division on a quarterly basis.
- Design/update Livable Centers Initiative (LCI) collateral and production of other support materials.
- Design/update of Regional Housing Forum materials for meetings for the Land Use Division on as need basis.
- Design/update Regional Leadership Institute (RLI) collateral and production support materials (participant list, sponsor banners and signage).
- Design/update LINK collateral and of signage and sponsor banners.
- Design/update on an as needed basis, the ARC Briefing Cards.
- Design ACTION Newsletter (four times a year).
- Support ARC's continuing public involvement effort by designing collateral (booklets, brochures, postcards and mailers) and signage for public meetings.
- Design/update Aging Services Division collateral materials including: marketing and information flyers on the various aging programs, production of materials for events held by the division, (signage, flyers, and invitation) and design of graphics for the AgeWise Connection website.
- Design and coordinate production of the Transportation Planning Division's various reports such as *Transportation Fact Book* (produced annually), *Breaking Ground*, etc.
- Support the design needs of Global Atlanta Works, including design of invitations for its Community Conversations, Ethnic Snapshots and E-newsletters.



- Support the design needs of the Metropolitan North Georgia Water Planning District and Clean Water Campaign (annual report, educational brochures, event invitations, etc.).
- Lend design support to the agency's Finance Division (cover design, chart creation, etc.) for its various financial and agency report.
- Design updates of the existing Employee Benefits and General ARC Employee Handbook for the agency's HR Division.
- Support the design needs of the Workforce Development Division (information brochures, signage, invitations for events, etc.).
- Design and layout the Research Division's *Regional Snapshots* (a monthly publication) and the *Cities and Towns Report* (annually).
- Design of materials and graphics in support of ARC's TV show *The Shape of Things to Come*.

### **PARTNERSHIPS**

The involvement of Purchasing is required in the area of tracking and billing for printed media. Internal coordination of individual projects will be maintained with all departments and divisions, respectively. Coordination with outside vendors will also be necessary to ensure quality printed, visual and multimedia products.

### **COST CENTERS**

- 023 BG Graphic Services

## ELEMENT 23 – COMMUNICATIONS

### 23C - INFORMATION CENTER

#### PURPOSE

The Atlanta Regional Commission Information Center: provides a central clearinghouse for distribution of agency publications, basic data, maps and related materials; provides a center for research materials, documents, periodicals, and journals related to the agency initiatives; increases the use and availability of ARC publications and data products through outreach and marketing initiatives targeting local governments, key decision-makers and stakeholders, media outlets and the general public; and promotes the Atlanta Regional Commission as the preeminent resource and leader for regional planning through its data products and publications.

#### DELIVERABLES

- **Digital Information Center** - Manage the Information Center as a digital environment where published ARC material is available electronically. Work with Web Coordinator, IT department, GIS and others to identify ways in which to leverage the benefits of ARC's technology and research in ARC's Web environment. Assess Web resources and tools to ensure that they continue to meet the needs of ARC.
- **Coordination of Archives** - Partner with the Atlanta History Center to manage the ARC archives in a permanent repository where materials will be inventoried, catalogued, cared for appropriately and made available to the public.
- **Information Center Space** - Audit the physical space in the ARC Information Center to assess the current use of space, the type and format of materials available and determine the best way in which to display and arrange the materials.
- **Marketing and Outreach (Internal)** – Develop communications vehicles to promote ARC events, trainings, speaking engagements, publications, etc. to support the outreach efforts of the agency as a whole.
- **Marketing and Outreach (External)** –
  - Foster relationships at the local and regional level by attending various meetings and events within civic, business and educational communities.
  - Establish an “ARC presence” throughout the region through active engagement at the local level. Actively promote ARC publications, materials, data and speakers by participating in a diverse range of regional and local meetings and events.
  - Establish relationships with local media outlets and anticipate their informational needs by disseminating various ARC data products.

- **Reception Area Management** - Coordinate agency switchboard services and reception area functions.

### **PARTNERSHIPS**

- Internal coordination is maintained with all functional areas of the organization.
- External coordination is maintained with counterpart federal, state and local governments and agencies as well as chambers of commerce, universities, libraries and other community partners.
- Partner with the Atlanta History Center to locate and manage the ARC archives in a permanent repository where materials will be inventoried, catalogued, cared for appropriately and made available to the public.
- Partner with Dr. Tim Crimmins, Georgia State University, to develop the Atlanta Metropolitan Growth Project to produce digital recordings of interviews with civic and political leaders who have shaped the growth of the counties of the Atlanta metropolitan region in the past half century.

### **COST CENTERS**

- 023CC Information Center
- 1001BP Information Center Resources (Enterprise Fund)

## **ELEMENT 23 – COMMUNICATIONS**

### **023CM - MODEL ATLANTA REGIONAL COMMISSION**

#### **PURPOSE**

In an effort to involve the youth of the region in its future, the Atlanta Regional Commission has established a dynamic leadership program called Model Atlanta Regional Commission (MARC). Designed to provide an in-depth learning experience about regional issues as well as a decision-making forum for selected high-school students in the Atlanta Region, the program includes five Saturday meetings held at ARC and other venues around the Atlanta area and an overnight retreat held at Simpsonwood Conference Center in Norcross. Any student from the public and private schools in the 10 counties and enrolled in grades 10 and 11 during the year of the program is eligible to apply. Each student's eligibility is based upon nomination by the student's school and selection by a committee made up of representatives from ARC.

#### **DELIVERABLES**

- Recruit students from all 10 counties in the region and the City of Atlanta.
- Provide an in-depth learning experience about regional issues by educating the MARC participants about past, present and future regional issues. Through six hands-on sessions with both regional and ARC leaders, the students learn about the challenges of transportation, air quality, human services, land use, water supply and quality as well as ARC's structure and function in the region.
- Provide a decision-making forum on regional issues by providing the students an opportunity to further explore regional issues by forming committees and developing possible solutions to regional challenges. The final meeting is a mock ARC Board Meeting in which the MARC participants present and vote on the resolutions they drafted to create a stronger, healthier Atlanta Region.
- Foster a sense of "real-life" accomplishment by giving the MARC participants the opportunity to present their ideas and resolutions to the official Atlanta Regional Commission Board for consideration.

#### **PARTNERSHIPS**

This subelement requires the involvement of Comprehensive Planning, Community Services and Support Services departments. Staff from Comprehensive Planning and Community Services will help plan and deliver the various elements of the MARC curriculum. ARC planning partners such as Southface, PEDS, ANDP and others will help with various units of the curriculum. GIS will be called on as needed to provide maps that students or presenters may need. The involvement of the purchasing is required in the area of tracking and billing for meals, lodging, meeting space and other expenses. Coordination with outside vendors will also be necessary.

#### **COST CENTERS**

- 023CM    Model Atlanta Regional Commission

## **ELEMENT 23 - COMMUNICATIONS**

### **023TV – PUBLIC AFFAIRS TV SHOW**

#### **PURPOSE**

In fall of 2005, the ARC Board approved the production of a quarterly public affairs TV program to better inform regional citizens about issues of importance and concern facing metro Atlanta. This half-hour program, “Metro Atlanta: The Shape of Things to Come,” features studio guests who speak to the particular subject of each show, as well as documentary-style video packages that explore the issue at hand. These shows are aired by **WPBA**, Channel 30 Public Broadcasting Atlanta and numerous times by all local access cable channels; local government cable stations in the region, Comcast Community TV and the Comcast On-Demand system. Current and past episodes are also streamed on ARC’s Web site. There is always a call to action for what citizens can do to help with the issues explored on the shows.

#### **DELIVERABLES**

- Produce quarterly “Shape of Things to Come” half-hour television shows for airing on WPBA Channel 30, local access, local government, community cable and ARC’s Website.
- Extend the taping opportunities provided by the TV show, to produce shorter video segments for streaming on ARC’s Web site.
- Redevelop ARC’s Web Site Video Pages to streamline video presentation.

#### **PARTNERSHIPS**

ARC Communications Department works with every other ARC department to produce this show. We also work with local governments, chambers, CIDs and many local leaders and experts in the fields that we cover in each program’s material.

#### **COST CENTERS**

- 023 TV ARC TV Show, “**Metro Atlanta: The Shape of Things to Come**”

## **ELEMENT 23 – COMMUNICATIONS**

### **923AC - STATE OF THE REGION BREAKFAST**

#### **PURPOSE**

ARC's annual "State of the Region" breakfast is intended to bring together the region's key elected, business and civic leaders to a progress report on key issues and challenges facing the Atlanta region. It is also intended to act as a catalyst for regional cooperation and collaboration to address shared goals and priorities for metro Atlanta. Here, regional awards are presented to recognize and encourage quality growth and excellence in local government, as well as other regional programs of excellence. The breakfast is ARC's signature event to underscore regional progress and the benefits of acting cohesively for the good of the region as a whole.

#### **DELIVERABLES**

- Hold breakfast event for approximately 1,000 key regional leaders in the fall of the year.

#### **COST CENTERS**

923 AC      State of the Region Breakfast



# **2011 Budget**





## Organization of the Budget

The budget to support the 2011 Work Program is organized on a “fund” basis. A fund is an accounting entity used to account for revenues of like sources. The structure of funds at ARC is as follows:

The Governmental Funds group accounts for funds received from other units of government or otherwise used in financing the routine operations of ARC. The two types of funds within this category are:

1. General Fund. The General Fund is the basic operating fund of ARC. It is used to account for all financial resources not required to be accounted for in another category.
2. Special Revenue Funds. These funds account for proceeds from specific revenue sources other than fiduciary functions and propriety functions. For ARC, grant funds are accounted for as Special Revenue funds.

The Proprietary Funds group accounts for funds received in the course of the operation of self-supporting functions, which receive their revenues from providing goods or services to internal or external customers. The two types of funds that make up this category are:

1. Enterprise Funds. Enterprise Funds account for operations carried out and financed like a business operation, usually designated to be self-supporting through fees for services and generating revenues from outside sources. ARC has several of these funds, including the Decision Resource Center, the Information Clearinghouse, Chattahoochee Corridor Reviews, the Regional Leadership Institute, LINK and various Aging services. Enterprise Funds are budgeted as separate cost centers but as integral parts of the work programs of Elements 1-9.
2. Internal Service Fund (ISF). An ISF accounts for financing goods or services provided by an organizational unit of ARC to other units of ARC, on a self-liquidating, fee-for-service basis. ARC has one ISF, for Information Technology Systems use and support, funded in this manner.

The Fiduciary Funds group. Fiduciary Funds are those held in a trust or agency capacity, not available for ARC expenditure, but held and used in accordance with the direction of the donor party. Due to their nature, fiduciary funds do not require annual budget action. The retirement plan is ARC’s only fiduciary funds.

Many intra-fund transactions take place within the finances of ARC, resulting in monies flowing back and forth between funds. For example, ARC matching shares for grants are paid from the General Fund to Special Revenue Funds while Special Revenue Funds pay indirect charges to the General Fund and fees for services to the Internal Service Fund. These intra-fund transactions results in much “double counting” that requires aggregations of fund budgets to be adjusted for intra-fund transactions.

### Summary Budget Information

Five summary tables follow presenting the 2011 budgets for the General Fund, Special Revenue Funds, Enterprise Funds, Agency and Department Indirect, and Internal Service Fund. In addition, two sets of tables and related charts present ARC’s budget as unduplicated revenues and expenditures.

**2011 BUDGET SUMMARY  
GENERAL FUND**

<b>Beginning Balance as of 1/1/2011 (Estimate)</b>		<b>\$6,075,138</b>
<b>Revenue and Available Funds</b>		
<i>General Fund Revenue</i>		4,192,800
	Local Appropriations	4,177,800
	Interest	15,000
<b><i>Revenue and Transfer Subtotal</i></b>		<b>4,192,800</b>
<b>Expenses and Transfers</b>		
<i>Transfer to Special Revenue Funds</i>		
	Required ARC Match	2,226,456
	ARC Supplement	1,688,595
<i>Transfer to Enterprise Funds</i>		108,973
<b><i>Expense and Transfer Subtotal</i></b>		<b>4,024,024</b>
<b>Projected Ending Balance -12/31/2011</b>		<b>\$6,243,914</b>
<b>Increase (Decrease) in Fund Balance</b>		<b>\$168,776</b>

**2011 BUDGET SUMMARY  
SPECIAL REVENUE FUNDS**

<b>Operating Revenues including Internal Transfers</b>		<b>Percent of Total</b>
US Dept. of Labor	-	0.0%
US Dept. of Transportation	652,158	1.1%
Federal Other	489,969	0.8%
GA Dept. of Community Affairs	259,700	0.4%
GA Dept. of Human Resources	16,811,405	28.9%
GA Dept. of Labor	8,084,129	13.9%
GA Dept. of Natural Resources	-	0.0%
GA Dept. of Transportation	16,262,864	27.9%
Contracts with Local Governments	26,000	0.0%
State Other	6,275,906	10.8%
State and Local Match	5,479,016	9.4%
ARC Required Match	2,226,456	3.8%
ARC Supplemental Funding	\$1,688,595	2.9%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenue including Transfers</b>	<b>\$58,256,198</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	11,291,620	19.4%
Contracts	8,286,238	14.2%
Equipment	14,000	0.0%
Misc. Operating	674,065	1.2%
Travel	147,359	0.3%
Rent & Related	1,066,482	1.8%
Computer Services	1,317,923	2.3%
Other Computer Expenses	222,520	0.4%
Indirects	5,201,636	8.9%
Subgrants and Participants	30,034,355	51.6%
<b>Total Expenses</b>	<b>\$58,256,198</b>	<b>100.0%</b>

**2011 BUDGET SUMMARY  
ENTERPRISE FUNDS**

		<b>Percent of Total</b>
<b>Operating Revenues including Internal Transfers</b>		
Enterprise Income	638,083	84.7%
Private Sector Funding	6,500	0.9%
ARC Supplemental Funding	108,973	14.5%
<b>Total Revenues</b>	<b>\$753,556</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	178,109	23.6%
Contracts	67,000	8.9%
Equipment	-	0.0%
Misc. Operating	375,150	49.8%
Travel	8,000	1.1%
Rent & Related	9,730	1.3%
Computer Services	30,140	4.0%
Indirects	85,427	11.3%
<b>Total Expenses</b>	<b>\$753,556</b>	<b>100.0%</b>
<b>Expenses by Enterprise Activity</b>		
DCA Training	5,607	0.7%
State of the Region	60,000	8.0%
LINK	257,097	34.1%
RLI Operations	97,500	12.9%
Local Government Enterprise	16,485	2.2%
Managment Development Prg	22,500	3.0%
Community Plng Academy	27,000	3.6%
Chatt Corridor Reviews	171,179	22.7%
Review and Comment	91,188	12.1%
Workshop Administration	5,000	0.7%
<b>Total Expenses</b>	<b>\$753,556</b>	<b>100.2%</b>

**2011 BUDGET SUMMARY  
INTERNAL SERVICE FUND**

		<b>Percent of Total</b>
<b>Operating Revenues including Internal Transfers</b>		
Internal Service Fund Charges	1,849,726	100.0%
ARC Supplemental Funding	\$0	0.0%
<b>Total Revenues and Transfers</b>	<b>\$1,849,726</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	808,644	43.7%
Contracts	64,000	3.5%
Equipment	45,000	2.4%
Misc. Operating	48,591	2.6%
Travel	500	0.0%
Rent & Related	105,470	5.7%
Computer Services	330,340	17.9%
Indirects	447,181	24.2%
<b>Total Expenses</b>	<b>\$1,849,726</b>	<b>100.0%</b>

**2011 BUDGET SUMMARY  
AGENCY AND DEPARTMENT INDIRECT**

<b>Operating Revenues including Internal Transfers</b>	<b>Agency</b>	<b>Department</b>
Indirect Charges	4,580,176	1,436,805
Other Revenue		-
<b>Total Revenues and Transfers</b>	<b>\$4,580,176</b>	<b>\$1,436,805</b>
<b>Expenses by Type</b>		
Salary and Benefits	3,058,560	807,822
Contracts	400,914	5,000
Equipment	117,000	2,000
Misc. Operating	519,875	61,200
Travel	79,950	16,400
Rent & Related	153,218	98,671
Computer Services	404,144	97,519
Indirects	-	282,737
Subgrants and Participants	-	-
<b>Total Expenses</b>	<b>\$4,733,661</b>	<b>\$1,371,349</b>

**2011 TOTAL REVENUES**  
(Excluding Internal Service Transfers)

**Special Revenue and Enterprise Revenues**

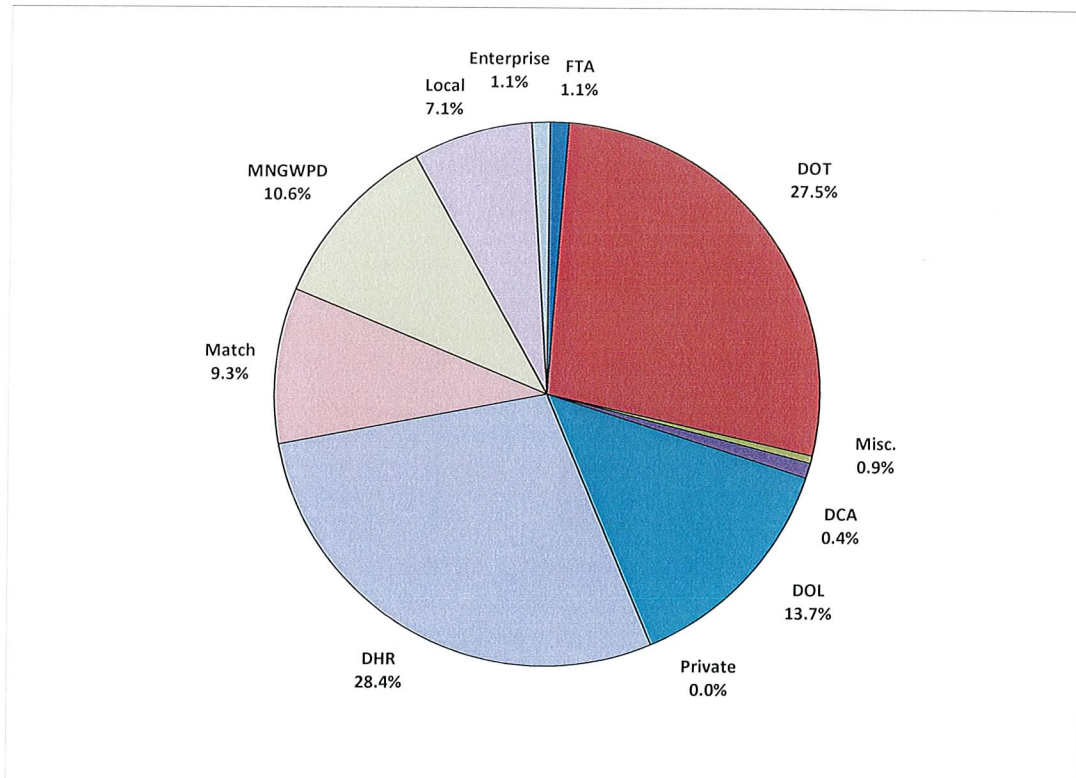
US Dept. of Transportation	FTA	652,158
US Dept. of Labor	DOL	-
Georgia Dept. of Community Affairs	DCA	259,700
Georgia Dept. of Transportation and Related Federal Grants	DOT	16,262,864
Georgia Dept. of Labor (JTPA) and Related Federal Grants	DOL	8,084,129
Georgia Dept. of Human Resources-Aging and Related Federal Grants	DHR	16,811,405
Contracts with Local Governments	Misc.	26,000
Miscellaneous Grants	Misc.	489,969
Water Board	MNGWPD	6,275,906
State and Local Match	Match	5,479,016
Enterprise Income	Private	638,083
Private Sector Funding	Private	6,500
Other Revenue	Misc.	-
<b>Subtotal</b>		<b>54,985,730</b>

**General Fund**

Local Appropriations	Local	4,177,800
Interest	Misc.	15,000
<b>Subtotal</b>		<b>4,192,800</b>

**TOTAL REVENUES**

**59,178,530**

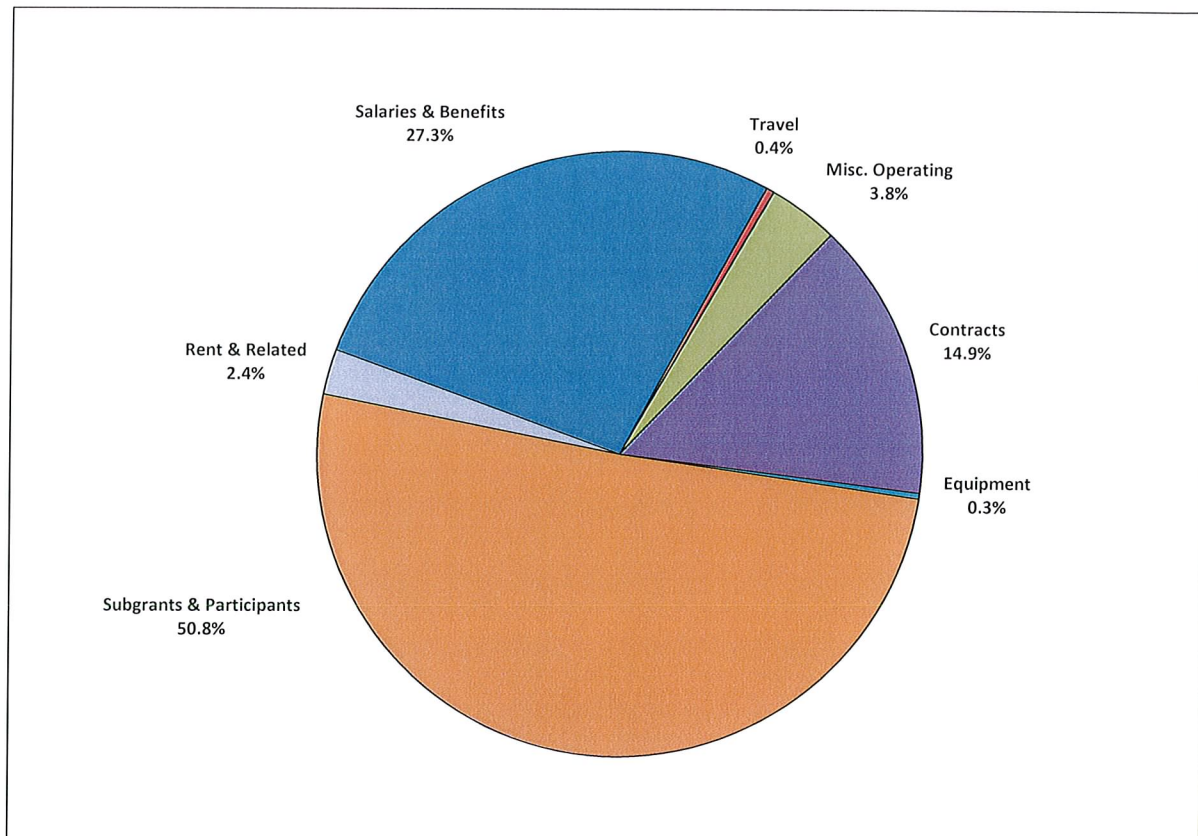






**2011 TOTAL EXPENSES**  
(By Type Excluding Computer Services and Indirect)

	TOTAL AGENCY	Special Revenue Funds	Enterprise Funds	Agency Indirect	Dept. Indirect	Internal Service Fund
Salary and Benefits	16,144,755	11,291,620	178,109	3,058,560	807,822	808,644
Contracts	8,823,152	8,286,238	67,000	400,914	5,000	64,000
Equipment	178,000	14,000	-	117,000	2,000	45,000
Misc. Operating	2,231,741	896,585	375,150	519,875	61,200	378,931
Travel	252,209	147,359	8,000	79,950	16,400	500
Rent & Related	1,433,571	1,066,482	9,730	153,218	98,671	105,470
Subgrants and Participants	30,034,355	30,034,355	-	-	-	-
Transfer to Fringe Benefits	-	-	-	-	-	-
Over/(Under) Indirect Recovery	(88,029)	-	-	(153,485)	65,456	-
<b>TOTAL EXPENSES</b>	<b>59,009,754</b>	<b>51,736,639</b>	<b>637,989</b>	<b>4,176,032</b>	<b>1,056,549</b>	<b>1,402,545</b>











ATLANTA REGIONAL COMMISSION

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