



## Chapter 6 – Delivering the Plan



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## Contents

|  |           |
|--|-----------|
| <b>Delivering the Plan: Plan Management .....</b>                                      | <b>1</b>  |
| <b>Tracking Business Practices (Internal/Agency Success) .....</b>                     | <b>1</b>  |
| Objectives .....   | 2         |
| Action Items .....   | 2         |
| Implementation Scale.....  | 5         |
| Reporting Results.....   | 5         |
| <b>Tracking Project Implementation (Regional/Interagency Success) .....</b>            | <b>6</b>  |
| Projects and Programs to Monitor.....  | 6         |
| Implementation Scale.....  | 7         |
| Reporting Results.....   | 8         |
| <b>Measuring Plan Impacts (External/Plan Success).....</b>                             | <b>8</b>  |
| <b>Monitoring and Reporting.....</b>   | <b>11</b> |
| <br>   |           |
| Table 6-1: Action Items for Tracking Business Practices (Internal/Agency Success)..... | 3         |
| Table 6-2: Plan Measures for RTP Plan Management.....                                  | 10        |

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## Delivering the Plan: Plan Management



*Developing the RTP is only the first step; focusing on results is critical to the region's policymakers*

As defined in Chapter 3, the ARC's performance-based planning approach for the PLAN 2040 RTP consists of two pieces: plan development and plan management. Chapter 3 provided detail related to the plan development piece. This section provides detail related to the plan management piece.

Plan management, as applied in the context of the PLAN 2040 RTP, is focused on *delivering* the regional transportation plan. The intent of plan management is to answer two basic questions:

- *Is the region doing what it said it would do?*
- *Are these actions having the desired effect?*

From an external perspective, the ability to answer these questions improves transparency and accountability. Internally, plan management provides ARC with information to improve implementation efforts and influence the development of future plans.

The plan management approach developed for the PLAN 2040 RTP contains the following three tracks:

1. Tracking Business Practices (Internal/Agency Success)
2. Tracking Project Implementation (Regional/Interagency Success)
3. Measuring Plan Impacts (External/Plan Success)

ARC will compile the results of these three tracks in an *Annual Regional Transportation Plan Management Report*. The *Annual Regional Transportation Plan Management Report* will monitor progress for the three tracks and present actionable strategies for revising or refining the ARC work program accordingly.

### Tracking Business Practices (Internal/Agency Success)

The Tracking Business Practices component of the Plan Management Process involves monitoring the degree to which PLAN 2040 Goals and Objectives are being implemented through the RTP. In a financially constrained RTP, developed in an environment of limited funds, adherence to a set of core business practices that link to stated plan goals and objectives can directly influence the successful implementation of the plan. The business track is focused on monitoring these practices and reporting **internal/agency success** as it relates to plan delivery. Business tracking measures will serve as leading indicators of successful PLAN 2040 RTP delivery.

Tracking business practices will support improved plan outcomes by ensuring that plan delivery concepts are integrated early into the ARC planning process. This integration will help to avoid a disconnect

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between plan development and plan delivery and will increase ARC's accountability for implementing adopted strategies and action items that are necessary for PLAN 2040 Goals and Objectives to be attained.

ARC will use a qualitative approach for measuring the degree to which PLAN 2040 goals and objectives are being addressed through the RTP. This approach requires the following:

- Identify the objectives that should to be incorporated into the plan management process
- Develop action items for each objective
- Develop an implementation scale to measure progress

## Objectives

The business tracking effort will be organized around ARC-adopted PLAN 2040 Objectives, which represent critical outcomes that the region is seeking. These objectives, which are discussed in more detail in Chapter 3 as they relate to PLAN 2040 Vision and Goals, are listed below.

- Increase mobility options for people and goods.
- Foster a healthy, educated, well trained, safe, and secure population.
- Promote places to live with easy access to jobs and services.
- Improve energy efficiency while preserving the region's environment.
- Identify innovative approaches to economic recovery and long-term prosperity.

## Action Items

ARC has identified a number of transportation-related action items that can directly influence each of these Objectives. These action items draw from the five-year PLAN 2040 Implementation Program, which is currently required by the DCA Regional Planning Rules. They are intended to complement the PLAN 2040 implementation effort, but be more specific to the ARC transportation work program to enable a direct connection between transportation plan delivery and ARC transportation-related resources. Linking the business tracking element of the RTP plan management process to the broader PLAN 2040 implementation effort also provides ARC a means to directly incorporate the PLAN 2040 principles of sustainability into its transportation-related business decisions and ensures that ARC will be consistently tracking and monitoring RTP support for advancing PLAN 2040. Table 6-1 lists the PLAN 2040 Objectives and a transportation-related action items for each.



*During the coming years, ARC will annually report on progress in meeting PLAN 2040 outcomes*

**Table 6-1: Action Items for Tracking Business Practices (Internal/Agency Success)**

| <b>Improve mobility options for people and goods</b> |   |
|--|---|
| 1.   | <p>Update requirements of Comprehensive Transportation Plan (CTP) Program for CTPs funded via PLAN 2040 in the following manner:</p> <ul style="list-style-type: none"> <li>• To require consistency with PLAN 2040 vision, goals, and objectives</li> <li>• To require consistency with PLAN 2040 adopted transportation systems (e.g., RSTS, ASTRoMaP, Thoroughfares network)</li> <li>• To require that plans reflect the PLAN 2040 UGPM and Regional Development Guide in evaluating and selecting solutions</li> <li>• To require a detailed regulatory action plan to illustrate process and schedule for adopting land use and housing policy needed to support transportation investments, into local ordinances and policies</li> </ul>  |
| 2.   | <p>Require multimodal corridor and project scoping studies funded via PLAN 2040 to reflect the following:</p> <ul style="list-style-type: none"> <li>• PLAN 2040 vision, goals and objectives</li> <li>• PLAN 2040 adopted transportation systems</li> <li>• PLAN 2040 UGPM and Regional Development Guide in evaluating and selecting solutions</li> <li>• Complete streets concepts and principles in evaluating and selecting solutions</li> <li>• Include access management plan to ensure function and performance of corridor is maintained over time, protecting the initial capital investment</li> </ul>   |
| 3.   | <p>Link implementation assistance for projects programmed in the TIP to project sponsor demonstration of the following:</p> <ul style="list-style-type: none"> <li>• Project scope consistent with PLAN 2040 vision, goals, and objectives</li> <li>• Project scope consistent with adopted PLAN 2040 transportation systems</li> <li>• Complimentary land use/housing policies needed to support project performance and protect investment over time have been adopted by local jurisdiction. (Note – if project derived from CTP or multimodal corridor study funded via PLAN 2040 (see #1 and #2), the plans to adopt complimentary land use/housing policies should have been previously established, providing sponsor mechanism to ensure they are in place as part of project development activities.)</li> </ul> |
| 4.   | <p>Provide implementation assistance for priority Concept 3 projects funded via PLAN 2040, to include:</p> <ul style="list-style-type: none"> <li>• Working with project sponsors and local jurisdictions on project development and project funding initiatives, e.g., staff support via RTC</li> <li>• Providing staff resources to identify needed densities, supporting infrastructure (transportation and land use), and funding to support transit capital investment and operations</li> </ul>   |
| 5.   | <p>Ensure projects provided to Regional Roundtable and its Executive Committee by the MPO for the regional transportation sales tax are consistent with PLAN 2040 vision, goals and objectives and adopted PLAN 2040 transportation systems.</p>  |
| 6.   | <p>Update criteria and process for selecting bicycle, pedestrian, roadway operations, and safety projects for the TIP to be consistent with PLAN 2040 vision, goals and objectives.</p>   |
| 7.   | <p>Cross-check project scopes funded via LCI Transportation (Implementation) Program against PLAN 2040 vision, goals and objectives and adopted PLAN 2040 transportation systems for consistency. Report project development activities as part of RTP Plan Management – Project Tracking.</p>  |

8. Expand tracking and reporting processes (such as for the LCI Program) to other mobility-related programs funded via PLAN 2040. Work with GDOT to determine funding eligibility for these programs. Identify and track projects funded via PLAN 2040 programs and report project delivery status as part of RTP Plan Management – Project Tracking. Programs may include:

- LCI Implementation
- TDM and Air Quality
- Freight Operations and Safety
- Roadway Operations and Safety
- Bicycle and Pedestrian Mobility, Accessibility and Safety
- Roadway Preservation and Maintenance
- Transit Preservation and Maintenance

9. Require any new project included in PLAN 2040 update/amendment to be drawn from CTP or corridor/sub-regional study that reflects requirements of Action Items #1 and #2.

**Foster a healthy, educated, well trained, safe, and secure population**

10. Expand tracking and reporting processes (such as for the LCI Program) to other safety-related programs funded via PLAN 2040. Work with GDOT Office of Safety to determine funding eligibility for safety programs. Identify and track projects funded via PLAN 2040 safety programs and report project delivery status as part of RTP Plan Management – Project Tracking. Programs may include (see Action Item #8).

11. Provide Environmental, Land Use, Aging, Governmental Services, TDM and Workforce Development Divisions formal period of review for PLAN 2040 (proposed) transportation projects for PLAN 2040 updates/amendments, and incorporate feedback into project list prior to submittal for public and federal review.

12. Incorporate results of PLAN 2040 Health Impact Assessment into future plan development and update activities.

**Promote places to live with easy access to jobs and services**

13. Expand tracking and reporting processes (such as for the LCI Program) to other transportation access-related programs funded via PLAN 2040 (e.g., JARC, New Freedom Transit). Work with federal, state and regional partners to determine funding eligibility for transportation-access programs, in line with PLAN 2040. Identify and track projects funded via PLAN 2040 transportation-access programs and report project delivery status as part of RTP Plan Management – Project Tracking.

14. Work with ARC's Land Use Division to build local/county-level partnerships in economic/activity center areas to promote residential opportunities that support PLAN 2040 transportation investments.

15. Research and report on primary and secondary education issues in economic/activity center areas that may be impacting residential choice; build partnerships with local school boards that address link between residential location, school citing and transportation services in areas of proposed PLAN 2040 investment (building from ongoing work of ARC Governmental Services Division).

**Improve energy efficiency while preserving the region's environment**

15. Expand tracking and reporting processes (such as for the LCI Program) to other operations-related programs funded via PLAN 2040. Work with GDOT to determine funding eligibility for these programs. Identify and track projects funded via PLAN 2040 operations programs and report project delivery status as part of RTP Plan Management – Project Tracking. Programs may include (see Action Item #8).

16. Partner with GDOT to initiate state climate action plan.

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| 17. Develop interagency/interdisciplinary project oversight teams to better integrate planning-level environmental work with subsequent NEPA activities.  |
| 18. Create environmental coordination and analysis team within ARC.   |
| <b>Identify innovative approaches to economic recovery and long term prosperity</b>   |
| 19. “Package” project delivery for transportation investments made via PLAN 2040 so that complementary projects can be completed in a manner that brings overall implementation costs down; e.g., <ul style="list-style-type: none"> <li>• Ensure complementary transit (or freight) projects advance in tandem with MLSP phasing;</li> <li>• Cross-check capacity-adding projects against CMP and study recommendations for other regional networks (ASTRoMaP, bike/ped, Concept3) to ensure all modes and users are accommodated as appropriate in projects that add capacity; and/or</li> <li>• Flag project corridors with existing maintenance needs and communicate to project sponsor to incorporate maintenance issue into project development activities.</li> </ul> |
| 20. Aggressively pursue non-traditional finance options to implement PLAN 2040 and close the PLAN 2040 funding gap; e.g., <ul style="list-style-type: none"> <li>• Work with GDOT PPP program to define potential new PPP options for identified PLAN 2040 projects;</li> <li>• Leverage non-traditional revenue sources (capital and O&amp;M) as part of project development process for priority projects.</li> </ul>   |
| 21. Track planned federal expenditures compared to actual federal expenditures each year.   |
| 22. Expand tracking and reporting processes (such as for the LCI Program) to other maintenance-related programs funded via PLAN 2040. Work with GDOT to determine funding eligibility for these programs. Identify and track projects funded via PLAN 2040 maintenance programs and report project delivery status as part of RTP Plan Management – Project Tracking. Programs may include (see Action Item #8).  |

## Implementation Scale

The implementation scale will be consistent with that used for the annual *TIP Breaking Ground Report*, but slightly expanded to include an additional “complete” category, as defined below. In this approach, each action item is assigned to one of the following categories:

- **Complete** – Agency has sufficiently addressed an action
- **Advancing** – Work on the action item is proceeding as planned
- **Delayed** – Work on the action item is delayed
- **Dropped** – The action item has been dropped and will no longer be implemented.

## Reporting Results

Each action item will be summarized for each Objective to measure implementation success for each. Results will be rolled up into one cumulative measure of PLAN 2040 RTP implementation, “percent action items progressing”. This chart, where applicable, will be augmented in the *Annual Regional Transportation Plan Management Report* with a qualitative assessment of major agency accomplishments and significant challenges affecting progress towards each objective.

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ARC staff will complete the business tracking element semi-annually so that the results are available on a regular basis as an internal management tool. Brief, semi-annual meetings can be used as a time to review agency progress in addressing PLAN 2040 objectives and will provide multiple opportunities throughout the year to adjust internal resources, as needed, to ensure progress is being made.

## Tracking Project Implementation (Regional/Interagency Success)



*The public depends on governments to deliver on promises, including delivering projects on time and within budget.*

The Tracking Project Implementation component of the plan management process involves monitoring the degree to which projects and programs identified in the PLAN 2040 RTP are carried out. It focuses on projects and programs that are critical to supporting PLAN 2040 Goals and Objectives. Because project development activities extend largely outside the area of ARC influence, this component will serve to monitor and report overall **regional/interagency success** as it relates to implementing PLAN 2040. Project tracking measures serve as leading indicators of successful PLAN 2040 implementation. They will enable ARC to understand the successes and challenges the region is making toward implementing PLAN 2040 priority projects and programs that address stated goals and objectives.

### Projects and Programs to Monitor

ARC will use a qualitative approach for measuring the degree to which key PLAN 2040 projects and programs are being implemented. The project track is intended to complement and expand the *TIP Breaking Ground Report* for the purposes of the *Annual Regional Transportation Plan Management Report*. This will occur in several ways:

- The *TIP Breaking Ground Report* tracks the progress of projects included in the most recent fiscal year of the TIP. For the *Annual Regional Transportation Plan Management Report*, project tracking will be expanded to track key projects and programs in the remaining five years of the TIP and in the long-range element of the plan.



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- The *TIP Breaking Ground Report* tracks progress by four broad categories of projects: Road/Bridge, Bike/Ped, Transit, and Other. For the *Annual Regional Transportation Plan Management Report*, project tracking will occur for more specific project types, in line with PLAN 2040 project type definitions. These may include:

- Transit/Capital
- Transit/Operations and Maintenance
- Roadway/ General Purpose Capacity
- Roadway/Managed Lanes
- Roadway/Interchange (Capacity, Upgrade)
- Roadway/Bridge (Capacity, Upgrade)
- Roadway/Operations and Safety
- Bike/Pedestrian

Project tracking for these project types will occur for both the TIP and long-range element of the plan.

- The *TIP Breaking Ground Report* does not currently track projects by program type, with the exception of the Livable Centers Initiative (LCI) program. The *Annual Regional Transportation Plan Management Report* will track projects across a broader range of programs that may include:

- LCI Implementation
- TDM and Air Quality
- Freight Operations and Safety
- Roadway Operations and Safety
- Bike/Ped Mobility, Accessibility and Safety
- Roadway Preservation and Maintenance
- Transit Preservation and Maintenance

In the long-range component of the transportation plan, funding set-asides are used as placeholders for future funding. They become more critical in terms of project development, however, in the short-range TIP as projects are identified and implemented each year, in line with program funding levels. Projects funded out of these set-asides are typically exempt and/or are smaller in scale, allowing them to proceed through project development process more quickly than major capital investments. Many times the detail related to the number and type of projects funded out of these set-asides is not captured, inhibiting ARC's ability to report on the successes and/or challenges associated with each program. Project tracking for these programs will occur for the TIP, only.

## Implementation Scale

The implementation scale will be consistent with that used for the business practice component (which is consistent with current *TIP Breaking Ground Report* categories, with the inclusion of an additional "complete" category). In this approach, each project will be assigned to one of the following categories to measure implementation progress:

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- **Complete** – Project is complete
  - **Advancing** – Work on the project is proceeding as planned
  - **Delayed** – Work on the project is delayed
  - **Dropped** – The project has been dropped and will no longer be implemented.

Note that the measure of progress for each of these categories may differ slightly whether or not a project is being tracked in the short-range or long-range elements of the plan. For example, a long-range project may be advancing simply if additional study is occurring, while in the TIP it may be advancing only if the Preliminary Engineering, Right-of-Way, or Construction phases are proceeding as programmed. Similarly, in the long-range plan a project may be shown as dropped if the project scope has changed significantly enough that it is no longer consistent with initial PLAN 2040 proposal, while in the TIP a project may be dropped only if the project sponsor has decided not to implement. This level of detail will be addressed clearly in the narrative of the annual report.

## Reporting Results

Results of the annual *TIP Breaking Ground Report* for each fiscal year will be synthesized, along with project tracking results for the remainder of the TIP and the RTP, in the context of broader, long-range PLAN 2040 Goals and Objectives. The *Annual Regional Transportation Plan Management Report* will focus not only on the status of project phases in the TIP and RTP, but global trends that are impairing (or expediting) project development activities. For example, are the scopes of projects that are advancing through project development and implementation consistent with the scope envisioned in the long-range plan to address PLAN 2040 objectives? Are the types of projects being funded via priority ARC programs consistent with PLAN 2040 objectives? If not, what recommendations can staff provide policy makers regarding changes to project development activities?

ARC will complete the project track annually, as part of the full *Annual Regional Transportation Plan Management Report* which will be provided to ARC staff, stakeholders and the general public.

## Measuring Plan Impacts (External/Plan Success)



Successfully implementing PLAN 2040 will lead to an improved quality of life for the Atlanta region.

The Measuring Plan Impacts component of the plan management process focuses on assessing the performance impacts of the RTP in the context of PLAN 2040 Goals and Objectives. Plan measures are a targeted set of system-level performance measures that are used to track trends in the overall performance of the region's transportation network. The measures link to PLAN 2040 Goals and Objectives via the RTP emphasis areas (defined previously in Chapter 3) in order to demonstrate a clear

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linkage between transportation system impacts and desired plan outcomes. These measures will be monitored over time and will serve as lagging indicators of **plan success**.

The use of plan measures can lead to better outcomes by focusing attention on regional values adopted and approved as part of PLAN 2040. They help ARC, elected officials, planning partners and the public understand if over time the policies and projects defined in the RTP are having the desired effects, in the context of PLAN 2040 Goals and Objectives. Plan measures also provide a feedback mechanism for subsequent planning cycles, by indicating the degree to which PLAN 2040 recommendations produced expected results.

ARC will use a quantitative approach for measuring the degree to which the plan is achieving desired outcomes. Figure 6-2 identifies the measures that will be monitored by ARC. These measures will be calculated based on current system conditions, and monitored each year to provide a trend line to gauge system and plan performance. To the extent possible, ARC will also back-calculate the measures using historic data. For example, calculating the measures from 2000 through 2010 would provide a historical context for evaluating future performance.

Performance measures selected for the RTP plan measures track were cross-checked against both the *GRTA Metropolitan Atlanta Performance Report* and the annual *ARC Transportation Fact Book*; both of which collect empirical data and report on multiple transportation system performance trends each year. Figure 6-2 also documents the measures included in these documents for comparison purposes. The RTP plan measures draw on other efforts as needed, but avoid duplication. The intent of this component of the plan management effort is to provide a concise set of high-level performance data to present a “bigger picture” of system performance in the context of PLAN 2040 desired outcomes. As such, the measures identified in Table 6-2 link as closely as possible to the measures used during plan development, which are describe in Chapter 3.

ARC will calculate each measure annually and include the results in the *Annual Regional Transportation Plan Management Report*, which will be provided to ARC staff, stakeholders and the general public.

**Table 6-2: Plan Measures for RTP Plan Management**

| PLAN 2040 RTP Emphasis Area | RTP Plan Management Measure   | GRTA Annual MAP Measure  | ARC Transportation Fact Book Measure  |
|-----------------------------|---|--|---|
| Mobility                    | <ul style="list-style-type: none"> <li>Peak period travel time, sample roadway monitoring network</li> </ul>                          | <ul style="list-style-type: none"> <li>Freeway travel time index</li> <li>Planning time index</li> <li>Buffer time index</li> <li>Daily vehicle miles traveled (VMT) per person or driver</li> <li>Transit passenger miles traveled</li> <li>Annual transit passenger boardings</li> </ul> | <ul style="list-style-type: none"> <li>Average daily VMT</li> <li>Registered drivers per household</li> <li>Commuters registered with ridesmart</li> <li>Number of vanpools</li> <li>Employees in Employer Service Organization areas</li> <li>HOV lane volumes</li> <li>ITS inventory</li> <li>Metro signal performance</li> </ul> |
|                             | Connections and Access  | <ul style="list-style-type: none"> <li>Population within 45 minute travel time (road or transit) of key activity and employment centers</li> </ul>   | <ul style="list-style-type: none"> <li>Population and employment within walk distance to transit</li> <li>Transit revenue service hours</li> <li>Passenger trips per transit service hour</li> <li>Number of vanpools</li> </ul>  |
| Safety                      | <ul style="list-style-type: none"> <li>Number of injury and fatal crashes per 100M VMT (at regional level for all crashes)</li> </ul> | <ul style="list-style-type: none"> <li>Traffic Crash Fatalities</li> <li>Bike/Ped Fatalities</li> <li>Roadway Clearance Time</li> </ul>  | <ul style="list-style-type: none"> <li>Crash rate (vehicle, bike, ped)</li> <li>Fatality rate (vehicle, bike, ped)</li> </ul>   |
| Economic Growth             | <ul style="list-style-type: none"> <li>Jobs</li> </ul>  |  | <ul style="list-style-type: none"> <li>International airport freight movement</li> <li>International airport passenger and operations</li> </ul>  |
| Community/Environment       | <ul style="list-style-type: none"> <li>Air quality violations</li> <li>VMT per capita</li> </ul>                                      | <ul style="list-style-type: none"> <li>Daily Vehicle Emissions</li> </ul>  | <ul style="list-style-type: none"> <li>Bike/ped facility miles</li> <li>Bike/ped mode share</li> <li>Bike count</li> <li>Air quality violations</li> <li>LCI transportation projects by county and type</li> </ul>  |
| State of Good Repair        | <ul style="list-style-type: none"> <li>Roadway condition rating (pavement and bridge)</li> <li>Transit condition rating</li> </ul>    | <ul style="list-style-type: none"> <li>Pavement condition rating</li> </ul>  |   |

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## Monitoring and Reporting

As part of the PLAN 2040 RTP plan management process, ARC will develop a monitoring and reporting protocol for each of the tracks defined above. The protocol will answer the following types of questions:



- Who is responsible for the overall monitoring effort? Who else needs to participate in it?
- How will information be compiled from the various participants? Where will it be stored?
- What is the timeline for compiling and reporting results?
- What format should the results be provided in (e.g., hard copy brochure; a page on the ARC web site; an interactive, on-line dashboard; etc.)?
- What is the appropriate feedback mechanism to link monitoring results to internal ARC work program?