



Annual Comprehensive  
Financial Report

Fiscal Year Ended December 31, 2020



Atlanta Regional Commission

Atlanta, Georgia

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Atlanta, Georgia

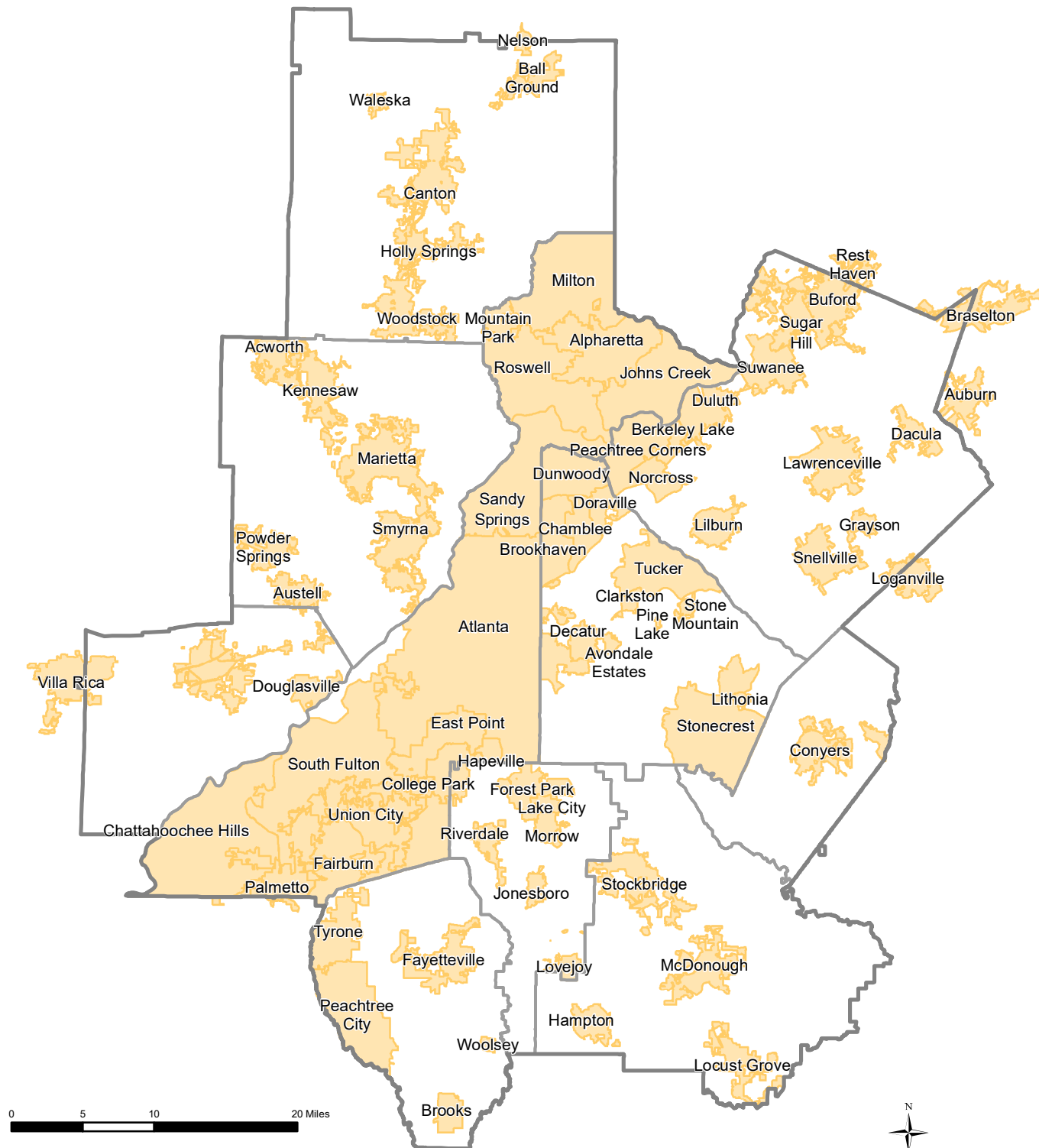
# **Comprehensive Annual Financial Report**

**Fiscal Year Ended December 31, 2020**

Prepared By  
The Financial Service Group



# The Atlanta Region



The Atlanta Regional Commission ("ARC"), created in 1971 by local governments of the Atlanta Region, includes Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties and 73 municipalities including the City of Atlanta. ARC is the regional planning and intergovernmental coordination agency for the Region. It is also the forum where the Region's leaders come together to solve mutual problems and decide issues of regionwide consequence. ARC is supported by local, state and federal funds. Board membership on the ARC is held by 23 local elected officials, 15 private citizens and one non-voting member appointed by the Board of the Georgia Department of Community Affairs.

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

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August 20, 2021

The Honorable W. Kerry Armstrong, Chair  
Members of the Atlanta Regional Commission  
and Citizens of the Atlanta Region

Ladies and Gentlemen:

We are pleased to present the comprehensive annual financial report of the Atlanta Regional Commission (ARC or the Commission) for the fiscal year ended December 31, 2020. The report is issued pursuant to Georgia law requiring all Regional Commissions to publish a complete set of financial statements within six months of the close of each fiscal year. The report must conform to generally accepted accounting principles (GAAP) and be audited in accordance with auditing standards generally accepted in the United States of America by a firm of licensed certified public accountants.

This report consists of management's representations concerning the finances of the Commission. Consequently, agency management assumes full responsibility for the completeness and reliability of all of the information presented. To provide a reasonable basis for making these representations, the ARC's management has established a comprehensive internal control framework. It is designed both to protect the Commission's assets from loss, theft, or misuse and to compile sufficient, reliable information for the preparation of the ARC's financial statements in conformity with GAAP. The ARC recognizes that the cost of internal controls should not outweigh their benefits. Accordingly, the agency has designed its controls in a way that provides reasonable rather than absolute assurance that the financial statements will be free from material misstatement. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

Nichols, Cauley & Associates, LLC, a firm of licensed certified public accountants, has audited the ARC's financial statements. The goal of the independent audit is to provide reasonable assurance that the financial statements of the Commission for the fiscal year ended December 31, 2020, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall presentation of the financial statements. The independent auditor concluded, based upon the audit, that there is a reasonable basis for rendering an unmodified opinion that the ARC's financial statements for the fiscal year ended December 31, 2020 are fairly presented in conformity with GAAP. The independent auditor's report is the first component of the financial section that follows this introductory section.

The independent audit of the ARC's financial statements was part of a broader federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on those involving the administration of federal awards. These reports are available in the separately issued Single Audit Report of the Atlanta Regional Commission.

GAAP requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A).

This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it. The ARC's MD&A can be found immediately following the report of the independent auditors.

The Commission's comprehensive annual financial report contains supplementary information which was not audited by Nichols, Cauley & Associates, LLC and on which they express no opinion.

### **Profile of the Atlanta Regional Commission**

The ARC, created in 1971, is a multi-purpose, comprehensive regional planning agency serving the 10-county Atlanta region, which covers almost 3,000 square miles and includes the City of Atlanta and all or part of 73 other municipalities. These 10 counties account for 70 percent of the population and 90 percent of the jobs in Metropolitan Atlanta, one of the nation's fastest growing economic centers.

The Commission's Board has 39 members, of which 23 are local elected officials representing general-purpose local governments. The agency, formed pursuant to State law (Official Code of Georgia Annotated (OCGA) 50-8-80 et seq. or *Act 5*), is also one of 12 regional commissions (RCs) established by the Georgia Planning Act of 1989 (OCGA 50-8-30 et seq.). In the event of any conflict between the two laws, the law creating RCs states that the ARC's enabling law shall control and govern.

The Commission's federally assisted planning responsibilities include designation as a Metropolitan Planning Organization (MPO) for transportation planning, in addition to being the Area Agency on Aging, which has the responsibility for providing nutrition, health, social services, employment programs for the elderly, and promoting lifelong communities. The ARC's state-assigned planning responsibilities include, but are not limited to, environmental, land use, parks and open space, housing and human services. It is noteworthy that the Commission is the single governing body providing unified policy direction to each of the cited programs. The ARC carries out these programmatic responsibilities through a fully integrated, interfunctional planning process. In addition, the ARC acts as the administrative agent of the Atlanta Regional Workforce Board to provide a broad array of services to expand job skills of workers and assist businesses with their employment needs in seven counties. ARC also serves as staff to the Metropolitan North Georgia Water Planning District.

The Commission exercises extensive review and comment responsibilities. Under Presidential Executive Order 12372, it reviews proposed applications for federal assistance within the region. O.C.G.A. 50-8-80 thru 50-8-103, provides for the ARC to review and comment on any "Area Plan," defined as a proposed plan that affects more than one governmental jurisdiction. The 1989 planning act extended this authority by requiring all regional development centers to review developments of regional impact (DRIs) or certain large-scale proposals that portend intergovernmental impacts. In addition, the Metropolitan River Protection Act requires the ARC's review of development proposals in the Chattahoochee River Corridor.

### **Factors Affecting Financial Condition**

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the specific environment within which the Atlanta Regional Commission operates.

The 2010 Census of the Atlanta Regional Commission 10-county area showed that the Region grew by 678,000 people over the 2000s, for an average annual growth of 1.8 percent, and was home to 4.1 million people as of April 1, 2010. From 2010 to 2020, ARC estimates that the region added 684,250 persons to total 4.7 million people on April 1, 2020, for an average annual growth rate of 1.3 percent (up from 1.1 percent between 2010 and 2015). The 2010-2020 average annual population increase of 58,425 was still significantly lower than the 67,837 new residents averaged per year during the 2000s, and far lower than the 87,158 new residents per year averaged during the 1990s. The 2019-2020 increase of 63,600 reflected a notable decrease from the 2018-2019



increase of 72,500, which itself was a drop from the annual increases of 2017-2018 and 2016-2017 (note: 2016-2017 was the largest annual growth during the decade to date). It is important to note that the COVID-19 crisis of (March) 2020-2021, with its dramatic job downturn and unemployment surges, will serve to stall out migration that has typically served as the core of the area's net population growth, so we expect near-term population growth (for at least 2020-2021 and perhaps into 2022) to resemble the very slow population gains seen in the 2007-2009 Great Recession period. The issuance of 2020 Census data has been delayed until late Fall of 2021, so we will be uncertain about the extent of the slowdown until data availability increases and processes stabilize.

The impact of the severe national and regional "Great Recession" -- that began in December 2007 and ended in June 2009-- was, for the Atlanta region, both lagged and resilient. Population growth slowed significantly, as did job growth even more dramatically. For the calendar years of 2014-2019, however, housing permit levels bounced back substantially, though still not to pre-recession levels in almost all jurisdictions. With the Spring 2020 onset of the pandemic, there was significant slowing, but primarily in the multifamily sector (a continuance of a three-year time trend). Then the "COVID 2020" saw some further slowing compared to 2016 through 2018 levels. The vacant home oversupply of the Great Recession is but a distant memory, as the run-up to the pandemic and the pandemic period itself has seen record-low inventories of existing single-family homes for sale, and much upward pressure on price. Pre-pandemic, there were under three months of supply in most single-family price segments, and now some segments have no inventory at all, statistically speaking. While there is some momentum for new single-family construction, materials costs and labor scarcity blended with high land values has kept building focused on higher-priced market niches in limited and desired locations. Multifamily construction boomed 2014-2016 (particularly in core areas such as the City of Atlanta Midtown condo market) and continued in those core areas with some notable slowing 2017-2019 to a near-stall in 2020. Low levels of construction in all non-luxury segments have created increasing rent run-ups in most complexes which, in combination with wage stagnation, has led to burgeoning affordability challenges regionwide. As for commercial space, the pandemic exacerbated prior trends: industrial vacancies are dropping and warehouse construction booming; office vacancy is ticking upwards with very little new speculative building; there is increasing retail occupancy with a hold on most plans for newer space with accelerating shifts of consumer demand away from brick-and-mortar stores to online shopping; the record low levels of hotel demand has shut off the development 'spigot' in that sector. In sum, there is significant new construction (build to suit and spec, of almost all size niches) only in the industrial market.

So, particularly with the uncertainty of the shape of recovery coming out of the pandemic (will it be a broad-based recovery, or one limited to higher-wage segments of the population?) things are not now and are not likely to be "business as usual", at least not as the phrase would be defined in the early 2000s or before. Series 16 ARC forecasts, completed pre-pandemic and still likely accurate for the 30 year horizon, indicate that population increase through to the end of its forecast horizon will average about 1.2 percent per year, lagging the 3% average annual increases of the 1980s and 1990s, and also behind the 1.8% average annual growth in the 2000s.

Since 1980, the Atlanta region's population has increased by almost 150 percent, adding almost 2.8 million new residents. Put another way, over 60 percent of the region's growth since 1900 has occurred after 1980. Over the 70+ years since 1950, Atlanta's population has grown at an average annual rate of 2.5 percent. Sustaining so high a rate over this period clearly demonstrates the underlying strength of the region's diversified economy.

Overall, despite and perhaps increasingly so "coming out of" the pandemic, the regional economy remains well balanced and serves as an economic development engine for the Southeast and for the nation. Between 1980 and 2000, the Region added 1,090,343 jobs, (121 percent). The two major recessions of the 2000s (the dotcom bust of the early decade followed by the Great Recession of 2007-2009) "shifted downward" the historical growth trend over the 2000s. Unemployment rates in the metro area soared from 3.6% in 2001 to 10.7% in January 2010. Recovery brought the rates back down to 3.6 percent as of December 2018 and to 2.7 percent by December 2019. The pandemic drove, in two short months, the rate up to 12.7% in April of 2020, but steady rehiring (and,

it must be noted, exits from the labor force) resulted in a slow “regression” back to a 4.1% unemployment rate in March 2021.

For the ARC 10-county region, the job base declined by almost 400,000 jobs 2000-2010 (20 percent). From 2010 to 2020, the job base slowly bounced back, with data from the Georgia Department of Labor showing consistent positive (monthly) trends in employed persons for the Atlanta Regional Commission. By late 2013, the job base had finally recovered to the pre-recession levels of late 2007. Unemployment rates have dropped significantly from the Great Recession high (nearly 11%) of 2010 -- to 5.1% as of March 2016 and then down even more sharply to 2.6% by November of 2019. But unemployment trends were soon to reverse in the panic of the pandemic, albeit for a short period. The virus-driven shutdowns drove unemployment to a high of 12.4% in April of 2020, but 11 months of steady decline has produced a 4.1% rate for March of 2021. ARC forecasts that the Region will average about 27,500 new jobs per year, 2020-2050. While good net growth and a huge “rebuild” from the rapid downturn of the pandemic, this is much lower than the record job growth (approaching 90,000 jobs per year) observed in the late 1990s.

From 1980 to present, even given the relative “blip” of pandemic-slowed consumer expenditures on non-durables, the mix of jobs has shifted toward the Services and Trade sectors at the expense of the relative ranking of Government and Manufacturing, which have both declined in jobs. Services and Trade account for over 90% of the Region’s increase in jobs for the last four decades. Despite the dominance of Services and Trade, all major industry groups (besides Government and Manufacturing) posted net gains in jobs during this time span. It’s notable that part of this shift in industry is illusory, as privatization of public facilities such as hospitals shifted thousands of jobs from Government to Services.

Other recent economic “macro trends” should be mentioned as well. Despite the several Federal stimuli packages since the pandemic onset, there remains limited inflationary pressure in the broader economy, as the tariff “wars” have eased somewhat and the levels of (and threats of additional) Middle East conflict have abated, perhaps only until the global threat of the virus subsides. There is still no great momentum for wage growth that would prompt significant interest rate increases and the Fed is focused on and has issued direction that these rates stay as low as possible. More locally, a critical necessity for the ongoing recovery is increased rehiring to sectors (such as retail and food/ accommodation) that are part-time and low-paying, and the end of wage stagnation for low- and middle-wage sectors. The COVID-19 job loss may also serve to reverse the pre-pandemic trends of employers beginning to taper expectations for candidate educational attainment for openings in middle-skill and higher-skill sectors. While industry demand for workers in Services is likely to increase with rising consumer expenditures, the future is likely to bring downward trends (or at least lower net growth) in Retail employment. The accelerating impacts of automation, along with the demographically and skill-driven shrinkages in the labor force, also present challenges to the longer-term economic health of the region and demands and opportunities for targeted training leading to flexible career pathways with greater earning progression potential.

**Long-term financial planning.** Two provisions of Act 5 give the ARC a level of stability that is distinctive among the nation’s substate planning agencies. These are mandatory funding by the ten counties and the City of Atlanta and prior approval by the Georgia General Assembly before a county may withdraw from the Commission.

In addition, management prepares financial forecasts to help anticipate future financial resources needed to maintain critical programs for the ARC service area. Relying on these forecasts, the Commission’s Budget and Audit Review Committee garnered the support of the full Board for a dues increase. The legislation authorizing the dues increase provided the ARC’s local funding to rise from \$.80 per capita to \$.90 effective January 1, 2002 and to \$1.00 effective January 1, 2003. In addition, the law gave the Board sole authority over future increases when triggered by rises in the Consumer Price Index. During the 2017 Budget preparation, the ARC Board of Directors authorized a \$.10 per capita dues increase effective January 1, 2017.

**ARC's Transportation Access and Mobility Group (TAMG)** has two primary core products that it develops: 1) the Regional Transportation Plan (RTP) and the 2) Transportation Improvement Program (TIP). *The Atlanta Region's Plan*, a major joint effort involving all ARC groups, was comprehensively updated in February 2020. The Plan includes updates to the year 2050 to regional land use and growth strategies, including population forecasts, while updating regional policies and transportation concepts through the year 2050. As part of *The Atlanta Region's Plan*, the RTP includes over \$172 billion in investments through the year 2050, including major programs related to both regional managed lane and transit. Two amendments to the plan have been completed since February 2020 and additional amendments are anticipated at the rate of approximately two a year.

Several TAMG initiatives were completed in 2020 which continue to build on the foundation of *The Atlanta Region's Plan*. Examples of these initiatives include the following:

- Chattahoochee RiverLands study, a major visioning effort to improve trail access in this critical regional asset.
- Update to the Regional Transportation System Management & Operations Vision and ITS Architecture Plan, a major reassessment of regional technology needs.
- FHWA Resiliency and Durability Study, which developed tools and defined methods to better address the issues associated with climate change and severe weather events into regional planning efforts.
- Transit onboard survey, which assists in transit planning and regional travel demand model calibration.
- Regional assessment of safety needs through a joint task force.
- Regional Human Services Transportation Paratransit Brokerage Study, which identified strategies to provide more cost effective paratransit trips.

In addition, TAMG sponsors many ongoing planning programs and initiatives which will continue into 2021 and beyond. Examples of these programs and initiatives include the following:

- Ongoing management of the County Transportation Program (CTP), which provides funding and staffing for county-level long range transportation planning initiatives as well as the City of Atlanta. The Southern Fulton County CTP update was completed in 2020. Updates are currently underway in Cobb County, Coweta County, Douglas County, and Walton County during 2020. Procurement and contracting coordination are underway with Cherokee County, DeKalb County, Paulding County, Barrow County, Gwinnett County, Spalding County and Henry County, with work to begin in 2021.
- Ongoing freight and goods movement planning through the Freight Cluster Program, with plans completed for four areas in 2020: Aerotropolis CIDs, Gateway 85 CID, Spalding County and Tucker Summit CID. A new study for the Fulton Industrial Boulevard area began in 2020.
- Providing management oversight over numerous local planning studies, ranging from trails corridors to roadway and transit corridor analyses.
- Serving as the FTA direct recipient for county transit feasibility plans, including for Newton County and Spalding County.
- Continuing to be actively involved in implementing federal rulemaking requirements related to transportation performance measures and targets, in collaboration with GDOT and peer MPOs.

**ARC's Mobility Services Group** is responsible for supporting and coordinating transportation demand management activities, and provision as well as the development of technological solutions to transportation related issues. In 2020, the division undertook a number of significant initiatives:

- Georgia Commute Options (GCO) – 2020 started with GCO and the TMAs working together to plan for and deliver a diversity of regional TDM promotions, incentives, and programs based on lessons learned from a very successful Atlanta regional TDM program in 2019. The worldwide impacts of the COVID-19 pandemic began being felt in the Atlanta region in March 2020. Shelter-in place orders and social

distancing practices changed how we worked, shopped, went to school, socialized, and made our transportation decisions. As a result, the pandemic fundamentally altered how the Atlanta Regional Transportation Demand Management (TDM) programs were designed and delivered. The program had to quickly pivot, setting up new TDM actions to adapt to the reality of the pandemic. It was a significant challenge that required new surveys, new techniques for working with employers and commuters, new education programs, and unique marketing and outreach activities to help workers navigate through the new virtual landscape. 2020's unique approach to TDM involved four focus areas that enabled GCO and the TMAs to continue to connect and help commuters and employers in the following ways:

- 1. **Surveys:** Connecting with over 10,000 commuters in the region through an ongoing series of surveys supporting the goal of understanding changing behaviors, opinions, and attitudes around work and commuting.
  2. **Webinars:** Information sharing on best practices for commuters and employers to adapt to the new commuting and work environment, both for those essential workers who continued to commute, and for those working at home.
  3. **Telework Outreach:** Best-practices, policies, programs, marketing, and implementation assistance for workers and employers to transition to an effective and comfortable work-from-home experience.
  4. **Promotions:** Continued the popular Biketober promotion with a greater focus on active lifestyles and delivered other unique programs to stay connected with workers and employers.

GCO has been the regional leader on remote work programs for years, assisting organizations from small business enterprises to Fortune 500 companies. In more traditional circumstances, shifting to remote work requires substantial coordination between employees and supervisors, necessitating that proper technologies and equipment are accessible to support a productive workspace. However, with the suddenness of the shelter-in-place order, employers and employees throughout the region did not have time to properly set-up a remote work program. Many employees faced pandemic-related challenges such a lack of designated workspace, necessary technology, and childcare services. ARC recognizes that COVID-19 sparked the biggest change in transportation and the nature of work from home in a generation. With an emphasis on supporting remote work, in 2020 the ARC Mobility Services Group completed:

- Successful migration from Ridepro to Agile Mile
- Successfully conducted the first virtual RFP for the ARC focused on the selection of a new GCO Program Consultant and Services, and three subsequent RFP's (Evaluation, Incentives, Customer Relationship Management System)
- Created and delivered a suite of resources – telework quick start guide, employer roundtables, and webinars – to respond to large-scale remote work during COVID-19.
  - Created social media campaigns specific to essential workers and teleworking during COVID-19.
  - Created new webpage links and materials focused on a variety of telework resources.
- Organized and held the State of TDM Webinar to discuss how COVID-19 has impacted TDM Strategies and travel behaviors.
- Launched Quarterly Telework Survey in April of 2020 that has provided key insights for the Atlanta region and national organizations.
  - Regional Remote Work Survey Initiative
    - April, August and October 2020
- Telework in the Time of COVID-19 GCO Webinar Series (Mar 2020 – December 2020):
  - 13 sessions to date
  - 650+ attendees
  - Overall 4.6 / 5 rating

- Completed the GCO 3-year report.
- Successful planning and implementation of 2020 Biketober
  - Biketober (Jul 2020 – Dec 2020)
    - 4,649 users registered compared to 4,530 in 2019.
    - We increased in miles logged and calories burned from 2019.
    - 383 organizations opted in and 348 logged a ride. This accounted for 2,981 participants and 424 new riders.
  - Essential and WFH Employee Care Packages
  - Intensive Territory Development Initiative
  - Return to Office Campaign
  - K-12 Digital Air Quality Curriculum
- Created the [Regional Commuter Survey \(RCS\) web page](#)
- Published the [RCS Technical Report](#)
- Published the [RCS Summary Report](#)
- Developed and published the [RCS Dashboard](#)
- Created and distributed TMA-specific RCS reports
- Completed the [2019 Atlanta Regional TDM Annual Report](#)
- Created web-based survey tool for ongoing collection of Awareness measures for the TDM dashboard from ESOs
- Created web-based survey tool for ongoing collection of Innovative Task progress info from TMAs
- Updated Salesforce to track new employer partner engagement levels
- Created and distributed an Excel-based tool for Get on Board results, filterable by outreach territory
- Published Covid-19 tab for the [TDM Dashboard](#)
- Created, conducted, and published the [RCS: 2020 Covid-19 Survey](#) (follow-up to original RCS)
- Created, conducted, and analyzed the [Agile Mile Return to Work Survey](#)
- Began work on the Software Integration Plan (completed phase 1, consisting of stakeholder interviews and data collection)
- Began work on the RCS: Survey Methodology Report (completed phase 1, consisting of stakeholder workshop and feedback)
- Began work on developing the 2020 Atlanta Regional TDM Annual Report
- Created an [Equity in Work & Mobility report](#)
- Created a Tableau-based tool for 2020 Biketober results, filterable by outreach territory

In 2020, the **Community Development Group** expanded the Livable Centers Initiative Program based upon its strategic framework work conducted in 2017 with an increase of funding to allow for the development of larger more complex studies and analysis. With the COVID-19 Pandemic, the Community Development Group worked with the 2019 LCI Sponsors on best practices and techniques for virtual and social distant community engagement. ARC selected 11 LCI Applications in 2020 for assistance.

In 2020, the Community Development Group continued Community Development Assistance Program projects. This program provided low-cost technical assistance to local governments and non-profits to assist in developing plans, trainings, and facilitation. In 2020, 9 projects were selected for assistance.

The Community Development Group applied and received funding from the Economic Development Administration to assist the region in responding to the COVID-19 Pandemic. This funding allowed ARC to work with the Atlanta Aerotropolis Alliance to develop a scope in 2020 for an updated Aerotropolis Blueprint to be started in 2021. In 2020, ARC continued to promote the Metro Atlanta Housing Strategy and worked with Cherokee County and the City of Douglasville on integrating the strategy in their local

communities. ARC also developed the Metro Atlanta Foreclosure tracker in and in partnership with the Federal Reserve Bank of Atlanta and the Georgia Institute of Technology.

In 2020, ARC submitted the update of The Atlanta Region's Plan to the Georgia Department of Community Affairs not only its state requirements for regional planning but to align local, state and regional policies to continue to support future growth. These elements included a revised Resource Plan, Minimum Standards for Local Government Implementation, and a detailed Unified Growth Policy Map (UGPM) coordinated with local government Comprehensive Plans.

The Community Development Group continued reviews of Developments of Regional Impact (DRI) and reviewing local Comprehensive Plans, Short Term Work Programs and Capital Improvement Elements. ARC reviewed 28 DRIs in 2020.

In 2012, the Georgia Department of Community Affairs mandated regional commissions to assist local governments in meeting their basic planning requirements with no financial contribution from local governments. The Community Development Group completed 3 plans in 2020. Since 2012, the Community Development Group has completed 47% of all Comprehensive Plans within the region.

In August of 2020, the **Community Partnerships Group** merged into the Community Development Group and successfully transitioned two of its regional leadership programs into virtual programs. Due to the travel and social distancing requirements, both the LINK trip scheduled for May of 2020 to the Chicago region, and the Regional Leadership Institute scheduled in September, were postponed to 2021.

The Model Atlanta Regional Commission (MARC) program took 28 high school sophomores and juniors through a connected, strategic course of study over a six-month period. Students explored the need for affordable housing, responsible water usage, and contemplated the impact of limited transportation options. They spoke with local changemakers in the areas of equity and resilience and offered thoughts on ways we as a region can better serve our diverse population. This unique class submitted final reflections that were then incorporated into a simple video that serves as a capstone to their MARC experience. Hosted for the first time online due to the COVID-19 pandemic, students completed self-paced pre-session modules on the 21st Century Leaders Platform and attended live 1.5-hour online sessions once a month. The required pre-session assignments allowed students to come to the live sessions with a basic level of knowledge and primed to ask questions of the session presenters. In addition to the pre-session work, students were invited to participate in a walkability audit of their neighborhoods and a Keep Personal Protective Equipment (PPE) Out of Streams meme contest. Each live online session consisted of presentations and dialogue with content experts as well as breakout sessions where the students worked together in small groups to further explore and discover ways to address regional issues. This impressive class delivered final project recommendations on how to implement the principles of the CATLYST plan in the region.

The Arts Leaders of Metro Atlanta (ALMA) program brought 50 leaders in arts organizations and related fields into conversations on civic challenges like creative placemaking, expanding economic opportunity and integrating the arts and artists into planning. Through the 4 course days of thoughtful sessions and interactive dialogue, participants learned about the need for arts leaders to be at the civic table as well as understand how these issues impact their work. The course was split into 2 in person days and 2 virtual events.

To capitalize on the energy and enthusiasm of alumni from these four leadership programs over the years, the Community Development Group continued to lay the foundation of an ARC Alumni Network that will bring together leaders from various backgrounds to learn, connect and drive positive change and collaboration in metro Atlanta. This work will culminate with the network's launch in 2021 with an online platform.

In addition to leadership development, this group leads the agency's arts and culture planning function. The ARC board formally adopted the Arts, Culture and Creative Placemaking Strategic Plan in 2019, and it calls for bold action to integrate the arts more intentionally into the agency's work program. This action is seeing the arts providing valuable linkages to natural resources, transportation, and community planning, for instance. Our arts staff have joined ARC technical assistance project teams, advised many regional arts conversations, and now have partnered to incorporate arts work into day-to-day ARC programs.

In August 2020, the **Research and Analytics Group (RAG)** completed major jurisdiction estimates for population as of April 2020. The group completed production of small-area estimates of 2019 at-place employment and began to work to acquire the 2020 base file from Georgia Department of Labor. The geographic information specialists of RAG initiated another round of spatial data collection from local government and completed rolling updates to city boundaries in the region. The GIS group continued the GDOT's MAP-21 effort both in terms of project management and technical work—all to update the geography of and attributes for the state's street spatial database. For the 2020 Census, the group facilitated local outreach to maximize participation in the upcoming decennial Census count, tracked ever-changing issues involving and deadlines associated with count production and data quality, and began to analyze possible expansion of the Urbanized Area.

An unexpected and major element of RAG's work effort in 2020 was outside its baseline work program: an aggressive response to COVID-19. A "COVID-19 Data Hub" was developed and housed on the spatial resource Open Data webpage and continues to be maintained and refined. The Hub includes interactive maps and datasets including relevant demographics, local government response, case incidence, and school openings and reopenings. A weekly, blog-based report was conceived of, designed, and implemented to track trends in both economic and public health indicators for the ten-county area. Semi-weekly 33 Degrees North log posts delved into issues of concern from a pandemic perspective. A regularly updated webinar "What We Think We Know About the Pandemic" was developed and presented numerous times to regional and national audiences.

The Neighborhood Nexus program had another record year for revenues from custom insights efforts. In collaboration with Nexus Board members, as well as with the ARC Executive Director, Nexus's new Executive Director developed a future organizational vision including a data fluency framework and identified specific fundraising needs. Key COVID-19 response achievements were the rapid development and implementation of a resources page, along with serving as lead partner on the ongoing development of a new Metro Atlanta Racial Equity Atlas. Nexus completed 2020 work for the CareerRise Economic Mobility Grant (including a regional target cluster dashboard) and continued planning with United Way for future scaling of Child Well-Being Index tools; completed tool development for GEEARS, Georgia Municipal Association (GMA), Get Georgia Reading, and Prevent Child Abuse; hired staff to assist in custom insights projects, and participated in contracting of new projects for 2021. Other completed projects included strategic planning and data analysis for the YMCA; dashboard development for Bloomberg/ Invest Atlanta One Atlanta; the Atlanta Beltline; and mapping for the United Way of Coastal Georgia.

The Research & Analytics Group also continued adding value to services offered to internal clients and constituent governments by increasing and enhancing use of ESRI Business Analyst Online and Desktop, data from On the Map (Census Bureau), Burning Glass, and JobsEQ demographic and economic analysis tools. In 2020, the group acquired the BusinessWise database as a replacement for A to Z and Infogroup products in providing economic development information and target marketing data. The Economic Analysis Program (EAP) via REMI TranSight maintained momentum as a tool providing custom economic impact modeling on-demand to public and private clients (including Decide DeKalb, Invest Atlanta, and Gwinnett County). The 33 Degrees North blog (launched in 2015) continued to expand in 2020 into a "one-stop shop" for the Group's data products, hosting current and historical regional snapshots as well as data dashboards. The blog serves as a vehicle to post current "hot" content multiple times each week. Additional tools (Tableau, Venngage, and ArcGIS Online) remained the core for the data visualizations "served" on the blog and website pages. In terms of social

media, a LinkedIn page was grown to over 500 members in the course of a single year, and Facebook/Twitter feeds were further enhanced. The final baseline iteration of the in-house DataNexus web tool was completed for the Neighborhood Nexus website, allowing for custom data access and import, analysis, download, and visualization. Also, expansion and refinement of the group's "spatial and more" Open Data Portal (related to COVID-19) further enhanced internal and external customer access to data to inform decisions.

Research and Analytics continued to ensure the success of the Workforce Business Solutions (WBS) Division at ARC, as well as that of local stakeholders, via (a) use of Burning Glass Labor Insight labor demand data tool, and (b) continued access to/ use of the JobsEQ labor supply data tool. The group used these tools to "seed" numerous presentations for both WBS staff and other internal and external clients, provided updates to in-demand occupation lists for WorkSource Atlanta, as well as critical data for the work of the Metro Atlanta Workforce Exchange and statistical needs for the CareerRise Economic Mobility Grant.

Other projects included administering the Metro Atlanta Speaks Survey (MAS). The 2020 MAS was the eighth edition, remaining the largest survey of its kind in Metro Atlanta and Georgia. The 2020 version moves to a mixed-mode format for enhanced sampling representation along with cost efficiencies. Phone and online surveying of 4,400 Atlanta region residents included 18 questions about their regional and local attitudes, perceptions, and behaviors, with a focus on COVID-19 impacts, perceptions, and reported behavioral changes. Statistical significance was available down to the level of each of the 10 counties surveyed, with the City of Atlanta again presented as a statistically significant subset. The Community Foundation was the primary sponsor of the survey. The results were made publicly available, were presented to agency corporate sponsors, and served as a key part of the messaging for the year's virtual ARC State of the Region breakfast.

The **Aging and Independence Services Group** continued to improve the delivery of long term care services in the metro region with the goal of streamlining access and ensuring that the right people are getting the right services in the state's long term care system.

As individuals live longer, it is essential that the system of services and supports reflect the broad and comprehensive nature of their needs. The Aging and Independence Services Group continues to focus on a number of emerging issues for the older people in the Atlanta area by providing leadership to advance coordination and excellence in the organization and delivery of services for older persons and individuals with disabilities. The Group's funding increased by more than 30% in targeted COVID-19 resources resulting in additional services and people being reached. The Live Beyond Expectations Strategic Plan Framework was launched to address inequities in life expectancy in neighborhoods throughout the region.

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

Several major initiatives currently being addressed by Workforce Solutions are:

Implementation of training and employment services for individuals affected by Covid. This is done through the Dislocated Worker Emergency funds provided by the Technical College System of Georgia.

Implementation of workforce development services for adult or dislocated workers at one stop career resource centers, or the Mobile Career Lab, in each of the seven counties in the Atlanta region service area.



Continue to provide a system of youth services in the Atlanta regional service area to qualified youth that are seeking continued education, receiving a credential, or entering employment.

Continue to provide a system of Individual Training Accounts for customers to access training opportunities and provide regional processes for implementation of the Eligible Training Provider Listing.

Continue to 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.

Implement the Industry Partnerships Grant from the Technical College System of Georgia to build and support regional, employer-led workforce development collaboratives in five key sectors: healthcare, information technology, transportation, distribution/logistics, advanced manufacturing and skilled trades.

Since March 2015, the **Homeland Security & Recovery Group** has continued to coordinate the training, equipping, and communications among the police, fire, and emergency management directors of the six jurisdictions: all in preparation for any foreign or domestic terrorist event. By fostering a spirit of cooperation and regionalization, the HSRG has focused on capability-building priorities lead by over 300 engaged practitioners, highly specialized teams, and technical working groups. Expanding upon previous year's accomplishments, a few of the outcomes in 2019 included:

Conducted the national awareness training known as Stop the Bleed Train-the-Trainer sessions in partnership with private sector stakeholders at Georgia World Congress Center, Mercedes-Benz Stadium, State Farm Arena, and SunTrust Park (now Truist Park);

Co-sponsored and presented on Atlanta UASI's regional capabilities during the 11<sup>th</sup> Annual Business Continuity/Law Enforcement Summit, which strives to be a proactive reliance on community resources that seeks to minimize crime-causing conditions;

Upgraded to the most advanced bomb robot technology across all law enforcement bomb specialty teams; and secured the services of two leading consultants, industry-recognized experts in first responder communities, to assist with project planning and training, and created a set of 10 action-oriented projects for Committee working groups to complete.

**Relevant Financial Policies and Controls.** The ARC's Financial Policies and Controls include an Investment Policy, Budgetary Control, Internal Control Structure and Risk Management. In addition, the Commission's bylaws provide policy parameters for budget and finance, as well as define standards of ethical conduct.

The ARC Governance Committee is responsible for authorizing changes in the retirement and insurance programs for Commission employees. The Governance Committee consists of members of the ARC Board with the Chair of the Commission serving as the Chair of the Committee.

The Budget and Audit Review Committee (BARC) receives and reviews the ARC annual audit and the annual budget and work program. The Treasurer of the ARC Board serves as Chair of the BARC. The Chair along with four additional appointed Board members serve on the committee. The BARC meets from time to time during the year to review the financial status of the Commission.

The annual budget and work program serves as the foundation of the ARC's financial planning and control. All groups are required to submit work program information and funding requests to the Executive Director by mid-September each year. The Executive Director uses these requests to develop the proposed Annual Work Program and Budget that he presents to the Board for review at its October meeting. The budget

document is also distributed to constituents and prospective funders for their review and comment. The ARC's Bylaws require the Board to adopt a final budget for the next fiscal year at its December meeting. During the year, the Executive Director presents to the Board, recommendations for revision of the work program and budget that are generally initiated by new sources of funding.

The Pension Board of Trustees is responsible for the investment of ARC's pension plan assets, which includes reviewing and altering investment objectives; selecting appropriate asset allocation strategies; monitoring the investment performance of the pension fund; and approving changes in pension investment funds, managers, and consultants. The Board of Trustees consists of five members: the ARC Board Chair, the ARC Budget & Audit Review Committee Chair, the ARC Executive Director, an employee of the Atlanta Regional Commission selected by the above three members, and one other member appointed by the above three members.

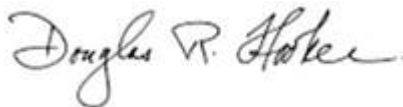
The Commission has joined together with other municipalities in the state as part of the Georgia Interlocal Risk Management Agency Property and Liability Insurance Fund and the Georgia Municipal Association Group Self-Insurance Workers Compensation Fund, a public entity risk pool currently operating as a common risk management and insurance program for member local governments.

### **Awards and Acknowledgements**

***Certificate of Achievement.*** The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Atlanta Regional Commission for its comprehensive annual financial report for the fiscal year ended December 31, 2019. The Certificate of Achievement is a prestigious national award, recognizing conformance with the highest standards for preparation of state and local government financial reports. This is the 39th consecutive year that ARC has received the award. The award, which is valid for only one year, requires a governmental unit to publish an easily readable and efficiently organized comprehensive annual financial report that conforms to program standards. The report must also satisfy both accounting principles generally accepted in the United States of America and applicable legal requirements. We believe our current report continues to meet these standards and we are submitting it to GFOA to determine its eligibility for another certificate.

The preparation of the report was accomplished through the efficient and dedicated services of the entire staff of the Financial Services Group. We would like to express our appreciation to all members of the department who assisted and contributed to the preparation of this report. They were assisted by the Commission's auditors, Nichols, Cauley & Associates, LLC, whose expertise, experience, and judgment were extremely valuable.

Respectfully Submitted,

A handwritten signature in dark ink, reading "Douglas R. Hooker". The signature is written in a cursive, flowing style.

Douglas R. Hooker, P.E.  
Executive Director



Government Finance Officers Association

Certificate of  
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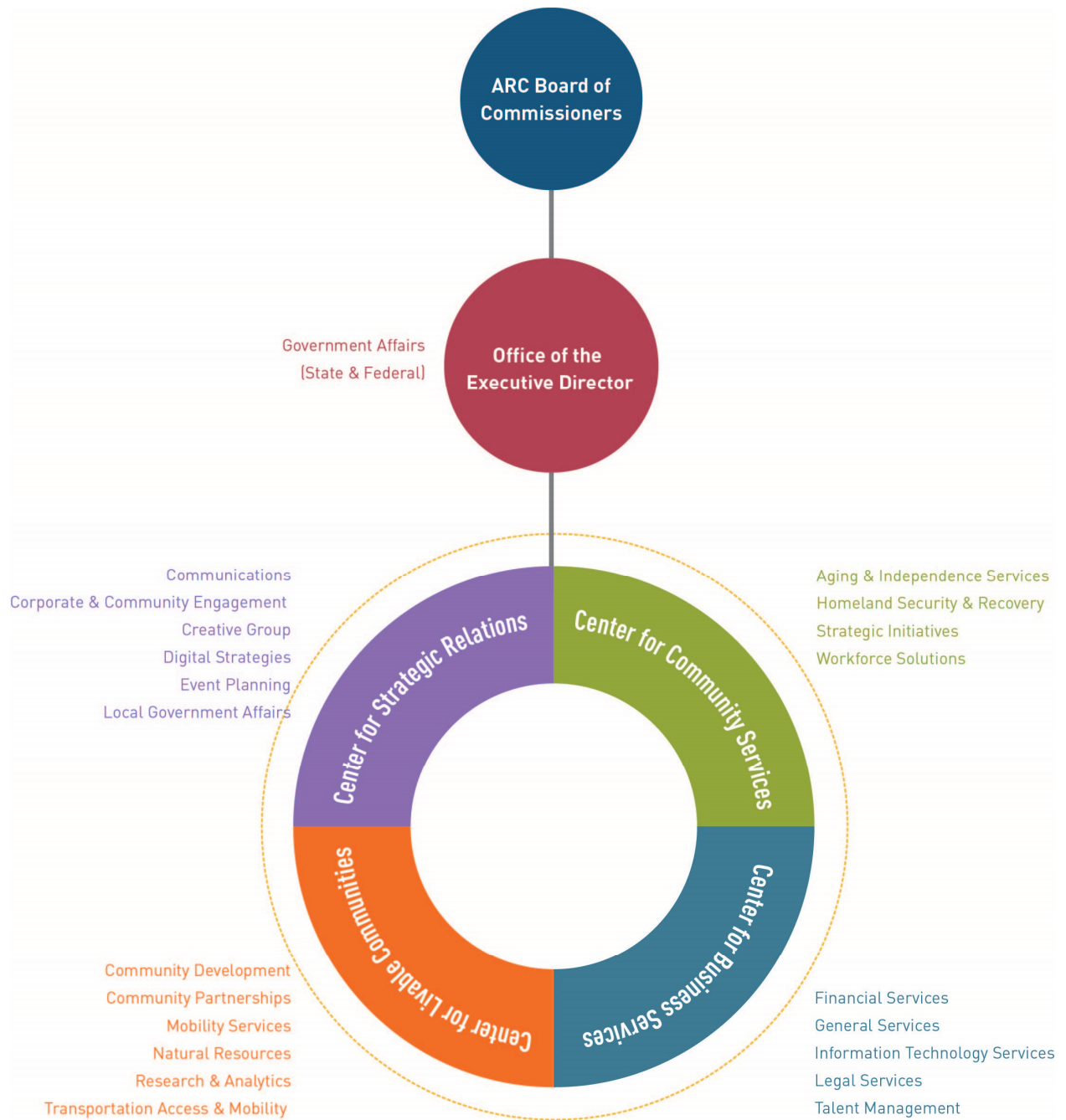
**Atlanta Regional Commission  
Georgia**

For its Comprehensive Annual  
Financial Report  
For the Fiscal Year Ended

December 31, 2019

*Christopher P. Morill*

Executive Director/CEO



# COMMISSION MEMBERSHIP 2020

As of 10/1/2020

<b>OFFICERS</b>	Kerry Armstrong Chair	Charlotte Nash Secretary	Julie K. Arnold Parliamentarian
	Rochelle Robinson Vice Chair	Robert Reeves Treasurer	
<b>PUBLIC MEMBERS</b>	City of Atlanta	Keisha Lance Bottoms Mayor	Felicia Moore Council President
	Cherokee County	Harry Johnston Commission Chairman	Steven Miller Mayor, City of Holly Springs
	Clayton County	Jeff Turner Commission Chairman	Joy Day Mayor, City of Jonesboro
	Cobb County	Mike Boyce Commission Chairman	Ollie, Clemons Mayor, City of Austell
	DeKalb County	Michael Thurmond Chief Executive Officer	R. Eric Clarkson Mayor, City of Chamblee
	Douglas County	Romona Jackson Jones Commission Chairman	Rochelle Robinson Mayor, City of Douglasville
	Fayette County	Randy Ognio Commission Chairman	Eric Dial Mayor, Town of Tyrone
	Fulton County	Robb Pitts Commission Chairman	Rusty Paul Mayor, City of Sandy Springs
			Vince Williams Mayor, City of Union City
	Gwinnett County	Charlotte Nash Commission Chairman	Mike Mason Mayor, City of Peachtree Corners
	Henry County	June Wood Commission Chairman	Steve Hutchison Mayor, City of Hampton
	Rockdale County	Oz Nesbitt Commission Chairman	Vince Evans Mayor, City of Conyers
<b>MEMBERS AT LARGE</b>	Richard Sylvia District 1	Mike Houchard District 6	Minuard "Mickey" McGuire District 11
	Charlton Bivins District 2	Liane Levetan District 7	Julie Keeton Arnold District 12
	Robert Reeves District 3	Greg Cantrell District 8	Deane Bonner District 13
	Alex Wan District 4	Kerry Armstrong District 9	Mark Mathews District 14
	Angelia O'Neal District 5	Vacant District 10	Dennis Burnette District 15
<b>NON-VOTING MEMBER</b> (Appointed by Georgia Department of Community Affairs)			Tread Davis, Jr.

**EXECUTIVE DIRECTOR**

Doug Hooker

**Atlanta Regional Commission**  
**Executive Staff**  
December 31, 2020

**Office of the Executive Director**

Executive Director

Douglas R. Hooker

**Center for Strategic Relations**

Senior Director

Manager, Government Affairs

Senior Manager, Communication & Marketing

Manager, Community Engagement

Malika Reed Wilkins

John Bayalis

Paul Donsky

Liz Sanford

**Center for Community Services**

Senior Director

Managing Director, Aging & Independence Services

Managing Director, Workforce Solutions

Senior Manager, Homeland Security and Recovery

John Hammond

Becky Kurtz

Rob LeBeau

Greg Mason

**Center for Livable Communities**

Senior Director

Managing Director, Community Development

Managing Director, Natural Resource

Managing Director, Research & Analytics

Managing Director, Transportation Access

Managing Director, Mobility Services

Mike Alexander

Sam Shenbaga

Katherine Zitsch

Mike Carnathan

John Orr

Rosalind Tucker

**Business Services**

Director

Manager, General Services

Operations Director, Financial Services

Operations Director, Information Technology Services

Operations Director, Talent Management

Kevin Crump

Chris Burke

Kelly Smith

Ray Randolph

Sheila Benefield



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### INDEPENDENT AUDITOR'S REPORT

The Members of the  
Atlanta Regional Commission  
Atlanta, Georgia

#### **Report on the Financial Statements**

We have audited the accompanying financial statements of the governmental activities, business-type activities, each major fund, and the aggregate remaining fund information of the Atlanta Regional Commission (the "Commission"), as of and for the year ended December 31, 2020, and the related notes to the financial statements, which collectively comprise the Commission's basic financial statements as listed in the table of contents.

#### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### ***Auditor's Responsibility***

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness

of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### ***Opinions***

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, each major fund, and the aggregate remaining fund information of the Atlanta Regional Commission, as of December 31 2020, and the respective changes in financial position, and, where applicable, cash flows thereof and the respective budgetary comparison for the General Fund, Transportation Programs Fund, Workforce Development Fund, and Aging Programs Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

### ***Other Matters***

#### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, the schedule of changes in net pension liability and related ratios, the schedule of pension contributions, the schedule of changes in net OPEB liability and related ratios, the schedule of OPEB contributions on pages 20-28 and 69-72 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

#### ***Other Information***

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Atlanta Regional Commission's basic financial statements. The introductory section, the combining nonmajor fund statements and schedules, statistical section and supplemental information, are presented for purposes of additional analysis and are not a required part of the basic financial statements.



The combining nonmajor fund statements and schedules are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining nonmajor fund statements and schedules are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory section, statistical section, and the supplemental information have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

### **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated August 20, 2021 on our consideration of the Atlanta Regional Commission's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Atlanta Regional Commission's internal control over financial reporting and compliance.

*Nichols, Cauley + Associates, LLC*

Kennesaw, Georgia  
August 20, 2021

## Management's Discussion and Analysis (unaudited)

As management of the Atlanta Regional Commission, we offer readers of the Atlanta Regional Commission's financial statements this narrative overview and analysis of the financial activities of the Atlanta Regional Commission (ARC or the Commission) for the fiscal year ended December 31, 2020. We encourage readers to consider the information that we have furnished in our letter of transmittal, which can be found on pages 1 through 12 of this report.

### Financial Highlights

- The assets and deferred outflows of the ARC exceeded its liabilities and deferred inflows at the close of the most recent fiscal year by \$8,238,831 (*net position*). Of this amount, \$7,096,483 (*unrestricted net position*) may be used to meet the Commission's ongoing obligations to the member local governments and creditors.
- The Commission's total net position increased by \$2,817,085. The increase \$1,747,829 is attributable to the change in the Commission's net pension and net OPEB liabilities. The remainder of this increase is attributable to the decrease in unrestricted resources required to match grant proceeds and increases in population on which ARC receives local funding of \$1.00 per capita.
- Governmental Activities general revenues for the year were \$5,152,797. Of this amount, \$341,378 net was transferred to business-type activities.
- As of the close of the current fiscal year, the ARC's governmental funds reported a combined ending fund balance of \$14,522,053, an increase of \$1,080,985 in comparison with the prior year. Approximately 99 percent of this amount, \$14,308,121, is *available for spending* at the Commission's discretion (*unassigned fund balance*).
- At the end of the fiscal year, total fund balance for the General Fund was \$14,522,053 or 17.52 percent of total governmental fund expenditures.

### Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the ARC's basic financial statements. The ARC's basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

**Government-wide financial statements.** The *government-wide financial statements* are designed to provide readers with a broad overview of the ARC's finances, in a manner similar to a private-sector business.

The *statement of net position* presents information on all of the ARC's assets, deferred outflows and inflows of resources, and liabilities, with the difference being reported as *net position*. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the ARC is improving or deteriorating.

The *statement of activities* presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported

in this statement for some items that will only result in cash flows in future fiscal periods (e.g., earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions of the ARC that are principally supported by grants and regional appropriations (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities of the ARC include general government, general government overhead, all grant funded activities and an internal service fund for information technology support. The business-type activities of the ARC include enterprise funds. The government-wide financial statements can be found on pages 29 through 31 of this report.

The ARC has no component units.

**Fund financial statements.** A *fund* is a grouping of related accounts that are used to maintain control over resources that have been segregated for specific activities or objectives. The ARC, like other similar governmental entities, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the ARC can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

**Governmental funds.** *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on *near-term inflows and outflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The ARC maintains eight governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balance for the General, Transportation Programs, Workforce Development and Aging Program Funds which are considered to be major funds. Data for the other funds is combined into a single aggregate presentation. Individual data for these nonmajor funds is provided in the form of combining statements elsewhere in this report.

The ARC adopts an annual budget for its funds. Budgetary comparison statements or schedules have been provided for each governmental fund to demonstrate compliance with this budget. The basic governmental fund financial statements can be found on pages 32 through 40 of this report. Budget comparisons for non-major funds are provided in schedules elsewhere in this report.

**Proprietary funds.** The ARC maintains two different types of proprietary funds. *Enterprise funds* are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The ARC uses enterprise funds to account for its business type activities. The ARC's *internal service fund* is an accounting device used to accumulate and allocate costs internally among the ARC's various functions. The ARC uses this internal service fund to account for its management information technology systems. Because

this service predominantly benefits governmental rather than business-type functions, it has been included within *governmental activities* in the government-wide financial statements.

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary funds are combined into a single, aggregated presentation in the proprietary fund financial statements. Conversely, the internal service fund is presented individually. The basic proprietary fund financial statements can be found on pages 41 through 43 of this report.

**Fiduciary funds.** The fiduciary funds are used to account for the ARC's Pension and OPEB Trust Funds. The fiduciary funds are *not* reflected in the government-wide financial statement because the resources of these funds are *not* available to support the ARC's own programs. The accounting used for the fiduciary funds are much like that used for proprietary funds. The basic fiduciary financial statements can be found on pages 44 through 45 of this report.

**Notes to the financial statements.** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 46 through 68 of this report.

**Other information.** In addition to the basic financial statements and accompanying notes, this report also presents certain *required supplementary information* including ARC's progress in funding its obligation to provide pension and other post-employment benefits to its employees, along with other supplementary information. Required and other supplementary information can be found on pages 69 through 72, and pages 73 through 88 and 91 through 128 of this report.

### **Government-wide Financial Analysis**

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the ARC, assets and deferred outflows exceeded liabilities and deferred inflows by \$8,238,831 at December 31, 2020, compared with assets and deferred outflows exceeding liabilities and deferred inflows by \$5,421,746 at December 31, 2019. Fourteen percent of the ARC's net position reflect its investment in capital assets (vehicles, furniture, fixtures and equipment). The ARC uses these capital assets to operate and to provide services; consequently, these assets are *not* available for future spending. There is no debt outstanding on resources used to acquire these assets.

The following table reflects the condensed Statement of Net Position compared to prior year.

	Governmental Activities		Business-type Activities		Total	
	2020	2019	2020	2019	2020	2019
Current and other assets	\$ 32,737,718	\$ 31,460,866	\$ -	\$ -	\$ 32,737,718	\$ 31,460,866
Internal balances	(205,420)	(12,322)	205,420	12,322	-	-
Capital Assets	18,882,776	18,707,166	-	-	18,882,776	18,707,166
Total Assets	51,415,074	50,155,710	205,420	12,322	51,620,494	50,168,032
Deferred Outflows of Resources	9,794,521	11,082,905	-	-	9,794,521	11,082,905
Long-term liabilities outstanding	22,045,884	26,514,980	-	-	22,045,884	26,514,980
Other Liabilities	19,079,282	19,310,199	205,420	12,322	19,284,702	19,322,521
Total Liabilities	41,125,166	45,825,179	205,420	12,322	41,330,586	45,837,501
Deferred Inflows of Resources	11,845,598	9,991,690	-	-	11,845,598	9,991,690
Net Position:						
Net invested in capital assets	1,142,348	1,214,664	-	-	1,142,348	1,214,664
Restricted	-	-	-	-	-	-
Unrestricted	7,096,483	4,207,082	-	-	7,096,483	4,207,082
Total net position	\$ 8,238,831	\$ 5,421,746	\$ -	\$ -	\$ 8,238,831	\$ 5,421,746

The balance of *unrestricted net position*, \$7,096,483, may be used to meet the government's ongoing obligations.

At the end of the current fiscal year, the ARC is able to report a positive balance in all categories of net position.

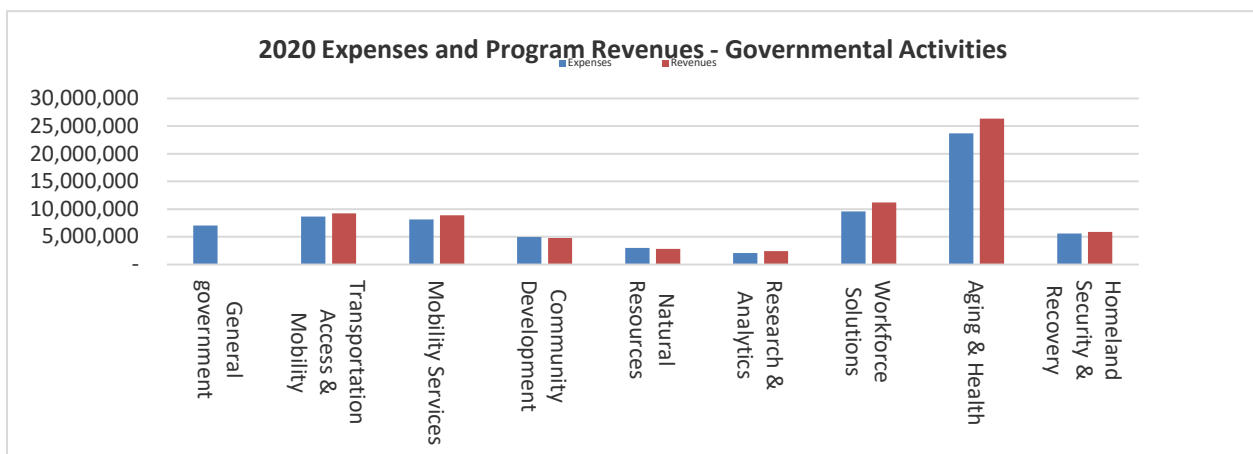
**Governmental activities.** Governmental activities increased the ARC's net position by \$2,817,085 or 52%, thereby accounting for 100 percent of the increase of net position of the ARC at year-end. Key elements of this decrease are as follows:

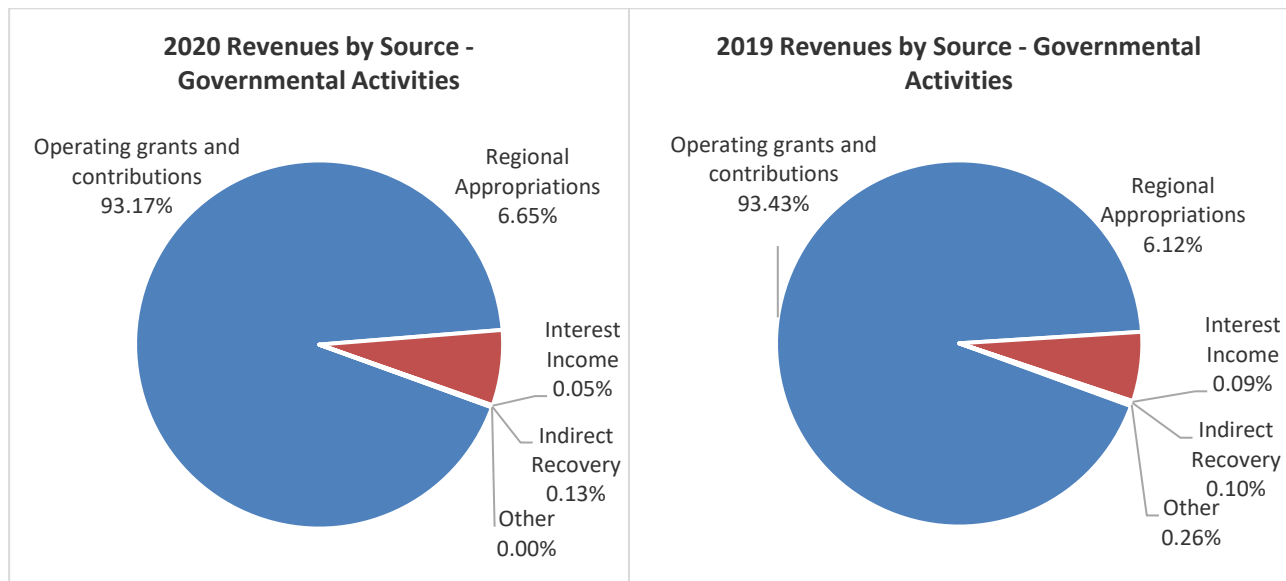
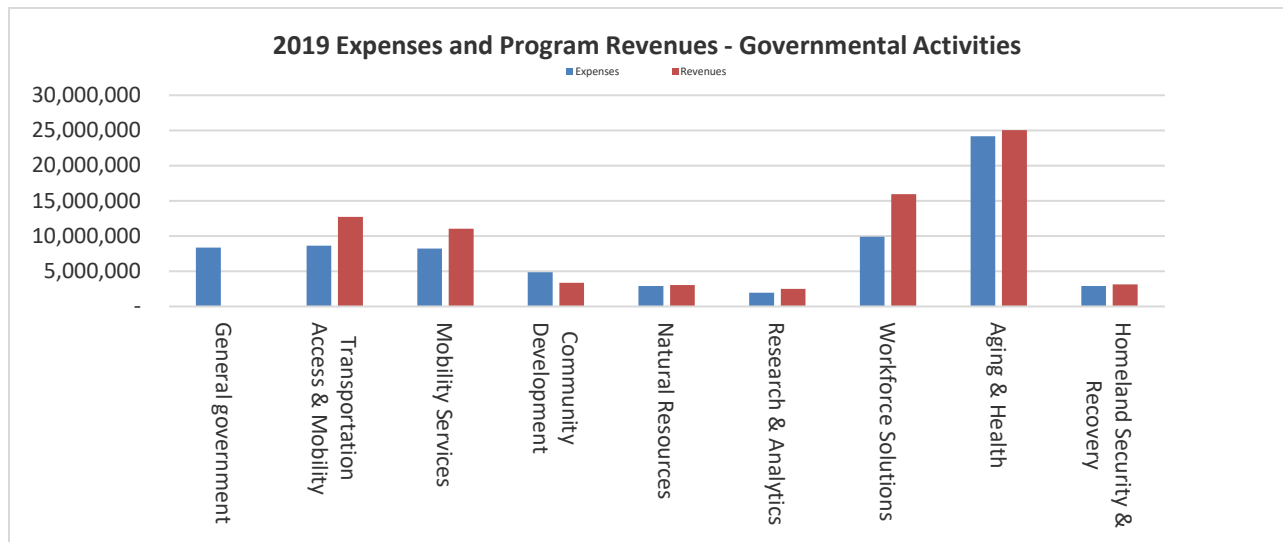
### ARC's Changes in Net Position

	Governmental Activities		Business-type Activities		Total	Total
	2020	2019	2020	2019	2020	2019
<b>Revenues</b>						
Charges for services	\$ -	\$ -	\$ 387,232	\$ 1,144,785	\$ 387,232	\$ 1,144,785
Operating grants and contributions	71,601,660	76,813,623	-	-	71,601,660	76,813,623
<b>General Revenues:</b>						
Regional Appropriations	5,113,240	5,033,490	-	-	5,113,240	5,033,490
Interest Income	39,557	76,981	-	-	39,557	76,981
Indirect Recovery	96,566	80,864	-	-	96,566	80,864
Other	-	211,980	-	-	-	211,980
<b>Total Revenues</b>	<b>\$ 76,851,023</b>	<b>\$ 82,216,938</b>	<b>\$ 387,232</b>	<b>\$ 1,144,785</b>	<b>\$ 77,238,255</b>	<b>\$ 83,361,723</b>
<b>Expenses</b>						
General government	\$ 7,027,129	\$ 8,358,929	\$ -	\$ -	\$ 7,027,129	\$ 8,358,929
Transportation Access & Mobility	8,638,174	12,124,691	22,255	16,964	8,660,429	12,141,655
Mobility Services	8,117,586	10,394,860	-	-	8,117,586	10,394,860
Community Development	4,941,947	3,418,051	102,387	547,577	5,044,334	3,965,628
Natural Resources	2,981,021	3,118,708	122,942	112,696	3,103,963	3,231,404
Research & Analytics	2,048,008	2,057,550	12,041	-	2,060,049	2,057,550
Workforce Solutions	9,586,501	14,600,622	-	-	9,586,501	14,600,622
Aging & Health	23,675,767	22,875,298	136,893	20,095	23,812,660	22,895,393
Communications	-	-	235,526	216,198	235,526	216,198
Homeland Security & Recovery	5,580,354	2,924,930	-	-	5,580,354	2,924,930
Interest & fiscal charges on long-term debt	1,096,073	1,185,251	-	-	1,096,073	1,185,251
Indirect Expense Allocation	-	-	96,566	80,864	96,566	80,864
<b>Total Expenses</b>	<b>\$ 73,692,560</b>	<b>\$ 81,058,890</b>	<b>\$ 728,610</b>	<b>\$ 994,394</b>	<b>\$ 74,421,170</b>	<b>\$ 82,053,284</b>
Increase in net position before transfers	\$ 3,158,463	\$ 1,158,048	\$ (341,378)	\$ 150,391	\$ 2,817,085	\$ 1,308,439
Transfers	(341,378)	150,391	341,378	(150,391)	-	-
Change in net position	\$ 2,817,085	\$ 1,308,439	\$ -	\$ -	\$ 2,817,085	\$ 1,308,439
Net Position - beginning	5,421,746	4,113,307	-	-	5,421,746	4,113,307
Net Position - ending	\$ 8,238,831	\$ 5,421,746	\$ -	\$ -	\$ 8,238,831	\$ 5,421,746

General government expenses in the amount of \$7,027,129 are net of indirect costs. The general government indirect expense allocation of (\$7,086,016), as shown in the Statement of Activities is the difference between total indirect recovery of \$7,699,122 and general government indirect expense of \$613,108. Total direct and indirect expenses for the general government are \$7,640,237.

The majority of the increase in Net Position in 2020 is a result of the change in the net pension and net OPEB liabilities of \$1,747,829 and net profit from the Internal Service Fund of \$434,344. Transportation Access, Mobility Services and Workforce Solution received decrease funding from grants in 2020 compared to 2019. Aging & Health received COVID-19 funds in 2020. The Commission's funding is predominantly reimbursed grant funds. An increase in revenue will derive an increase in expense and vice-versa.

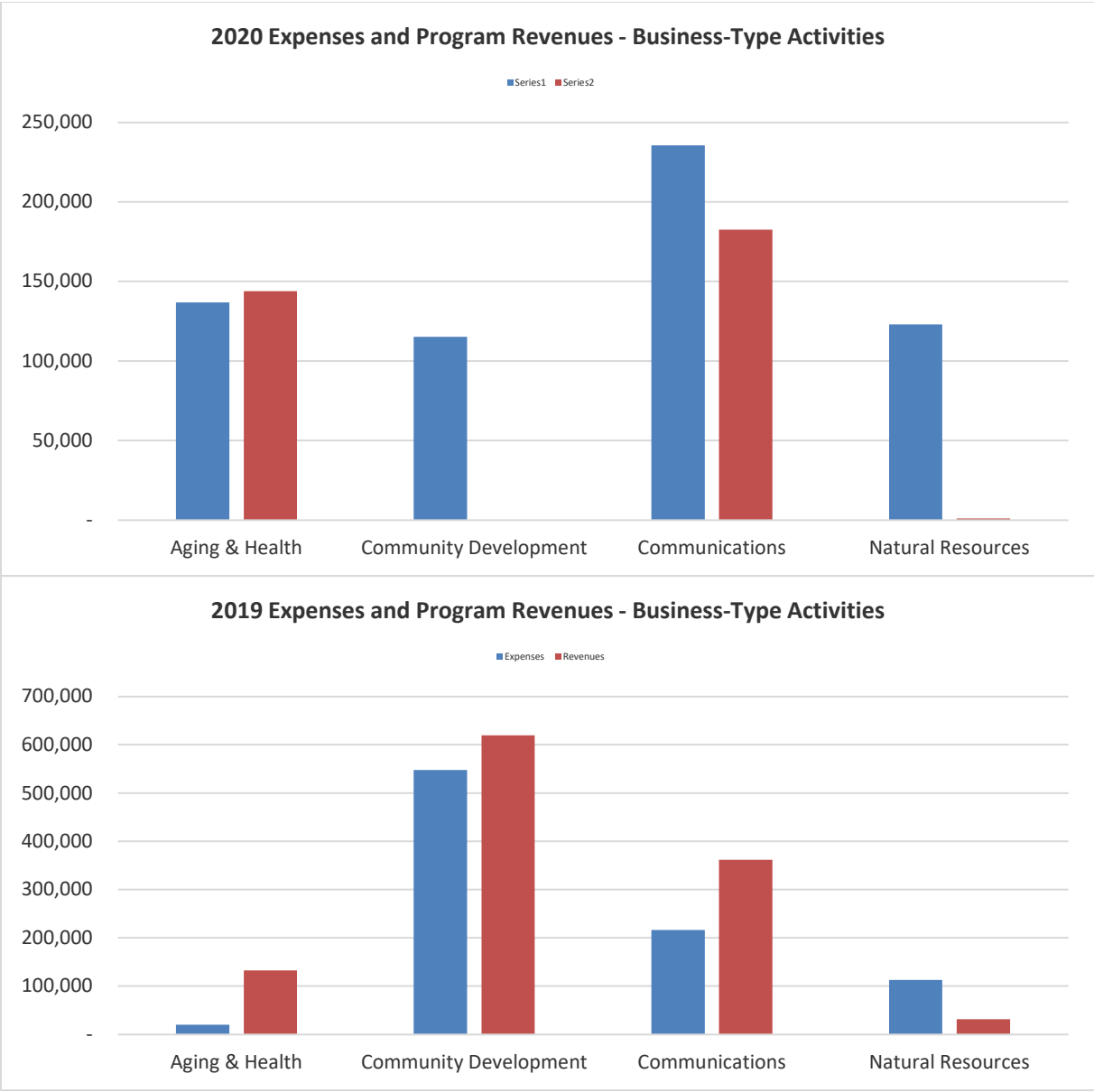




The ARC operates primarily from grant revenues; therefore, increases in expenses closely parallel increases in grant funding for services.

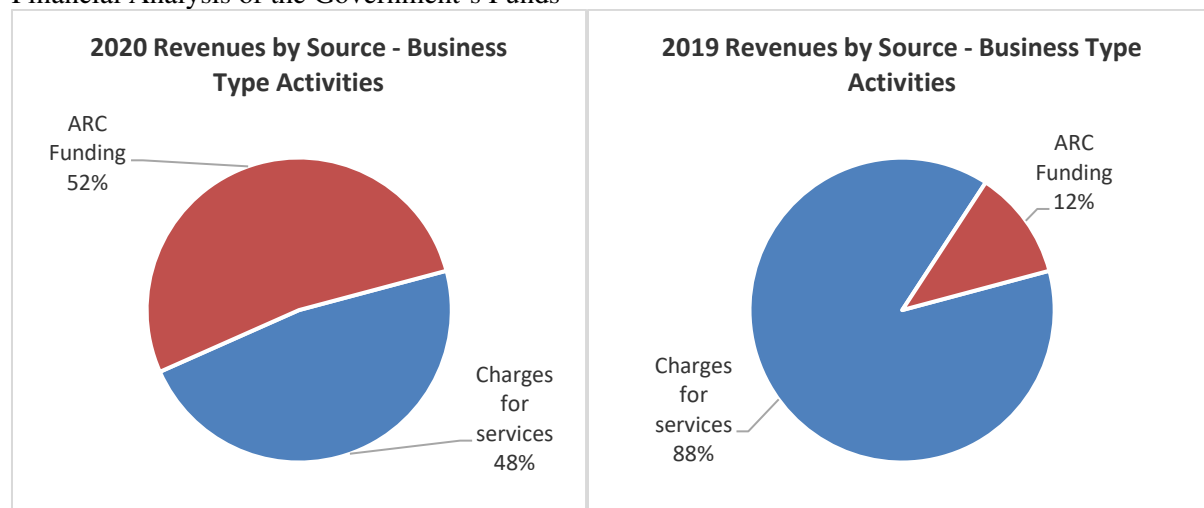
**Business-type activities.** Business-type activities used \$341,378 of ARC's unrestricted resources during 2020. Funding provided by the ARC is broken down as follows:

Activity	
Communications	\$ (78,370)
Transportation Access & Mobility	2,553
Community Development	(67,425)
Natural Resources	(169,344)
Research & Analytics	(17,026)
Aging & Health	(11,766)
Total	<u>(341,378)</u>





## Financial Analysis of the Government's Funds



As noted earlier, the ARC uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental funds.** The focus of the ARC's *governmental funds* is to provide information on near-term inflows, outflows, and balances of *spendable* resources. Such information is useful in assessing the ARC's financing requirements. In particular, *unassigned fund balance* may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the ARC's governmental funds reported an ending fund balance of \$14,522,053, a increase of \$1,080,985 in comparison with the prior year. Approximately 99 percent of this total amount \$14,308,921 constitutes *unassigned fund balance*, which is available for spending at the agency's discretion. The remainder of fund balance is nonspendable, restricted, committed or assigned to indicate that it is not available for new spending because it has already been designated for a variety of other restricted purposes.

The balance in ARC's General Fund increased by \$1,080,985 during the 2020 fiscal year. The key factor of this increase is as follows:

- The increase is attributable to the decrease in expenditures due to the cost allocation plan and decrease in unrestricted resources required to match grant proceeds.

The General Fund is the chief operating fund of the ARC. The majority of the ARC's fund balance resides in the General Fund.

**Proprietary funds.** The ARC's proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail. It is the policy of the ARC to transfer to/from the General Fund any net income or loss resulting from proprietary fund activities, in order to maintain a zero fund balance in the proprietary funds. The internal service fund is reported within the governmental activities in the entity wide statements.

Factors concerning the finances of the enterprise fund have already been addressed in the discussion of the ARC's business-type activities.

## Budgetary Highlights

The following is a review of any significant differences between budget and actual for the General Fund:

- In 2020, no significant differences occurred in the General Fund.

### Capital Asset Administration

**Capital assets.** The ARC's investment in capital assets for its governmental activities as of December 31, 2020 was \$18,882,776 (net of accumulated depreciation). This investment in capital assets includes equipment, furniture and fixtures, leasehold improvements and capital leases.

Capital assets of the ARC as of December 31, 2020, were as follows:

#### Atlanta Regional Commission's Capital Assets (net of depreciation)

	Governmental Activities		Total Percentage Change
	<u>2020</u>	<u>2019</u>	<u>2019-2020</u>
Equipment	\$426,824	\$273,188	56%
Leasehold Improvements	433,089	470,749	-8%
Capital Leases	17,740,428	17,492,502	1%
Furnishings and Fixtures	<u>282,435</u>	<u>470,727</u>	-40%
Total	<u>\$18,882,776</u>	<u>\$18,707,166</u>	

Additional information on the ARC's capital assets can be found in note III.C on page 55 of this report.

### Economic Factors and Next Year's Budget

A funding level that is distinctive among the nation's planning agencies supports the ARC. Two factors contributing to this stability are: mandatory funding by the ten counties and the City of Atlanta, and prior approval by the Georgia General Assembly before a county may withdraw from the Commission.

Based on financial forecasts, legislation was introduced and passed in March 2001, authorizing an increase in the ARC's local funding from \$.80 per capita to \$.90 effective January 1, 2002 and to \$1.00 effective January 1, 2003. In addition, the law gave the Board sole authority over future increases triggered by rises in the Consumer Price Index.

- The approved 2021 budget results in a increase of \$30,958 to the general fund balance.
- The per capita rate paid by the local governments as appropriations remained at \$1.10 for 2017. Projected increases for the 2021 budget are in accordance with projected increases of approximately 1.6 percent of population. The 2021 Budget reflects the per capita rate of \$1.10 paid by local governments.
- Financial forecasts prepared by management help anticipate future financial resources needed to maintain critical programs for the ARC service area.

All of these factors were considered in preparing the ARC budget for the 2021 fiscal year.

### Requests for Information

This financial report is designed to provide a general overview of ARC's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Office of the Financial Services Manager, Atlanta Regional Commission, 229 Peachtree Street, NE, Suite 100, Atlanta, GA 30303.

**Atlanta Regional Commission**  
**Statement of Net Position**  
**December 31, 2020**

	Primary Government		
	Governmental Activities	Business-type Activities	Total
<b>ASSETS</b>			
Cash and cash equivalents	\$ 13,974,424	\$ -	\$ 13,974,424
Advances due from subgrantee agencies	15,000	-	15,000
Receivables from grantors	18,699,118	-	18,699,118
Prepaid items	49,176	-	49,176
Internal balances	(205,420)	205,420	-
Capital assets, net of accumulated depreciation:			
Equipment, furnishings & fixtures	18,882,776	-	18,882,776
Total assets	<u>51,415,074</u>	<u>205,420</u>	<u>51,620,494</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
Pension	9,455,714		9,455,714
OPEB	338,807	-	338,807
	<u>9,794,521</u>	<u>-</u>	<u>9,794,521</u>
<b>LIABILITIES</b>			
Salaries payable	858,405	-	858,405
Accounts payable and accrued expenses	5,567,950	55,898	5,623,848
Unearned revenue	5,528,389	146,000	5,674,389
Advances from grantor agencies	1,859,390	-	1,859,390
Due to subgrantee agencies	3,625,209	-	3,625,209
Other liabilities	136,558	3,522	140,080
Noncurrent liabilities:			
Due within one year			
Long-term obligation	1,503,381	-	1,503,381
Due in more than one year			
Net pension liability	2,952,737	-	2,952,737
Net OPEB liability	1,124,056	-	1,124,056
Long-term obligation	17,969,091	-	17,969,091
Total liabilities	<u>41,125,166</u>	<u>205,420</u>	<u>41,330,586</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Pension	9,614,715		9,614,715
OPEB	2,230,883	-	2,230,883
	<u>11,845,598</u>	<u>-</u>	<u>11,845,598</u>
<b>NET POSITION</b>			
Net investment in capital assets	1,142,348	-	1,142,348
Unrestricted	7,096,483	-	7,096,483
Total net position	<u>\$ 8,238,831</u>	<u>\$ -</u>	<u>\$ 8,238,831</u>

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission**  
**Statement of Activities**  
**For the Year Ended December 31, 2020**

<b>Functions/Programs</b>	<b>Expenses</b>	<b>Indirect Expenses Allocation</b>	<b>Program Charges for Services</b>
<b>Primary government:</b>			
Governmental activities:			
General government	\$ 7,027,129	\$ (7,086,016)	\$ -
Transportation Access & Mobility	8,638,174	1,208,674	-
Mobility Services	8,117,586	518,701	-
Community Development	4,941,947	741,531	-
Natural Resources	2,981,021	536,604	-
Research & Analytics	2,048,008	670,619	-
Workforce Solutions	9,586,501	847,853	-
Homeland Security & Recovery	5,580,354	212,145	-
Aging & Health	23,675,767	2,253,323	-
Interest & fiscal charges on long-term debt	1,096,073	-	-
Total governmental activities	<u>73,692,561</u>	<u>(96,566)</u>	<u>-</u>
Business-type activities:			
Communications	235,526	25,332	182,488
Transportation Access & Mobility	22,255	-	24,808
Community Development	102,387	-	34,962
Natural Resources	122,942	47,402	1,000
Research & Analytics	12,041	4,985	-
Aging & Health	136,893	18,847	143,974
Total business-type activities	<u>632,044</u>	<u>96,566</u>	<u>387,232</u>
Total primary government	<u><u>\$ 74,324,605</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 387,232</u></u>

General revenues:  
Regional appropriations (unrestricted)  
Interest income  
Miscellaneous income  
Transfers  
Total general revenues and transfers  
Change in net position  
Net position-beginning  
Net position-ending

The notes to the financial statements are an integral part of this statement.

Revenues	Net (Expense) Revenue and Changes In Net Position		
Operating Grants and Contributions	Governmental Activities	Business-type Activities	Total
\$ -	\$ 58,887	\$ -	\$ 58,887
9,216,467	(630,381)	-	(630,381)
8,893,778	257,491	-	257,491
4,807,992	(875,486)	-	(875,486)
2,848,277	(669,348)	-	(669,348)
2,395,594	(323,033)	-	(323,033)
11,222,680	788,326	-	788,326
5,883,041	90,542	-	90,542
26,333,831	404,741	-	404,741
-	(1,096,073)	-	(1,096,073)
71,601,660	(1,994,334)	-	(1,994,334)
-	-	(78,370)	(78,370)
-	-	2,553	2,553
-	-	(67,425)	(67,425)
-	-	(169,344)	(169,344)
-	-	(17,026)	(17,026)
-	-	(11,766)	(11,766)
-	-	(341,378)	(341,378)
\$ 71,601,660	(1,994,334)	(341,378)	(2,335,712)
	5,113,240	-	5,113,240
	39,557	-	39,557
	-	-	-
	(341,378)	341,378	-
	4,811,419	341,378	5,152,797
	2,817,085	-	2,817,085
	5,421,746	-	5,421,746
	\$ 8,238,831	\$ -	\$ 8,238,831

**Atlanta Regional Commission  
Balance Sheet  
Governmental Funds  
December 31, 2020**

	<u>General</u>	<u>Transportation Programs</u>	<u>Workforce Development</u>	<u>Aging Programs</u>
<b>ASSETS</b>				
Cash and cash equivalents	\$ 13,974,424	\$ -	\$ -	\$ -
Receivables from grantors	566,410	9,515,249	3,136,159	4,316,388
Prepaid items	48,376	800	-	-
Due from other funds	7,285,942	-	-	544,842
Due from grantor agencies	-	-	-	-
Advances due from subgrantee agencies	-	-	-	15,000
Total assets	<u>\$ 21,875,152</u>	<u>\$ 9,516,049</u>	<u>\$ 3,136,159</u>	<u>\$ 4,876,230</u>
<b>LIABILITIES AND FUND BALANCES</b>				
Liabilities:				
Salaries payable	\$ 858,405	\$ -	\$ -	\$ -
Compensated absences	-	-	-	-
Accounts payable	152,905	2,465,104	1,569,875	613,998
Due to other funds	3,312,904	6,169,428	462,529	-
Advances from grantor agencies	-	-	-	1,859,390
Due to subgrantee agencies	-	724,642	528,593	2,326,974
Unearned revenue	2,915,847	133,355	575,162	75,868
Due to grantors	-	-	-	-
Other liabilities	113,038	23,520	-	-
Total liabilities	<u>7,353,099</u>	<u>9,516,049</u>	<u>3,136,159</u>	<u>4,876,230</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>				
Unavailable revenue - property taxes	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances:				
Nonspendable:				
Prepays	48,376	800	-	-
Advances	-	-	-	-
Committed for:				
Special Programs	164,756	-	-	-
Reserve for Unemp. Compensation	-	-	-	-
Assigned for:				
Aging programs	-	-	-	-
Unassigned	14,308,921	(800)	-	-
Total fund balances	<u>14,522,053</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total liabilities and fund balances	<u>\$ 21,875,152</u>	<u>\$ 9,516,049</u>	<u>\$ 3,136,159</u>	<u>\$ 4,876,230</u>

Amounts reported for governmental activities in the statement of net position are different because:

- Capital assets used in governmental activities are not financial resources and therefore are not reported in the governmental funds.
- Long-term liabilities and deferred inflows of resources are not due and payable in the current period and therefore not reported in the funds:
  - Accrued compensated absences
  - Net pension liability
  - Net OPEB liability
  - Deferred inflows of resources related to pensions
  - Deferred inflows of resources related to OPEB
  - Intangible lease liability
  - Net revenue of internal service funds activities reported with governmental activities
- Other long-term assets and deferred outflows resources of are not available to pay for current period expenditures and, therefore, are either reported as unavailable or not reported in the funds:
  - Deferred outflows related to pension
  - Deferred outflows related to OPEB
- Net position of governmental activities

The notes to the financial statements are an integral part of this statement.

Other Governmental Funds	Total Governmental Funds
\$ -	\$ 13,974,424
1,164,912	18,699,118
-	49,176
2,124,412	9,955,196
-	-
-	15,000
<u>\$ 3,289,324</u>	<u>\$ 42,692,914</u>

\$ -	\$ 858,405
-	-
762,183	5,564,065
653,985	10,598,846
-	1,859,390
45,000	3,625,209
1,828,156	5,528,388
-	-
-	136,558
<u>3,289,324</u>	<u>28,170,861</u>

<u>-</u>	<u>-</u>
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-	49,176
-	-
-	164,756
-	-
-	-
-	14,308,121
-	14,522,053
<u>\$ 3,289,324</u>	

18,882,776

(1,732,044)  
(2,952,737)  
(1,124,056)  
(9,614,715)  
(2,230,883)  
(17,740,428)  
434,344

9,455,714  
338,807  
\$ 8,238,831

**Atlanta Regional Commission**  
**Statement of Revenues, Expenditures,**  
**and Changes in Fund Balances**  
**Governmental Funds**  
**For the Year Ended December 31, 2020**

	<u>General</u>	<u>Transportation Programs</u>	<u>Workforce Development</u>
<b>REVENUES</b>			
Regional appropriations	\$ 5,113,240	\$ -	\$ -
From grantor agencies	-	22,414,716	11,222,680
Agencywide central support services			
indirect cost recovery-grantor agencies	6,282,802	-	-
Dept indirect cost recovery-grantor agencies	1,416,320	-	-
Interest income	39,557	-	-
Subgrantee match	-	1,727,531	-
Other income	-	-	-
Total revenues	<u>12,851,919</u>	<u>24,142,247</u>	<u>11,222,680</u>
<b>EXPENDITURES</b>			
Current			
General government	7,294,591	-	-
Transportation Access & Mobility	-	10,108,145	-
Mobility Services	-	8,764,936	-
Community Development	-	4,133,649	-
Natural Resources	-	-	-
Research & Analytics	-	2,480,012	-
Workforce Solutions	-	-	10,895,163
Homeland Security & Recovery	-	-	-
Aging & Health	-	7,403	-
Capital Outlay-General Government		-	-
Debt service			
Principal, interest and fees	87,059	489,387	330,590
Total expenditures	<u>7,381,650</u>	<u>25,983,532</u>	<u>11,225,753</u>
Excess (deficit) of revenues over (under) expenditures	<u>5,470,269</u>	<u>(1,841,285)</u>	<u>(3,073)</u>
<b>OTHER FINANCING SOURCES (USES)</b>			
Transfers in	72,447	1,841,285	3,073
Transfers out	(4,461,731)	-	-
Total other financing sources (uses)	<u>(4,389,284)</u>	<u>1,841,285</u>	<u>3,073</u>
Net change in fund balances	1,080,985	-	-
Fund balances-beginning	<u>13,441,068</u>	<u>-</u>	<u>-</u>
Fund balances-ending	<u>\$ 14,522,053</u>	<u>\$ -</u>	<u>\$ -</u>

The notes to the financial statements are an integral part of this statement.



<b>Aging Programs</b>	<b>Other Governmental Funds</b>	<b>Total Governmental Funds</b>
\$ -	\$ -	\$ 5,113,240
24,858,132	9,933,754	68,429,282
-	-	6,282,802
-	-	1,416,320
-	-	39,557
1,468,298	-	3,195,829
-	-	-
<u>26,326,430</u>	<u>9,933,754</u>	<u>84,477,030</u>
-	-	7,294,591
-	-	10,108,145
-	-	8,764,936
-	1,736,201	5,869,850
-	3,629,029	3,629,029
-	416,467	2,896,479
-	-	10,895,163
-	5,839,441	5,839,441
26,384,330	-	26,391,733
-	-	-
336,278	121,986	1,365,300
<u>26,720,608</u>	<u>11,743,124</u>	<u>83,054,667</u>
<u>(394,178)</u>	<u>(1,809,370)</u>	<u>1,422,363</u>
394,178	1,809,370	4,120,353
-	-	(4,461,731)
<u>394,178</u>	<u>1,809,370</u>	<u>(341,378)</u>
-	-	1,080,985
-	-	13,441,068
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 14,522,053</u>

**Atlanta Regional Commission  
Reconciliation of the Statement of Revenues,  
Expenditures, and Changes in Fund Balance of Governmental Funds  
to the Statement of Activities  
For the Year Ended December 31, 2020**

**Net change in fund balances-total governmental funds** **\$ 1,080,985**

Amounts reported for governmental activities in the statement of activities are different because:

Capital outlays are reported as expenditures in governmental funds. However, in the statement of activities, the cost of capital assets is allocated over their estimated useful lives as depreciation expense. When assets are sold or retired, the difference in the sales proceeds, if any, and the net book value of the assets is reported in the Statement of Activities as a gain or loss. In the current period, these amounts are:

Capital outlay	398,500
Depreciation expense	(740,044)
	(341,544)

Repayment of debt principal is an expenditure in the governmental funds, but the payment reduces long-term liabilities in the statement of net position:	269,228
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Internal service fund expenses related to the usage of capital assets are included in the statement of activities. However, these transactions are not reported in governmental funds. In the current period, the effect of internal service fund depreciation expense is:

Internal service fund net revenue	434,344
Internal service fund depreciation expense	12,841
	447,185

Some items reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds. These activities consist of:

Compensated absences	(386,598)
Net pension liability and related deferred inflows/outflows	1,916,001
Net OPEB liability and related deferred inflows/outflows	(168,172)
	1,361,231

**Change in net position of governmental activities** **\$ 2,817,085**

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission**  
**General Fund**  
**Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual (Budgetary Basis)**  
**For the Year Ended December 31, 2020**

	Budgeted Amounts		Actual Amounts	Variance with Final Budget-
	Original	Final		Positive (Negative)
REVENUES				
Regional appropriations	\$ 5,113,240	\$ 5,113,240	\$ 5,113,240	\$ -
Agencywide central support services				
indirect cost recovery from grantor agencies	6,748,347	6,653,988	6,282,802	(371,186)
Departmental indirect cost recovery				
from grantor agencies	1,555,457	1,530,217	1,416,320	(113,897)
Interest income	35,000	41,000	39,557	(1,443)
Other income	-	-	-	-
Total revenues	13,452,044	13,338,445	12,851,919	(486,526)
EXPENDITURES				
Current				
Personnel	3,614,519	3,636,572	3,488,607	147,965
Fringe benefits	2,031,489	2,080,059	1,601,526	478,533
Travel	131,300	65,900	20,837	45,063
Equipment	432,500	446,500	34,557	411,943
Supplies	41,000	57,000	36,226	20,774
Contractual	1,027,000	1,496,000	1,030,862	465,138
Indirect costs	328,859	343,903	329,566	14,337
Other expenditures	1,276,157	1,269,095	839,469	429,626
Total expenditures	8,882,824	9,395,029	7,381,650	2,013,379
Excess (deficit) of revenues				
over(under) expenditures	4,569,220	3,943,416	5,470,269	1,526,853
OTHER FINANCING SOURCES (USES)				
Transfers in	579,020	1,210,825	72,447	(1,138,378)
Transfers out	(5,222,013)	(5,103,614)	(4,461,731)	641,883
Total other financing sources (uses)	(4,642,993)	(3,892,789)	(4,389,284)	(496,495)
Net change in fund balances	\$ (73,773)	\$ 50,627	1,080,985	\$ 1,030,358
Fund balances-beginning			13,441,068	
Fund balances-ending			\$ 14,522,053	

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission  
Transportation Programs  
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2020**

	<b>Budgeted Amounts</b>		<b>Actual Amounts</b>	<b>Variance with Final Budget- Positive (Negative)</b>
	<b>Original</b>	<b>Final</b>		
<b>REVENUES</b>				
From grantor agencies	\$ 29,941,731	\$ 28,603,451	\$ 22,414,716	\$ (6,188,735)
Subgrantee match	1,853,988	2,231,573	1,727,531	(504,042)
Total revenues	<u>31,795,719</u>	<u>30,835,024</u>	<u>24,142,247</u>	<u>(6,692,777)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	4,971,787	4,844,284	4,280,119	564,165
Fringe benefits	2,786,381	2,687,938	2,437,218	250,720
Travel	139,000	37,300	16,980	20,320
Equipment	15,000	76,900	42,875	34,025
Supplies	25,400	26,300	3,741	22,559
Contractual	18,973,098	17,660,189	13,298,586	4,361,603
Subgrantee matching costs	1,743,467	2,071,389	1,558,166	513,223
Indirect costs	3,211,910	3,118,368	2,780,979	337,389
Other expenditures	2,365,691	2,399,834	1,564,868	834,966
Total expenditures	<u>34,231,734</u>	<u>32,922,502</u>	<u>25,983,532</u>	<u>6,938,970</u>
Excess (deficit) of revenues over (under) expenditures	<u>(2,436,015)</u>	<u>(2,087,478)</u>	<u>(1,841,285)</u>	<u>246,193</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	2,436,015	2,087,478	1,841,285	(246,193)
Transfers out	-	-	-	-
Total other financing sources (uses)	<u>2,436,015</u>	<u>2,087,478</u>	<u>1,841,285</u>	<u>(246,193)</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission  
Workforce Development  
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2020**

	<b>Budgeted Amounts</b>		<b>Actual Amounts</b>	<b>Variance with Final Budget- Positive (Negative)</b>
	<b>Original</b>	<b>Final</b>		
<b>REVENUES</b>				
From grantor agencies	\$ 13,687,422	\$ 13,804,315	\$ 11,222,680	\$ (2,581,635)
Total revenues	<u>13,687,422</u>	<u>13,804,315</u>	<u>11,222,680</u>	<u>(2,581,635)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	1,479,857	1,479,857	1,439,910	39,947
Fringe benefits	755,243	755,243	756,596	(1,353)
Travel	43,000	43,000	7,629	35,371
Equipment	139,500	139,500	171,231	(31,731)
Supplies	62,400	62,400	16,749	45,651
Contractual	9,608,222	9,717,322	7,268,370	2,448,952
Indirect costs	862,774	862,774	847,853	14,921
Other expenditures	736,426	744,219	717,415	26,804
Total expenditures	<u>13,687,422</u>	<u>13,804,315</u>	<u>11,225,753</u>	<u>2,578,562</u>
Excess (deficit) of revenues over expenditures	<u>-</u>	<u>-</u>	<u>(3,073)</u>	<u>(3,073)</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	-	-	3,073	3,073
Transfers out	-	-	-	-
Total other financing sources & uses	<u>-</u>	<u>-</u>	<u>3,073</u>	<u>3,073</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission**  
**Aging Programs**  
**Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**For the Year Ended December 31, 2020**

	<b>Budgeted Amounts</b>		<b>Actual Amounts</b>	<b>Variance with Final Budget- Positive (Negative)</b>
	<b>Original</b>	<b>Final</b>		
<b>REVENUES</b>				
From grantor agencies	\$ 25,658,753	\$ 26,616,169	\$ 24,858,132	\$ (1,758,037)
Subgrantee match	1,783,115	1,783,115	1,468,298	(314,817)
Total revenues	<u>27,441,868</u>	<u>28,399,284</u>	<u>26,326,430</u>	<u>(2,072,854)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	3,836,994	3,836,994	3,795,782	41,212
Fringe benefits	2,181,254	2,181,254	2,041,845	139,409
Travel	73,909	34,145	15,460	18,685
Equipment	-	-	22,374	(22,374)
Supplies	73,012	52,924	52,507	417
Contractual	16,175,298	17,946,048	15,808,448	2,137,600
Subgrantee matching costs	1,783,115	1,783,115	1,468,298	314,817
Indirect costs	2,323,080	2,323,080	2,253,323	69,757
Other expenditures	1,576,640	823,162	1,262,571	(439,409)
Total expenditures	<u>28,023,302</u>	<u>28,980,722</u>	<u>26,720,608</u>	<u>2,260,114</u>
Excess (deficit) of revenues over (under) expenditures	<u>(581,434)</u>	<u>(581,438)</u>	<u>(394,178)</u>	<u>187,260</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	581,438	581,438	394,178	(187,260)
Transfers out	-	-	-	-
Total other financing sources (uses)	<u>581,438</u>	<u>581,438</u>	<u>394,178</u>	<u>(187,260)</u>
Net change in fund balances	<u>\$ 4</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission  
Statement of Net Position  
Proprietary Funds  
December 31, 2020**

	<b>Non-Major Business-type Activities Enterprise Funds</b>	<b>Governmental Activities Internal Service Fund</b>
<b>ASSETS</b>		
Current assets		
Due from other funds	\$ 205,420	\$ 438,230
Total current assets	205,420	438,230
Noncurrent assets		
Capital assets:		
Equipment, net of accumulated depreciation	-	-
Total noncurrent assets	-	-
Total assets	205,420	438,230
<b>LIABILITIES</b>		
Current liabilities		
Salaries payable	-	-
Accounts payable and accrued expenses	55,898	3,886
Unearned revenue	146,000	-
Other liabilities and customer deposits	3,522	-
Total current liabilities	205,420	3,886
Total liabilities	205,420	3,886
<b>NET POSITION</b>		
Investment in capital assets	-	-
Unrestricted (deficit)	-	434,344
Total net position	\$ -	\$ 434,344

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission**  
**Statement of Revenues, Expenses, and Changes in Fund Net Position**  
**Proprietary Funds**  
**For the Year Ended December 31, 2020**

	<b>Non-Major Business-type Activities Enterprise Funds</b>	<b>Governmental Activities Internal Service Fund</b>
<b>OPERATING REVENUES</b>		
Charges for services	\$ 387,232	\$ 1,882,451
Total revenues	<u>387,232</u>	<u>1,882,451</u>
<b>OPERATING EXPENSES</b>		
Personnel	161,491	564,468
Fringe benefits	93,033	321,602
Travel	214	-
Equipment	-	48,510
Supplies	7	-
Contractual	319,935	7,902
Depreciation	-	12,841
Indirect costs	96,566	283,542
Other operating expenses	57,364	209,242
Total expenses	<u>728,610</u>	<u>1,448,107</u>
Operating income (loss) before transfers	<u>(341,378)</u>	<u>434,344</u>
<b>TRANSFERS</b>		
Transfers in	413,825	-
Transfers out	(72,447)	-
Total transfers	<u>341,378</u>	<u>-</u>
Change in net position	-	434,344
Total net position - beginning	<u>-</u>	<u>-</u>
Total net position - ending	<u>\$ -</u>	<u>\$ 434,344</u>

The notes to the financial statements are an integral part of this statement.



**Atlanta Regional Commission**  
**Statement of Cash Flows**  
**Proprietary Funds**  
**For the Year Ended December 31, 2020**

	<b>Non-Major Business-type Activities Enterprise Funds</b>	<b>Governmental Activities Internal Service Fund</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from customers and users	\$ 387,232	\$ 1,882,451
Payments to suppliers	(319,942)	(192,419)
Payments to employees	(254,738)	(886,070)
Receipts from interfund services provided	(30,317)	-
Payments for interfund services used	(66,249)	(594,720)
Other payments	(57,364)	(209,242)
Net cash provided (used) by operating activities	<u>(341,378)</u>	<u>-</u>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>		
Transfer from other funds	413,825	-
Transfers to other funds	(72,447)	-
Net cash provided (used) by noncapital financing activities	<u>341,378</u>	<u>-</u>
Net increase (decrease) in cash and cash equivalents	-	-
Cash and cash equivalents at beginning of year	-	-
Cash and cash equivalents at end of year	<u>\$ -</u>	<u>\$ -</u>
<b>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES:</b>		
Operating income (loss)	\$ (341,378)	\$ 434,344
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:		
Depreciation expense	-	12,841
Change in assets and liabilities:		
(Increase) decrease in due from other funds	(605,573)	(742,037)
(Increase) decrease in unearned revenue	146,000	-
Increase (decrease) in accounts payable and other payables	47,099	(136,007)
Increase (decrease) in due to other funds	412,474	430,859
Net cash provided (used) by operating activities	<u>\$ (341,378)</u>	<u>\$ -</u>

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission  
Statement of Fiduciary Net Position  
Fiduciary Funds  
December 31, 2020**

	<b><u>Pension/OPEB Trust Funds</u></b>
<b>ASSETS</b>	
Accrued interest	\$ 17
Due from employees	203,451
Due from others	474,622
Investments, at fair value	
Short term	1,168,188
Fixed	23,698,566
Equities	56,565,175
Total investments	<u>81,431,929</u>
Total assets	<u>82,110,019</u>
<b>LIABILITIES</b>	
Accounts Payable	<u>24,591</u>
Total liabilities	<u>24,591</u>
<b>NET POSITION</b>	
Restricted for pension benefits	69,470,562
Restricted for OPEB	<u>12,614,866</u>
	<u><u>\$ 82,085,428</u></u>

The notes to the financial statements are an integral part of this statement.

**Atlanta Regional Commission**  
**Statement of Changes in Fiduciary Net Position**  
**Fiduciary Funds**  
**For the Year Ended December 31, 2020**

	<u><b>Pension/OPEB Trust Funds</b></u>
<b>ADDITIONS</b>	
Contributions:	
Atlanta Regional Commission	
Pension fund	\$ 3,317,488
Employees	
Pension fund	816,392
	<u>4,133,880</u>
Investment earnings:	
Net appreciation (depreciation) in fair value of investments	7,868,781
Interest and dividends	1,425,075
Total investment earnings	<u>9,293,856</u>
Less investment expense	(76,100)
Net investment income (expenses)	<u>9,217,756</u>
Total additions	<u>13,351,636</u>
<b>DEDUCTIONS</b>	
Plan disbursements:	
Benefits paid	3,073,953
Administrative expenses	22,965
Total deductions	<u>3,096,918</u>
Net Increase (decrease) in Net Position	10,254,718
Net Position - Beginning of year	<u>71,830,710</u>
Net Position - End of year	<u><u>\$ 82,085,428</u></u>

The notes to the financial statements are an integral part of this statement.

## **I. Summary of significant accounting policies**

### **A. Reporting entity**

The Atlanta Regional Commission (ARC or the Commission) is a regional planning and intergovernmental coordination agency in the Atlanta Region created pursuant to legislation of the Georgia General Assembly. It is governed by a 39 member Board which consists of: all county commission chairs; two mayors from Fulton County; one mayor from each of the other 9 counties; the mayor of Atlanta; one member of the Atlanta City Council; 15 private citizens; and one member from the Georgia Department of Community Affairs. The region has grown to its current size of 10 counties and 73 municipalities and is one of the 12 regional commissions in Georgia. Counties included in the region are Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale. The accompanying financial statements present the Commission's operations. Using the criteria set forth in GASB's 14, 34, 39 and 61, the Commission has no blended or discretely presented component units.

### **B. Government-wide and fund financial statements**

The government-wide financial statements (i.e., the statement of net position and the statement of changes in net position) report information on all of the non-fiduciary activities of the primary government. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements; with the exception of all interfund services provided and used. *Governmental activities*, which are normally supported by regional appropriations, intergovernmental revenues and grants, are reported separately from *business-type activities*, which rely to a significant extent on fees, charges and information sales.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. *Program revenues* include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a function or segment and 2) grants and contributions that are restricted to meeting the operational requirement of a particular function or segment. Regional appropriations and other items not properly included among program revenues are reported instead as *general revenues*.

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and individual enterprise funds are reported as separate columns in the fund financial statements.

### **C. Measurement focus, basis of accounting, and financial statement presentation**

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Regional appropriations are recognized as revenues in the year for which they are due. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Atlanta Regional Commission  
NOTES TO FINANCIAL STATEMENTS  
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Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period if available. For this purpose, the government considers revenues except intergovernmental revenue to be available if they are collected within 60 days of the end of the current period. Intergovernmental revenues is considered available if it is collected with 12 months of year end. Expenditure-driven grants are recognized when the qualifying expenditures have been incurred and all other grant or contract requirements have been met. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

Dues from member counties, interest and grant revenue associated with the current fiscal period are all considered susceptible to accrual and so have been recognized as revenues of the current fiscal period.

The ARC reports the following major governmental funds:

The *general fund* is the ARC's primary operating fund. It accounts for all financial resources of the Commission, except those required to be accounted for in another fund.

The *transportation programs fund* is used to account for Georgia Department of Transportation Funded Unified (Transportation) Planning Work Program and Special Transportation Projects – within the following elements of the Commission's work program:

Transportation Access & Mobility  
Mobility Services  
Community Development  
Research & Analytics

The Federal Railroad Administration, the Federal Transit Administration, the Federal Aviation Administration, and the Georgia Department of Transportation provide grant funding.

The *workforce development fund* is used to account for the operations within the Workforce Solutions element of the Commission's work program. Funding is provided by the U.S. Department of Labor, through the Governor's Office of Workforce Development and other miscellaneous sources.

The *aging programs fund* is used to account for the operations of several subelements within the Aging & Health Resources element of the Commission's work program. Funding is provided by the U.S. Departments of Labor and Health and Human Services via the Georgia Department of Human Services (Ga.DHS), from Ga.DHS, in-kind services provided by local service delivery agencies, and transfers from the Commission's General Fund.

The ARC has no major enterprise funds and instead combines all activities of the enterprise funds for reporting purposes.

Additionally, the ARC reports the following fund types:

*Special revenue funds* are used to account for proceeds of specific revenue sources that are legally restricted for specific purposes.

*Enterprise funds* are used to account for operations similar to private business enterprises.

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The *internal service fund* accounts for data processing services provided to other divisions of the Commission, on a cost reimbursement basis.

The *pension and other post employment benefit trust funds* account for the activities of the Employees Retirement System, which accumulates resources for pension and OPEB benefit payments to qualified ARC employees.

Proprietary funds distinguish *operating* revenues and expenses from *non-operating* items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the ARC's enterprise fund and internal service fund are charges to customers for sales and services. Operating expenses for enterprise fund and internal service fund include the cost of sales and services, administrative expenses, and depreciation on capital assets. Other revenues and expenses are classified as non-operating in the financial statements.

When both restricted and unrestricted resources are available for use, it is the Commission's policy to use restricted resources first, then unrestricted resources as they are needed.

**D. Assets, liabilities, deferred outflows/inflows of resources, and net position or fund equity**

*1. Deposits and investments*

The government's cash and cash equivalents are considered to be cash on hand and short-term investments with original maturities of three months or less from the date of acquisition.

For reporting purposes, all investments reported by the Commission are recorded at fair value. The fair value of the Commission's investments is the value of the pool shares. (Also see Note III.A.)

*2. Internal Balances and Due to/from Other Funds*

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due to/from other funds" (i.e., the current portion of inter-fund loans). All other outstanding balances between funds are also reported as "due to/from other funds." Any residual balances outstanding between the government activities and business-type activities are reported in the government-wide financial statements as "internal balances."

*3. Prepaid items*

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements. The cost of prepaid items is recorded as expenditures/expenses when consumed rather than purchased.

*4. Capital assets*

Capital assets, which include furniture, fixtures, vehicles, and equipment, are reported in the applicable governmental activities columns in the government-wide financial statements. Capital assets are defined by the Commission as assets with an initial individual cost of more than \$5,000 (amount not rounded) and an estimated useful life in excess of two years. Such assets are recorded at historical cost.

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The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Capital assets of the primary government, as well as the internal service fund, are depreciated using the straight line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Vehicles	5
Equipment	5
Furniture	7
Fixtures	7
Leasehold Improvements	15

Intangible lease assets are amortized over the life of the lease term.

*5. Compensated absences*

The ARC policies allow an employee to accumulate up to 360 hours of vacation pay and up to 525 hours of sick leave at December 31. Sick leave hours are accumulated at 3.0 hours per two-week pay period and vacation hours are accumulated at approximately 3.5 hours or more per two-week pay period, depending upon the years of service. There is no liability for unpaid accumulated sick leave since the ARC does not have a policy to pay any amounts for accumulated sick leave when employees separate from service with the Commission. All vacation pay is accrued when incurred in the government-wide financial statements.

In accordance with GAAP, in the fund financial statements, all of the compensated absences relating to vacation pay are considered long-term and, therefore, are not a fund liability and represent a reconciling item between the fund level and government-wide presentations.

*6. Long-term obligations*

Compensated absences due in more than one year and lease liabilities which are reported in the government-wide financial statements, are the only long-term obligation of the Commission.

*7. Categories and classifications of fund balance*

Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes. The term “proceeds of specific revenue sources” establishes that one or more specific restricted or committed revenues should be the foundation for a special revenue fund. Restricted or committed specific revenue sources should comprise a substantial portion of the fund’s resources. If revenues are initially received in another fund, they should not be reported as revenues in the fund receiving them; instead, they should be recognized in the special revenue fund where they will be spent. The proceeds from these special revenue sources should be expected to continue to comprise a substantial portion of inflows.

The following classifications are used by the Atlanta Regional Commission:

- a. *Nonspendable Fund Balance*: the portion of a fund balance that includes amounts that cannot be spent because they are either not in a spendable form (prepaid items, inventories of supplies) or be legally or contractually required to be maintained intact.
- b. *Restricted Fund Balance*: the portion of a fund balance that reflects constraints placed on the use of resources other than nonspendable items that are either externally imposed by creditors (grantors,

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contributors, or laws or regulations of other governments), or be imposed by law through constitutional provisions or enabling legislation.

- c. *Committed Fund Balance*: the portion of a fund balance that includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board and remain binding unless removed in the same manner.
- d. *Assigned Fund Balance*: the portion of a fund balance that includes amounts that are constrained by the Agency's intent to be used for specific purposes but that are neither restricted nor committed, as established by the Board.
- e. *Unassigned Fund Balance*: that portion of a fund balance that includes amounts that do not fall into one of the above categories. The General Fund is the only fund that should report a positive unassigned balance.

The ARC uses restricted amounts to be spent first when both restricted and unrestricted fund balances are available, unless there are legal documents/contracts that prohibit the use of restricted fund balance, such as grant agreements that require a dollar match. Additionally, the ARC would then use committed, assigned and lastly unassigned amounts from the unrestricted fund balance when expending funds.

The committed fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the agency's highest level of decision-making authority. The Board of Directors is the highest level of decision-making authority for the Atlanta Regional Commission that can, by resolution, commit fund balance. Once adopted, the limitation imposed by the resolution remains in place until a similar action (resolution) is taken to remove or revise the limitation. The Executive Director or his designee may assign fund balance. The ARC Fund Balance Policy outlining these procedures was adopted by the ARC Budget and Audit Committee on June 26, 2013.

#### 8. *Deferred outflows/inflows of resources*

In addition to assets, the statement of net position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, *deferred outflows of resources*, represents a consumption of net position that applies to a future period(s) and so will *not* be recognized as an outflow of resources (expense/expenditure) until then. The Commission has two items that qualifies for reporting in this category. It is the deferred outflows relating to Pension and to OPEB.

In addition to liabilities, the statement of net position will sometimes report a separate section for deferred inflow of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. The Commission has two items, deferred inflows relating to pension and OPEB, that qualify for reporting in this category.

## **II. Stewardship, compliance, and accountability**

### **A. Budgetary information**

Budgets for the general, special revenue funds, and proprietary funds are adopted on a basis consistent with generally accepted accounting principles. A proposed budget and work program for the ensuing fiscal year is submitted by the ARC Director to the Commission's Board during October of each year. The budget is prepared by cost centers within each fund and is organized into a General Fund budget, a budget for each special revenue fund and a combined total budget. The budget must be balanced. The



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budgets were adopted on a GAAP basis of accounting except debt service expenditures are budgeted as other expenditures. The Board votes to adopt the budget for the ensuing fiscal year, subject to amendment or modification, during its November-December meeting. The Director may, without explicit Board approval, authorize budget revisions if: (1) the cumulative absolute value of transfers among object classes within a fund does not exceed five percent of the total disbursements budget; (2) it causes no significant modifications or additions to the work program; and (3) the combined total disbursement budget is not increased. All other revisions are subject to the approval of the Board. In November or December of each year, the Commission adopts the final amendment to its current year budget incorporating all changes made during the year either administratively by the Director or by Board action.

The legal level of control (the level at which expenditures may not legally exceed appropriations) for each legally adopted grant award is at the object level.

The budget 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 the 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 the ARC. The two types of funds within this category are:

1. General Fund. The General Fund is the basic operating fund of the 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 proprietary functions. For the ARC, grant funds are accounted for in Special Revenue funds.

The Proprietary Funds group accounts for funds received in the course of the operation of self-supporting functions that 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. Enterprise Funds are budgeted as separate cost centers but as integral parts of the work programs.
2. Internal Service Fund (ISF). An ISF accounts for financing goods or services provided by an organizational unit of the ARC to other units of the ARC, on a self-liquidating, fee-for-service basis. The ARC has one ISF, for Information Systems use and support, funded in this manner.

The Fiduciary Funds are used to account for assets held in a trust capacity, not available for the 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.

Many inter-fund transactions take place within the finances of the ARC, resulting in monies flowing back and forth between funds. For example, the 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.

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**B. Excess of expenditures over appropriations**

For the year ended December 31, 2020:

In the Workforce fund, fringe benefits and equipment exceeded budget by \$1,353 and \$31,731 respectively. Fringe benefits exceed budget due to a formula error found after the budgeting process. Equipment expenditures exceeded budget due to changing work environments from the office to home during COVID-19.

Aging fund expenditures exceeded budgets in equipment and other expenditures by \$22,374 and \$439,409. Equipment expenditures exceeded budget due to changing work environments from the office to home during COVID-19. Other expenditures exceeded budget due to additional expense in the Money Follows the Person program.

Research and Analytics reflected expenditures over budget in contract service by \$275,438 due to additional subgrantee pass through in our Transformation Alliance program.

**III. Detailed notes on all funds**

**A. Deposits and investments**

At December 31, 2020, the Commission's carrying amount of cash deposits and equivalents for all funds, except for the Pension Trust Fund and OPEB Trust Fund was \$13,974,424. The deposits and investments of the Pension Trust Fund and OPEB Trust Fund are held separately from other Commission funds.

The Commission's investments other than for the Pension Trust Fund and OPEB Trust Fund are made in the State of Georgia's Local Government Investment Pool (Georgia Fund 1). Georgia Fund 1 is regulated by the oversight of the Georgia Office of the State Treasurer. The pool's primary objectives are safety of capital investment income, liquidity and diversification. The pool consists of U. S. Treasury obligations, securities issued or guaranteed by the U. S. Government or any of its agencies or instrumentalities, banker acceptances, overnight and term repurchase agreements with highly rated counterparties, and collateralized bank accounts. Fair value of the investment in Georgia Fund 1 is equal to the value of the pool of shares. As of December 31, 2020, the Georgia Fund 1 had a weighted average maturity of 39 days and a credit rating of AA+ by Standard & Poor's. The Commission has classified the Georgia Fund 1 funds as cash and cash equivalents: therefore, at December 31, 2020, cash includes \$6,865,995 in Georgia Fund 1.

*Custodial credit risk – deposits and investments*

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The Commission reduces its exposure to custodial credit risk by requiring deposits to be collateralized in accordance with state law. As of December 31, 2020, the Commission was not exposed to custodial credit risk.

The amounts included in the Pension and OPEB Trust Funds as Investments are \$81,431,929.

This is invested as follows:

Short-term Investments	\$ 1,168,188
Fixed Income Securities	23,698,566
Equity Securities	<u>56,565,175</u>
	<u>\$81,431,929</u>

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As of December 31, 2020, the ARC's Credit and Interest Rate Risk related to Fixed Income Securities is as follows:

<u>Investment Type</u>	<u>Fair Value</u>	<u>Duration(Years)</u>	<u>Weighted Average Quality</u>
Cohen Steers Preferred Sec	\$ 7,816,439	4.90	BB+
Dodge & Cox Income Fund	5,084,210	4.9	AA-
Pimco Income Fund	5,367,762	2.11	A-
Diversified Income Fund	5,430,155	6.05	BAA+
	<u>\$23,698,566</u>		

*Credit risk*

Georgia law and the ARC Policy authorizes the Commission to invest in obligations of the United States (and of its agencies and instrumentalities); bonds or certificates of indebtedness of the State of Georgia (and of its agencies and instrumentalities); repurchase agreements where the underlying security is one of the foregoing, certificates of deposit; and in the State of Georgia's Local Government Investment Pool (Georgia Fund 1). The Pension and OPEB Trust Funds are also authorized to invest in securities consistent with ERISA prudence and diversity of risk standards, even though the Pension Trust Fund and OPEB Trust Fund need not legally conform to such ERISA requirements.

*Interest Rate risk*

As a means of limiting its exposure to fair value losses arising from rising interest rates, the Commission's Investment Policy adopts the following asset mix to achieve the lowest level of risk for the plan: Domestic securities between 20% and 55%, International equity securities between 5% and 20%, Domestic fixed income securities between 15% and 30% and Real return securities between 10% and 50%.

The ARC categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. Fair value is the exchange price that would be received for an asset (exit price) in the principal or most advantageous market for an asset in an orderly transaction between market participants on the measurement date. There are three levels of inputs that may be used to measure fair values:

Level 1 inputs utilize quoted prices (unadjusted) in active markets for identical assets that the entity has the ability to access.

Level 2 inputs are inputs other than quoted prices included in Level 1 that are observable for the asset in active markets, as well as inputs that are observable for the asset (other than quoted prices), such as interest rates, foreign exchange rates and yield curves that are observable at commonly quoted intervals.

Level 3 inputs are unobservable inputs for the asset which are typically based on the entity's own assumptions, as there is little, if any, related market activity.

The ARC's recurring fair value measurements as of December 31, 2020, fixed income securities and equity securities, are classified in Level 1 of the fair value hierarchy and are valued using prices quoted in active markets for those securities.

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**B. Receivables**

Receivables as of year-end for the ARC's individual major funds and non-major funds are as follows:

Receivables:	<u>Due from Grantor</u>	<u>Advances due from Subgrantees</u>	<u>Gross Receivables</u>
General Fund	\$566,410	\$ -	\$566,410
Transportation Programs	9,515,249	-	9,515,249
Workforce Development	3,136,159	-	3,136,159
Aging Programs	4,316,388	15,000	4,331,388
Nonmajor Governmental Funds	1,164,912	-	1,164,912
Total	<u>\$18,699,118</u>	<u>\$15,000</u>	<u>\$18,714,118</u>

Governmental funds report *unavailable revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. Governmental funds report *unearned revenue* in connection with resources that have been received, but not yet earned. At the end of the current fiscal year, the various components of *unearned revenue* reported in the governmental funds, enterprise funds, governmental activities, and business-type activities were as follows:

	<u>Unearned</u>
GADCA LUCA	\$6,063
Transformation Alliance	235,668
ED Administration	23,894
LINK Sponsorship	126,000
RLI Sponsorship	15,000
ALMA Sponsorship	5,000
NR -Local Govt Cont/Match	11,795
ACT/ACF Wtr Sply Con	1,540,620
Restaurant WaterSense PRSV	6,471
Regional ITA System Mgt.	87,130
WIA Adult Worker	488,032
FTA Reg Transit Implement	50,358
On Board Transit Survey	30,026
County Trans Planning	52,971
GAMPO Financial Managemen	3,647
RSVP - 2020	3,041
Aging Projects	72,826
Cumulative net indirect over recovery	<u>2,915,847</u>
Total unearned revenue	\$5,674,389

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**C. Capital assets**

Capital asset activity for the year ended December 31, 2020 was as follows:

**Primary Government**

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
Equipment	\$1,073,920	\$398,500	\$-	\$1,472,420
Furnishings	1,910,385	-	-	1,910,385
Intangible Lease Asset	18,064,049	517,154	-	18,581,203
Computer Hardware	708,320	-	-	708,320
Leasehold Improvements	564,899	-	-	564,899
	<u>\$22,321,573</u>	<u>\$915,654</u>	<u>-</u>	<u>\$23,237,227</u>
Less accumulated depreciation for:				
Equipment	(813,572)	(232,024)	-	(1,045,596)
Furnishings	(1,439,660)	(188,290)	-	(1,627,950)
Intangible Lease Asset	(571,547)	(269,228)	-	(840,775)
Hardware	(695,478)	(12,842)	-	(708,320)
Leasehold Improvements	(94,150)	(37,660)	-	(131,810)
	<u>(3,614,407)</u>	<u>(740,044)</u>	<u>\$-</u>	<u>(4,354,451)</u>
Total accumulated depreciation				
	(3,614,407)	(740,044)	\$-	(4,354,451)
Governmental activities capital assets, net	<u>\$18,707,166</u>	<u>(\$175,610)</u>	<u>\$-</u>	<u>\$18,882,776</u>

Depreciation expense was charged to functions/programs of the government as follows:

Government Activities:	
General Government	\$ 727,203
Internal Service Fund	<u>12,841</u>
	<u>\$ 740,044</u>

**D. Inter-fund receivables, payables, and transfers**

**Due to/from other funds:**

All cash accounts are held by the General Fund which results in payables between the General Fund and all other funds. These inter-fund balances represent short-term loans between the respective funds. The composition of inter-fund balances as of December 31, 2020, is as follows:

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<u>Receivable Fund</u>	<u>Payable Fund</u>	<u>Amount</u>
General Fund	Transportation Programs	\$ 6,169,428
General Fund	Workforce Development	462,529
General Fund	Nonmajor Governmental Funds	<u>653,985</u>
		7,285,942
 Aging Programs	 General Fund	 <u>544,842</u>
		544,842
 Nonmajor Governmental Funds	 General Fund	 2,124,412
Nonmajor Enterprise Funds	General Fund	<u>205,420</u>
		2,329,832
 Internal Service Fund	 General Fund	 <u>438,230</u>
		<u><u>\$ 10,598,845</u></u>

**Inter-fund transfers:**

Funds are transferred from the General Fund to special revenue funds to provide for grant matching requirements and for under-funded projects. Transfers to and from enterprise funds are due to the over or under collection of revenues to cover their costs.

	<u>General</u>	<u>Major</u>	<u>Non-major</u>	<u>Nonmajor</u>	<u>Total</u>
	<u>Fund</u>	<u>Governmental</u>	<u>Governmental</u>	<u>Enterprise</u>	
		<u>Funds</u>	<u>Funds</u>	<u>Funds</u>	
Transfers In:					
From general fund	\$ -	\$ 2,238,536	\$ 1,809,370	\$ 413,825	\$4,461,731
From non-major enterprise funds	72,447	-	-	-	72,447
From aging programs	-	-	-	-	-
Transfers out:	-	-	-	-	-
To general fund	-	-		(72,447)	(72,447)
To transportation programs	(1,841,285)	-	-	-	(1,841,285)
To workforce programs	(3,073)	-	-	-	(3,073)
To aging programs	(394,178)	-	-	-	(394,178)
To non-major Government Funds	(1,809,370)	-	-	-	(1,809,370)
To non-major Enterprise funds	(413,825)	-	-	-	(413,825)
Total Transfers	<u>(\$4,389,284)</u>	<u>\$2,238,536</u>	<u>\$1,809,370</u>	<u>\$341,378</u>	<u>\$ -</u>

**E. Leases**

In August 2010, the Commission entered into a lease agreement at an interest rate of 5%. The lease term (Gwinnett) is 13 years with base monthly payments ranging from \$333 to \$24,194 per month beginning on

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December 1, 2011. As of December 31, 2020, the lease liability outstanding and net leased asset value is \$2,470,221, which includes accumulated amortization of \$238,593.

In September 2016, the Commission entered into a lease agreement at an interest rate of 7%. The lease term (Clayton) is 7 years with base monthly payments ranging from \$3,723 to \$12,129 per month beginning on October 1, 2017. As of December 31, 2020, the lease liability outstanding and net leased asset value is \$672,018, which includes accumulated amortization of \$227,026.

In July 2017, the Commission entered into a lease agreement at an interest rate of 7%. The lease term (PTC) is 20 years with base monthly payments ranging from \$4,919 to \$155,583 per month beginning on August 1, 2017. As of December 31, 2020, the lease liability outstanding and net leased asset value is \$14,081,035, which includes accumulated amortization of \$375,156.

In December 2020, the Commission entered into a lease agreement at an interest rate of 4.75%. The lease term (Douglas) is 12 years with base monthly payments ranging from \$2,051 to \$5,680 per month beginning on December 1, 2020. As of December 31, 2020, the lease liability outstanding and net leased asset value is \$517,154, which includes accumulated amortization of \$0.

The remaining debt service requirements on the leases are as follows:

	Principal	Interest	Total
2021	\$428,302	\$1,168,980	\$1,597,282
2022	\$512,766	\$1,139,386	1,652,152
2023	\$601,079	\$1,104,258	1,705,337
2024	\$692,595	\$1,063,270	1,755,865
2025	\$791,811	\$1,016,021	1,807,832
2026-2030	\$5,016,666	\$4,200,343	9,217,009
2031-2035	\$6,921,640	\$2,219,952	9,141,592
2036-2037	<u>\$2,775,569</u>	<u>\$165,851</u>	<u>2,941,420</u>
	<u>\$17,740,428</u>	<u>\$12,078,061</u>	<u>\$29,818,489</u>

## F. Long-term obligations

### Changes in long-term liabilities:

Long-term obligations activity for the year ended December 31, 2020 was as follows:

Obligations	Beginning Balance	Additions	Reductions	Ending Balance	Due within One Year
Compensated Absences	\$1,345,446	\$1,083,617	\$697,019	\$1,732,044	\$1,075,079
Lease Liability	<u>17,492,502</u>	<u>517,154</u>	<u>269,228</u>	<u>17,740,428</u>	<u>428,302</u>
	<u>\$18,837,948</u>	<u>\$1,600,771</u>	<u>\$966,247</u>	<u>\$19,472,472</u>	<u>\$1,503,381</u>

Compensated absences are liquidated by the General Fund.

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#### IV. Other information

##### A. Risk management

The ARC has the responsibility for making and carrying out decisions that will minimize the adverse effects of accidental losses that involve the ARC's assets. Accordingly, commercial insurance coverages are obtained to include general liability, property and casualty, workers' compensation, employee and automobile liability, fidelity, public officials' liability and certain other risks. The amounts of settlements during each of the past three fiscal years have not exceeded insurance coverage.

The Commission has joined together with other municipalities in the state as part of the Georgia Interlocal Risk Management Agency Property and Liability Insurance Fund and the Georgia Municipal Association Group Self-Insurance Workers Compensation Fund, a public entity risk pool currently operating as a common risk management and insurance program for member local governments.

As part of these risk pools, the Commission is obligated to pay all contributions and assessments as prescribed by the pools, to cooperate with the pool's agents and attorneys, to follow loss reduction procedures by the funds, and to report as promptly as possible, and in accordance with any coverage descriptions issued, all incidents which could result in the funds being required to pay any claim of loss. The Commission is also to allow the pool's agents and attorneys to represent the Commission in investigation, settlement discussions and all levels of litigation arising out of any claim made against the Commission within the scope of loss protection furnished by the funds.

The funds are to defend and protect the members of the funds against liability or loss as prescribed in the member government contract and in accordance with the workers' compensation law of Georgia. The funds are to pay all cost taxed against members in any legal proceeding defended by the members, all interest accruing after entry of judgment, and all expenses incurred for investigation, negotiation, or defense.

When applicable, the basis for estimating the liabilities for claims is an incurred but not reported calculation as established by an actuary. The ARC is not aware of any claims that the ARC is liable for the deductible amount, that were outstanding and unpaid as of December 31, 2020. Provisions of \$112,000 have been made in the financial statements of the Commission for the year ended December 31, 2020, for any estimate of potential unpaid claims.

Additionally, the Commission provides health, dental and pharmaceutical coverage to its employees and their dependents. On January 1, 2009, Blue Cross replaced the previous insurance program that the Agency provided.

The ARC believes it is more economical to retain the risk related to state unemployment compensation. The ARC sets aside sufficient assets (see Note IV.E.) for claim settlement and pays for such claims on a reimbursement basis as they become due. The amount of the committed assets for state unemployment compensation is adjusted to one percent of budgeted personnel costs or the total amount of estimated liabilities for unpaid claims, whichever is greater. The State of Georgia provides the ARC with notice of an unemployment compensation claim deemed eligible and the total amount of the ARC liability for the claim. At year-end, the following year's reserve is calculated at one percent of budgeted personnel costs plus projected liability of existing claims.

##### Basis for Estimating the Reserve for Unemployment Compensation

a) 1 percent of 2020 budgeted personnel cost	\$164,756
b) Total projected liability	-
c) The sum of a) plus b) above	<u>\$164,756</u>



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There have been no significant reductions of insurance coverage, and settlement amounts have not exceeded coverage, for the current year or the three prior years.

## **B. Regional Appropriations**

The bulk of the revenues reported in the General Fund are received from the City of Atlanta and the ten counties within the Atlanta Region.

Georgia law stipulates a mandatory annual local funding formula, under which the ARC received the following amounts during 2020 from the local units of government:

<u>Unit</u>	<u>Amount</u>
City of Atlanta	\$ 312,530
Cherokee County	290,970
Clayton County	314,290
Cobb County	845,040
DeKalb County	809,239
Douglas County	161,390
Fayette County	131,800
Fulton County	853,341
Gwinnett County	1,020,380
Henry County	266,990
Rockdale County	107,270
Total	<u>\$5,113,240</u>

## **C. Subgrantee match and matching costs**

Subgrantees in Government Funded Aging Programs and in Special Transportation Projects are required to provide matching funds. Subgrantees matching funds and matching costs are reported to the ARC and are included in the ARC's financial statements. Funds provided by the subgrantee, which exceed the required match, are not included in the ARC's financial statements.

## **D. Indirect cost rates and Carryover Adjustments**

Agency-wide central support services costs are recorded in the General Fund as indirect costs in the ARC's accounting system and recovered from the grantor agencies, through the special revenue and proprietary funds based upon a predetermined indirect cost rate. Indirect costs are defined by U.S. Office of Management and Budget Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) Subpart A, as costs "(a) incurred for a common or joint purpose benefiting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefited, without effort disproportionate to the results achieved." Recently, the U.S. Department of Commerce has been designated as the cognizant agency for the federal government with responsibility for negotiation, approval and audit of the Commission's agency-wide central support services cost allocation plan. Previously, the Commission has submitted its plan to Health and Human Services (HHS) annually for approval. Beginning with the cost allocation plan developed in 1983 for use in 1984, HHS notified the Commission that it need no longer submit its plans for approval by HHS. HHS only required that the Commission annually prepare and retain its plan for subsequent HHS review unless directed by HHS to submit the plan for approval. The Commission prepared and is retaining its plan for 2020. The plan

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established a fixed rate of 32.0 percent of direct salaries, wages and fringe benefits.

Departmental indirect costs for the departments Community Services and Livable Communities are recovered from grantor agencies through the cost centers managed by these departments within other special revenue or proprietary funds, based upon a predetermined indirect cost rate for each department. The Commission prepared a departmental indirect cost allocation plan for each department for 2020. The plans established a fixed rate with carry-forward of 6.6 percent for the Community Services Department and 9.4 percent for Livable Communities. The indirect cost rates are applied to the labor base, made up of salaries, wages, and fringe benefits charged directly to benefiting cost centers.

Following the end of each year, to the extent that actual indirect costs and collections associated with them differ, an adjustment is made to future year rates. The Commission has a cumulative net indirect over-recovery of \$2,915,847 as of December 31, 2020. The over-recovery is included in the unearned revenue balance on the Statement of Net Position and the Governmental Funds Balance Sheet.

#### **E. Committed for Specific Fund Purposes**

*Committed for Unemployment Self-Insurance.* In 1985, the Commission established this commitment to provide for the direct reimbursement to the State of Georgia for unemployment compensation claims. See Note IV.A. for an explanation of the basis for establishing the amount of the designation. The 2020 target amount was \$164,756 (one percent of 2020 budgeted personnel costs).

##### Committed Fund Balance for Unemployment

	<u>2020</u>	<u>2019</u>
Balance - January 1	\$153,291	\$141,911
Claims processed against reserve	-	-
Increase (Decrease)	<u>11,465</u>	<u>11,380</u>
Balance - December 31	<u>\$164,756</u>	<u>\$153,291</u>

#### **F. Contingencies**

Use of federal, state, and locally administered federal and other grant funds is subject to review and audit by the grantor agencies. Such audits could lead to requests for reimbursement to the grantor agency for expenditures disallowed under terms of the grant. To the extent that such disallowances involve expenditures under subcontracted arrangements, the ARC generally has the right of recovery from such third parties. Some of these third parties are state or local governmental subrecipients or non-profit subrecipients which are covered by the audit provisions of U.S. Office of Management and Budget Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). The Uniform Guidance requires subrecipients to have made periodic independent audits of their operations. The Uniform Guidance requires the ARC to obtain copies of such audits and permits the ARC to rely on such audits if they meet the requirements of the applicable Uniform Guidance. Many of these subrecipients' audits for or including the year ended December 31, 2020 have not yet been performed. Accordingly, the ARC's compliance with the Uniform Guidance requirement will be established at some future date. The amount, if any, of subrecipient expenditures which may be disallowed by the ARC after reviewing these subrecipients' audits cannot be determined at this time although the ARC expects such amounts, if any, to be immaterial. Based upon prior experience and audit results, management believes that the ARC will not incur significant losses on possible grant disallowances.

In March 2020, the World Health Organization categorized COVID-19 as a pandemic and the President of the United States declared a national emergency. Through December 31, 2020, the COVID-19 pandemic had a limited financial impact on the Commission. Should the COVID-19 pandemic continue for a prolonged period or impact the areas the Commission serves more significantly than it has to date,

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the Commission's business, operations, financial condition and cash flows could be impacted in more significant ways.

### **G. Deferred Compensation Plan**

The Atlanta Regional Commission Deferred Compensation Plans, defined contribution plans, were created in accordance with Internal Revenue Code 403(b)/457 and are administered by the Atlanta Regional Commission. The plans allow employees to save a portion of their salary by making pre-tax contributions to the plans through automatic payroll deductions. All regular full and part time employees can participate with no waiting period and a six-month waiting period for the employer match. Participation in the plans is optional. The ARC Board of Directors can amend plan provisions. There are several investment options available to employees through Lincoln Financial Group, Fidelity Investments and Vanguard. The Commission provides a 50% match to employee contributions for up to 3% of salaries. For the year ended December 31, 2020, employee contributions to the 403(b)/457 plans were \$895,048 while the Commission's contribution to the plans totaled \$102,837. The fair values of the Fidelity 403(b) and 457 plans at December 31, 2020 were \$5,960,319 and \$1,514,605, respectively. The fair values of the Lincoln 403(b) and 457 at December 31, 2020 were \$10,254,524 and \$426,781, respectively. The fair value of the Vanguard 403(b) at December 31, 2020 was \$558,991.

The Commission has only minor administrative involvement and does not perform any investing for the plan. Due to the fact the Commission's role in the management of the plan's assets is limited to transmitting payroll contributions to a third party administering the plan, the Commission does not report the assets of the plans in the Commission's financial statements.

### **H. Other post-employment benefits**

*Plan description.* In addition to the pension benefits described in Note IV.I., the Commission provides post-employment health care benefits. These benefits are provided through a single employer, defined benefit plan which was established under the authority of, and may be amended by the ARC Board. Substantially all of the Commission's employees may become eligible for those benefits if they reach normal retirement age while working for the Commission (or reach early retirement age with at least 25 years of service). Those and similar benefits for active employees are to be provided through an insurance company whose premiums will be based on the benefits paid during the year.

Effective January 1, 1988, the Commission began pre-funding those post-employment benefits by accruing the actuarially determined estimated cost of such benefits in the OPEB Trust Fund to the extent permitted under the Internal Revenue Code. The insurance premiums for eligible retirees will be paid by the OPEB Trust Fund. The most recent actuarial valuation of these benefits was as of January 1, 2020. Significant actuarial assumptions used in the valuation include (a) a rate of return on the investment of present and future assets of 6 percent per year, compounded annually, (b) projected salary increases of 3.00 percent per year, compounded annually, and (c) the monthly health and dental insurance premium paid by the plan on behalf of single retirees under age 65 is assumed to be \$730.80 per month and the premium paid on behalf of married retirees under age 65 is assumed to be either \$1,462.83 per month (for current retirees and those future retirees who have earned at least 20 years of service as of January 1, 2004), \$730.80 per month (for those future retirees who have earned at least 12 years of service as of January 1, 2004), or \$730.80 otherwise.

At age 65 and older, the premiums are assumed to be \$338.97 for single retirees and \$677.94 for married retirees. All premiums are assumed to increase at the rate of 4.5% per year after 2021.

*Funding Policy.* The policy regarding the amount of contributions to the plan is established, and may be amended, by the ARC Board. The ARC Board establishes rates based on an actuarially determined rate.

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Contributions for the year ended December 31, 2020 were based upon actuarial calculations made from the January 1, 2019 census data. The actuarially determined contribution for 2020 was \$0.

As of January 1, 2020, the number of plan participants included 69 retirees receiving benefits and 186 active employees.

*Net OPEB Liability.* The ARC's total OPEB liability was determined by an actuarial valuation as of January 1, 2020 and was rolled forward to the measurement date of December 31, 2020.

*Actuarial Assumptions.*

Projected Salary Increase:	3.00% per annum
Inflation	2.00%
Rate of Return on Investments:	6.00%

Mortality rates were based on general rates set forth in the Pub-2010 General Headcount-Weighted Mortality tables using Scale MP-2020, as published by the Internal Revenue Service (IRS) for purposes of Internal Revenue Code (IRC) section 430.

The long-term expected rate of return on OPEB plan investments was determined using a long normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of OPEB plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

<u>Investment Category</u>	<u>Target Allocation</u>	<u>Expected Long-Term Real Return</u>
Equities	65.00%	6.00-9.00% per annum
Fixed Income	35.00%	4.00-5.00% per annum
Cash	<u>0.00%</u>	1.00-2.00% per annum
Total	100.00%	

Discount rate: The discount rate used to measure the total OPEB liability was 3.94% per annum. The rate was based on a blend of the long-term rate of 6% and a yield on Aa bonds of 2.12% per annum. The municipal bond rate is based on the published return for the S&P Municipal Bond 20 Year High Grade Index as of December 31, 2020. The projection of cash flows used to determine the discount rate assumed that Employer contributions will be made at rates equal to actuarially determined contribution rates. Based on those assumptions, the OPEB plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on OPEB plan investments was applied to all periods of projected benefit payments to determine the total OPEB liability.

The actuarial assumption for the discount rate decreased from 3.95% to 3.94% per annum as of the measurement date December 31, 2020.

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*Changes in the Net OPEB Liability*

	<u>Increase (Decrease)</u>		
	<u>Total OPEB Liability</u>	<u>Fiduciary Net Position</u>	<u>Net OPEB Liability</u>
Balances at 12/31/19	\$12,794,229	\$11,414,496	\$1,379,733
Changes due to:			
Service cost	816,835	-	816,835
Expected Interest growth	500,982	-	500,982
Unexpected investment income	-	1,440,173	(1,440,173)
Demographic experience	-	-	-
Employer contributions	-	-	-
Employee contributions	-	-	-
Benefit payments & refunds	(224,453)	(224,453)	-
Administrative expenses	-	(15,350)	15,350
Changes in benefit terms	-	-	-
Assumption changes	(148,671)	-	(148,671)
Balance at 12/31/20	<u>\$13,738,922</u>	<u>\$12,614,866</u>	<u>\$1,124,056</u>

*Sensitivity of the net OPEB liability to changes in the discount rate.* The following presents the net OPEB liability of the Plan, as well as what the Plan's net OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower (2.94%) or 1-percentage-point higher (4.94%) than the current discount rate:

	<u>1% Decrease</u> <u>(2.94%)</u>	<u>Current Discount</u> <u>Rate</u> <u>(3.94%)</u>	<u>1% Increase</u> <u>(4.94%)</u>
Net OPEB liability (asset)	\$3,597,283	\$1,124,056	(\$840,203)

*Sensitivity of the net OPEB liability to changes in the healthcare cost trend rates.* The following presents the net OPEB liability of the Plan, as well as what the Plan's net OPEB liability would be if it were calculated using healthcare cost trend rates that are 1-percentagepoint lower (6.50% to 3.50%, 2% Dental Vision) or 1-percentage-point higher (8.50% to 5.50%, 4% Dental Vision) than the current discount rate:

	<u>1% Decrease</u> <u>(6.50% to 3.50%,</u> <u>2% Dental/Vision)</u>	<u>Current Healthcare Rate</u> <u>(7.50% to 4.50%,</u> <u>3% Dental/Vision)</u>	<u>1% Increase</u> <u>(8.50% to 5.50%,</u> <u>4% Dental/Vision)</u>
Net OPEB liability (asset)	(\$1,175,619)	\$1,124,056	\$4,111,359

*OPEB plan fiduciary net position.* Detailed information about the OPEB plan's fiduciary net position is available in the separately issued report. The plan's fiduciary net position has been determined on the same basis as that used by the plan. The ARC issues a publicly available financial report that includes the

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applicable financial statements and required supplementary information. This report can be obtained from the Atlanta Regional Commission at the following address:

Atlanta Regional Commission  
Financial Services Division  
229 Peachtree Street, NE  
Suite 100  
Atlanta, GA 30303

*Summary of significant accounting policies – basis of accounting and valuation of investments.* The ARC financial statements are prepared using the accrual basis of accounting. The ARC's contributions are recognized in the period in which the contributions are due and a formal commitment to provide the contributions has been made. Investment income is recognized as earned by the General Plan. The net appreciation (depreciation) in the fair value of investments held by the General Plan is recorded as an increase (decrease) to investment income based on the valuation of investments as of the date of the statement of net position. Expenses are recorded when the corresponding liabilities are incurred, regardless of when payment is made. All plan investments are reported at fair value. Securities traded on a national exchange are valued at the last reported sales price on the ARC's balance sheet date. Securities without an established market are reported at estimated fair value.

*OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB.* For the year ended December 31, 2020, the ARC recognized OPEB expense of \$168,172. At December 31, 2020, the ARC reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	Deferred Outflows <u>Of Resources</u>	Deferred Inflows <u>Of Resources</u>
Net difference between projected & actual earnings on OPEB plan investment	\$ -	(\$1,136,236)
Differences between expected & actual experiences	-	(392,477)
Assumption changes	338,807	(702,170)
Balance at 12/31/2020	<u>\$338,807</u>	<u>(\$2,230,883)</u>

Amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year ended December 31	
2021	(\$487,214)
2022	(\$312,976)
2023	(\$535,040)
2024	(\$269,634)
2025	(\$117,157)
Thereafter	(\$170,055)

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## **I. Employee retirement systems and pension plans**

### **Defined benefit plan**

*Plan description.* The ARC maintains, Atlanta Regional Commission Plan, a single employer, contributory, defined benefit retirement plan (the Plan) covering substantially all employees. The Plan provides retirement, death and disability benefits to plan members and beneficiaries. U.S. Bank administers the Plan as trustee. Control over the operation and administration of the Plan, except investment decisions, is vested in the trustee along with custody of certain Plan assets. An independent third party investment advisor makes investment recommendations which must be approved by the Plans' board. The Plan provides that the ARC has no liability with respect to payments or benefits or otherwise under the Plan except to pay over to the trustee such actuarially determined contributions as are required under Georgia Code §47-20-10 and to provide the benefits thereunder. If terminated, the Plan provides that if there are funds remaining after the satisfaction of all liabilities such funds shall not revert to the ARC but shall be allocated to the employees.

The Plan was formed under the authority of the ARC board of directors and the board has the authority to amend and/or terminate the Plan at any time. In 1998, the Plan's fiscal year-end was changed from June 30 to December 31 to coincide with the fiscal year-end of the ARC.

For the plan year ended December 31, 2020, total plan year payroll for the employees covered by the Plan was \$14,912,234.

As of January 1, 2020, Plan membership consisted of:

(a) Active plan participants	196
(b) Terminated employees entitled to deferred benefits but not yet receiving them	105
(c) Retirees and beneficiaries receiving benefits	<u>63</u>
Total Participants	<u>364</u>

This compares with the number of plan participants at January 1, 2019, as follows:

(a) Active plan participants	193
(b) Terminated employees entitled to deferred benefits but not yet receiving them	98
(c) Retirees and beneficiaries receiving benefits	<u>62</u>
Total Participants	<u>353</u>

*Benefits and funding policy.* The ARC provides retirement benefits as well as death and disability benefits to plan members. The Plan provides that normal retirement is at the earlier of (a) attainment of age 55 and the completion of 25 years of service (only if hired prior to January 1, 2008) or (b) attainment of age 62 with at least 30 years of credited service or (c) attainment of age 65. At that time, the employee is entitled to a lifetime pension equal to 2.5 percent of his "high-three" year average compensation for each year of service. In addition, the Plan provides that no participant will receive less than what he would have received under the Plan in effect on June 30, 1987. After retirement, the lifetime pension is indexed to reflect changes in the Consumer Price Index. An employee vests at the rate of 10 percent per year for the first four years. In each subsequent year, the employee vests at the rate of 20 percent per year to a maximum of 100 percent after seven years. The vesting schedule is extended to a seven-year cliff schedule for participants hired after December 31, 2007.

*Contributions.* Entry age normal actuarial cost method is used to establish the actuarial position of the plan and to determine an appropriate level of contributions for all benefits except 401(h) medical accounts.

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Employer contributions represented 22.25% of the current year covered payroll. Employees are required to contribute 5% of gross wages. Total employer and employee contributions to the general pension plan for the fiscal year ended December 31, 2020 were \$3,317,488 and \$816,392, respectively.

*Net Pension Liability.* The ARC's total pension liability was determined by an actuarial valuation as of January 1, 2017 and was rolled forward to the measurement date of December 31, 2020.

*Actuarial Assumptions.*

Projected Salary Increase:	3.00% per annum
Rate of Return on Investments:	6.00%

Mortality rates were based on sex-distinct rates set forth in the RP-2000 Combined Mortality Table with full generational improvements using Scale AA, as published by the Internal Revenue Service (IRS) for purposes of Internal Revenue Code (IRC) section 430.

The long-term expected rate of return on pension plan investments was determined using a long normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

<u>Investment Category</u>	<u>Target Allocation</u>	<u>Expected Long-Term Real Return</u>
Equities	65.0%	6.0% - 9.0% per annum
Fixed Income	35.0%	4.0% - 5.0% per annum
Cash	0.0%	1.0% - 2.0% per annum
Total	<u>100%</u>	

Discount rate: The discount rate used to measure the total pension liability was 6.0% per annum; this rate was used to discount all future benefit payments. The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rate of 5% and the Employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

*Changes in the Net Pension Liability*

	<u>Increase (Decrease)</u>		
	<u>Total Pension Liability</u>	<u>Fiduciary Net Position</u>	<u>Net Pension Liability</u>
Balance at 12/31/19	\$68,003,395	\$60,416,214	\$7,587,181
Changes due to:			
Service cost	2,838,532	-	2,838,532
Interest	3,994,719	-	3,994,719



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Difference between expected and actual experience	707,511	-	707,511
Employer contributions	-	3,317,488	(3,317,488)
Employee contributions	-	816,392	(816,392)
Net investment income		7,853,683	(7,853,683)
Benefit payments & refunds	(2,849,500)	(2,849,500)	-
Administrative expenses/Other	-	(83,715)	83,715
Changes in benefit terms	-	-	-
Assumption changes	(271,358)	-	(271,358)
Balance at 12/31/20	<u>\$72,423,299</u>	<u>\$69,470,562</u>	<u>\$2,952,737</u>

*Sensitivity of the net pension liability to changes in the discount rate.* The following presents the net pension liability of the ARC, calculated using the discount rate of 6.0%, as well as what the ARC's net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower (5.0%) or 1-percentage-point higher (7.0%) than the current rate:

	<u>1% Decrease</u> <u>(5.0%)</u>	<u>Current Discount Rate</u> <u>(6.0%)</u>	<u>1% Increase</u> <u>(7.0%)</u>
Net pension liability (asset)	\$13,088,185	\$2,952,737	\$(5,390,484)

*Pension plan fiduciary net position.* Detailed information about the pension plan's fiduciary net position is available in the separately issued report. The plan's fiduciary net position has been determined on the same basis as that used by the plan. The ARC issues a publicly available financial report that includes the applicable financial statements and required supplementary information. This report can be obtained from the Atlanta Regional Commission at the following address:

Atlanta Regional Commission  
Financial Services Division  
229 Peachtree Street, NE  
Suite 100  
Atlanta, GA 30303

*Summary of significant accounting policies – basis of accounting and valuation of investments.* The ARC financial statements are prepared using the accrual basis of accounting. The ARC's contributions are recognized in the period in which the contributions are due and a formal commitment to provide the contributions has been made. Investment income is recognized as earned by the General Plan. The net appreciation (depreciation) in the fair value of investments held by the General Plan is recorded as an increase (decrease) to investment income based on the valuation of investments as of the date of the statement of net position. Expenses are recorded when the corresponding liabilities are incurred, regardless of when payment is made. All plan investments are reported at fair value. Securities traded on a national exchange are valued at the last reported sales price on the ARC's balance sheet date. Securities without an established market are reported at estimated fair value.

*Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions.* For the year ended December 31, 2020, the ARC recognized pension expense of \$1,401,487. At December 31, 2020, the ARC reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

Atlanta Regional Commission  
NOTES TO FINANCIAL STATEMENTS  
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	Deferred Outflows <u>Of Resources</u>	Deferred Inflows <u>Of Resources</u>
Net difference between projected & actual earnings on pension plan investment	\$0	\$5,903,504
Differences between expected & actual experiences	3,311,943	2,080,626
Assumption changes	<u>6,143,771</u>	<u>1,630,585</u>
Balance at 12/31/2020	<u><u>\$9,455,714</u></u>	<u><u>\$9,614,715</u></u>

Amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year ended December 31	
2021	\$ (777,444)
2022	91,239
2023	(884,695)
2024	443,534
2025	634,567
Thereafter	333,798

**Atlanta Regional Commission  
Required Supplementary Information**

***Schedule of Changes in the Net Pension Liability and Related Ratios***

	2020	2019	2018	2017	2016	2015	2014
<b>Total Pension Liability</b>							
Service cost	\$ 2,838,532	\$ 2,376,853	\$ 2,539,447	\$ 2,140,284	\$ 2,309,795	\$ 2,142,577	\$ 1,968,114
Interest	3,994,719	3,822,029	3,587,607	3,486,631	3,154,070	2,923,933	2,785,920
Changes of benefit terms	-	-	-	-	40,394	151,716	-
Differences between expected and actual experience	707,511	(1,725,522)	219,229	(2,004,676)	4,498,442	(286,874)	-
Change of assumptions	(271,358)	7,131,747	2,211,747	-	(2,428,875)	-	-
Benefit payments, including refunds of employee contributions	(2,849,500)	(2,802,439)	(2,592,815)	(2,426,180)	(2,350,942)	(1,781,615)	(2,492,409)
<b>Net Change in Total Pension Liability</b>	4,419,904	8,802,668	5,965,215	1,196,059	5,222,884	3,149,737	2,261,625
<b>Total Pension Liability – Beginning</b>	68,003,395	59,200,727	53,235,512	52,039,453	46,816,569	43,666,832	41,405,207
<b>Total Pension Liability – Ending (a)</b>	<u>\$ 72,423,299</u>	<u>\$ 68,003,395</u>	<u>\$ 59,200,727</u>	<u>\$ 53,235,512</u>	<u>\$ 52,039,453</u>	<u>\$ 46,816,569</u>	<u>\$ 43,666,832</u>
<b>Plan Fiduciary Net Position</b>							
Contributions – employer	\$ 3,317,488	\$ 3,171,012	\$ 1,588,128	\$ 1,886,796	\$ 3,023,959	\$ 2,472,050	\$ 1,443,396
Contributions – employees	816,392	777,706	736,646	687,675	641,440	687,622	355,776
Net investment income	7,853,683	10,045,268	(2,391,401)	7,295,716	3,700,025	(472,566)	1,689,420
Benefit payments, including refunds of employee contributions	(2,849,500)	(2,802,439)	(2,592,815)	(2,426,180)	(2,350,942)	(1,781,615)	(1,354,931)
Administrative expense	(83,715)	(85,433)	(44,913)	(40,825)	(51,678)	(14,387)	(26,175)
<b>Net Changes in Plan Fiduciary Net Position</b>	\$ 9,054,348	\$ 11,106,114	\$ (2,704,355)	\$ 7,403,182	\$ 4,962,804	\$ 891,104	\$ 2,107,486
<b>Plan Fiduciary Net Position – Beginning</b>	60,416,214	49,310,100	52,014,455	44,611,273	39,648,469	38,757,365	36,649,879
<b>Plan Fiduciary Net Position – Ending (b)</b>	<u>\$ 69,470,562</u>	<u>\$ 60,416,214</u>	<u>\$ 49,310,100</u>	<u>\$ 52,014,455</u>	<u>\$ 44,611,273</u>	<u>\$ 39,648,469</u>	<u>\$ 38,757,365</u>
<b>Net Pension Liability – Ending (a)–(b)</b>	<u>\$ 2,952,737</u>	<u>\$ 7,587,181</u>	<u>\$ 9,890,627</u>	<u>\$ 1,221,057</u>	<u>\$ 7,428,180</u>	<u>\$ 7,168,100</u>	<u>\$ 4,909,467</u>
<b>Plan Fiduciary Net Position as a percentage of the Total Pension Liability</b>	95.92%	88.84%	83.29%	97.71%	85.73%	84.69%	88.76%
<b>Covered payroll</b>	\$ 14,912,234	\$ 14,163,265	\$ 13,515,977	\$ 11,970,540	\$ 12,964,900	\$ 11,114,204	\$ 10,204,932
<b>Net Pension Liability as a percentage of Covered Payroll</b>	19.80%	53.57%	73.18%	10.20%	57.29%	64.49%	48.11%

Notes to schedule:

2014 is the first year that data has been measured in accordance with GASB Statement 68.

Schedule is intended to display ten years of data. Additional years data will be added as it becomes available.

**Atlanta Regional Commission  
Required Supplementary Information**

***Schedule of Pension Contributions***

	2020	2019	2018	2017	2016	2015	2014
Actuarially determined contribution	\$ 3,317,488	\$ 3,171,010	\$ 1,588,128	\$ 1,886,796	\$ 3,023,959	\$ 2,472,050	\$ 1,443,396
Contributions in relation to the actuarially determined contribution	3,317,488	3,171,012	1,588,128	1,886,796	3,023,959	2,472,050	1,443,396
Contribution deficiency (excess)	\$ -	\$ (2)	\$ -	\$ -	\$ -	\$ -	\$ -
Covered payroll	\$ 14,912,234	\$ 14,163,265	\$ 13,515,977	\$ 11,970,540	\$ 12,964,900	\$ 11,114,204	\$ 10,204,932
Contributions as a percentage of covered payroll	22.25%	22.39%	11.75%	15.76%	23.32%	22.24%	14.14%

**Notes to Schedule:**

Valuation Date: January 1, 2019

Methods and assumptions to determine contribution rates:

Actuarial cost method	Individual Entry Age
Remaining amortization period	15 years
Asset valuation method	Market Value
Salary increases	3.00%
Investment rate of return	6.00%
Cost of living adjustment	0.00%

2014 is the first year that data has been measured in accordance with GASB Statement 68.

Schedule is intended to display ten years of data. Additional years data will be added as it becomes available.

**Atlanta Regional Commission  
Required Supplementary Information**

***Schedule of Changes in the Net OPEB Liability and Related Ratios***

	2020	2019	2018	2017
<b>Total OPEB Liability</b>				
Service cost	\$ 816,835	\$ 402,193	\$ 387,059	\$ 442,954
Interest	500,982	472,810	501,952	429,429
Changes of benefit terms	-	-	-	-
Differences between expected and actual experience	-	(480,083)		
Change of assumptions	(148,671)	414,433	(859,870)	-
Benefit payments, including refunds of employee contributions	(224,453)	(212,886)	(408,815)	(380,543)
<b>Net Change in Total OPEB Liability</b>	944,693	596,467	(379,674)	491,840
<b>Total OPEB Liability – Beginning</b>	12,794,229	12,197,762	12,577,436	12,085,596
<b>Total OPEB Liability – Ending (a)</b>	<u>\$ 13,738,922</u>	<u>\$ 12,794,229</u>	<u>\$ 12,197,762</u>	<u>\$ 12,577,436</u>
<b>Plan Fiduciary Net Position</b>				
Contributions – employer	\$ -	\$ -	\$ -	\$ -
Contributions – employees	-	-	-	-
Net investment income (expense)	1,440,173	1,904,587	(474,250)	1,473,401
Benefit payments, including refunds of employee contributions	(224,453)	(212,886)	(212,986)	(214,561)
Administrative expense	(15,350)	(16,199)	(8,908)	(8,244)
Other	-	-	-	-
<b>Net Changes in Plan Fiduciary Net Position</b>	<u>\$ 1,200,370</u>	<u>\$ 1,675,502</u>	<u>\$ (696,144)</u>	<u>\$ 1,250,596</u>
<b>Plan Fiduciary Net Position – Beginning</b>	11,414,496	9,738,994	10,435,138	9,184,542
<b>Plan Fiduciary Net Position – Ending (b)</b>	<u>\$ 12,614,866</u>	<u>\$ 11,414,496</u>	<u>\$ 9,738,994</u>	<u>\$ 10,435,138</u>
<b>Net OPEB Liability – Ending (a)–(b)</b>	<u>\$ 1,124,056</u>	<u>\$ 1,379,733</u>	<u>\$ 2,458,768</u>	<u>\$ 2,142,298</u>
<b>Plan Fiduciary Net Position as a percentage of the Total OPEB Liability</b>	91.82%	89.22%	79.84%	82.97%
<b>Covered payroll</b>	\$ 14,912,234	\$ 14,163,265	\$ 13,515,977	\$ 11,970,540
<b>Net OPEB Liability as a percentage of Covered Payroll</b>	7.54%	9.74%	18.19%	17.90%

Notes to schedule:

2017 is the first year that data has been measured in accordance with GASB Statement 75.

Schedule is intended to display ten years of data. Additional years data will be added as it becomes available.

**Atlanta Regional Commission  
Required Supplementary Information**

***Schedule of OPEB Contributions***

	2020	2019	2018	2017
Actuarially determined contribution	\$ -	\$ -	\$ -	\$ -
Contributions in relation to the actuarially determined contribution	-	-	-	-
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -
Covered payroll	\$ 14,912,234	\$ 14,163,265	\$ 13,515,977	\$ 11,970,540
Contributions as a percentage of covered payroll	0.00%	0.00%	0.00%	0.00%

**Notes to Schedule:**

Valuation Date: January 1, 2019

Methods and assumptions to determine contribution rates:

Actuarial cost method	Individual Entry Age
Remaining amortization period	15 Years
Asset valuation method	Market Value
Salary increases	3.00%
Investment rate of return	6.00%

2017 is the first year that data has been measured in accordance with GASB Statement 75.

Schedule is intended to display ten years of data. Additional years data will be added as it becomes available.

**The Atlanta Regional Commission  
Nonmajor Governmental Funds  
Year ended December 31, 2020**

**Nonmajor Funds** – *Special revenue funds* are used to account for proceeds of specific revenue sources that are legally restricted for specific purposes.

**Atlanta Regional Commission  
Combining Balance Sheet  
Nonmajor Governmental Funds  
For the Year Ended December 31, 2020**

	<b>Natural Resources</b>	<b>Research &amp; Analytics</b>	<b>Government Services</b>	<b>Homeland Security &amp; Recovery</b>	<b>Total Nonmajor Governmental Funds</b>
<b>ASSETS</b>					
Receivables from grantors	\$ 228,618	\$ 186,458	\$ -	\$ 749,836	\$ 1,164,912
Prepaid items	-	-	-	-	-
Due from other funds	1,769,448	331,070	23,894	-	2,124,412
Total assets	<u>\$ 1,998,066</u>	<u>\$ 517,528</u>	<u>\$ 23,894</u>	<u>\$ 749,836</u>	<u>\$ 3,289,324</u>
<b>LIABILITIES AND FUND BALANCES</b>					
Liabilities:					
Accounts payable	\$ 439,181	\$ 227,151	\$ -	\$ 95,851	\$ 762,183
Due to other funds	-	-	-	653,985	653,985
Advances from grantor agencies	-	-	-	-	-
Due to subgrantee agencies	-	45,000	-	-	45,000
Unearned revenue	1,558,885	245,377	23,894	-	1,828,156
Due to grantors	-	-	-	-	-
Other liabilities	-	-	-	-	-
Total liabilities	<u>1,998,066</u>	<u>517,528</u>	<u>23,894</u>	<u>749,836</u>	<u>3,289,324</u>
Fund balances:					
Nonspendable:					
Prepays	-	-	-	-	-
Unassigned	-	-	-	-	-
Total fund balances	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total liabilities and fund balances	<u>\$ 1,998,066</u>	<u>\$ 517,528</u>	<u>\$ 23,894</u>	<u>\$ 749,836</u>	<u>\$ 3,289,324</u>



**Atlanta Regional Commission  
Statement of Revenues, Expenditures,  
and Changes in Fund Balances  
Nonmajor Governmental Funds  
For the Year Ended December 31, 2020**

	<b>Natural Resources</b>	<b>Research &amp; Analytics</b>	<b>Homeland Security &amp; Recovery</b>	<b>Total Nonmajor Governmental Funds</b>
<b>REVENUES</b>				
From grantor agencies	\$ 2,848,277	\$ 1,202,436	\$ 5,883,041	\$ 9,933,754
Total revenues	<u>2,848,277</u>	<u>1,202,436</u>	<u>5,883,041</u>	<u>9,933,754</u>
<b>EXPENDITURES</b>				
Current				
Community Development	-	1,736,201	-	1,736,201
Natural Resources	3,629,029	-	-	3,629,029
Research & Analytics	-	416,467	-	416,467
Homeland Security & Recovery	-	-	5,839,441	5,839,441
Debt service				-
Principal, interest and fees	73,173	-	48,813	121,986
Total expenditures	<u>3,702,202</u>	<u>2,152,668</u>	<u>5,888,254</u>	<u>11,743,124</u>
Excess (deficit) of revenues over (under) expenditures	<u>(853,925)</u>	<u>(950,232)</u>	<u>(5,213)</u>	<u>(1,809,370)</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	853,925	950,232	5,213	1,809,370
Transfers out	-	-	-	-
Total other financing sources (uses)	<u>853,925</u>	<u>950,232</u>	<u>5,213</u>	<u>1,809,370</u>
Net change in fund balances	-	-	-	-
Fund balances-beginning	-	-	-	-
Fund balances-ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Atlanta Regional Commission**  
**Natural Resources**  
**Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**For the Year Ended December 31, 2020**

	<b>Budgeted Amounts</b>		<b>Actual Amounts</b>	<b>Variance with Final Budget- Positive (Negative)</b>
	<b>Original</b>	<b>Final</b>		
<b>REVENUES</b>				
From grantor agencies	\$ 4,321,124	\$ 4,181,927	\$ 2,848,277	\$ (1,333,650)
Total revenues	<u>4,321,124</u>	<u>4,181,927</u>	<u>2,848,277</u>	<u>(1,333,650)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	831,010	876,152	829,378	46,774
Fringe benefits	474,071	486,408	466,767	19,641
Travel	36,500	23,450	5,422	18,028
Equipment	5,000	9,300	7,395	1,905
Supplies	4,000	4,100	386	3,714
Contractual	2,994,209	2,916,709	1,627,143	1,289,566
Indirect costs	540,311	564,110	536,603	27,507
Other expenditures	395,340	384,045	229,108	154,937
Total expenditures	<u>5,280,441</u>	<u>5,264,274</u>	<u>3,702,202</u>	<u>1,562,072</u>
Excess (deficit) of revenues over (under) expenditures	<u>(959,317)</u>	<u>(1,082,347)</u>	<u>(853,925)</u>	<u>228,422</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	959,317	1,082,347	853,925	(228,422)
Transfers out			-	-
Total other financing sources (uses)	<u>959,317</u>	<u>1,082,347</u>	<u>853,925</u>	<u>(228,422)</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

**Atlanta Regional Commission**  
**Research & Analytics**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**For the Year Ended December 31, 2020**

	<b>Budgeted Amounts</b>		<b>Actual Amounts</b>	<b>Variance with Final Budget- Positive (Negative)</b>
	<b>Original</b>	<b>Final</b>		
<b>REVENUES</b>				
From grantor agencies	\$ 1,015,270	\$ 1,321,208	\$ 1,202,436	\$ (118,772)
Subgrantee Match			-	-
Other income		-	-	-
Total revenues	<u>1,015,270</u>	<u>1,321,208</u>	<u>1,202,436</u>	<u>(118,772)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	619,808	669,212	556,250	112,962
Fringe benefits	362,410	385,806	309,803	76,003
Travel	46,300	43,800	12,453	31,347
Equipment	-	10,000	1,573	8,427
Supplies	1,200	1,200	415	785
Contractual	302,000	505,900	781,338	(275,438)
Indirect costs	406,659	436,797	358,547	78,250
Other expenditures	151,550	173,753	132,289	41,464
Total expenditures	<u>1,889,927</u>	<u>2,226,468</u>	<u>2,152,668</u>	<u>73,800</u>
Excess (deficit) of revenues over (under) expenditures	<u>(874,657)</u>	<u>(905,260)</u>	<u>(950,232)</u>	<u>(44,972)</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	874,657	905,260	950,232	44,972
Transfers out			-	-
Total other financing sources (uses)	<u>874,657</u>	<u>905,260</u>	<u>950,232</u>	<u>44,972</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			-	
Fund balances-ending			<u>\$ -</u>	

**Atlanta Regional Commission**  
**Homeland Security & Recovery**  
**Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual**  
**For the Year Ended December 31, 2020**

	<b>Budgeted Amounts</b>		<b>Actual Amounts</b>	<b>Variance with Final Budget- Positive (Negative)</b>
	<b>Original</b>	<b>Final</b>		
<b>REVENUES</b>				
From grantor agencies	\$ 7,798,237	\$ 7,019,579	\$ 5,883,041	\$ (1,136,538)
Total revenues	7,798,237	7,019,579	5,883,041	(1,136,538)
<b>EXPENDITURES</b>				
Current				
Personnel	530,333	369,377	348,178	21,199
Fringe benefits	299,158	213,939	201,416	12,523
Travel	22,000	9,919	4,511	5,408
Equipment	3,000	918	700	218
Supplies	15,000	10,733	10,095	638
Contractual	6,450,175	6,018,446	5,002,926	1,015,520
Indirect costs	320,193	225,171	212,145	13,026
Other expenditures	173,378	176,076	108,283	67,793
Total expenditures	7,813,237	7,024,579	5,888,254	1,136,325
Excess (deficit) of revenues over (under) expenditures	(15,000)	(5,000)	(5,213)	(213)
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	15,000	5,000	5,213	213
Transfers out	-	-	-	-
Total other financing sources (uses)	15,000	5,000	5,213	213
Net change in fund balances	\$ -	\$ -	-	\$ -
Fund balances-beginning			-	
Fund balances-ending			\$ -	

**The Atlanta Regional Commission  
Non-Major Enterprise Funds  
Year ended December 31, 2020**

Enterprise Funds are to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The Atlanta Regional Commission maintains the following Non-major Enterprise Funds:

1. **Aging Programs** – Provides (1) through Aging Connection Plus, enhanced information services to businesses to improve the quality of services to their older customers, (2) all other information-based services offered by the Aging Services Division to corporations and to other service partners, and (3) the Metropolitan Partnership in Aging, a consortium of ten county-based aging programs developing partnerships to expand services to older adults.
2. **Metropolitan River Protection Act Reviews** – Covers review responsibilities assigned to ARC by the Metropolitan River Protection Act (MRPA) to monitor compliance with Chattahoochee Corridor Plan standards.
3. **State of the Region** – Covers operating expenses and registration fees directly related to ARC's annual State of the Region Conference for leaders from the public, business, and nonprofit sectors.
4. **Regional Leadership Institute & Memberships** – Includes only those activities involved in the direct operation of the one-week Institute conducted annually to develop a network of leaders from all sectors to address region wide problems and opportunities.
5. **Arts & Culture Programs** – Covers registration fees and operating expenses related to training provided to develop “regional” cultural agencies and cultural plans.
6. **LINK Program** - Activities involved in hosting the Leadership, Involvement, Networking & Knowledge (LINK) trip which is a cross-sector, cross-county leadership exchange that brings together the region's most influential leaders to learn how metropolitan areas throughout the country are addressing the same issues and challenges we face in the Atlanta region.
7. **Miscellaneous Programs** – Activities of ARC's Miscellaneous Program include cultural forums in each of the 10 metro counties, inventories of non-profit cultural groups and cultural facilities, an overview of for-profit “creative industries” in the region and the cultural plans, agencies, policies and ordinances in the region.

**Atlanta Regional Commission  
Combining Statement of Net Position  
Non Major Enterprise Funds  
December 31, 2020**

	<b>State of the Region</b>	<b>Regional Leadership Institute &amp; Memberships</b>	<b>Arts &amp; Culture</b>	<b>LINK Program</b>	<b>Total</b>
<b>ASSETS</b>					
Due from other funds	\$ 47,075	\$ 18,522	\$ 6,000	\$ 133,823	\$ 205,420
Total assets	<u>47,075</u>	<u>18,522</u>	<u>6,000</u>	<u>133,823</u>	<u>205,420</u>
<b>LIABILITIES</b>					
Current liabilities					
Accounts payable and accrued expenses	47,075	-	1,000	7,823	55,898
Unearned revenue	-	15,000	5,000	126,000	146,000
Due to other funds	-	-	-	-	-
Other liabilities and customer deposits	-	3,522	-	-	3,522
Total current liabilities	<u>47,075</u>	<u>18,522</u>	<u>6,000</u>	<u>133,823</u>	<u>205,420</u>
Total liabilities	<u>47,075</u>	<u>18,522</u>	<u>6,000</u>	<u>133,823</u>	<u>205,420</u>
<b>NET POSITION</b>					
Unrestricted (deficit)	-	-	-	-	-
Total net position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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**Atlanta Regional Commission**  
**Combining Statement of Revenues, Expenses, and Changes in Fund Net Position**  
**Non Major Enterprise Funds**  
**For the Year Ended December 31, 2020**

	<b>Aging Programs</b>	<b>Metropolitan River Protection Act Reviews</b>	<b>State of the Region</b>	<b>Regional Leadership Institute &amp; Memberships</b>
<b>OPERATING REVENUES</b>				
Charges for services	\$ 143,974	\$ 1,000	\$ 132,488	\$ 24,931
Total revenues	<u>143,974</u>	<u>1,000</u>	<u>132,488</u>	<u>24,931</u>
<b>OPERATING EXPENSES</b>				
Personnel	32,120	72,011	-	-
Fringe benefits	16,704	42,487	-	-
Travel	180	-	34	-
Supplies	7	-	-	-
Contractual	87,860	-	144,500	-
Indirect costs	18,847	47,402	-	-
Other operating expenses	23	8,444	11,829	559
Total expenses	<u>155,741</u>	<u>170,344</u>	<u>156,363</u>	<u>559</u>
Operating Income (Loss)	<u>(11,767)</u>	<u>(169,344)</u>	<u>(23,875)</u>	<u>24,372</u>
<b>NONOPERATING REVENUE(EXPENSES)</b>				
Transfers in	47,059	169,344	34,105	-
Transfers out	(35,292)	-	(10,230)	(24,372)
Total transfers	<u>11,767</u>	<u>169,344</u>	<u>23,875</u>	<u>(24,372)</u>
Change in net position	-	-	-	-
Total net position - beginning	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total net position - ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



<b>Arts &amp; Culture</b>	<b>LINK Program</b>	<b>Miscellaneous Programs</b>	<b>Total</b>
\$ 10,031	\$ -	\$ 74,808	\$ 387,232
10,031	-	74,808	387,232
-	-	57,360	161,491
-	-	33,842	93,033
-	-	-	214
-	-	-	7
250	87,325	-	319,935
-	-	30,317	96,566
14,226	28	22,255	57,364
14,476	87,353	143,774	728,610
(4,445)	(87,353)	(68,966)	(341,378)
4,445	87,353	71,519	413,825
-	-	(2,553)	(72,447)
4,445	87,353	68,966	341,378
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

**Atlanta Regional Commission**  
**Combining Statement of Cash Flows**  
**Non Major Enterprise Funds**  
**For the Year Ended December 31, 2020**

	<b>Aging Programs</b>	<b>Metropolitan River Protection Act Reviews</b>	<b>State of the Region</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from customers and users	\$ 143,974	\$ 1,000	\$ 132,488
Payments to suppliers	(87,867)	-	(144,500)
Payments to employees	(49,004)	(114,498)	(34)
Receipts from interfund services provided	-	-	-
Payments for interfund services used	(18,847)	(47,402)	-
Other payments	(23)	(8,444)	(11,829)
Net cash provided (used) by operating activities	<u>(11,767)</u>	<u>(169,344)</u>	<u>(23,875)</u>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>			
Transfer from other funds	47,059	169,344	34,105
Transfer to other funds	(35,292)	-	(10,230)
Net cash provided (used) by noncapital financing activities	<u>11,767</u>	<u>169,344</u>	<u>23,875</u>
 Net increase (decrease) in cash and cash equivalents	 -	 -	 -
Cash and cash equivalents at beginning of year	-	-	-
Cash and cash equivalents at end of year	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>
 <b>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES:</b>			
Operating income (loss)	\$ (11,767)	\$ (169,344)	\$ (23,875)
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation expense	-	-	-
Change in assets and liabilities:			
(Increase) decrease in due from other funds	(72,349)	(169,344)	(113,686)
(Increase) decrease in unearned revenue	-	-	-
(Increase) decrease in receivables	-	-	-
(Increase) decrease in deposits and advances	-	-	-
Increase (decrease) in accounts and other payables	(647)	-	42,718
Increase (decrease) in due to other funds	72,996	169,344	70,968
Net cash provided (used) by operating activities	<u><u>\$ (11,767)</u></u>	<u><u>\$ (169,344)</u></u>	<u><u>\$ (23,875)</u></u>

<b>Regional Leadership Institute &amp; Memberships</b>	<b>Arts &amp; Culture</b>	<b>LINK Program</b>	<b>Miscellaneous Programs</b>	<b>Total</b>
\$ 24,931	\$ 10,031	\$0	\$ 74,808	\$ 387,232
-	(250)	(\$87,325)	-	(319,942)
-	-	-	(91,202)	(254,738)
-	-	-	(30,317)	(30,317)
-	-	-	-	(66,249)
(559)	(14,226)	(28)	(22,255)	(57,364)
<u>24,372</u>	<u>(4,445)</u>	<u>(87,353)</u>	<u>(68,966)</u>	<u>(341,378)</u>
-	4,445	87,353	71,519	413,825
(24,372)	-	-	(2,553)	(72,447)
<u>(24,372)</u>	<u>4,445</u>	<u>87,353</u>	<u>68,966</u>	<u>341,378</u>
-	-	-	-	-
-	-	-	-	-
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
\$ 24,372	\$ (4,445)	\$ (87,353)	\$ (68,966)	\$ (341,378)
-	-	-	-	-
(36,010)	(3,035)	(140,916)	(70,233)	(605,573)
15,000	5,000	126,000	-	146,000
-	-	-	-	-
-	-	-	-	-
(3,332)	1,000	10,028	(2,668)	47,099
24,342	(2,965)	4,888	72,901	412,474
<u>\$ 24,372</u>	<u>\$ (4,445)</u>	<u>\$ (87,353)</u>	<u>\$ (68,966)</u>	<u>\$ (341,378)</u>

**The Atlanta Regional Commission  
Fiduciary Funds  
Year ended December 31, 2020**

**Fiduciary Funds**

**Pension Trust Fund** –The Employee Retirement Trust Fund accounts for resources accumulated from pension benefits within a defined benefit plan.

**Other Post Employment Benefits** – The Other Post Employment Benefits Trust Fund accounts for the current and future cost of health benefits provided by the Commission to retirees and their dependents.

**Atlanta Regional Commission**  
**Combining Statement of Fiduciary Net Position**  
**Pension Trust Fund, and OPEB Trust Fund**  
**December 31, 2020**

	<b>Pension Trust Fund</b>	<b>OPEB Trust Fund</b>	<b>Total Pension Trust Fund and OPEB Trust Fund</b>
<b>ASSETS</b>			
Receivables			
Accrued interest	\$ 14	\$ 3	\$ 17
Employee contributions	203,451	-	203,451
Due from others	474,622	-	474,622
Total Receivables	678,087	3	678,090
Investments, at fair value			
Short term	987,166	181,022	1,168,188
Fixed	20,026,241	3,672,325	23,698,566
Equities	47,799,848	8,765,327	56,565,175
Total investments	68,813,255	12,618,674	81,431,929
Total assets	69,491,342	12,618,677	82,110,019
<b>LIABILITIES</b>			
Accounts payable	20,780	3,811	24,591
Total liabilities	20,780	3,811	24,591
<b>NET POSITION</b>			
Net position restricted for pension benefits	69,470,562	-	69,470,562
Net position restricted for OPEB	-	12,614,866	12,614,866
Total net position	\$ 69,470,562	\$ 12,614,866	\$ 82,085,428

**Atlanta Regional Commission**  
**Combining Statement of Changes in Fiduciary Net Position**  
**Defined Benefit Pension Plan**  
**and OPEB Trust Fund**  
**For the Year Ended December 31, 2020**

	<b>Pension Trust Fund</b>	<b>OPEB Trust Fund</b>	<b>Total Pension Trust Fund and OPEB Trust Fund</b>
<b>ADDITIONS</b>			
Contributions			
Atlanta Regional Commission			
Pension fund	\$ 3,317,488	\$ -	\$ 3,317,488
Employees			
Pension fund	816,392	-	816,392
	<u>4,133,880</u>	<u>-</u>	<u>4,133,880</u>
Investment earnings:			
Net appreciation (depreciation) in			
fair value of investments	6,649,437	1,219,344	7,868,781
Interest and dividends	1,204,246	220,829	1,425,075
Total investment earnings	7,853,683	1,440,173	9,293,856
Less investment expense	(64,308)	(11,792)	(76,100)
Net investment income	7,789,375	1,428,381	9,217,756
Total additions	<u>11,923,255</u>	<u>1,428,381</u>	<u>13,351,636</u>
 <b>DEDUCTIONS</b>			
Benefits paid	2,849,500	224,453	3,073,953
Administrative expenses	19,407	3,558	22,965
Total deductions	<u>2,868,907</u>	<u>228,011</u>	<u>3,096,918</u>
 Net Increase (decrease) in Net Position	9,054,348	1,200,370	10,254,718
 Net Position - Beginning of period	<u>60,416,214</u>	<u>11,414,496</u>	<u>71,830,710</u>
 Net Position - End of period	<u>\$ 69,470,562</u>	<u>\$ 12,614,866</u>	<u>\$ 82,085,428</u>

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This part of Atlanta Regional Commission’s Comprehensive Annual Financial Report presents detailed information as a context for understanding what the information in the financial statement, note disclosures, and required supplementary information says about the agency’s overall financial health.

<b>Contents</b>	<b>Page</b>
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These schedules contain trend information to help the reader understand how the Agency’s financial performance and well-being have changed over time.	91
<b>Revenue Capacity</b>	
This schedule contains information to help the readers assess the Commission’s General Fund revenues from external sources.	98
<b>Demographic and Economic Information</b>	
These schedules offer demographic and economic indicators to help the reader understand the environment within which the commission’s financial activities take place.	99
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Except where noted, the information in these schedules is derived from the Atlanta Regional Commission’s comprehensive annual financial reports for the relevant year.



Table I

Net Position by Component  
Last Ten Fiscal Years  
(accrual basis of accounting)

	2011	2012	2013	2014 (a)	2015	2016	2017 (a)	2018	2019	2020
<b>Governmental activities</b>										
Net investment in capital assets	\$ 93,109	\$ 326,133	\$ 352,295	\$ 244,369	\$ 378,567	\$ 188,798	\$ 2,097,268	\$ 1,689,500	\$ 1,214,664	\$ 1,142,348
Restricted	-	-	-	-	-	-	-	-	-	-
Unrestricted	5,781,600	6,218,701	6,822,796	2,796,042	3,295,620	6,460,217	2,319,924	2,423,807	4,207,082	7,096,483
<b>Total governmental activities net position</b>	<b>\$ 5,874,709</b>	<b>\$ 6,544,834</b>	<b>\$ 7,175,091</b>	<b>\$ 3,040,411</b>	<b>\$ 3,674,187</b>	<b>\$ 6,649,015</b>	<b>\$ 4,417,192</b>	<b>\$ 4,113,307</b>	<b>\$ 5,421,746</b>	<b>\$ 8,238,831</b>
<b>Business-type activities</b>										
Net investment in capital assets	-	-	-	-	-	-	-	-	-	-
Restricted	-	-	-	-	-	-	-	-	-	-
Unrestricted	-	-	-	-	-	-	-	-	-	-
<b>Total business-type activities net position</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Commission</b>										
Net investment in capital assets	\$ 93,109	\$ 326,133	\$ 352,295	\$ 244,369	\$ 378,567	\$ 188,798	\$ 2,097,268	\$ 1,689,500	\$ 1,214,664	\$ 1,142,348
Restricted	-	-	-	-	-	-	-	-	-	-
Unrestricted	5,781,600	6,218,701	6,822,796	2,796,042	3,295,620	6,460,217	2,319,924	2,423,807	4,207,082	7,096,483
<b>Total Commission net position</b>	<b>\$ 5,874,709</b>	<b>\$ 6,544,834</b>	<b>\$ 7,175,091</b>	<b>\$ 3,040,411</b>	<b>\$ 3,674,187</b>	<b>\$ 6,649,015</b>	<b>\$ 4,417,192</b>	<b>\$ 4,113,307</b>	<b>\$ 5,421,746</b>	<b>\$ 8,238,831</b>

(a) - as restated

**Atlanta Regional Commission  
Table II**

**Changes in Net Position  
Last Ten Fiscal Years  
(accrual basis of accounting)**

	2011	2012	2013	2014 (a)	2015	2016	2017 (b)	2018	2019	2020
<b>Expenses</b>										
Governmental activities:										
General government	\$ 5,313,370	\$ 7,313,958	\$ 23,221,402	\$ 8,852,799	\$ 408,341	\$ 807,305	\$ 1,384,319	\$ 816,371	\$ 369,002	\$ (58,887)
Transportation Access & Mobility	6,900,612	5,314,942	9,515,139	7,727,112	5,958,353	8,412,767	11,467,059	9,660,286	13,557,216	9,846,848
Mobility Services	3,690,060	3,108,760	1,486,078	1,345,561	1,784,313	1,796,409	5,804,800	10,777,570	10,940,909	8,636,287
Community Development	2,288,088	2,816,244	2,401,616	3,408,180	8,715,983	5,920,111	3,455,257	4,074,074	4,206,770	5,683,478
Natural Resources	4,031,275	2,829,484	3,586,319	4,164,578	7,180,851	6,082,335	5,508,026	4,485,569	3,745,013	3,517,625
Research & Analytics	2,074,596	2,085,371	2,168,051	3,624,262	1,142,599	1,535,339	3,892,831	2,502,904	2,794,033	2,718,627
Workforce Solutions	11,714,023	11,483,015	10,770,978	10,569,900	11,129,353	11,478,215	12,588,661	14,977,314	15,616,590	10,434,354
Geographic information systems	35,746	40,340	151,250	-	-	-	-	-	-	-
Homeland Security & Recovery	-	-	-	-	5,110,447	3,413,690	3,204,965	3,735,794	3,192,576	5,792,499
Aging & Health	23,424,396	26,696,479	26,858,367	27,151,552	30,210,858	29,985,666	30,031,089	27,818,369	25,370,666	25,929,090
Governmental and human services	797,736	679,061	557,724	-	-	-	-	-	-	-
Interest & Fiscal Changes	-	-	-	-	-	-	-	-	-	-
Total governmental activities expenses	<u>60,269,902</u>	<u>62,367,654</u>	<u>80,716,924</u>	<u>66,843,944</u>	<u>71,641,098</u>	<u>69,431,837</u>	<u>77,337,007</u>	<u>78,848,251</u>	<u>80,978,026</u>	<u>73,595,995</u>
Business-type activities:										
Communications	\$ 91,944	\$ 131,791	\$ 123,968	\$ 153,824	\$ 158,864	\$ 157,626	\$ 162,433	\$ 217,681	\$ 241,578	\$ 260,858
Transportation Access & Mobility	-	3,868	-	5,547	-	-	-	-	16,964	22,255
Natural Resources	132,976	108,554	114,573	132,125	131,433	144,287	162,353	169,139	163,560	170,344
Research & Analytics	-	-	-	-	-	-	-	-	-	17,026
Aging & Health	166,641	135,976	195,202	255,724	149,486	83,434	32,209	5,818	24,715	155,740
Community Development	582,230	597,874	538,567	570,404	564,092	637,845	630,793	525,365	547,577	102,387
Total business-type activities expenses	<u>973,791</u>	<u>978,063</u>	<u>972,310</u>	<u>1,117,624</u>	<u>1,003,875</u>	<u>1,023,192</u>	<u>1,082,646</u>	<u>1,029,950</u>	<u>994,394</u>	<u>728,610</u>
Total primary government expenses	<u>\$ 61,243,693</u>	<u>\$ 63,345,717</u>	<u>\$ 81,689,234</u>	<u>\$ 67,961,568</u>	<u>\$ 72,644,973</u>	<u>\$ 70,455,029</u>	<u>\$ 78,419,653</u>	<u>\$ 79,878,201</u>	<u>\$ 81,972,420</u>	<u>\$ 74,324,605</u>
<b>Program Revenues</b>										
Governmental activities:										
Operating Grants and Contributions	\$ 56,248,629	\$ 58,994,526	\$ 77,311,498	\$ 62,955,053	\$ 68,022,983	\$ 65,261,750	\$ 72,973,915	\$ 73,331,472	\$ 76,813,623	\$ 71,601,660
Total governmental activities program revenues	<u>56,248,629</u>	<u>58,994,526</u>	<u>77,311,498</u>	<u>62,955,053</u>	<u>68,022,983</u>	<u>65,261,750</u>	<u>72,973,915</u>	<u>73,331,472</u>	<u>76,813,623</u>	<u>71,601,660</u>
Business-type activities:										
Charges for services:										
Communications	95,344	107,759	98,376	118,835	124,733	162,303	161,227	340,150	361,419	182,488
Mobility Services	-	5,500	-	5,547	-	-	-	-	-	24,808
Natural Resources	9,500	4,250	3,250	15,500	5,224	20,999	6,500	4,500	31,250	1,000
Research & Analytics	-	-	-	-	-	-	-	-	-	-
Aging & Health	171,354	169,087	177,691	170,805	172,647	88,526	203,885	75,076	132,446	143,974
Community Development	570,110	547,912	510,813	523,700	616,041	681,680	551,542	632,264	619,670	34,962
Total business-type activities program revenues	<u>846,308</u>	<u>834,508</u>	<u>790,130</u>	<u>834,387</u>	<u>918,645</u>	<u>953,508</u>	<u>1,022,246</u>	<u>1,125,213</u>	<u>1,144,785</u>	<u>387,232</u>
Total primary government revenues	<u>\$ 57,094,937</u>	<u>\$ 59,829,034</u>	<u>\$ 78,101,628</u>	<u>\$ 63,789,440</u>	<u>\$ 68,941,628</u>	<u>\$ 66,215,258</u>	<u>\$ 73,996,161</u>	<u>\$ 74,456,685</u>	<u>\$ 77,958,408</u>	<u>\$ 71,988,892</u>

	2011	2012	2013	2014 (a)	2015	2016	2017 (b)	2018	2019	2020
Net (expense)/revenue										
Governmental activities	\$ (4,021,273)	\$ (3,373,128)	\$ (3,405,426)	\$ (3,888,891)	\$ (3,618,115)	\$ (4,170,087)	\$ (4,363,092)	\$ (5,516,779)	\$ (4,164,403)	\$ (1,994,334)
business-type activities	(127,483)	(143,555)	(182,180)	(283,237)	(85,230)	(69,684)	(60,400)	95,263	150,391	(341,378)
Total primary government net expense	<u>\$ (4,148,756)</u>	<u>\$ (3,516,683)</u>	<u>\$ (3,587,606)</u>	<u>\$ (4,172,128)</u>	<u>\$ (3,703,345)</u>	<u>\$ (4,239,771)</u>	<u>\$ (4,423,492)</u>	<u>\$ (5,421,516)</u>	<u>\$ (4,014,012)</u>	<u>\$ (2,335,712)</u>
<b>General Revenues and Other Changes in Net Position</b>										
Governmental activities:										
General revenues:										
Regional Appropriations	\$ 4,177,800	\$ 4,164,300	\$ 4,201,500	\$ 4,241,600	\$ 4,294,300	\$ 4,354,600	\$ 4,863,980	\$ 4,950,110	\$ 5,033,490	\$ 5,113,240
Investment Earnings	11,887	21,419	15,576	12,848	16,242	24,317	42,715	29,453	76,981	39,557
Miscellaneous	-	1,089	787	95,249	26,579	2,835,682	124,227	138,068	211,980	-
Transfers	(127,483)	(143,555)	(182,180)	(283,237)	(85,230)	(69,684)	(60,400)	95,263	150,391	(341,378)
Total Government activities	<u>4,062,204</u>	<u>4,043,253</u>	<u>4,035,683</u>	<u>4,066,460</u>	<u>4,251,891</u>	<u>7,144,915</u>	<u>4,970,522</u>	<u>5,212,894</u>	<u>5,472,842</u>	<u>4,811,419</u>
Business-type activities:										
Transfers	127,483	143,555	182,180	283,237	85,230	69,684	60,400	(95,263)	(150,391)	341,378
Total business-type activities	<u>127,483</u>	<u>143,555</u>	<u>182,180</u>	<u>283,237</u>	<u>85,230</u>	<u>69,684</u>	<u>60,400</u>	<u>(95,263)</u>	<u>(150,391)</u>	<u>341,378</u>
Total primary government	<u>\$ 4,189,687</u>	<u>\$ 4,186,808</u>	<u>\$ 4,217,863</u>	<u>\$ 4,349,697</u>	<u>\$ 4,337,121</u>	<u>\$ 7,214,599</u>	<u>\$ 5,030,922</u>	<u>\$ 5,117,631</u>	<u>\$ 5,322,451</u>	<u>\$ 5,152,797</u>
<b>Change in Net Position</b>										
Governmental activities	\$ 40,931	\$ 670,125	\$ 630,257	\$ 177,569	\$ 633,776	\$ 2,974,828	\$ 607,430	(\$73,899,880)	1,308,439	2,817,085
Business-type activities	-	-	-	-	-	-	-	-	-	-
Total primary government	<u>\$ 40,931</u>	<u>\$ 670,125</u>	<u>\$ 630,257</u>	<u>\$ 177,569</u>	<u>\$ 633,776</u>	<u>\$ 2,974,828</u>	<u>\$ 607,430</u>	<u>(\$73,899,880)</u>	<u>\$ 1,308,439</u>	<u>\$ 2,817,085</u>

- (a) The effect of implementing GASB 68 to previously reported changes in net position has not been determined.  
(b) The effect of implementing GASB 75 to previously reported changes in net position has not been determined.

Atlanta Regional Commission  
Table III

Fund Balance of Governmental Fund  
Last Ten Fiscal Years  
(modified accrual basis of accounting)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>General fund</b>										
Reserved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nonspendable	70,653	86,415	110,216	7,070	273,163	220,469	92,152	1,145	1,176	48,376
Committed	102,720	105,368	109,229	120,480	131,969	139,285	136,662	141,911	153,291	164,756
Unassigned	6,575,548	6,874,336	7,685,646	8,184,722	8,858,932	11,924,300	10,432,806	12,090,432	13,286,601	14,308,921
<b>Total general fund</b>	<u>\$ 6,748,921</u>	<u>\$ 7,066,119</u>	<u>\$ 7,905,091</u>	<u>\$ 8,312,272</u>	<u>\$ 9,264,064</u>	<u>\$ 12,284,054</u>	<u>\$ 10,661,620</u>	<u>\$ 12,233,488</u>	<u>\$ 13,441,068</u>	<u>\$ 14,522,053</u>
<b>All other governmental funds</b>										
Reserved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nonspendable	-	-	-	-	-	-	-	-	-	-
Committed	-	-	-	500	800	800	800	800	800	800
Assigned	-	243,109	-	-	-	-	-	-	-	-
Unassigned	-	-	-	(500)	(800)	(800)	(800)	(49,328)	(800)	(800)
<b>Total all other governmental funds</b>	<u>\$ -</u>	<u>\$ 243,109</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (800)</u>	<u>\$ (800)</u>	<u>\$ (48,528)</u>	<u>\$ -</u>	<u>\$ -</u>

**Atlanta Regional Commission**  
**Table IV**  
**Changes in Fund Balances of Governmental Funds**

**Last Ten Fiscal Years**  
**(modified accrual basis of accounting)**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Revenues</b>										
Regional Appropriations	\$ 4,177,800	\$ 4,164,300	\$ 4,201,500	\$ 4,241,600	\$ 4,294,300	\$ 4,354,600	\$ 4,863,980	\$ 4,950,110	\$ 5,033,490	\$ 5,113,240
From grantor agencies	54,338,142	57,042,487	74,839,196	60,709,395	65,748,324	62,766,643	69,807,689	70,566,676	73,008,035	68,429,282
Agency wide central support services										
indirect cost recovery	4,376,034	4,262,761	4,421,434	4,693,886	4,941,048	4,736,311	5,583,545	6,672,175	7,002,662	6,282,802
Departmental indirect cost recovery	1,292,869	1,346,982	763,683	835,869	757,816	852,086	1,117,964	1,577,649	1,691,596	1,416,320
Interest Income	11,887	21,419	15,576	12,848	16,242	24,317	42,715	29,453	76,981	39,557
Subgrantee match	1,910,486	1,952,036	2,093,917	2,245,659	2,274,659	2,495,107	3,166,226	2,764,796	3,805,588	3,195,829
Other Income	-	1,089	379,174	95,249	26,579	2,835,682	124,227	138,068	211,980	-
Total governmental activities expenses	66,107,218	68,791,074	86,714,480	72,834,506	78,058,968	78,064,746	84,706,346	86,698,927	90,830,332	84,477,030
<b>Expenditures</b>										
General government	10,925,443	13,033,519	28,440,910	14,152,944	5,943,833	6,303,346	10,067,063	8,371,770	8,670,363	7,294,591
Transportation Access & Mobility	6,900,611	5,314,940	9,515,033	7,727,112	5,937,614	8,423,251	11,520,931	9,412,822	13,622,746	10,108,145
Mobility Services	3,690,060	3,108,760	1,486,078	1,345,561	1,784,313	1,796,409	5,811,906	10,694,792	10,958,563	8,764,936
Community Development	2,288,088	2,816,244	2,353,092	3,408,179	8,678,778	5,928,307	3,478,444	3,958,246	4,238,022	5,869,850
Natural Resources	4,031,275	2,829,484	3,586,319	4,164,578	7,168,410	6,086,221	5,527,932	4,401,189	3,770,500	3,629,029
Research & Analytics	2,074,596	2,085,371	2,168,051	3,550,962	1,134,977	1,538,021	3,924,977	2,429,214	2,822,429	2,896,479
Workforce Solutions	11,714,023	11,483,015	10,770,978	10,569,900	11,112,760	11,483,501	12,618,887	14,832,564	15,549,638	10,895,163
Geographic information systems	35,746	40,340	151,250	73,300						
Homeland Security & Recovery	23,424,396	26,696,478	26,858,476	27,151,552	5,110,448	3,415,302	3,212,759	3,689,267	3,203,011	5,839,441
Aging & Health	797,736	679,061	606,250	-	30,150,813	30,000,714	30,105,581	27,480,986	25,479,526	26,391,734
Governmental & Human Services	-	-	-	-	-	-	-	-	-	-
Capital outlay	-	-	-	-	-	-	-	-	-	-
Debt service	-	-	-	-	-	-	-	-	-	-
Principal, interest and fees	-	-	-	-	-	-	-	-	-	-
Total expenditures	65,881,974	68,087,212	85,936,437	72,144,088	77,021,946	74,975,072	86,268,380	85,270,850	89,724,615	83,054,667
Excess (deficiency)of revenues over (under) expenditures	225,244	703,862	778,043	690,418	1,037,022	3,089,674	(1,562,034)	1,428,077	1,105,717	1,422,363
<b>Other financing sources (uses)</b>										
Transfers in	3,477,815	3,069,418	3,722,513	3,272,781	3,253,490	3,555,382	3,445,534	4,029,002	4,659,052	4,120,353
Transfers out	(3,605,298)	(3,212,973)	(3,904,693)	(3,556,018)	(3,338,720)	(3,625,066)	(3,505,934)	(3,933,739)	(4,508,661)	(4,461,731)
Total other financing sources (uses)	(127,483)	(143,555)	(182,180)	(283,237)	(85,230)	(69,684)	(60,400)	95,263	150,391	(341,378)
Net change in fund balances	\$ 97,761	\$ 560,307	\$ 595,863	\$ 407,181	\$ 951,792	\$ 3,019,990	\$ (1,622,434)	\$ 1,523,340	\$ 1,256,108	\$ 1,080,985

**Atlanta Regional Commission  
Table V**

**Expenditures by Element  
(Elements 1-9)**

<b>Element Description</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Base Data for Planning</b>	\$ 2,123,909	\$ 2,139,113	\$ 2,333,031	\$ 3,624,262
<b>Comprehensive Planning</b>	2,288,087	2,817,744	2,401,616	3,089,035
<b>Natural Resources</b>	4,031,275	2,829,484	3,586,319	4,164,578
<b>Workforce Development</b>	11,714,023	11,483,015	10,770,978	10,569,900
<b>Economic Development/Mobility Services</b>	113,091	133,358	-	-
<b>Transportation Planning</b>	9,755,800	8,026,953	10,816,421	9,072,673
<b>Community Development</b>	108,199	93,814	557,724	319,144
<b>Aging</b>	24,245,701	27,078,324	27,029,438	27,151,552
<b>Community Services</b>	576,446	451,889	-	-
<b>Homeland Security</b>			-	-
<b>Total</b>	<u>\$ 54,956,531</u>	<u>\$ 55,053,694</u>	<u>\$ 57,495,527</u>	<u>\$ 57,991,144</u>

(1) Expenditures by Element includes only governmental funds, excluding general fund.

For 2020	\$ 75,673,017
Less Communication Programs Recorded in General Fund	-
	<u>75,673,017</u>
Plus General Fund expenditures	<u>7,249,036</u>
Total Governmental Funds	<u>\$ 82,922,053</u>

<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
\$ 3,516,486	\$ 3,911,326	\$ 3,924,977	\$ 2,963,825	\$ 2,925,919	\$ 3,026,504
3,235,457	3,555,001	3,478,444	3,935,389	4,348,717	5,960,392
7,168,410	6,086,221	5,527,832	4,401,189	3,841,555	3,702,205
11,112,760	11,483,501	12,618,889	14,832,567	15,954,690	11,225,753
-	-	3,655,800	10,694,792	11,083,680	8,893,777
10,752,555	10,219,661	13,677,034	8,878,211	13,758,668	10,255,524
-	-	-	-	-	-
30,181,996	30,000,714	30,105,581	27,503,840	25,806,072	26,720,608
-	-	-	-	-	-
5,110,448	3,415,302	3,212,760	3,689,267	3,250,411	5,888,254
<u>\$ 71,078,112</u>	<u>\$ 68,671,726</u>	<u>\$ 76,201,317</u>	<u>\$ 76,899,080</u>	<u>\$ 80,969,712</u>	<u>\$ 75,673,017</u>

**Atlanta Regional Commission**  
**Table VI**  
**General Fund Revenues from External Sources**  
**Last Ten Fiscal Years**

<u>Year</u>	<u>Regional Appropriations</u>	<u>State Grant</u>	<u>Investment Income</u>	<u>Other</u>	<u>Total (1)</u>
2011	4,177,800	4,743,316	11,887	-	8,933,003
2012	4,164,300	6,713,967	21,419	1,089	10,900,775
2013	4,201,500	22,732,782	15,576	787	26,950,645
2014	4,241,600	8,236,691	12,848	95,249	12,586,388
2015	4,294,300	-	16,242	26,579	4,337,121
2016	4,354,600	-	24,317	2,835,682	7,214,599
2017	4,863,980	-	42,715	124,227	5,030,922
2018	4,950,110	-	29,453	138,068	5,117,631
2019	5,033,490	-	76,981	211,980	5,322,451
2020	5,113,240	-	39,557	-	5,152,797

(1) Total Revenues on this schedule do not include Indirect Recoveries  
For 2020, Revenues from external sources \$ 5,152,797  
Indirect Recoveries 7,699,122  
Revenues as reported in financial statements \$ 12,851,919



Table VII

**Atlanta Regional Commission  
Miscellaneous Statistical Data**

FORM OF MANAGEMENT: Commission-Director

ENABLING LEGISLATION: Sections 50-8-30 et seq and 50-8-80 et seq of the Official Code of  
Georgia Annotated

AREA OF RESPONSIBILITY: 3,018 Square miles, 10 Counties, and 70 Municipalities

POPULATION OF COUNTIES AND MUNICIPALITIES IN THE ATLANTA REGION:

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Cherokee County</u></b>	218,500	220,800	223,300	230,985	233,300	240,100	243,100	254,500	262,700	269,500
<i>Unemployment Rate</i>	8.6%	7.2%	6.7%	5.6%	4.5%	4.3%	3.3%	3.4%	2.7%	3.8%
<i>Personal Income (PI)</i>	\$ 8,356	\$ 8,869	\$ 8,502	\$ 9,223	\$ 9,545	\$ 10,351	\$ 11,250	\$ 12,148	\$ 12,996	\$ 13,703
<i>Per capita PI</i>	\$ 38,378	\$ 40,172	\$ 38,417	\$ 39,930	\$ 40,912	\$ 43,878	\$ 46,547	\$ 49,067	\$ 51,137	\$ 52,953
Ball Ground			1,450	1,658	1,675	1,641	1,820	2,085	1,993	2,195
Canton			23,910	24,801	25,050	26,854	27,410	25,806	27,127	30,528
Holly Springs			9,670	10,237	10,340	10,600	11,190	10,809	11,469	15,442
Mountain Park*			10	22	22	22	20	30	24	20
Nelson*			562	577	593	610	630	660	665	660
Waleska			660	871	880	740	620	688	727	964
Woodstock			24,750	27,823	28,102	27,910	28,990	29,227	30,362	33,039
<b><u>Clayton County</u></b>	260,000	262,300	263,700	267,542	266,900	270,600	276,300	279,400	283,900	288,900
<i>Unemployment Rate</i>	12.3%	11.1%	10.0%	9.8%	7.2%	6.8%	5.2%	5.6%	4.2%	9.5%
<i>Personal Income (PI)</i>	\$ 6,799	\$ 6,487	\$ 7,290	\$ 7,182	\$ 7,018	\$ 7,130	\$ 7,507	\$ 7,782	\$ 8,115	\$ 8,377
<i>Per capita PI</i>	\$ 25,884	\$ 24,357	\$ 27,417	\$ 26,846	\$ 26,295	\$ 26,025	\$ 26,862	\$ 27,289	\$ 28,020	\$ 28,665
College Park*			1,361	1,308	1,305	1,368	1,370	1,320	1,357	1,390
Forest Park			18,550	18,949	18,904	18,763	19,350	19,271	19,483	20,020
Jonesboro			4,720	4,624	4,613	4,954	5,070	4,676	4,737	4,962
Lake City			2,730	2,671	2,665	2,835	2,920	2,715	2,749	2,829
Morrow			6,560	7,167	7,150	6,926	7,000	7,076	7,238	7,192
Riverdale			15,080	15,669	15,631	15,214	15,600	15,931	16,289	15,594

Table VII (continued)

## POPULATION: (continued)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b><u>Cobb County</u></b>	693,600	699,500	707,500	730,981	727,600	737,500	750,400	758,300	766,400	744,600
<i>Unemployment Rate</i>	9.2%	8.1%	7.3%	6.1%	4.8%	4.6%	3.6%	3.8%	3.0%	4.8%
<i>Personal Income (PI)</i>	\$ 30,754	\$ 31,329	\$ 33,326	\$ 35,038	\$ 36,193	\$ 36,401	\$ 38,386	\$ 40,281	\$ 43,264	\$ 44,995
<i>Per capita PI</i>	\$ 44,090	\$ 44,260	\$ 47,108	\$ 47,933	\$ 49,743	\$ 49,101	\$ 51,308	\$ 53,300	\$ 57,162	\$ 59,194
Acworth			24,330	21,867	21,766	22,209	22,900	22,163	22,336	22,818
Austell*			6,690	6,943	6,911	7,310	7,680	7,180	7,232	7,130
Kennesaw			30,720	32,400	32,250	31,494	32,340	33,433	33,700	34,077
Marietta			58,270	60,014	59,736	61,224	61,880	11,355	11,665	60,867
Powder Springs			14,000	14,590	14,523	14,683	15,020	14,765	14,945	15,758
Smyrna			52,400	54,958	54,704	53,070	54,220	55,467	55,976	56,666
<b><u>DeKalb County</u></b>	694,400	700,700	706,600	722,161	718,400	725,000	735,300	744,530	753,030	758,230
<i>Unemployment Rate</i>	10.5%	9.3%	8.2%	7.5%	5.7%	5.5%	4.2%	4.6%	3.4%	6.9%
<i>Personal Income (PI)</i>	\$ 27,624	\$ 27,701	\$ 29,807	\$ 30,018	\$ 31,964	\$ 31,467	\$ 33,644	\$ 35,713	\$ 38,487	\$ 40,308
<i>Per capita PI</i>	\$ 39,571	\$ 39,090	\$ 42,154	\$ 41,568	\$ 44,493	\$ 42,819	\$ 45,445	\$ 47,412	\$ 50,871	\$ 53,086
Atlanta*	29,050	29,110	29,190	30,544	30,018	30,737	31,340	31,420	32,399	34,230
Avondale Estates			2,910	2,832	2,783	2,888	2,920	3,117	3,135	3,129
Brookhaven			NA**	NA**	NA**	52,473	2,920	52,382	53,140	55,554
Chamblee			10,050	16,112	15,835	16,725	17,280	28,433	28,748	30,307
Clarkston			7,810	7,846	7,711	7,925	8,180	12,702	12,762	12,637
Decatur			20,150	20,380	20,029	20,729	21,400	22,022	23,054	25,696
Doraville			8,540	10,714	10,530	10,820	10,900	10,442	10,471	10,265
Dunwoody			47,210	48,000	47,174	49,036	50,270	48,857	49,016	49,356
Lithonia			2,090	1,998	1,964	2,122	2,480	2,379	2,445	2,331
Peachtree Corners			NA**	NA**	NA**	40,565	41,720	41,907	42,463	43,905
Pine Lake			720	754	741	691	700	630	747	754
Stonecrest			NA**	NA**	NA**	NA**	NA**	53,420	53,772	54,903
Stone Mountain			5,720	6,052	5,948	5,899	6,130	6,209	6,251	6,281
<b><u>Douglas County</u></b>	133,000	133,900	134,700	138,776	137,400	139,000	141,900	142,800	144,900	147,000
<i>Unemployment Rate</i>	10.8%	9.2%	8.6%	7.7%	6.0%	5.7%	4.3%	4.6%	3.5%	6.4%
<i>Personal Income (PI)</i>	\$ 3,959	\$ 3,993	\$ 4,136	\$ 4,272	\$ 4,412	\$ 4,516	\$ 4,689	\$ 4,913	\$ 5,120	\$ 5,341
<i>Per capita PI</i>	\$ 29,718	\$ 29,842	\$ 30,875	\$ 30,789	\$ 32,109	\$ 32,089	\$ 32,966	\$ 34,147	\$ 35,230	\$ 36,797
Austell*			101	42	42	44	50	40	44	40
Douglasville			31,570	32,523	32,201	32,086	33,110	32,768	33,210	33,992
Lithia Springs			NA**	NA**	-	-	-	-	-	-
Villa Rica*			5,483	5,924	5,865	5,914	6,050	6,000	6,095	6,470

Table VII (continued)

## POPULATION: (continued)

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Fayette</u></b>	107,100	107,500	108,200	109,664	110,700	112,300	112,900	116,200	118,000	119,400
<i>Unemployment Rate</i>	8.1%	7.9%	7.1%	6.1%	5.0%	4.7%	3.6%	3.7%	3.0%	4.2%
<i>Personal Income (PI)</i>	5125.078	5325.75	\$ 5,097	\$ 5,309	\$ 5,872	\$ 6,019	\$ 6,336	\$ 6,785	\$ 7,206	\$ 7,720
<i>Per capita PI</i>	47805	49583	\$ 47,406	\$ 48,413	\$ 53,047	\$ 54,361	\$ 56,759	\$ 60,286	\$ 63,515	\$ 67,467
Brooks			550	540	545	546	560	484	509	559
Fayetteville			15,900	16,725	16,883	16,331	16,710	17,069	17,349	17,991
Peachtree City			34,490	35,063	35,394	34,784	35,860	34,988	35,165	36,223
Tyrone			6,990	7,135	7,202	7,096	7,290	7,199	7,221	7,506
Woolsey			150	163	165	166	170	186	198	167
<b><u>Fulton County</u></b>	928,200	936,100	945,400	996,319	970,400	985,700	1,022,800	1,020,370	1,037,070	1,049,470
<i>Unemployment Rate</i>	10.6%	9.6%	8.6%	7.4%	5.7%	5.4%	4.2%	4.5%	3.5%	6.9%
<i>Personal Income (PI)</i>	\$ 62,207	\$ 62,264	\$ 56,259	\$ 57,909	\$ 63,938	\$ 70,716	\$ 75,825	\$ 82,058	\$ 88,615	\$ 94,512
<i>Per capita PI</i>	\$ 65,465	\$ 63,677	\$ 57,537	\$ 58,123	\$ 65,888	\$ 69,977	\$ 74,095	\$ 78,794	\$ 84,386	\$ 88,832
Alpharetta			66,690	63,038	61,398	62,424	63,970	63,929	64,672	67,213
Atlanta*	391,650	392,490	393,610	425,458	414,390	424,308	432,700	433,810	447,256	472,580
Chattahoochee Hills			2,430	2,610	2,542	2,543	2,720	2,727	2,867	3,318
College Park*			12,879	13,290	12,944	13,574	13,600	13,040	13,462	13,770
East Point			33,380	35,488	34,565	35,301	36,120	35,380	34,977	34,875
Fairburn			13,670	13,696	13,340	14,003	14,650	14,257	14,708	16,768
Hapeville			6,650	6,669	6,496	7,034	7,040	6,622	6,581	6,534
Johns Creek			79,950	83,102	80,940	83,225	84,910	83,397	83,637	84,579
Milton			34,570	36,662	35,708	37,758	38,770	37,556	38,171	39,587
Mountain Park*			547	557	543	551	560	670	601	550
Palmetto*			3,986	4,437	4,322	4,458	4,440	4,910	4,757	4,530
Roswell			90,620	94,089	91,641	93,976	95,770	94,239	94,257	94,763
Sandy Springs			97,550	101,908	99,257	101,799	103,070	103,703	105,411	109,452
Union City			19,780	20,427	19,896	21,060	22,260	20,793	20,960	22,399

Table VII (continued)

## POPULATION: (continued)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b><u>Gwinnett County</u></b>	814,100	823,100	832,200	877,922	859,800	877,100	911,900	920,260	925,800	925,800
<i>Unemployment Rate</i>	8.8%	7.8%	7.3%	6.2%	5.0%	4.7%	3.7%	3.9%	3.0%	5.1%
<i>Personal Income (PI)</i>	\$ 27,668	\$ 28,477	\$ 28,766	\$ 29,902	\$ 31,056	\$ 33,240	\$ 35,050	\$ 36,677	\$ 38,464	\$ 40,167
<i>Per capita PI</i>	\$ 33,545	\$ 33,911	\$ 34,162	\$ 34,061	\$ 36,120	\$ 37,106	\$ 38,638	\$ 39,856	\$ 41,458	\$ 42,902
Auburn*			289	223	218	222	230	220	225	240
Berkeley Lake			1,620	1,983	1,942	2,138	2,230	2,005	1,994	2,147
Braselton*			3,602	3,259	3,259	3,736	4,040	3,670	4,139	5,100
Buford*			12,532	12,367	12,112	12,484	12,830	13,540	14,023	14,330
Dacula			4,550	4,971	4,868	5,452	6,140	5,366	5,644	6,350
Duluth			27,330	28,838	28,243	28,644	30,020	28,988	29,239	29,609
Grayson			2,800	2,780	2,723	3,461	4,060	3,303	3,658	4,452
Lawrenceville			29,490	30,212	29,588	31,141	31,650	29,287	29,401	30,834
Lilburn			11,930	12,543	12,284	12,494	12,850	12,559	12,561	12,810
Loganville*			2,366	2,663	2,608	2,795	2,870	2,740	2,822	3,120
Norcross			9,280	16,349	16,012	16,183	16,710	16,474	16,369	16,592
Rest Haven*			56	34	33	38	40	50	92	30
Snellville			18,520	19,439	19,038	19,244	19,710	19,521	19,631	20,077
Sugar Hill			19,260	20,821	20,391	21,200	21,670	21,644	22,314	24,617
Suwanee			16,130	18,164	17,789	17,715	18,510	18,655	19,215	20,907
<b><u>Henry County</u></b>	207,800	209,500	211,300	213,896	218,700	223,600	224,100	234,800	240,900	240,900
<i>Unemployment Rate</i>	10.0%	9.0%	8.1%	7.4%	5.9%	5.6%	4.3%	4.6%	3.5%	6.2%
<i>Personal Income (PI)</i>	6537.991	6603.586	\$ 6,587	\$ 6,682	\$ 7,224	\$ 7,549	\$ 7,980	\$ 8,541	\$ 9,021	\$ 9,425
<i>Per capita PI</i>	31583	31688	\$ 31,509	\$ 31,242	\$ 33,033	\$ 34,671	\$ 35,985	\$ 37,821	\$ 39,184	\$ 40,182
Hampton			4,580	7,305	7,469	7,482	7,630	7,463	7,604	8,073
Locust Grove			5,780	5,702	5,830	6,336	6,500	6,340	6,540	8,243
McDonough			22,880	23,004	23,521	25,198	25,920	23,504	24,102	26,768
Stockbridge			25,870	27,619	28,239	26,893	27,370	28,117	28,648	29,904
<b><u>Rockdale County</u></b>	85,600	86,100	86,700	87,754	89,400	90,900	90,100	94,300	95,700	95,700
<i>Unemployment Rate</i>	11.2%	10.1%	9.3%	8.2%	6.1%	5.8%	4.6%	4.9%	3.8%	6.7%
<i>Personal Income (PI)</i>	\$ 2,614	\$ 2,587	\$ 2,843	\$ 2,854	\$ 2,759	\$ 2,866	\$ 2,978	\$ 3,099	\$ 3,193	\$ 3,285
<i>Per capita PI</i>	\$ 30,552	\$ 30,210	\$ 33,122	\$ 32,534	\$ 30,861	\$ 32,259	\$ 33,329	\$ 34,317	\$ 35,244	\$ 36,138
Conyers			15,560	15,718	16,013	15,776	16,100	15,803	15,882	16,256

\*Part in this county only

\*\*The City of Lithia Springs was dissolved in 2001

**Table VII (continued)**

POPULATION: (continued)

**MUNICIPALITIES THAT CROSS the ARC BOUNDARY**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Auburn										
Gwinnett			289	223	223	222	230	220	225	235
Barrow			6,741	7,031	7,031	6,993	7,150	7,090	7,078	7,425
Braselton										
Barrow & Jackson			4,588	5,016	5,016	5,751	6,210	5,650	6,370	7,856
Gwinnett			3,602	3,259	3,259	3,736	4,040	3,670	4,139	5,105
Buford										
Gwinnett			12,532	12,367	12,367	12,484	12,830	13,540	14,023	14,334
Hall			328	1,025	1,025	1,035	1,060	1,120	1,162	1,188
Loganville										
Gwinnett			2,366	2,668	2,668	2,795	2,870	2,740	2,822	3,116
Walton			8,444	8,359	8,359	8,758	8,990	8,590	8,843	9,764
Palmetto										
Fulton			3,986	4,437	4,437	4,458	4,440	4,910	4,757	4,534
Coweta			594	310	310	312	310	340	332	317
Rest Haven										
Gwinnett			56	34	34	38	40	50	92	32
Hall			6	32	32	36	40	50	87	31
Villa Rica										
Douglas			5,483	5,924	5,924	5,914	6,050	6,000	6,095	6,471
Carroll			9,067	8,776	8,776	8,761	8,970	8,900	9,029	9,587
College Park										
Fulton			12,879	13,290	12,944	13,574	13,600	13,040	13,462	13,771
Clayton			1,361	1,308	1,305	1,368	1,370	1,320	1,357	1,388
Austell										
Cobb			6,690	6,943	6,911	7,310	7,630	7,180	7,232	7,127
Douglas			101	42	42	44	50	40	44	43
Atlanta										
DeKalb	29,050	29,110	29,190	30,544	30,018	30,737	31,340	31,420	32,399	34,233
Fulton	391,650	392,490	393,610	425,458	414,390	424,308	432,700	433,810	447,256	472,578
Mountain Park										
Cherokee	16	19	20	22	22	22	20	30	24	22
Fulton	547	547	547	557	543	551	560	670	601	546
Nelson										
Cherokee	537	549	562	577	593	610	630	660	665	665
Pickens	797	807	814	820	826	829	850	900	902	902

**Notes:**

*2010 figures are adjusted for census undercount*

*Personal Income (PI) and PI per capita are only provided on a three (3) year rotation and not available for interim years*

*Personal Income is in thousands*

*Due to the lack of detailed 100% census count data, currently city level (municipalities) data will not be available for this annual report*

**Sources:**

*Georgia Department of Labor*

Table VIII

## PRINCIPAL EMPLOYERS IN ATLANTA REGION

2020				2011					
Employer	Employees	Percentage of Regional Employment		Rank	Employer	Employees	Percentage of Regional Employment		Rank
Emory University	32,820	1.42%		1	Delta Air Lines	28,000	1.48%		1
Delta Air Lines	32,820	1.42%		2	Wal-Mart Associates, Inc.	26,000	1.38%		2
Gwinnett County Public Schools	21,990	0.95%		3	Emory University	21,670	1.15%		3
AT&T Inc.	20,000	0.86%		4	Gwinnett County Public Schools	20,090	1.06%		4
Piedmont Healthcare	11,400	0.49%		5	AT&T Inc.	19,250	1.02%		5
The Home Depot	10,240	0.44%		6	Cobb County School System	14,030	0.74%		6
WellStar Health System Inc.	18,040	0.78%		7	Dekalb County School System	13,070	0.69%		7
United Parcel Service Inc.	11,000	0.48%		8	United Parcel Services Inc.	10,850	0.57%		8
Northside Hospital	22,220	0.96%		9	United States Postal Service	10,030	0.53%		9
Fulton County Schools	13,890	0.60%		10	WellStar Health System	9,930	0.53%		10
Cobb County Public Schools	12,150	0.52%		11	The Home Depot, Inc.	9,000	0.48%		11
Publix Super Markets Inc.	7,500	0.32%		12	Georgia Institute of Technology	8,370	0.44%		12
Cox Enterprises Inc.	7,900	0.34%		13	Lockheed Martin	7,800	0.41%		13
Children's Healthcare of Atlanta	8,040	0.35%		14	Clayton County School System	7,500	0.40%		14
Argenbright Holdings LLC	8,300	0.36%		15	City of Atlanta	7,210	0.38%		15
State Farm	7,090	0.31%		16	Dekalb County Government	7,140	0.38%		16
Deloitte LLP & subsidiaries	3,400	0.15%		17	SunTrust Banks Inc.	6,900	0.37%		17
Northeast Georgia Health System	7,280	0.31%		18	Cox Enterprises Inc.	6,890	0.36%		18
Georgia Institute of Technology	7,360	0.32%		19	Turner Broadcasting System Inc.	6,710	0.36%		19
Georgia State University	5,940	0.26%		20	Atlanta Public Schools	6,250	0.33%		20
Grady Health System	5,040	0.22%		21	Northside Hospital	6,000	0.32%		21
Fiserv Inc.	4,170	0.18%		22	Wells Fargo & Co.	5,200	0.28%		22
Cherokee County Schools	5,000	0.22%		23	Gwinnett County Government	4,450	0.24%		23
Lockheed Martin Aeronautics Co.	4,700	0.20%		24	Grady Health System	4,110	0.22%		24
Wells Fargo & Co.	4,250	0.18%		25	MARTA	4,090	0.22%		25

Source: Metro Atlanta Chamber of Commerce; Atlanta Business Chronicle; ARC; GADOL

Note: Number of employees are estimates and represents employers with more than 3,000 employees

**TABLE IX**

**EDUCATION FACILITIES:**

School Districts

Atlanta City Schools  
Buford City Schools  
Cherokee County Schools  
Clayton County Schools  
Cobb County Schools  
Decatur City Schools  
DeKalb County Schools  
Douglas County Schools  
Fayette County Schools  
Fulton County Schools  
Gwinnett County Schools  
Henry County Schools  
Marietta City Schools  
Rockdale County Schools

Junior Colleges, Colleges, Universities and Technical Schools

Academy of Somatic Healing Arts	Cobb Beauty College
Agnes Scott College	Columbia Theological Seminary
American InterContinental University/Dunwoody	DeVry University/Alpharetta
Argosy University/Atlanta	DeVry University/Atlanta Cobb-Galleria Center
Atlanta Beauty Academy	DeVry University/Cobb-Galleria
Atlanta College of Art	DeVry University/Decatur
Atlanta Institute of Music	DeVry University/Duluth
Atlanta Metropolitan College	DeVry University/Stockbridge
Atlanta School of Massage	Embry-Riddle Aeronautical University/Marietta
Atlanta Technical College	Emory University
Atlanta's John Marshall Law School	Empire Beauty School/Dunwoody
Aviation Institute of Maintenance/Atlanta	Empire Beauty School/Gwinnett
Bauder College	Empire Beauty School/Kennesaw
Beauty College of America	Empire Beauty School/Morrow
Beulah Heights University	Everest Institute/Jonesboro
Brenau University/Fairburn	Everest Institute/Marietta
Brenau University/Norcross	Everest Institute/Norcross
Brown College of Court Reporting	Fayette Beauty Academy
Brown Mackie College/Atlanta	Fortis College
Carver Bible College	Gammon Theological Seminary
Chattahoochee Technical College/Austell	Georgia Career Institute
Chattahoochee Technical College/Canton	Georgia Gwinnett College (Renamed)
Chattahoochee Technical College/Marietta	Georgia Highlands College/Douglasville
Chattahoochee Technical College/Mountain View	Georgia Highlands College/Marietta
Chattahoochee Technical College/Woodstock	Georgia Institute of Technology
Christian College of Georgia	Georgia Perimeter College/Alpharetta
Clark Atlanta University	Georgia Perimeter College/Clarkston
Clayton State University	Georgia Perimeter College/Decatur
Clayton State University/Fayette	Georgia Perimeter College/Dunwoody
Clayton State University/Henry	

Georgia Piedmont Technical College/DeKalb  
 (Renamed)  
 Georgia State University  
 Georgia State University/Henry  
 Grady Health System Professional Schools  
 Gupton-Jones College of Funeral Service  
 Gwinnett College/Lilburn  
 Gwinnett College/Sandy Springs  
 Gwinnett Technical College/Gwinnett Place Mall  
 Gwinnett Technical College/Lawrenceville  
 Herzing University  
 High-Tech Institute-Atlanta  
 Interactive College of Technology  
 Interactive College of Technology/Chamblee  
 Interactive College of Technology/Morrow  
 Interdenominational Theological Center  
 International School of Skin, Nailcare & Massage  
 Therapy  
 ITT Technical Institute/Atlanta  
 ITT Technical Institute/Duluth  
 ITT Technical Institute/Kennesaw  
 Iverson Business School  
 Kennesaw State University  
 Laurus Technical Institute/Decatur  
 Laurus Technical Institute/Jonesboro  
 Le Cordon Bleu College – Atlanta  
 Le Cordon Bleu College of Culinary Arts  
 Life University  
 Lincoln College of Technology/Marietta  
 Luther Rice University  
 Medtech Institute/Marietta  
 Medtech Institute/Morrow  
 Medtech Institute/Northlake  
 Mercer University/Atlanta  
 Mercer University/Douglas  
 Mercer University/Henry  
 Morehouse College  
 Morehouse School Of Medicine  
 Morris Brown College  
 Oglethorpe University  
 Omnitech Institute  
 Paul Mitchell School/Atlanta  
 Paul Mitchell School/Roswell

Philadelphia College of Osteopathic  
 Medicine/Suwanee  
 Point University  
 Portfolio Center  
 Pro Way Hair School  
 Profile Institute of Barber-Styling  
 Reinhardt College  
 Saint Leo University/Gwinnett  
 Saint Leo University/Marietta  
 Saint Leo University/Morrow  
 Sanford-Brown College  
 Savannah College of Art and Design/Atlanta  
 Shorter College/Atlanta  
 Shorter College/College Park  
 Shorter College/Gwinnett  
 Southern Crescent Technical College/Henry  
 Spelman College  
 Strayer University/Chamblee  
 Strayer University/Cobb  
 Strayer University/Douglasville  
 Strayer University/Lithonia  
 Strayer University/Morrow  
 Strayer University/Roswell  
 The Art Institute of Atlanta  
 The Creative Circus  
 The Medical Management Institute  
 The Process Institute of Cosmetology  
 The Salvation Army Evangeline Booth College  
 Toni & Guy Hairdressing Academy/Atlanta  
 Troy University/Atlanta  
 UEI/Morrow  
 University of Georgia/Atlanta  
 University of Georgia/Gwinnett  
 University of Phoenix/Alpharetta  
 University of Phoenix/DeKalb  
 University of Phoenix/Gwinnett  
 University of Phoenix/Marietta  
 University of Phoenix/McDonough  
 University of Phoenix/Sandy Springs  
 University of Phoenix/Snellville  
 West Georgia Technical College/Douglas  
 Westwood College/Midtown  
 Westwood College/Northlake

Source: Atlanta Regional Commission



**TABLE X**

**AREA HOSPITALS:**

Cherokee County

Northside Cherokee Hospital  
CHOA at Cherokee

Clayton County

Anchor Hospital  
Riverwoods Southern Regional Psychiatric Center  
Southern Regional Medical Center

Cobb County

Devereaux Center  
Ridgeview Institute  
Wellstar Cobb Hospital  
WellStar Kennestone Hospital  
WellStar Windy Hill  
CHOA at Town Center  
CHOA at Ivy Walk  
CHOA at Sandy Plains

DeKalb County

CHOA Eggleston  
Emory Decatur Hospital  
Emory Decatur Hillandale (Lithonia)  
Emory University Hospital (Clifton)  
Georgia Regional Hospital  
Laurel Heights Hospital  
Emory University Orthopedics and Spine Hospital  
Peachford Behavioral Health System of Atlanta  
Veterans Affairs Medical Center  
Wesley Woods Geriatric

Douglas County

Inner Harbour for Children and Families  
WellStar Douglas Hospital

Fayette County

Lafayette Nursing and Rehab Center  
Piedmont Fayette Hospital

Fulton County

WellStar Atlanta Medical Center  
WellStar Atlanta Medical Center - South  
CHOA Scottish Rite  
Emory University Hospital (Midtown)  
Grady Memorial Hospital  
Hillside Hospital  
CHOA Hughes Spalding  
Kindred Hospital – Atlanta  
WellStar North Fulton Hospital  
Northside Hospital  
Piedmont Hospital  
Shepherd Spinal Center  
Emory St. Joseph's Hospital  
Wesley Woods Geriatric Hospital  
Emory Johns Creek Hospital  
CHOA at North Point

Gwinnett County

Emory Eastside Medical Center  
Northside Hospital (Duluth)  
Northside Hospital Gwinnett (Lawrenceville)  
Summit Ridge  
CHOA at Satellite Boulevard

Henry County

Piedmont Henry Hospital  
CHOA at Hudson Bridge

Rockdale County

Piedmont Rockdale Hospital

Source: Atlanta Regional Commission

**TABLE XI**

**ATLANTA REGIONAL COMMISSION  
REVIEW AND COMMENT ACTIVITY  
LAST TEN FISCAL YEARS**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Total</u>
<b>A-95/E.O. 12372</b>	0	0	0	1	6	0	0	0	23	0	30
<b>Area Plans</b>	0	2	0	2	1	0	0	0	0	0	5
<b>Developments of Regional Impact</b>	6	11	8	12	20	30	32	30	25	28	202
<b>Certificates of Need (S.H.P.A.)</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Local Comprehensive Plans</b>	36	27	36	29	21	36	36	49	24	21	315
<b>Solid Waste Plans</b>	2	0	0	0	0	0	0	0	0	0	2
<b>Environmental Impact Statements and Notices of Findings of No Significant Effect</b>	0	0	0	1	1	1	0	0	0	0	3
<b>Metropolitan River Protection Act Reviews</b>	7	8	13	19	9	19	22	17	19	18	151
<b>Corps of Engineers Permits</b>	0	0	0	7	9	6	7	13	9	10	61
<b>Total</b>	<u>51</u>	<u>48</u>	<u>57</u>	<u>71</u>	<u>67</u>	<u>92</u>	<u>97</u>	<u>109</u>	<u>100</u>	<u>77</u>	<u>692</u>

Source: ARC Review Database and Files

TABLE XII

**Atlanta Regional Commission**  
**Full-time Equivalent Employees by Function**  
**Last Ten Fiscal Years**

Function	Full-Time Equivalent Employees as of December 31									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Office of the Executive Director	5	4	3	3	5	5	4	3	3	5
Business Services										
Business Services Director	2	2	2	2	2	2	-	1	1	2
General Services	1	1	1	1	1	1	1	1	1	1
Financial Services	7	7	7	7	7	7	5	6	6	6
Talent Management	3	3	3	3	4	4	4	4	4	3
Information Technology Services	7	7	7	7	7	7	8	6	6	6
Center for Strategic Relations	10	10	13	14	12	12	13	12	13	13
Center for Community Services										
Community Services	-	-	-	-	-	-	2	2	3	2
Aging and Health Resources	45	50	53	66	60	44	46	56	58	58
Department of Homeland Security~	0	0	0	0	4	3	5	4	4	4
Governmental Services*	5	7	0	0	0	0	0	0	0	0
Workforce Solutions	10	11	12	13	15	14	16	19	19	19
Center for Livable Communities										
Livable Communities	3	3	4	4	4	4	4	4	4	3
Community Development*	8	8	13	14	13	14	13	13	13	15
Mobility Services	10	5	6	10	12	11	14	10	11	12
Natural Resources	9	9	11	12	12	12	10	9	12	12
Research & Analytics	11	11	11	15	14	15	14	13	13	11
Transportation Access & Mobility	21	27	25	19	17	19	16	22	24	24
Total	157	165	171	190	189	174	175	185	195	196

~In 2015 The Department of Homeland Security became a division in the Atlanta Regional Commission

\*In 2013, Land Use and Governmental Services merged to become Community Development.

# **ATLANTA REGIONAL COMMISSION**

## **DEVELOPMENT GUIDES: PAST AND PRESENT 2020**

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Pursuant to Section 50-8-92 of the Official Code of Georgia Annotated, the Atlanta Regional Commission prepares and adopts development guides which consist of policy statements, goals, standards, programs, and maps prescribing an orderly and economic development, public and private, of the Atlanta Region. The development guides are based upon and encompass physical, economic, and health needs of the Region taking into consideration future development.

### **New or Updated in 2020:**

- Chattahooche Riverlands Study (August 2020)
- The Atlanta Regions Plan Regional Transportation Plan (February 2020)
- FY2021-2024 Area Plan on Aging
- Transportation Systems Management and Operations Strategic Plan (September 2020)
- The Atlanta Region's Plan - TIP Update (September 2020)

### **Active:**

- **Aging**
  - Lifelong Communities Principles of Good Design (May 2008).
- **Environmental**
  - 1997 Atlanta Regional Water Supply Plan Amendment (August 2000).
  - Atlanta Region Solid Waste Management Plan (May 1992).
  - Green Communities Program (October 2008).
- **Land Use**
  - ARC Alternative DRI Procedures and Thresholds (March 2013)
  - Area Plan Review-Memorial Drive Bus Rapid Transit Corridor (February 2006).
  - Chattahoochee Corridor Plan, as amended September 1998.
  - Policy on Coordination of Greenway and Trail Planning (September 2005).
  - Policy on Development of Regional Impact Reviews in Small Water Supply Watersheds (April 2005).
  - Land Use Strategy (May 2000).
  - The Atlanta Region's Plan (February 2016)
- **Transportation**
  - Strategic Regional Thoroughfare Plan (July 2011).

- ARC Strategic Plan (June 2011).
- HST Plan Update: Managing Mobility in the Atlanta Region (February 2017)
- Regional Trail Plan (February 2017)
- Bike to Ride – Regional Bike-Transit Access Strategies Guide (July 2017)
- FY 2018-2023 Transportation Improvement Program (TIP) Amendment #7 (May 2019)
- Regional Workbook for Complete Streets (October 2019)
- **Studies**
  - Atlanta Regional Freight Mobility Plan (February 2008).
  - Atlanta Strategic Truck Route Master Plan (ASTRoMaP) (June 2010).
  - Buford Highway Multimodal Corridor Study Recommendations (June 2007).
  - I-285 Corridor Transit Feasibility Study Findings Adoption (May 2002).
  - Southern Regional Accessibility Study Recommendations (September 2007).
  - State Route 6 Multimodal (February 2008).
  - Tara Boulevard/US19/41 Multimodal Corridor Study (April 2007).
  - Atlanta Regional Truck Parking Assessment Study (June 2018)

### **Archive:**

- PLAN 2040-Regional Plan including the Regional Development Guide and Unified Growth Policy Map, Local Government Plan Implementation, ARC Implementation Program, Regional Implementation Partners, and Regional Resource Plan (December 2013).
- Vision, Goals and Objectives to Guide Development of Plan 2040 (July 2010).
- 2040 Unified Plan Process (February 2009).
- Regional Agenda for the Atlanta Region (March 2007), as used for FY 2011-2015 (June 2010).
- Regional Development Plan (December 1997), as amended through December 2005
- Regional Resource Plan (October 2010)
- A Guide for the Development of Multipurpose Senior Centers in the Atlanta Region (February 1977).
- Envision6- Regional Development Policies, as amended through May 2006, Unified Growth Policy Map, as amended through February 2010, Regional Development Types Matrix (May 2005).
- Recommendations for Services to Non-English Speaking Groups (June 1980).
- Review Criteria for Adult Developmental Disabilities Projects (February 1980).
- Review Criteria for Human Services Planning Review of Federally and State Assisted Human Services Projects (January 1981).
- Guide for Services to Abused and Neglected Children in the Atlanta Region (March, 1977), Amendment of Administrative Policy Component (August 1981).

- Policy on Funding and Services for Dependent Children in the Atlanta Region (May 1980).
- Goals and Objectives for Transportation for the Handicapped and Elderly (August 1975), incorporated into Regional Transportation Plan.
- Priorities for Park Acquisition and Development Projects Proposed for Funding in FY 1981 (March 1980).
- Recommendations for Funding of Local Government Pre-applications for FY 1982 Land and Water Conservation Funds (April 1981).
- Regional Open Space and Recreation Planning Objectives (June 1976).
- Land Use - Guidelines for Growth (April 1968), as amended by the Regional Development Plan (1975) and superseded by the 1984 Regional Development Plan.
- Preliminary Development Plan (August 1968), as superseded by the Regional Development Plan (1975) and superseded by the 1984 Regional Development Plan.
- Emergency Medical Services Position Paper (March 1973), Repealed (March, 1978).
- Hospital Development Guide, Volume I (April 1973), Hospital Development Guide Update, 1974 (February 1975), Repealed (March 1978).
- Water and Sewer Priority Ranking System (May 1973), superseded by Areawide Wastewater Management Plan.
- Housing Goals and Objectives (June 1973),
- Peachtree Trail Bikeway Plan (February 1974).
- Nursing Home Development Guide (February 1975), Nursing Home Development Guide Update (December, 1975), Repealed (March 1978).
- Home Care Services Program (April 1975).
- Regional Improvements Program (April 1975), superseded by Areawide Capital Improvements Programs.
- Five-year Family Planning Service Delivery Plan (September 1975), Repealed (March 1978).
- Regional Development Plan (September, 1975), Amendment to Regional Development Plan (March 1977) as updated and superseded by 1984 Regional Development Plan and superceded by the 1997 Regional Development Plan.
- Transit Development Program (November 1975), incorporated into Regional Transportation Plan.
- Regional Housing Plan (February 1976).
- Transportation Systems Management Plan (March 1976), amendment to Transportation Systems Management Plan (April 1976), incorporated into Regional Transportation Plan.
- Comprehensive Health Plan, First Edition (April 1976), Quantified Projections of Future Need for Facilities, Manpower, or Services, Repealed (March 1978).
- Areawide Wastewater Management Plan (June 1976), as amended November, 1983, and June, 1992.
- Mental Health Position Paper (August 1976). Mental Retardation Policies Repealed (April 1982).
- Proposed Nature Preserves for the Atlanta Region (October 1976), as amended February, 1983 and February, 1986.

- Health Policy Plan for the Atlanta Region (December 1976).
- Renal Dialysis Position Paper (June 1974), Repealed (March, 1978).
- Human Services Planning Goals (June 1978)
- Hispanic Policy Recommendations (April 1980).
- Appalachian Regional Commission Priorities (July 1980); Amended (September 1981).
- Environmental - Water Supply Plan (March 1988) as amended April, 1988; August, 1990; February, 1991; and May, 1992. Repealed and replaced with the 1997 Atlanta Region Water Supply Plan (December 1997).
- Areawide Capital Improvements Program, 1989-1993 (February 1989).
- Human Services Investment Strategy (July 1990).
- Project Prioritization Framework for Envision6 RTP (August 2006)
- Envision6 Implementation Strategy (December 2006)
- Standards for Peace Officer Training in Juvenile Law (October 1980).
- Criminal Justice in the Atlanta Region - 1978 Update (October 1977), Amendment (January 1978), 1979 Update to the Plan (September, 1978), Amendment of JJDP Policies (August 1981).
- Regional Transportation Plans –Envision6 2030 RTP adopted in October 2007, the Mobility 2030 RTP adopted in December 2004 and the Transportation Solutions 2025 RTP adopted in July 2000.
- Regional Transit Governance – Proposed Legislative Language (January 2011).
- ARC Position, Draft Criteria for the *Transportation Investment Act* (September 2010).
- Atlanta Metropolitan Transportation Planning Boundary Update following 2000 Census (October 2003).
- Atlanta Urban Area Boundary Update, Highway Functional Classification System Update, National Highway System Update following 2000 Census (August 2003).
- Atlanta Regional Policy for the Allocation of FTA Section 5307 Urbanized Area Formula Funds (January 2003).
- Charter Review Committee Recommendations (December 2007).
- Congestion Mitigation Task Force Recommendations (February 2006).
- GRTA, ARC, and GDOT MOU on Transportation Project Prioritization (December 2007).
- Endorsing IT3 Recommendations (January 2009).
- Managed Lanes Policies for the Atlanta Region (June 2007).
- Quad Party Agreement for Transportation Planning Amended to include RTC Roles and Responsibilities (December 2009).
- Transit Planning Board Concept 3 Recommendations (December 2008).
- Transportation Reauthorization Position Paper (February 2009).

**Atlanta Regional Commission**  
**Schedule of Agency Wide Central Support Services and Indirect Expenses**  
**For the Year Ended December 31, 2020**  
**(With comparative totals for the Year Ended December 31, 2019)**

	<b>Administration</b>	<b>Strategic Relations</b>	<b>Talent Management</b>	<b>Finance and Legal</b>
Salaries	\$ 574,128	\$ 1,089,664	\$ 375,711	\$ 647,852
Fringe benefits	329,601	608,823	219,492	378,131
Travel	4,054	2,060	29	(823)
Equipment	-	11,552	-	9,863
Supplies	379	1,118	2,953	2,942
Contracts	38,454	175,218	274,547	217,948
Depreciation & amortization	-	-	-	-
Other expenditures	104,199	176,180	77,194	221,982
	<u>\$ 1,050,815</u>	<u>\$ 2,064,615</u>	<u>\$ 949,926</u>	<u>\$ 1,477,895</u>



<b>General Services</b>	<b>Non Federal Expenses</b>	<b>December 31, 2020</b>	<b>December 31, 2019</b>
\$ 152,355	\$ 20,954	\$ 2,860,664	\$ 2,805,099
89,889	23,024	1,648,960	1,550,559
4,402	5,661	15,383	65,712
552	-	21,967	36,916
26,798	1,011	35,201	24,629
54,703	294,229	1,055,099	1,195,813
727,202	-	727,202	673,721
(73,468)	25,119	531,206	493,922
<u>\$ 982,433</u>	<u>\$ 369,997</u>	<u>\$ 6,895,681</u>	<u>\$ 6,846,371</u>

**Atlanta Regional Commission**  
**Schedule of Agency Wide Central Support Services**  
**Indirect Costs and Recoveries**  
**For the Year Ended December 31, 2020**

Personnel	\$ 2,860,664	
Fringe benefits	1,648,960	
Travel	15,383	
Equipment	21,967	
Supplies	35,201	
Contractual	1,055,099	
Depreciation & amortization	727,202	
Other	<u>531,206</u>	
Total		\$ 6,895,681
Less: Non federal expenses	<u>(369,997)</u>	
Total under (over) recoveries & non-federal		<u>(369,997)</u>
Net indirect costs allowable adjusted for non-federal		<u>6,525,684</u>
Less: Indirect costs recovered from application of indirect rate		<u>(6,282,802)</u>
General Fund Contribution		<u>-</u>
Indirect costs under (over)-recovery		<u><u>\$ 242,882</u></u>

**Atlanta Regional Commission**  
**Schedule of Fringe Benefits and Recoveries**  
**For the Year Ended December 31, 2020**  
**(With comparative totals for the Year Ended December 31, 2019)**

	<b>Expenditures</b>		<b>% of Regular Salaries</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
Health Insurance	\$ 2,034,278	\$ 2,057,393	14.01%	14.91%
Life Insurance	131,449	123,915	0.91%	0.90%
Dental insurance	152,276	117,076	1.05%	0.85%
Long-term disability insurance	7,081	6,170	0.05%	0.04%
Retirement fund contribution	3,300,455	3,171,012	22.73%	22.97%
Retirement fund administration	-	-	0.00%	0.00%
Post-employment health insurance contribution	-	-	0.00%	0.00%
Unemployment compensation	3,913	18,530	0.03%	0.13%
Medicare (Employer's share)	243,500	346,169	1.68%	2.51%
Social security (Employer's share)	54,356	60,874	0.37%	0.44%
Workers' compensation	81,708	72,294	0.56%	0.52%
Various leave compensation	2,014,160	2,096,101	13.87%	15.19%
Other fringe benefits	877,857	377,695	6.05%	2.74%
<b>Total fringe benefit expenditures</b>	<b>8,901,033</b>	<b>8,447,229</b>	<b>61.31%</b>	<b>61.20%</b>
Less: Fringe benefits recovered from application of fringe benefit rate	<u>(8,635,219)</u>	<u>(7,753,133)</u>	<u>(59.48%)</u>	<u>(56.17%)</u>
<b>Fringe benefits under (over)-recovery (1)</b>	<b>265,814</b>	<b>694,096</b>	<b>1.83%</b>	<b>5.03%</b>
<b>Balance</b>	<b>\$ 265,814</b>	<b>\$ 694,096</b>	<b>1.83%</b>	<b>5.03%</b>
 <b>Regular Salaries (2)</b>	 <b>14,518,318</b>	 <b>13,802,023</b>		

(1) Balance is maintained in the fringe benefit receivable account to offset future fringe benefit recovery variances.

(2) Temporary Salaries are not included in Regular Salaries

**Atlanta Regional Commission**  
**Schedule of Insurance In Force**  
**December 31, 2020**

<b>Type of Coverage/Name of Company</b>	<b>Policy Number</b>	<b>Effective Period</b>	<b>Details of Coverage</b>	<b>Liability Limits</b>
General Liability & Law Enforcement Liability/GIRMA	AT-3	Continuous	Includes Personal & Advertising Injury, Products/Completed Operations, Failure to Supply Utilities, Fire Legal Liability and Law Enforcement Liability	\$5,000,000 for each liability line; Unlimited General Aggregate; \$25,000,000 Products/Completed Operations Aggregate; \$25,000,000 Failure to Supply Utilities Aggregate
Public Officials/Errors & Omissions Liability/GIRMA	AT-3	Continuous	Wrongful Acts or Occurrences	\$5,000,000 for each occurrence; \$25,000,000 Aggregate Limit
Automobile Liability/GIRMA	AT-3	Continuous	Single Occurrence, Uninsured Motorists, Hired/Non-Owned	\$5,000,000 for Combined Single Occurrence Limit, Uninsured Motorists and Hire " & Non-Owned. Medical payments are Excluded
Crime & Fidelity/GIRMA	AT-3	Continuous	Blanket Employee Dishonesty, Forgery or Alteration, Computer Crime, Money & Securities	\$500,000 for each coverage line. Includes Blanket Employee Dishonesty, Forgery or Alteration, Computer Crime and Money & Securities
Property/GIRMA	AT-3	Continuous	Total Insured Values, Blanket Building & Contents; Computers (EDP); Flood, Earthquake	\$5,225,127 for Total Insured Values; \$5,225,127 (ea) for, Flood and Earthquake; Replacement Cost for Building & Contents; Actual Cash Value for Mobile Equipment
Cyber/GIRMA	AT-3	Continuous	Security Y Privacy Liability, Regulatory Action Sublimit of Liability, Event Management, Cyber Extortion	\$250,000 Limit of Liability for Each line
Excess Crimes/Berkley Crimes	BGOV-45002831-20	Continuous	Employee Theft, Forgery or Alteration, Theft of Money & Securities, Robbery or Safe Burglary of Other Property, Outside the Premises, Computer and Funds Transfer Fraud, Money Orders & Counterfeit Currency, Government Deception Fraud	\$2,000,000 per occurrence for Employee Theft, Forgery or Alteration, Inside the Premises (Theft of Money & Securities & Robbery or Safe Burglary of Other Property) & Outside the Premises. \$500,000 per occurrence for Computer & Funds Transfer Fraud & Money Orders & Counterfeit Currency. \$15,000 for Government Deception Fraud.
Excess Crimes/Berkley Crimes	BCCR-45003917-20	Continuous	Employee Theft, Forgery or Alteration, Theft of Money and Securities, Robbery or Safe Burglary of Other Property, Outside the Premises, Computer and Funds Transfer Fraud, Money Orders & Counterfeit Currency.	\$200,000 in excess of \$2,000,000 policy (BGOV-45002831-20)

**Atlanta Regional Commission  
Schedule of Insurance in Force  
December 31, 2020**

<u>Type of Coverage/ Name of Company</u>	<u>Policy Number</u>	<u>Policy From</u>	<u>Period To</u>	<u>Details of Coverage</u>	<u>Liability Limits</u>
Long Term Disability/Guardian Life Ins	492781	1/1/20	12/31/20	On the 91st day of being disabled, the employee is eligible to receive 66 2/3% of his monthly income up to \$7,500 per month	\$7,500 per month
Group Hospital and Medical/BCBS	GA6793	1/1/20	12/31/20	Employees and families - Surgery, Major Medical, Hospitalization	Medical Expense- Unlimited In-Network; Major Medical -\$500 Deductible; 80% of all covered charges using inside the POS Network or 60% of all covered charges outside the Network (after meeting deductible)
Group Dental/ Lincoln National	ARCOMM BL-1554930	1/1/20	12/31/20	Employees and families comprehensive dental plan for preventive, basic, major and orthodontic services	Type A - 100% Type B - 80% Type D - 50% (\$1,500 lifetime maximum) \$1,500 calendar year maximum \$50 deductible applies to all types service except preventive
Worker's Compensation/ Georgia Municipal Association	---	1/01/20	12/31/20	Employees-Medical expenses related to on the job injuries	\$100,000
Chubb Group of Insurance Companies/Federal Insurance Company	6476-38-99	2/2/19	2/2/23	Accidental Loss of Life max. up to \$250,000	All active employees who work a minimum of 30 hours per week except commissioners; \$50,000 commissioners
Basic Group Life Insurance/Guardian Life Ins	492781	1/1/20	12/31/20	Three times annual earnings option to purchase additional 1 to 5 x maximum of \$300,000. Effective upon completion of 6 month introductory period	\$450,000 max.

**ATLANTA REGIONAL COMMISSION**  
**Schedule of Agency Vehicles**  
**As of December 31, 2020**

<b>Department</b>	<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>Vehicle ID Number</b>	<b>Acquisition Year</b>
Business Services	2015	Ford	Explorer	1FM5K7B86FGA28702	07-July-2014
Business Services	2014	Ford	Fusion Hybrid	3FA6P0LU7ER363056	06-June-2015
Business Services	2015	Ford	Fusion	3FA6P0G72FR131485	22-August-2015
Business Services	2010	Toyota	Prius	JTDKN3DU9A0088332	11-January-2010
Community Services	2008	Winnebago	RU	1F6NF53Y670A05431	09-November-2007
Community Services	2020	Southern States Utility	VS2DX	1UYVS2535L3999301	01-March-2020

**Atlanta Regional Commission**  
**Salaries of Principal Employees (Exempt Positions)**  
**Pay Ranges and Classifications (Classified Service)**  
**December 31, 2020**

<u>EMPLOYEE</u>	<u>TITLE</u>	<u>ANNUAL RATE AS OF DECEMBER 31, 2020</u>
Doug Hooker	Executive Director	\$251,613
John Hammond	Director of Community Services	\$173,056
Malika Reed Wilkins	Director of Strategic Relations	\$165,000
Mike Alexander	Director of Livable Communities	\$176,603
Kevin Crump	Director of Business Services	\$166,400

<u>PAY RANGE</u>			<u>PAY RANGE</u>		
<u>CLASS TITLE</u>	<u>Minimum</u>	<u>Maximum</u>	<u>CLASS TITLE</u>	<u>Minimum</u>	<u>Maximum</u>
Driver	\$35,702	\$49,983	Communications and Marketing Analyst, Principal	\$58,604	\$99,627
Management Services Technician	\$37,487	\$52,482	Data Analyst, Principal	\$58,604	\$99,627
Management Services Technician, Senior	\$38,435	\$55,730	Engineer	\$58,604	\$99,627
Management Services Specialist	\$40,356	\$58,517	Planner, Principal	\$58,604	\$99,627
Financial Services Specialist	\$42,340	\$61,392	Program/Project Analyst, Principal	\$58,604	\$99,627
Management Service Specialist, Senior	\$42,340	\$61,392	Technology Analyst, Senior	\$58,604	\$99,627
Executive Assistant	\$44,457	\$64,462	Client Services Coordinator	\$65,188	\$110,819
Financial Services Analyst, Associate	\$48,983	\$71,026	Data Analysis Coordinator	\$65,188	\$110,819
Client Services Liaison	\$49,441	\$84,049	Executive Assistant/Secretary to the Board	\$65,188	\$110,819
Communications and Marketing Analyst	\$49,441	\$84,049	Financial Services Coordinator	\$65,188	\$110,819
Data Analyst	\$49,441	\$84,049	GIS Coordinator	\$65,188	\$110,819
Executive Assistant, Senior	\$49,441	\$84,049	Planning Coordinator	\$65,188	\$110,819
Financial Services Analyst	\$49,441	\$84,049	Program/Project Coordinator	\$65,188	\$110,819
Planner	\$49,441	\$84,049	Staff Attorney	\$65,188	\$110,819
Program/Project Analyst	\$49,441	\$84,049	Talent Management Coordinator	\$65,188	\$110,819
Talent Management Generalist	\$49,441	\$84,049	Technology Coordinator	\$65,188	\$110,819
Client Services Liaison, Senior	\$53,828	\$91,507	Client Services Administrator	\$74,063	\$125,908
Communications and Marketing Analyst, Senior	\$53,828	\$91,507	Data Analysis Administrator	\$74,063	\$125,908
Data Analyst, Senior	\$53,828	\$91,507	Financial Services Administrator	\$74,063	\$125,908
Financial Services Analyst, Senior	\$53,828	\$91,507	GIS Administrator	\$74,063	\$125,908
GIS Analyst	\$53,828	\$91,507	Planning Administrator	\$74,063	\$125,908
Planner, Senior	\$53,828	\$91,507	Program/Project Administrator	\$74,063	\$125,908
Program/Project Analyst, Senior	\$53,828	\$91,507	Technology Administrator	\$74,063	\$125,908
Registered Nurse	\$53,828	\$91,507	Manager	\$87,995	\$149,591
Senior Video Producer	\$53,828	\$91,507	Senior Manager	\$95,914	\$163,054
Talent Management Generalist, Senior	\$53,828	\$91,507	Operations Director/Managing Director	\$104,546	\$177,729
Technology Analyst	\$53,828	\$91,507	Center Director	\$137,886	\$234,407
Client Services Liaison, Principal	\$58,604	\$99,627	Executive Director	\$201,879	\$343,195

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2020**

<b><u>Employee</u></b>	<b><u>Title</u></b>	<b><u>Wages</u></b>	<b><u>Travel</u></b>
Akin, Melanie	Client Services Liaison	19,904	10
Akintoye, Olusola A	Financial Svc Analyst, Senior	3,308	0
Alao, Folashade	Program/Project Analyst, Prin	78,155	0
Alexander, Michael D	Center Director	187,205	3,442
Allen, Julius A	Program/Project Analyst, Prin	62,001	177
Allown, Michael F	Financial Svc Analyst, Senior	94,808	0
Alter, Aaron	Financial Services Specialist	50,093	0
Anderson, Alima	Program/Project Coordinator	71,346	132
Anderson, Jacquelyn I	Financial Svc Analyst, Senior	96,473	45
Anderson, Lauren A	Temporary	10,008	0
Anderson, Stacey	Temporary	64,488	574
Apter, Rebecca	Executive Assistant	57,334	0
Atteberry, Katherine	Planning Coordinator	101,681	362
Baggett, Anna	Planner	50,468	0
Bailie, Ana L	Registered Nurse	71,340	0
Baldwin, Yoll	Client Services Liaison	58,458	584
Barnard, Nicholas	Temporary	3,780	0
Barnett, Bryan	Temporary	11,070	0
Barr, Alex	Talent Mgt Generalist, Senior	32,500	0
Barrett, JeanHee P	Planning Administrator	112,446	0
Barrett, Stephen R	Data Analysis Coordinator	87,863	0
Battle, Deborah	Financial Services Specialist	51,863	0
Bayalis, John	Manager	120,560	2,204
Beamer, Jennifer D	Data Analyst, Principal	72,701	0
Bellows, Layla	Data Analyst, Principal	67,725	0
Benefield, Sheila C	Operations Director	146,454	0
Berg, David	Temporary	2,856	0
Berry, Haley M	Financial Svc Administrator	115,342	1,149
Betts, Jonathan	Temporary	12,920	0
Beverly, Sylvia E	Client Services Liaison	65,324	89
Blakeney, Roseanne	Management Services Specialist	41,894	0
Blocker, Christopher	Program/Project Analyst, Prin	60,512	133
Blumberg, Mary T	Program/Project Administrator	112,177	1,108
Bogle, Mollie	Planner, Senior	50,850	0
Bradshaw, Patrick A	Planning Coordinator	84,881	0
Brathwaite, Haydn	Financial Svc Administrator	118,593	0
Bray, Morgan	Management Services Technician	37,187	0
Bridges, Vontella	Temporary	13,714	0
Bromell, Traci	Client Services Liaison	53,682	0
Brown, Danielle D	Client Svc Liaison, Princi	65,119	0
Brown, Tamika B	Program/Project Analyst, Prin	62,772	0
Brunson, Gia L	Client Services Liaison	60,139	0
Bundrage, Marquita	Comm & Mktg Analyst	51,726	0
Burgess, Suzanne H	Manager	133,737	197
Burke , Christopher J	Manager	122,276	0



**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2020**

<b><u>Employee</u></b>	<b><u>Title</u></b>	<b><u>Wages</u></b>	<b><u>Travel</u></b>
Burke, Cynthia K	Temporary	7,386	0
Butts, Wendy Y	Client Svc Liaison, Princi	68,207	0
Carnathan, Michael N	Senior Manager	133,810	597
Carpenter, Gwendolyn	Temporary	18,379	0
Causby, Stephen W	Group Manager, Comm. Partnersh	82,499	1,179
Charlot, Henry	Program/Project Administrator	110,100	192
Christopher, Lisa A	Client Services Liaison	44,112	0
Conner, Linda F	Temporary	43,129	0
Coore, Richard	Program/Project Analyst, Prin	62,352	797
Coppin, Candice	Program/Project Analyst, Prin	59,886	1,273
Covington, Clinton	Temporary	51,102	531
Coxton, Bernard	Program/Project Coordinator	114,003	0
Crawford, Tiwanna	Executive Assistant	51,207	0
Crump, Kevin	Center Director	176,312	0
Cuadrado, Andrew	Program Technician/CC	48,042	0
Daney, Aileen	Senior Planner	24,761	0
Davis, Allison M	Program/Project Analyst	63,358	487
Davis, Curt S	Technology Administrator	102,282	0
Davis, Lisa N	Program/Project Administrator	88,652	73
Davis, Wendy J	Client Services Liaison	64,895	0
Dickey, Star T	Temporary	64,334	255
DiGirolamo , Paul A	GIS Coordinator	91,962	0
Dixon, Denise A	Program/Project Analyst	63,459	57
Donald, Demetria	Temporary FT Limited	20,019	335
Donsky, Paul M	Senior Manager	126,282	0
Douse III, Sidney	Planner, Principal	75,317	1,489
Dowell, Natasha	Temporary	12,152	0
Dudley, David M	Manager	115,079	0
Dunbar, Ashley S	Temporary	4,500	0
Dunn, Cynthia H	Temporary	4,680	0
Fan, Shichen	Planner	52,249	0
Flournoy-Gray, Cordelias	Temporary	2,000	0
Foster, Amari	Planner, Senior	20,703	0
Foster, Bennett	Program/Project Coordinator	71,549	0
George, Kathryn	Client Services Liaison	57,124	0
Ghani, Marisa L	Planner, Principal	56,467	0
Ghimire, Ramesh	Data Analyst, Principal	78,538	863
Giguere, David	GIS Administrator	109,346	0
Giuffrida, Gregory	Temporary- Plan Review Officer	63,790	0
Gleaton, Mellonea	Temporary	20,019	281
Glover, Michelle M	Client Services Liaison	60,021	1,338
Goldberg, Jill	Program/Project Administrator	106,247	0
Golivesky, Barry	Manager	111,407	0
Goodrum-Ellis, Kiah-Simon	Management Services Special	45,825	0
Goodwin, Amy R	Planning Coordinator	99,305	0

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2020**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Green, Tamara	Client Services Liaison	53,060	0
Gunn, Danielle	Financial Services Analyst	68,224	0
Gustave-Cason, Kurl D	Program/Project Analyst,Senior	62,922	0
Haas, Olivia	Comm & Mkting Analyst	49,496	0
Hamer, Schnequka	Financial Svc Analyst, Senior	72,720	0
Hammond III, John B	Center Director	184,512	1,417
Hann, Christopher A	Technology Analyst	65,248	0
Harmon, Sharon	Client Services Liaison	52,368	0
Harper, Robert W	Financial Svc Administrator	119,516	0
Harris, Regina F	Senior Program Specialist	63,314	0
Haynes, David W	Planning Administrator	117,206	0
Hill-Attkisson, Erin L	Client Services Liaison	63,738	237
Holder, Pier W	Client Services Liaison	53,519	3,734
Hooker, Douglas R	Executive Director	263,709	1,806
Hutcherson, Joy	Client Services Liaison	55,968	20
Ibhagui, Eimienwanlan	Temporary	1,860	0
Interiano, Elizabeth	Client Services Liaison	52,408	0
Jackson, Crystal L	Planner, Principal	78,537	0
Jackson, Felecia A	Financial Svc Analyst	60,624	194
Jackson, Phyllis B	Program/Project Administrator	83,654	189
Jacobs, Carol	Temporary	19,139	0
Jakobsen, Pamela	Client Services Liaison	55,222	0
James, Reginald	Planner, Senior	55,184	291
Jaquish, James L	Comm & Mkting Analyst, Princip	97,744	419
Jerram, Megan	Client Services Liaison	57,569	0
Johnson, Amoylyn V	Talent Management Generalist	85,508	0
Johnson, Audrey M	Planner, Senior	66,509	0
Johnson, Courtenay	Client Services Liaison	26,996	0
Johnson, Daniel E	Planning Administrator	118,446	928
Johnson, Kameisha	Talent Management Coordinator	102,827	0
Jones, Faustina	Temporary	9,622	0
Jones, Sequoyah	Management Services Specialist	45,502	0
Jones, Terri Y	Client Services Liaison	71,510	0
Kim, Ilisu	Temporary	6,360	0
Kim, Kyeil	Data Analysis Coordinator	97,421	0
Kim, Kyung-Hwa	Planning Administrator	118,754	1,114
King, Aprell	Temporary	3,592	0
King, Rosalene D	Temporary	9,810	0
Kirton, Sandra G	Client Services Liaison	63,523	313
Knox, Nicole	Financial Svc Analyst, Senior	71,131	0
Kotak, Tejas	Planner, Senior	57,641	0
Kurtz, Becky	Managing Director	156,769	1,331
Lancelin , Colby T	Data Analysis Coordinator	92,690	0
Lassiter, Elisa Y	Client Services Liaison	10,000	0
Leak, Paula S	Program/Project Coordinator	68,485	0

**Atlanta Regional Commission  
Schedule of Employee Salary and Travel Expenses  
for the Year Ended December 31, 2020**

<b><u>Employee</u></b>	<b><u>Title</u></b>	<b><u>Wages</u></b>	<b><u>Travel</u></b>
LeBeau, Robert	Managing Director	148,543	1,925
Lee, Seolha	Temporary	7,965	0
Lewandowski, Steven M	Data Analyst, Principal	78,919	0
Lewis, Erica M	Executive Assistant, Senior	72,303	0
Liou, Marian	Program/Project Analyst, Prin	77,403	813
Little, Aries C	Senior Planner	20,308	0
Little, Debra A	Executive Assistant, Senior	70,750	0
Lombard, Jared	Planning Administrator	98,208	460
Lucas, Karen A	Client Svc Liaison, Princi	75,886	820
Lupoe, Kynnesha	Driver	37,617	0
MacLeish-White, Odetta	Program/Project Administrator	95,000	933
Malasarte, Megan	Temporary	23,722	0
Mallett, Sabrina	Program/Project Administrator	36,385	0
Mangham, Marquitrice	Planner, Principal	73,727	0
Marinelli, Abigail	Data Analyst, Senior	56,516	82
Mason, Gregory R	Senior Manager	139,060	13
Matrille, Rossangie	Client Services Liaison	41,694	0
Mayerik, Cheryl T	Comm & Mktg Analyst, Princip	100,997	59
McCord, Robert E	Temporary	7,420	0
McKnight, Elizabeth	Financial Svc Analyst, Senior	70,116	30
McRunnels, Lucius	Program/Project Analyst, Prin	64,691	263
Meadows-Dillard, Amber S	Client Services Coordinator	59,940	0
Miller, Bryce	Temporary	20,146	0
Miller, Nathaniel	Temporary	4,112	0
Miller, Shellby	Temporary	12,863	0
Mills, William M	Data Analyst	52,995	0
Mitchell, Mary	Financial Services Analyst	2,191	0
Mollet Saint Benoit, Celi	Planner	58,677	0
Morgan, Linda B	Temporary	9,752	0
Morris, Andrew	Planning Administrator	123,706	1,039
Morrow, Caleah	Management Services Technician	36,793	0
Murphy, Meghan A	Program/Project Analyst	55,468	0
Neequaye, Nii-Kotey	Temporary	22,505	0
Newton, Mary S	Client Services Coordinator	77,460	151
O'Connor, Marsharee S	Program/Project Administrator	89,662	0
Oquendo, Brittney N	Program/Project Analyst	54,346	0
Orr, John M	Managing Director	156,769	1,104
Orrego, Alexandra	Data Analyst, Senior	50,870	0
Palmer, Brittney	Program/Project Analyst, Senior	60,718	826
Park, Nokil	Principal Planner	87,876	0
Parker, Andrew T	Client Services Coordinator	93,465	0
Patilla, Shane	Financial Svc Administrator	108,237	0
Patterson, Tammy	Program/Project Analyst, Prin	61,018	0
Pearce, James	Data Analysis Administrator	76,199	0
Pearson, Linda	Temporary	33,413	0

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2020**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Pellino, Cara M	Client Services Coordinator	97,103	0
Perkins, Alyssa	Client Services Liaison	54,427	0
Perumbeti, Katherine S	Program/Project Analyst, Senior	48,856	0
Phillips, Douglas W	Technology Analyst	64,122	0
Phillipson, Joshua	Program/Project Analyst, Prin	73,881	96
Pinones, Judy	Client Services Liaison	50,028	0
Portwood, Matthew	Client Services Liaison	50,810	0
Powell, Julian	Temporary	980	0
Pressley, Mia D	Program/Project Coordinator	104,179	0
Prosser, Rhoberta	Temporary	17,073	0
Ragans, Ginger	Client Services Liaison	51,962	0
Randolph, Ray L	Operations Director	150,173	0
Reed Wilkins, Malika	Center Director	174,680	1,002
Roberts, Melissa C	Program/Project Administrator	97,927	527
Robertson, Tara E	IT Analyst	84,156	0
Roell, Maria N	Principal, Planner	62,008	1,995
Rose, Charlie W	Financial Services Specialist	43,498	0
Rosembert, Anne	Client Services Liaison	55,352	677
Rousseau, Guy	Data Analysis Administrator	120,275	1,229
Rushing, James B	Planner, Principal	80,536	0
Russell, Lance	Temporary	85,000	0
Saintil, Thania	Executive Assistant	56,752	0
Sandlin, Elizabeth	Planner	51,153	1,555
Sanford, Elizabeth L	Manager	114,760	0
Santo, James M	Planner, Principal	101,032	8
Saunders, Grant	Temporary	35,226	0
Schlom, Ryan	Planner	52,904	0
Schwartz, Justine	Program/Project Analyst	60,362	0
Sharp, Kristie L	Program/Project Administrator	103,228	0
Shenbaga Kaniraj, Samyukt	Managing Director	123,975	56
Skeen-Grant, Deborah	Client Services Liaison	77,376	0
Skinner, James L	Data Analysis Administrator	113,597	0
Skinner, Sarah A	Comm & Mktng Analyst, Princip	68,996	15
Sloan, Casey A	Data Analysis Administrator	74,906	0
Smith, Andrew N	Planner, Principal	69,495	162
Smith, Damon	Financial Svc Analyst, Senior	72,489	0
Smith, Kelly M	Operations Director	149,499	0
Smith, Molly L	Comm & Mktng Analyst, Senior	94,703	0
Sotnikova, Maria	Data Analyst, Senior	61,176	0
Starckey, Lesa	Program/Project Analyst, Sr.	38,002	148
Steele, Monique A	Executive Assistant, Senior	58,284	0
Stevens, Keri	Planning Administrator	73,077	0
Stirling, William	Temporary	8,100	0
Stoudemire, Katherine	Financial Services Specialist	52,629	586
Studdard, Daniel J	Planner, Principal	80,949	2,080

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2020**

<b><u>Employee</u></b>	<b><u>Title</u></b>	<b><u>Wages</u></b>	<b><u>Travel</u></b>
Sung, Hae Seung	Data Analyst, Senior	57,163	0
Sweeney, Katherine	Comm & Mktg Analyst, Senior	73,741	0
Szarowicz, Patricia C	Client Services Liaison	67,025	0
Taylor III, James	Temporary FT Limited	14,885	133
Trinidad, Jennifer M	Financial Services Specialist	10,000	0
Tucker, Rosalind G	Managing Director	118,944	530
Tuitt, Suzette	Program/Project Analyst, Prin	63,921	74
Tyler, Amanda R	Program/Project Analyst	56,683	213
Usher, Shantel	Client Services Liaison	51,291	0
Vine, Holly A	Executive Assistant	52,370	21
Waguespack, Patrice M	Temporary	368	0
Waidhas, Kelsey	Planner	56,227	0
Wakhisi, Kofi O	Planning Administrator	121,099	2,230
Wang, Wei	Data Analysis Administrator	116,310	0
Warren, Johanna	Comm & Mktg Analyst	51,755	0
Wascher, Joel	Comm & Mktg Analyst, Senior	71,291	40
Washington, Stephanie P	Data Analyst, Senior	70,458	0
Weis, Craig D	Client Services Liaison	69,114	0
Wender, Rochelle T	Program/Project Analyst	90,923	0
Whitacre, Jacob	Temporary	7,322	0
White, Angela M	Client Services Liaison	61,649	2,971
White, Connie M	Program/Project Coordinator	105,973	58
White-Fulks, Charissa M	Executive Asst./Sec'y to Board	91,818	0
Will, Rachel	Planner, Senior	52,396	0
Williams, Celia	Client Services Liaison	56,655	0
Williams, Nicola	Temporary	33,554	49
Williams, Shannon	Client Services Liaison	53,160	0
Williamson, Warren H	Managing Director	22,597	0
Woodworth, Erik	Data Analysis Coordinator	81,457	0
Yawn, Joseph	Principal Program Coordinator	83,158	265
Yawn, Kim	Executive Assistant	58,129	0
Zhu, Honghong	Technology Administrator	116,661	0
Zitsch, Katherine	Managing Director	155,425	2,739
Zwald, Brittany E	Staff Attorney	96,743	0
		<b>\$17,643,510</b>	<b>\$59,923</b>

(a)	
2020 Salaries (cash basis)	\$17,643,510
Non cash compensation	(105,583)
2019 Accrued salaries for the pay periods ended 12/31/2019	
paid in 2020 (excluding fringe withholdings)	-453,219
2020 Accrued salaries for the pay periods ended 12/31/2020	

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2020**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
paid in 2021 (excluding fringe withholdings)			617,859
	Total Salaries 2020		<u>\$17,702,567</u>
(b)			
Travel paid to employees			\$59,923
Other charges to travel (parking, airline tickets)			
(itemized records on file in ARC offices)			23,589
	Total Travel 2020		<u>\$83,512</u>



Atlanta Regional Commission

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