

Atlanta Regional Commission  
Atlanta, Georgia

# **Comprehensive Annual Financial Report**

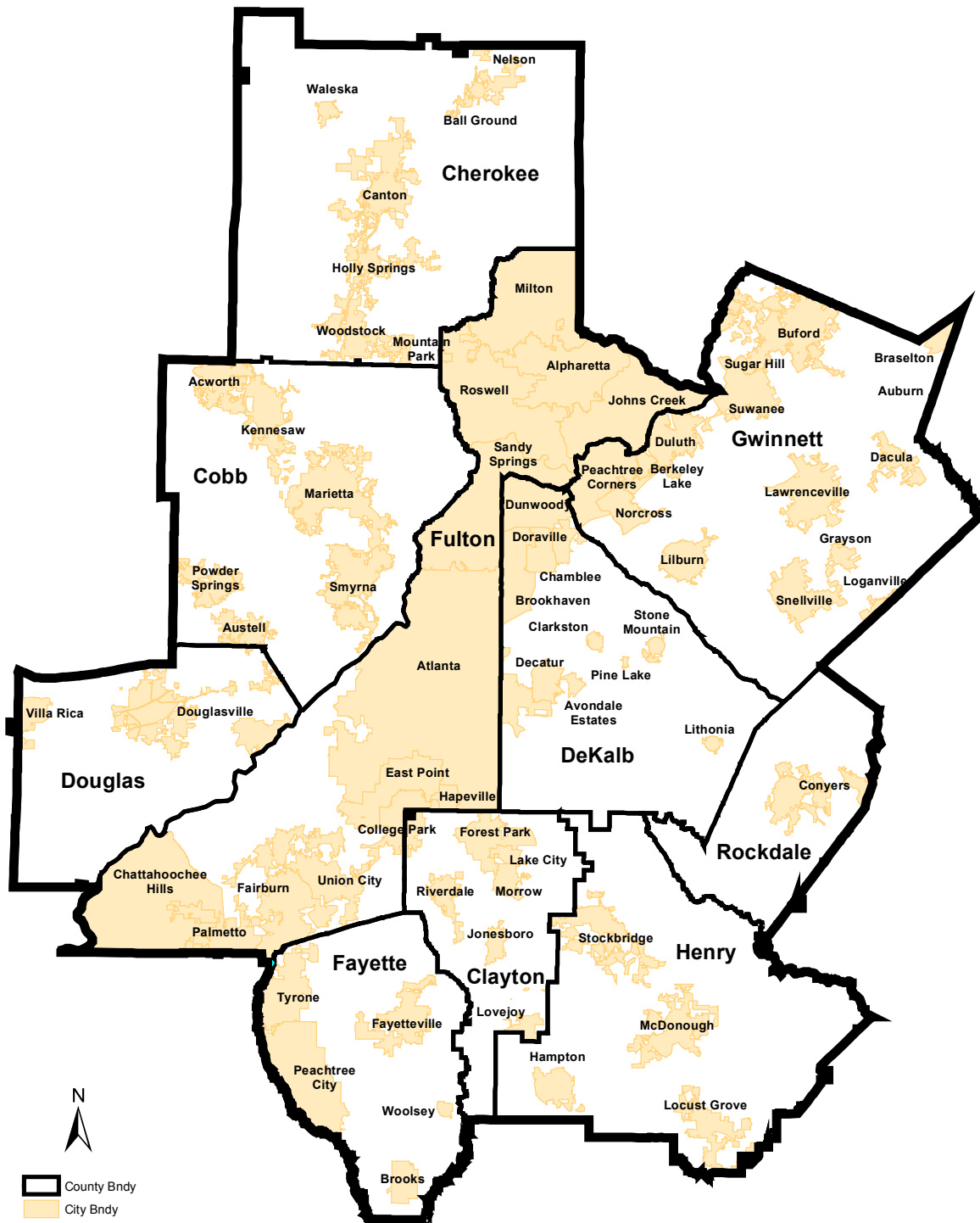
**Fiscal Year Ended December 31, 2014**

Prepared By  
The Division of Financial Services

Diane Pelletier  
Financial Services Manager

Kelly Smith  
Senior Accountant

# 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 70 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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June 24, 2015

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, 2014. 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.

Crace Galvis McGrath, 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, 2014, 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. 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, 2014 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 Crace Galvis McGrath, 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 70 other municipalities. These 10 counties account for 83 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.

**Local Economy.** 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 2014, ARC estimates that the region added 164,550

persons to total 4.27 million people, an average annual growth rate of only 1.0 percent. The 2010-2014 average annual population increase of 41,138 was one of the lowest average annual increases observed since the 1950s. The pace of the last four years is not only lower than the 67,837 new residents averaged per year during the 2000s, but far lower than the 87,158 new residents per year averaged during the 1990s. However, the 52,700 increase of 2013-2014 was by far the largest annual growth during this decade to date and it is anticipated that population growth will be even greater in 2015.

The impact of the severe national and regional recession that began in December 2007 and ended in June 2009 was both lagged and resilient, where population growth is concerned. For the calendar year of 2014, however, housing permit levels bounced back substantially, though not to pre-recession levels yet in most jurisdictions. The vacant home oversupply of the recession and its aftermath has abated, particularly due to significant strength in the market for existing homes and evolving momentum for new construction. Foreclosure problems have receded to pre-recession levels except in a few hot-spots. Most industry experts expect new construction to become even more viable in later 2015 and on into 2016.

Yet while construction shows current signs of an inevitable rebound, things won't be "business as usual", at least not at the levels of prior decades. Plan 2040 Transportation Update ARC forecasts indicate that population increase through to the end of its forecast horizon will average about 54,000 persons per year, and the next forecast series (under development as of Spring 2015) is likely to come in at lower average annual increases. Both the currently adopted and pending forecast series' forecast growth will lag the average increases seen in the 2000s.

Since 1980, the Atlanta region has more than doubled its population, adding 2.37 million new residents. Put in another way, nearly 60 percent (59.4) of the region's growth since 1900 has occurred after 1980. Over the 60+ years since 1950, Atlanta's population has grown at an average annual rate of 2.7 percent. Sustaining so high a rate over this period clearly demonstrates the underlying strength of the region's diversified economy.

Overall, 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 past decade. Unemployment rates in the metro area soared from 3.6% in 2001 to 10.7% in January 2010, and the 10-county region's job base declined by almost 400,000 jobs 2000-2010 (20 percent).

Since 2010, the job base continues to rebuild and data from the Georgia Department of Labor show consistent positive (monthly) trends in employed persons for the Atlanta Regional Commission. Unemployment rates have dropped significantly recently-- to 6.5% as of February, 2014 and then again down to 6.1% by February of 2015. This recent rate is down significantly from 8.9% in March 2012, and down substantially from the 10.0% reported in March 2010. Over the long term, ARC forecasts that the Region will average about 40,000 new jobs per year. While an impressive growth rate, this is appreciably lower than the record job growth (approaching 90,000 jobs per year) observed in the late 1990s.

From 1980 to present, 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 nearly 90% of the Region's increase in jobs over the 30+-year period. Despite the dominance of Services and Trade, all major industry groups (besides Government and Manufacturing) posted net gains in jobs during this period. Part of this shift in industry is illusory. Privatization of public facilities such as hospitals has shifted thousands of jobs from Government to Services.



**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.

**Major Initiatives.** ARC's Transportation Access and Mobility Division (TAMD) have two primary core products that it develops; 1) the Regional Transportation Plan (RTP) and the 2) Transportation Improvement Program (TIP). The RTP includes over \$58 billion in investments through the year 2040 to ensure the economic competitiveness and quality of life for the region. A major update to the RTP was completed in 2014, incorporating a Congestion Mitigation and Air Quality (CMAQ) and Transportation Alternatives Program (TAP) project solicitation.

TAMD also leads planning through the funding of major planning studies. Central to this function is the Comprehensive Transportation Program (CTP), providing funding and staffing for county-level initiatives. Several important CTP's were underway in 2014 and scheduled for completion in 2015 – including the Cobb County CTP.

A major initiative started in 2014 is conducting a major update to the regional vision – The Region's Plan. This Plan is a joint effort involving all ARC divisions and will include extensive updates to regional land use and growth strategies – including population forecasts – while updating regional policies and transportation concepts through the year 2040. The Region's Plan will be a major effort expected to be completed in 2016. The Region's Plan will also include major updates to regional managed lane and transit strategies as ARC continues to implement a vision that supports holistic and interdisciplinary planning. Major milestones completed in 2014 include development of goals and regional surveys.

ARC's Mobility Services Division is responsible for supporting and coordinating transportation demand management activities, regional transit service providers, human service transportation service planning and provision as well as the development of technological solutions to transportation related issues. In 2014, the division undertook a number of significant initiatives:

- Regional Bike Challenge – The challenge was a three-week long employer site-based challenge aimed at getting more people to leave single occupant vehicle commutes in favor of biking to work. This was the third annual challenge and was easily the most successful event to date.
- Regional Transit Trip Planner – As a result of the actions of the state legislature, the region's transit operators developed a single website where the public could locate information about using the regional transit system. The Mobility Services Division created and deployed the regional trip planning aspect of this site.

Additionally, the Division released RFPs to procure services to perform a financial review of the Regional Breeze Clearinghouse and to develop a regional transit marketing strategy. Both of these projects will be completed in 2015.

ARC's Community Development Division led the preparation of the Atlanta Regional Economic Competitiveness Strategy, which also serves as the Comprehensive Economic Development Strategy (CEDS) for the Atlanta Economic Development District. This strategy was approved by the ARC Board in early 2013. Throughout 2014, ARC convened four committees – focused around each major goal in the strategy: Educated Workers, Innovative Entrepreneurs, Prosperous Businesses, and Livable Communities. Substantial work has been undertaken by the committees.

In 2014, the Community Development Division convened local governments and private interests around Hartsfield-Jackson Atlanta International Airport in an effort to investigate strategies for increasing economic development in the airport area. The Atlanta Aerotropolis Alliance (the Alliance) is the outcome of this work and an example of what can happen when public and private interests come together on a central issue. With the continued support of ARC, the Alliance will specifically focus on coordination among local efforts, marketing and branding of the airport area and an increase of private investment in the communities surrounding the airport. With an initial group of partners that includes Georgia Power, Delta Airlines, Porsche Cars North America, Prologis, Duke Realty, four local jurisdictions, four chambers of commerce and ARC, the Alliance is well positioned and substantially supported for the challenge ahead.

During the past year, ARC staff has built new population forecasts, updated growth models, undertaken scenario research and completed required Georgia DCA documents. Phase I of The Region's Plan online survey received more than 8,000 responses. Stakeholder engagement has been ongoing through policy discussions, workshops and committee meetings. ARC has held meetings with all local governments in the region to discuss growth forecasts and land use issues. New development and infrastructure policies will be developed to support growth forecasts.

ARC's Natural Resources Division continues to provide administrative and technical planning support to the Metropolitan North Georgia Water Planning District, which provides regional planning for water resources and water quality in the 15 counties surrounding and including the City of Atlanta. Technical planning included support of the Wastewater Management, Watershed Management and Water Supply and Conservation Management Plans throughout 2014. The District made preparations for the Plan Update, which is scheduled to begin in 2015 and be completed by November 2016. The District also worked with a consultant to conduct a Climate Resiliency Study, which is scheduled to be completed in 2015. The Metropolitan North Georgia Water Planning District started the Single Family Toilet Rebate Program in March 2008. Between March 2008 and December 31, 2014 the District rebate program and partners have replaced over 100,000 old, inefficient toilets with new low-flow toilets.

ARC continued the Green Communities program, certifying 1 new community, recertifying 4 communities, and upgrading 2 communities in 2014. In addition, ARC continued its role in administration of the Chattahoochee Corridor Plan under the Metropolitan River Protection Act. ARC also coordinated legal and technical support for ongoing efforts related to water supply in the Apalachicola-Chattahoochee-Flint and Alabama-Coosa-Tallapoosa river basins.

As its main initiative in 2014, the Research and Analytics Division initiated a development effort for a major new forecast series (15.0) that will become a foundational part of The Region's Plan to be finalized in March of 2016. Calibration and integrated test runs of the state-of-the-art activity-based transportation model and PECAS land use model were at the core of last year's forecast development effort.

Other projects included administering a second, larger Metro Atlanta Speaks Survey (MAS). This edition of MAS asked twice the number (4,200) of Atlanta region residents--compared to the first year of the survey--more questions (25, up from 21) on a variety of issues, jumping off from perceptions of public education,

traffic, aging, and the economy to include the new topic areas of civic engagement and water resources. With the 2014 survey, statistical significance was available down to the county level. The results were made publicly available and served as a central part of the messaging for the 2014 ARC State of the Region breakfast, which was attended by over 1,200 civic and business leaders. In a new initiative area in 2014, the Division completed a first-ever Digital Economy Plan for the regional commission area using federal funding administered by Georgia Technology Authority and DCA. Research and Analytics also acquired via consortium the Burning Glass database, and used the resulting access to the Labor Insight tool to download and analyze the labor demand data that formed the core of an extensive report for the Metro Atlanta Chamber on the characteristics of emerging sectors (e.g. digital media and gaming) in the new economy.

The Neighborhood Nexus program continues to increase the amount of data it provides, as well as both the number of and quality of ways in which those data are presented to clients. The division also succeeded in adding value to services offered constituent governments by increasing use of ESRI Business Analyst Online and generation of custom economic analysis via REMI TranSight. The development and implementation of an Open Data Portal further enhanced internal and external customer access to datasets.

The Aging and Health Resources Division continued to improve the delivery of long term care services in the metro region by addressing policy and provider concerns in the SOURCE (Service Options Using Resources in a Community Environment) and CCSP (Community Care Service Program) waiver programs, improving the efficiency and effectiveness of the Nursing Home Transition program and monitoring the potential introduction of managed care in the state's long term care system.

The 24/7 phone counseling center provided support to over 80,000 individuals, yet the demand continued to grow. ARC has invested in both new phone and client management systems to improve the efficiency of staff. Improvements that will be made in 2015 focus on: measuring and improving staff capacity and performance, complete cost/benefit analysis that demonstrates the value of the work including impact on Medicaid diversion, policy changes that improve provider quality and management and establish a new means to store and access resource data.

The ARC Workforce Solutions Center worked on several major initiatives under Skills Shortages and Systems Innovations and Special Projects.

ARC continued to implement the On-the-Job (OJT) Training Program, a more business friendly version of the OJT program as outlined in the WIA (Workforce Investment Act) law and regulations. OJT program is continually reviewed and updated based on employer feedback and expansion of service strategy. On-the-Job-Training provides employer reimbursement from 50%-90% of salaries of newly hired employees during a predetermined training period to compensate for the costs associated with skills upgrade training and loss of production. Another proactive business service strategy is the Customized Training Initiative which is designed to meet the special requirements of an employer (including a group of employers) that is conducted with a commitment by the employer to employ, or in the case of incumbent workers, continue to employ, an individual upon successful completion of the training; and for which the employer contributes a percentage of the cost of the training at no less than ten percent based on employer size.

ARC/ARWB (Atlanta Regional Workforce Board) continued the collaboration with county libraries in providing the Mobile Unit for job readiness and job search assistance as well as information on WIA training. The ARWB/ARC mobile unit continued to provide outreach into all counties with specific dates and times for library system locations recording over 850 visits from July 2014 to December 2014 and over 1800 for the calendar year. The Mobile Unit was also utilized for career exploration for youth, Career Day at secondary schools, rapid response employer sites and Business Expos and Job Fairs. ARC/ARWB had professional job

coaches to staff the Mobile Unit and to provide assistance at the Career Resource Centers in Gwinnett, Clayton, Douglas, Rockdale and Cherokee counties. These coaches provided job search workshops and worked one on one with individuals in job search preparation and development and review of professional resumes. “Jobs 4 All Now” is still being utilized throughout the career center system with participants averaging 4.4 hours in job search preparation. The “Job Smart” workshop continued to better prepare individuals for job search, including self-marketing and interviewing skills. This 4-hour plus workshop was presented in all full service CRCs and satellite offices and is required for all training participants.

**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 Executive Committee is responsible for authorizing changes in the retirement and insurance programs for Commission employees. The Executive 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 committee. The Chair along with four additional appointed Board members serve on the committee. The BARC committee 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 divisions 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, 2013. 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 33rd 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 Division. 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, Crace Galvis McGrath, LLC, whose expertise, experience and judgment were extremely valuable.

Respectfully Submitted,



Douglas R. Hooker, P.E.  
Executive Director



Emerson Bryan  
Deputy Executive Director



Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

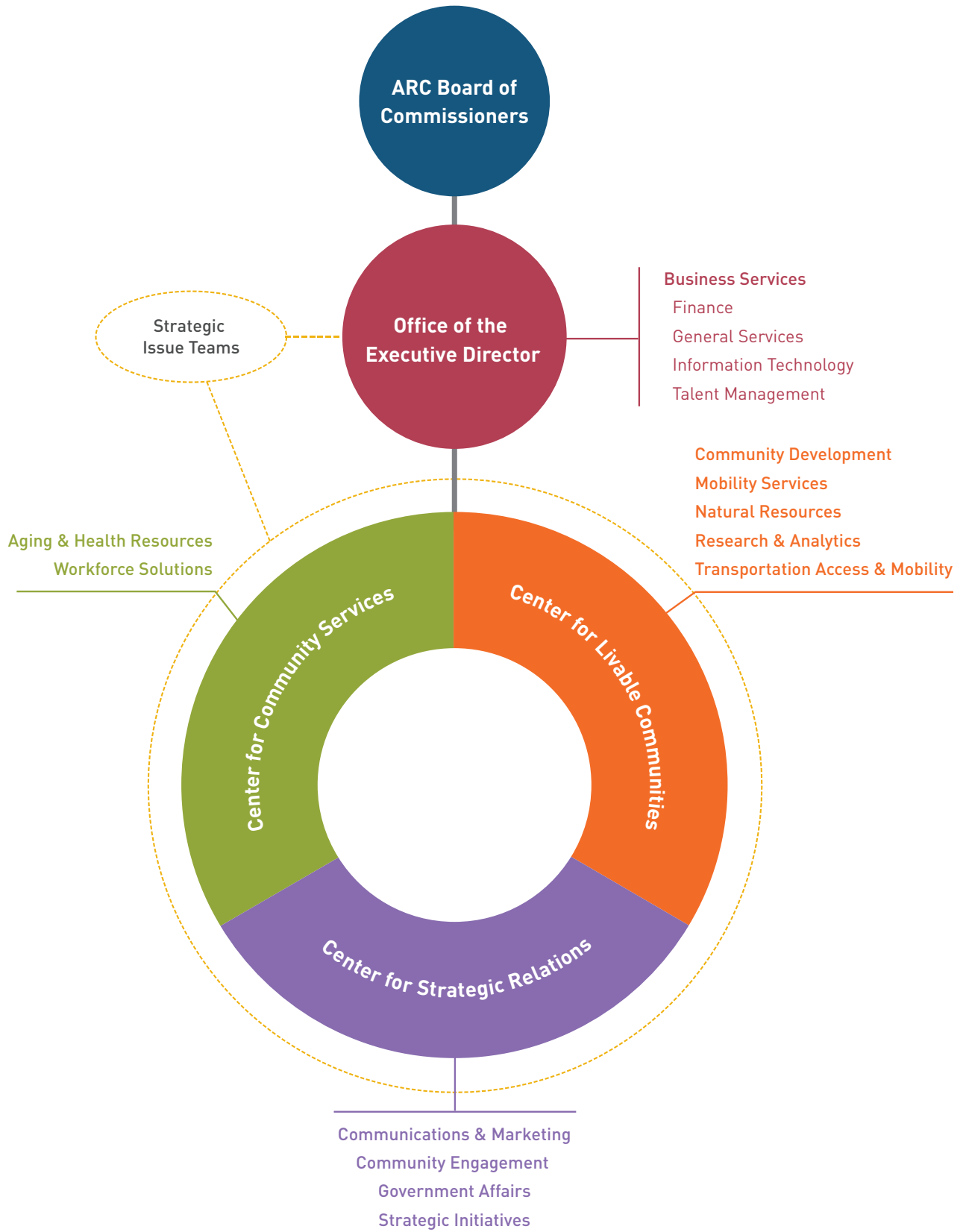
**Atlanta Regional Commission  
Georgia**

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended

**December 31, 2013**

Executive Director/CEO

# Organizational Chart



# COMMISSION MEMBERSHIP 2014

As of 12/31/14

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<b>OFFICERS</b>	Kerry Armstrong Chair	Tim Lee Secretary	Judy Waters Parliamentarian
	Kasim Reed Vice Chair	Robert Reeves Treasurer	

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<b>PUBLIC MEMBERS</b>	City of Atlanta	Kasim Reed Mayor	Caesar C. Mitchell Council President
	Cherokee County	Buzz Ahrens Commission Chairman	Tim Downing Mayor, City of Holly Springs
	Clayton County	Jeff Turner Commission Chairman	Willie Oswalt Mayor, City of Lake City
	Cobb County	Tim Lee Commission Chairman	Mark Mathews Mayor, City of Kennesaw
	DeKalb County	Lee May Interim Chief Executive Officer	Eric Clarkson Mayor, City of Chamblee
	Douglas County	Tom Worthan Commission Chairman	Harvey Persons Mayor, City of Douglasville
	Fayette County	Charles W. Oddo Commission Chairman	Eric Dial Mayor, Town of Tyrone
	Fulton County	John Eaves Commission Chairman	Jere Wood Mayor, City of Roswell and Clark Boddie Mayor, City of Palmetto
	Gwinnett County	Charlotte Nash Commission Chairman	Nancy Harris Mayor, City of Duluth
	Henry County	Tommy Smith Commission Chairman	Robert Price Mayor, City of Locust Grove
	Rockdale County	Richard A. Oden Commission Chairman	Randy Mills Mayor, City of Conyers

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<b>MEMBERS AT LARGE</b>	Eddie Ausband District 1	Mike Houcard District 6	Minuard "Mickey" McGuire District 11
	Robert L. Stephens, Jr. District 2	Liane Levetan District 7	Julie Keeton Arnold District 12
	Robert Reeves District 3	Judy Waters District 8	Rob Garcia District 13
	Amol Naik District 4	Kerry Armstrong District 9	Dan Post, Jr. District 14
	Kip Berry District 5	W. Brant Aden District 10	Dennis Burnette District 15

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<b>NON-VOTING MEMBER</b> (Appointed by Georgia Department of Community Affairs)			Tread Davis, Jr.
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<b>EXECUTIVE DIRECTOR</b>			Doug Hooker
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**Atlanta Regional Commission**  
**Executive Staff**  
December 31, 2014

**Office of Director**

Executive Director	Douglas R. Hooker
Deputy Executive Director	I. Emerson Bryan

**Center for Strategic Relations**

Director	Julie Ralston
Manager, Government Affairs	Scott Haggard
Manager, Strategic Initiatives	John Hammond, III
Manager, Communication & Marketing Div.	Grace Trimble
Manager, Community Engagement	Liz Sanford

**Center for Community Services**

Director	vacant
Manager, Aging & Health Resources	Kathryn Lawler
Manager, Workforce Solutions	Mary Margaret Garrett

**Center for Livable Communities**

Director	Jane Hayse
Manager, Community Development Division	Dan Reuter
Manager, Natural Resource Division	Katherine Zitsch
Manager, Research & Analytics Division	Mike Alexander
Manager, Transportation Access Division	John Orr
Manager, Mobility Services Division	Cain Williamson

**Business Services**

Deputy Executive Director	I. Emerson Bryan
Manager, General Services	Chris Burke
Manager, Financial Services	Diane Pelletier
Manager, Information Technology Services	Ray Randolph
Manager, Talent Management	Mara Cooke

# FINANCIAL SECTION

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, 2014, 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 2014, 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, Aging Programs Fund, Natural Resources Fund, Regional Planning and GIS Programs Fund, and Community Development 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 and the schedules of funding progress and employer contributions on pages 16-24 and 67 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, the statistical section, the schedule of expenditures of federal awards, as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and other 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 the schedule of expenditures of federal awards is the responsibility of management and was derived from and relates 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 the schedule of expenditures of federal awards are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory section, statistical section, and the remaining 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 June 15, 2015 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.



Crace Galvis McGrath, LLC

June 15, 2015

## Management's Discussion and Analysis

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, 2014. We encourage readers to consider the information that we have furnished in our letter of transmittal, which can be found on pages 1 through 8 of this report.

### Financial Highlights

- The assets of the ARC exceeded its liabilities at the close of the most recent fiscal year by \$7,352,660 (*net position*). Of this amount, \$7,108,292 (*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 \$177,569. The majority 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 \$4,349,697. Of this amount, \$283,237 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 \$8,312,272, an increase of \$407,181 in comparison with the prior year. Approximately 98 percent of this amount, \$8,184,722, 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 \$8,312,272 or 11.5 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 and liabilities, with the difference between the two 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 25 through 27 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 seven 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 each fund, all of which are considered to be major funds.

The ARC adopts an annual budget for its funds. Budgetary comparison statements have been provided for each governmental fund to demonstrate compliance with this budget. The basic governmental fund financial statements can be found on pages 28 through 39 of 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 40 through 42 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 43 through 44 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 45 through 66 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 benefits to its employees, along with other supplementary information. Required and other supplementary information can be found on pages 67 through 77 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 exceeded liabilities by \$7,352,660 at December 31, 2014, as compared with assets exceeding liabilities by \$7,175,091 at December 31, 2013. Three 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.

**Atlanta Regional Commission’s Net Position**

	Governmental Activities		Business-type Activities		Total	
	2014	2013	2014	2013	2014	2013
Current and other assets	\$23,738,777	\$21,548,355	\$ -	\$ -	\$23,738,777	\$21,548,355
Internal balances	(23,321)	(21,032)	23,321	21,032	-	-
Capital Assets	244,369	352,295	-	-	244,369	352,295
Total Assets	23,959,825	21,879,618	23,321	21,032	23,983,148	21,900,650
Long-term liabilities outstanding	329,451	265,138	-	-	329,451	265,138
Other Liabilities	16,277,714	14,439,389	23,321	21,032	16,301,035	14,460,421
Total Liabilities	16,607,165	14,704,527	23,321	21,032	16,630,486	14,725,559
Net Position:						
Investment in capital assets	244,369	352,295	-	-	244,369	352,295
Unrestricted	7,108,291	6,822,796	-	-	7,108,291	6,822,796
Total net position	\$7,352,660	\$7,175,091	\$ -	\$ -	\$7,352,660	\$7,175,091



The balance of *unrestricted net position*, \$7,108,291, 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.

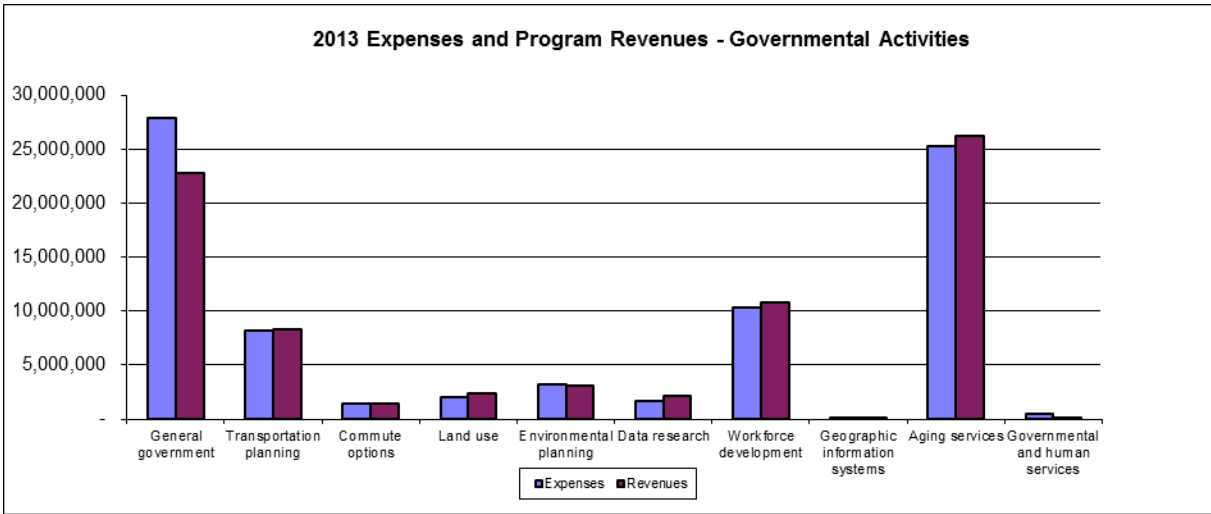
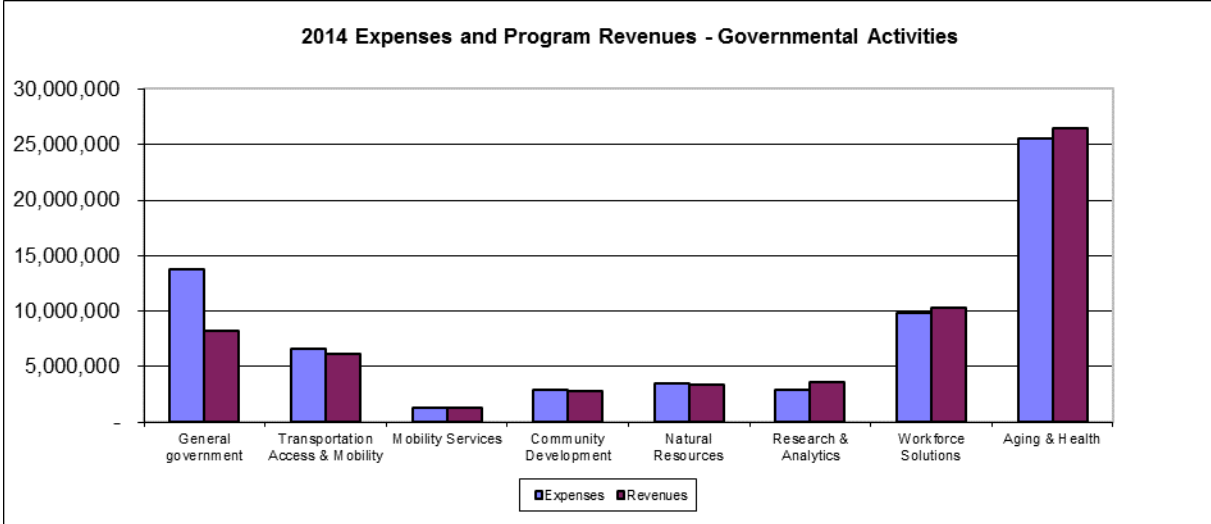
**Governmental activities.** Governmental activities increased the ARC's net position by \$177,569, thereby accounting for three percent of the total net position and 100 percent of the growth of net position of the ARC at year-end. Key elements of this increase are as follows:

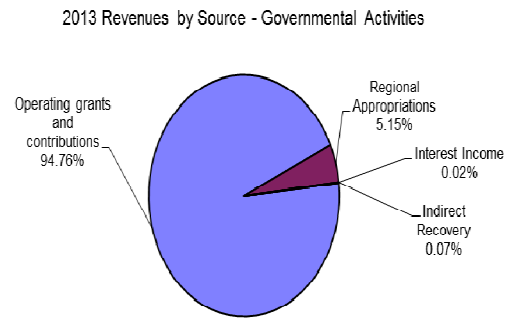
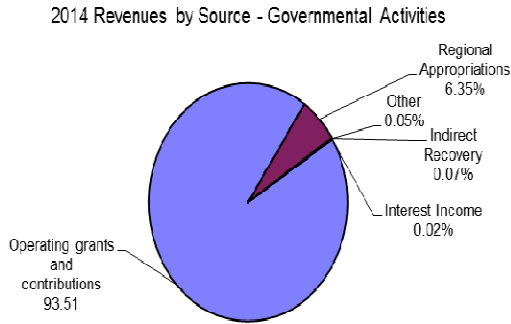
### ARC's Changes in Net Position

	Governmental Activities		Business-type Activities		Total 2014	Total 2013
	2014	2013	2014	2013		
<b>Revenues</b>						
Charges for services	\$ -	\$ -	\$ 834,387	\$ 790,130	\$ 834,387	\$ 790,130
Operating grants and contributions	62,955,053	77,311,498	-	-	62,955,053	77,311,498
<b>General Revenues:</b>						
Regional Appropriations	4,241,600	4,201,500	-	-	4,241,600	4,201,500
Interest Income	12,848	15,576	-	-	12,848	15,576
Indirect Recovery	70,142	57,592	-	-	70,142	57,592
Other	95,249	787	-	-	95,249	787
<b>Total Revenues</b>	<b>\$ 67,374,892</b>	<b>\$ 81,586,953</b>	<b>\$ 834,387</b>	<b>\$ 790,130</b>	<b>\$ 68,209,279</b>	<b>\$ 82,377,083</b>
<b>Expenses</b>						
General government	\$ 13,844,223	\$ 27,908,971	\$ -	\$ -	\$ 13,844,223	\$ 27,908,971
Transportation Access & Mobility	6,589,490	8,225,202	5,547	-	6,595,037	8,225,202
Mobility Services	1,345,561	1,486,078	-	-	1,345,561	1,486,078
Community Development	2,887,678	2,502,557	570,404	538,567	3,458,082	3,041,124
Natural Resources	3,752,540	3,198,351	95,260	82,143	3,847,800	3,280,494
Research & Analytics	2,897,879	1,811,147	-	-	2,897,879	1,811,147
Workforce Solutions	10,075,283	10,333,817	-	-	10,075,283	10,333,817
Aging & Health	25,521,432	25,308,393	222,447	170,040	25,743,879	25,478,433
Communications	-	-	153,824	123,968	153,824	123,968
Indirect Expense Allocation	-	-	70,142	57,592	70,142	57,592
<b>Total Expenses</b>	<b>\$ 66,914,086</b>	<b>\$ 80,774,516</b>	<b>\$ 1,117,624</b>	<b>\$ 972,310</b>	<b>\$ 68,031,710</b>	<b>\$ 81,746,826</b>
Increase in net position before transfers	\$ 460,806	\$ 812,437	\$ (283,237)	\$ (182,180)	\$ 177,569	\$ 630,257
Transfers	(283,237)	(182,180)	283,237	182,180	-	-
<b>Change in net position</b>	<b>\$ 177,569</b>	<b>\$ 630,257</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 177,569</b>	<b>\$ 630,257</b>
Net Position - beginning	7,175,091	6,544,834	-	-	7,175,091	5,874,709
<b>Net Position - ending</b>	<b>\$ 7,352,660</b>	<b>\$ 7,175,091</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,352,660</b>	<b>\$ 6,504,966</b>

General government expenses in the amount of \$13,844,223 are net of indirect costs. The general government indirect expense allocation of (\$4,991,424), as shown in the Statement of Activities is the difference between total indirect recovery of \$5,529,755 and general government indirect expense of \$538,331. Total direct and indirect expenses for the general government are \$14,427,554.

The decrease in unrestricted resources required to match grant proceeds represents most of the change in net position.

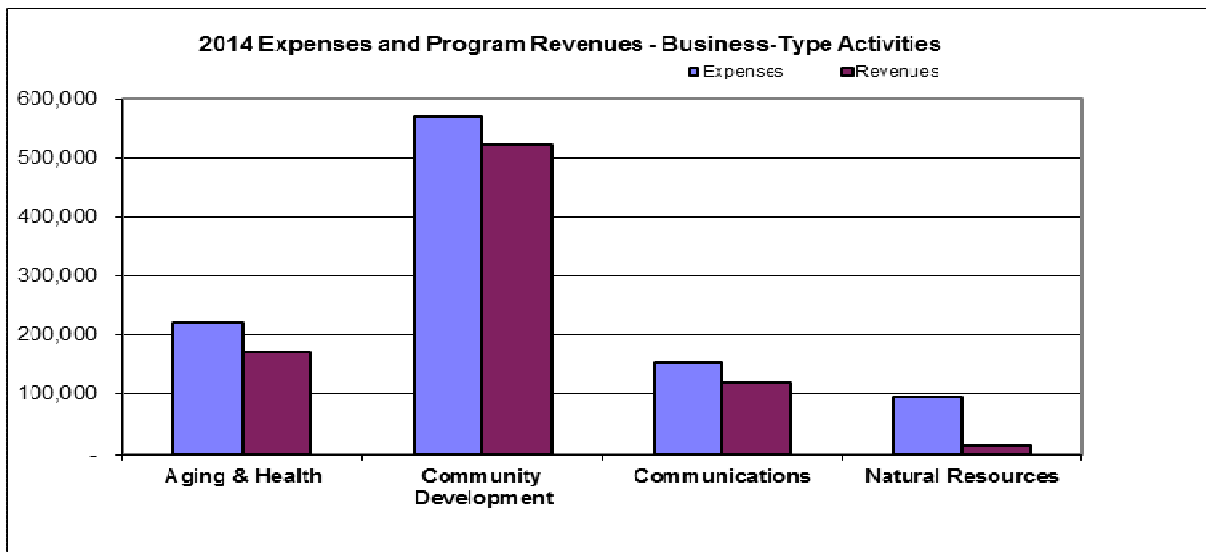


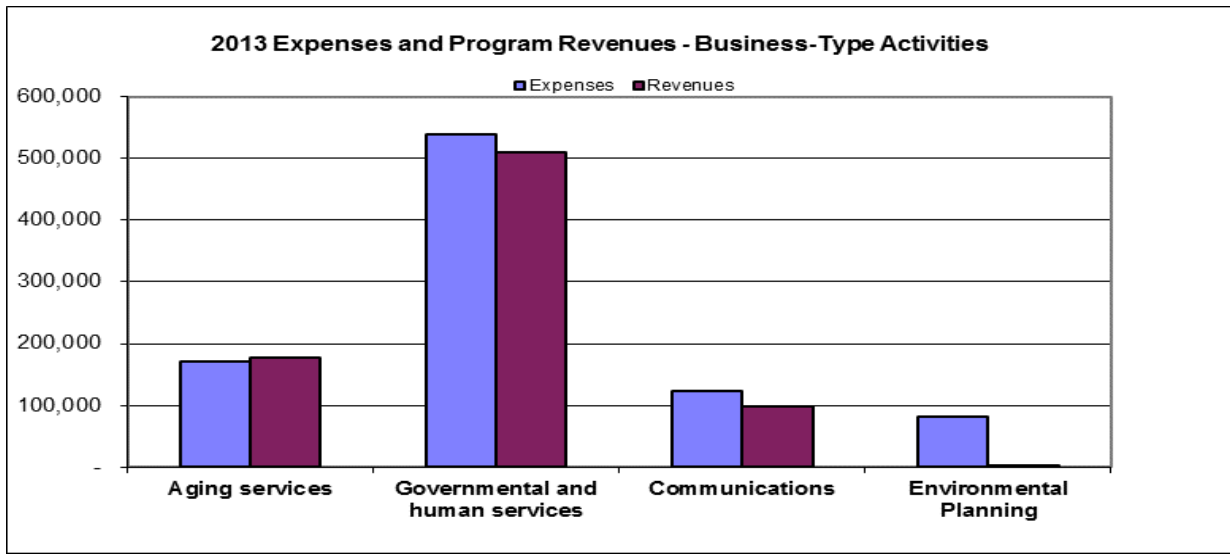


The ARC operates primarily from grant revenues; therefore, increases in expenses closely parallel increases in grant funding for services.

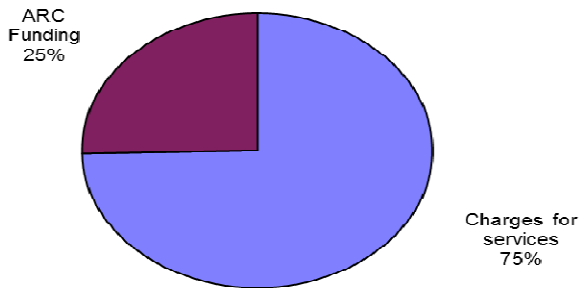
**Business-type activities.** Business-type activities received \$283,237 of ARC's unrestricted resources during 2014. Funding provided by the ARC is broken down as follows:

<u>Activity</u>	<u>ARC resources used</u>
Communications	\$ 34,989
Community Development	46,704
Natural Resources	116,625
Aging & Health	84,919
Total	<u>\$283,237</u>

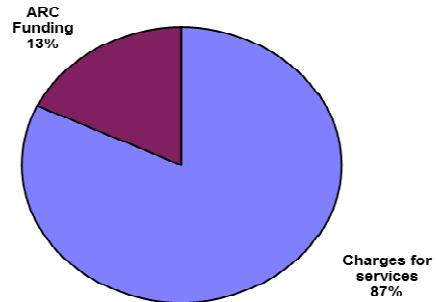




2014 Revenues by Source - Business Type Activities



2013 Revenues by Source - Business-Type Activities



### 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 \$8,312,272, an increase of \$407,181 in comparison with the prior year. Approximately 98 percent of this total amount \$8,184,722 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 \$407,181 during the 2014 fiscal year. The key factor in this growth is as follows:

- The majority of this increase is attributable to the 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:

- Personnel, Equipment and Supplies exceeded budget by \$59,025, \$52,904 and \$45,012 respectively due to costs associated with the Agency Evolution Plan.
- Capital Outlay-General Government exceeded budget by \$117,551 due to costs associated with additional office space needed to house new staff related to the Agency Evolution Plan.

### **Capital Asset Administration**

**Capital assets.** The ARC’s investment in capital assets for its governmental activities as of December 31, 2014 was \$244,369 (net of accumulated depreciation). This investment in capital assets includes equipment, furniture and fixtures.

Capital assets of the ARC as of December 31, 2014, were as follows:

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

	Governmental Activities		Total Percentage <u>Change</u>
	<u>2014</u>	<u>2013</u>	<u>2013-2014</u>
Equipment	\$ 84,540	\$97,139	(13)%
Furnishings and Fixtures	<u>159,829</u>	<u>255,156</u>	(37.4)%
Total	<u>\$244,369</u>	<u>\$ 352,295</u>	(30.6)%

Additional information on the ARC's capital assets can be found in note IV.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 2015 budget results in an increase of \$63,627 to the general fund balance.
- The per capita rate paid by the local governments as appropriations remained at \$1.00 for 2014. Projected increases for the 2015 budget are in accordance with projected increases of approximately 2.9 percent of population.
- 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 2015 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, 40 Courtland Street, NE, Atlanta, GA 30303.

**Atlanta Regional Commission**  
**Statement of Net Position**  
**December 31, 2014**

	<b>Primary Government</b>		
	<b>Governmental Activities</b>	<b>Business-type Activities</b>	<b>Total</b>
<b>ASSETS</b>			
Cash and cash equivalents	\$ 14,648,907	\$ -	\$ 14,648,907
Advances due from subgrantee agencies	387,708	-	387,708
Receivables from grantors	8,694,592	-	8,694,592
Prepaid items	7,570	-	7,570
Internal balances	(23,321)	23,321	-
Capital assets, net of accumulated depreciation:			
Equipment, furnishings & fixtures	244,369	-	244,369
<b>Total Assets</b>	<b>23,959,825</b>	<b>23,321</b>	<b>23,983,146</b>
<b>LIABILITIES</b>			
Salaries payable	732,479	-	732,479
Accounts payable and accrued expenses	2,850,206	22,871	2,873,077
Unearned revenue	5,403,607	-	5,403,607
Advances from grantor agencies	1,615,095	-	1,615,095
Due to grantee agencies	1,708,732	-	1,708,732
Due to grantors	1,366,897	-	1,366,897
Other liabilities	1,729,527	450	1,729,977
Compensated absences:			
Due within one year	871,171	-	871,171
Due in more than one year	329,451	-	329,451
<b>Total liabilities</b>	<b>16,607,165</b>	<b>23,321</b>	<b>16,630,486</b>
<b>NET POSITION</b>			
Investment in capital assets	244,369	-	244,369
Unrestricted	7,108,291	-	7,108,291
<b>Total net position</b>	<b>\$ 7,352,660</b>	<b>\$ -</b>	<b>\$ 7,352,660</b>

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, 2014**

<u>Functions/Programs</u>	<u>Expenses</u>	<u>Indirect Expenses Allocation</u>	<u>Program Charges for Services</u>
<b>Primary government:</b>			
Governmental activities:			
General government	\$ 13,844,223	(\$4,991,424)	\$ -
Transportation Access & Mobility	6,589,490	1,137,622	-
Mobility Services	1,345,561	-	-
Community Development	2,887,678	520,502	-
Natural Resources	3,752,540	412,038	-
Research & Analytics	2,897,879	726,383	-
Workforce Solutions	10,075,283	494,617	-
Aging & Health	25,521,432	1,630,120	-
Total governmental activities	<u>66,914,086</u>	<u>(70,142)</u>	<u>-</u>
Business-type activities:			
Communications	153,824	-	118,835
Transportation Access & Mobility	5,547	-	5,547
Community Development	570,404	-	523,700
Natural Resources	95,260	36,865	15,500
Aging & Health	222,447	33,277	170,805
Total business-type activities	<u>1,047,482</u>	<u>70,142</u>	<u>834,387</u>
Total primary government	<u>\$67,961,568</u>	<u>\$ -</u>	<u>\$834,387</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.



<u>Revenues</u>	<u>Net (Expense) Revenue and Changes In Net Position</u>		
<u>Operating Grants and Contributions</u>	<u>Governmental Activities</u>	<u>Business-type Activities</u>	<u>Total</u>
\$8,236,691	\$ (616,108)	\$ -	\$ (616,108)
6,233,277	(1,493,835)	-	(1,493,835)
1,337,217	(8,344)	-	(8,344)
2,836,422	(571,758)	-	(571,758)
3,633,678	(530,900)	-	(530,900)
3,591,077	(33,185)	-	(33,185)
10,569,900	-	-	-
26,516,791	(634,761)	-	(634,761)
<u>62,955,053</u>	<u>(3,888,891)</u>	<u>-</u>	<u>(3,888,891)</u>
-	-	(34,989)	(34,989)
-	-	-	-
-	-	(46,704)	(46,704)
-	-	(116,625)	(116,625)
-	-	(84,919)	(84,919)
<u>-</u>	<u>-</u>	<u>(283,237)</u>	<u>(283,237)</u>
<u>\$62,955,053</u>	<u>(3,888,891)</u>	<u>(283,237)</u>	<u>(4,172,128)</u>
	4,241,600	-	4,241,600
	12,848	-	12,848
	95,249	-	95,249
	(283,237)	283,237	-
	<u>4,066,460</u>	<u>283,237</u>	<u>4,349,697</u>
	177,569	-	177,569
	7,175,091	-	7,175,091
	<u>\$ 7,352,660</u>	<u>\$ -</u>	<u>\$ 7,352,660</u>

**Atlanta Regional Commission  
Balance Sheet  
Governmental Funds  
December 31, 2014**

	<b>General</b>	<b>Transportation Programs</b>	<b>Workforce Development</b>
<b>ASSETS</b>			
Cash and cash equivalents	\$ 14,648,907	\$ -	\$ -
Receivables from grantors	619,589	1,728,157	1,917,549
Prepaid items	7,070	500	-
Due from other funds	5,577,517	250,088	366,928
Due from grantor agencies	-	-	-
Advances due from subgrantee agencies	-	-	-
Total assets	<b>\$ 20,853,083</b>	<b>\$ 1,978,745</b>	<b>\$ 2,284,477</b>
<b>LIABILITIES AND FUND BALANCES</b>			
Liabilities:			
Salaries payable	\$ 732,479	\$ -	\$ -
Accounts payable	390,232	767,801	807,405
Due to other funds	8,319,176	1,052,360	1,276,523
Advances from grantor agencies	-	-	-
Due to subgrantee agencies	-	54,001	186,506
Unearned revenue	2,500	104,583	14,043
Due to grantors	1,366,897	-	-
Other liabilities	1,729,527	-	-
Total liabilities	<b>12,540,811</b>	<b>1,978,745</b>	<b>2,284,477</b>
Fund balances:			
Nonspendable:			
Prepays	7,070	500	-
Committed for:			
Specific fund purposes	120,480	-	-
Unassigned	8,184,722	(500)	-
Total fund balances	<b>8,312,272</b>	<b>-</b>	<b>-</b>
Total liabilities and fund balances	<b>\$ 20,853,083</b>	<b>\$ 1,978,745</b>	<b>\$ 2,284,477</b>

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

<u>Aging Programs</u>	<u>Natural Resources</u>	<u>Regional Planning &amp; GIS Programs</u>	<u>Community Development</u>	<u>Total Governmental Funds</u>
\$ -	\$ -	\$ -	\$ -	\$ 14,648,907
3,897,245	457,412	54,308	20,332	8,694,592
-	-	-	-	7,570
1,909,000	5,471,727	102,087	51,346	13,728,693
-	-	-	-	-
387,708	-	-	-	387,708
<u>\$ 6,193,953</u>	<u>\$ 5,929,139</u>	<u>\$ 156,395</u>	<u>\$ 71,678</u>	<u>\$ 37,467,470</u>
\$ -	\$ -	\$ -	\$ -	\$ 732,479
157,748	542,370	15,169	21,443	2,702,168
2,816,795	349,942	61,691	20,206	13,896,693
1,615,095	-	-	-	1,615,095
1,468,225	-	-	-	1,708,732
136,090	5,036,827	79,535	30,029	5,403,607
-	-	-	-	1,366,897
-	-	-	-	1,729,527
<u>6,193,953</u>	<u>5,929,139</u>	<u>156,395</u>	<u>71,678</u>	<u>29,155,198</u>
-	-	-	-	7,570
-	-	-	-	120,480
-	-	-	-	8,184,222
-	-	-	-	8,312,272
<u>\$ 6,193,953</u>	<u>\$ 5,929,139</u>	<u>\$ 156,395</u>	<u>\$ 71,678</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.	244,369
Compensated absences of governmental activities are not financial resources and therefore are not reported in the governmental funds.	(1,200,622)
An internal service fund is used by management to charge the costs of Information Systems to individual funds. The net cumulative effect of internal service fund capital outlays and related depreciation charges to other funds are included in capital assets of the governmental activities in the statement of net position.	(3,359)

Net position of governmental activities \$ 7,352,660

**Atlanta Regional Commission  
Statement of Revenues, Expenditures,  
and Changes in Fund Balances  
Governmental Funds  
For the Year Ended December 31, 2014**

	<u>General</u>	<u>Transportation Programs</u>	<u>Workforce Development</u>
<b>REVENUES</b>			
Regional appropriations	\$ 4,241,600	\$ -	\$ -
From grantor agencies	8,236,691	12,799,195	10,569,900
Agencywide central support services			
indirect cost recovery-grantor agencies	4,693,886	-	-
Dept indirect cost recovery-grantor agencies	835,869	-	-
Interest income	12,848	-	-
Subgrantee match	-	1,472,052	-
Other income	95,249	-	-
Total revenues	<u>18,116,143</u>	<u>14,271,247</u>	<u>10,569,900</u>
<b>EXPENDITURES</b>			
Current			
General government	14,152,944	-	-
Transportation Access & Mobility	-	7,727,112	-
Mobility Services	-	1,345,561	-
Community Development	-	2,414,265	-
Natural Resources	-	-	-
Research & Analytics	-	3,526,049	-
Workforce Solutions	-	-	10,569,900
Geographic information systems	-	-	-
Aging & Health	-	846,563	-
Total expenditures	<u>14,152,944</u>	<u>15,859,550</u>	<u>10,569,900</u>
Excess (deficit) of revenues over (under) expenditures	<u>3,963,199</u>	<u>(1,588,303)</u>	<u>-</u>
<b>OTHER FINANCING SOURCES (USES)</b>			
Transfers in	-	1,588,303	-
Transfers out	<u>(3,556,018)</u>	<u>-</u>	<u>-</u>
Total other financing sources (uses)	<u>(3,556,018)</u>	<u>1,588,303</u>	<u>-</u>
Net change in fund balances	407,182	-	-
Fund balances-beginning	<u>7,905,091</u>	<u>-</u>	<u>-</u>
Fund balances-ending	<u>\$ 8,312,273</u>	<u>\$ -</u>	<u>\$ -</u>

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

<u>Aging Programs</u>	<u>Natural Resources</u>	<u>Regional Planning &amp; GIS Programs</u>	<u>Community Development</u>	<u>Total Governmental Funds</u>
\$ -	\$ -	\$ -	\$ -	\$ 4,241,600
24,926,670	3,633,678	419,902	123,359	60,709,395
-	-	-	-	4,693,886
-	-	-	-	835,869
-	-	-	-	12,848
773,607	-	-	-	2,245,659
-	-	-	-	95,249
<u>25,700,277</u>	<u>3,633,678</u>	<u>419,902</u>	<u>123,359</u>	<u>72,834,506</u>
-	-	-	-	14,152,944
-	-	-	-	7,727,112
-	-	-	-	1,345,561
-	-	379,445	614,469	3,408,179
-	4,164,578	-	-	4,164,578
-	-	24,913	-	3,550,962
-	-	-	-	10,569,900
-	-	73,300	-	73,300
26,304,989	-	-	-	27,151,552
<u>26,304,989</u>	<u>4,164,578</u>	<u>477,658</u>	<u>614,469</u>	<u>72,144,088</u>
<u>(604,712)</u>	<u>(530,900)</u>	<u>(57,756)</u>	<u>(491,110)</u>	<u>690,419</u>
604,712	530,900	57,756	491,110	3,272,781
-	-	-	-	(3,556,018)
<u>604,712</u>	<u>530,900</u>	<u>57,756</u>	<u>491,110</u>	<u>(283,237)</u>
-	-	-	-	407,181
-	-	-	-	7,905,091
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,312,272</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, 2014**

**Net change in fund balances-total governmental funds** \$ 407,181

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. In the current period, these amounts are:

Capital outlays	117,546
Depreciation expense	(225,472)
Capital outlays in excess of depreciation expense	(107,926)

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 depreciation expense	42,837
Net effect of Internal service fund expenses related to the usage of capital assets	42,837

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:

Increase in compensated absences	(164,523)
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**Change in net position of governmental activities** \$ 177,569

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  
For the Year Ended December 31, 2014**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget- Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>REVENUES</b>				
Regional appropriations	\$ 4,241,600	\$ 4,241,600	\$ 4,241,600	\$ -
From grantor agencies	9,000,000	9,000,000	8,236,691	(763,309)
Agencywide central support services indirect cost recovery from grantor agencies	4,708,902	4,708,902	4,693,886	(15,016)
Departmental indirect cost recovery from grantor agencies	894,679	894,679	835,869	(58,810)
Charges for services	65,000	65,000	-	(65,000)
Interest income	15,000	15,000	12,848	(2,152)
Other income	-	-	95,249	95,249
Total revenues	<u>18,925,181</u>	<u>18,925,181</u>	<u>18,116,143</u>	<u>(809,038)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	3,384,180	3,384,180	3,443,205	(59,025)
Fringe benefits	1,519,510	1,519,510	1,481,234	38,276
Travel	105,150	105,150	85,374	19,776
Equipment	14,000	14,000	66,904	(52,904)
Supplies	36,400	36,400	81,412	(45,012)
Contractual	9,165,000	9,165,000	7,731,460	1,433,540
Maintenance and repairs	10,000	10,000	-	10,000
Indirect costs	202,532	202,532	441,051	(238,519)
Other expenditures	1,369,310	1,369,310	704,754	664,556
Capital Outlay-General Government	-	-	117,551	(117,551)
Total expenditures	<u>15,806,082</u>	<u>15,806,082</u>	<u>14,152,944</u>	<u>1,653,138</u>
Excess (deficit) of revenues over(under) expenditures	<u>3,119,099</u>	<u>3,119,099</u>	<u>3,963,199</u>	<u>844,100</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	335,600	335,600	-	(335,600)
Transfers out	(3,398,396)	(3,398,396)	(3,556,018)	(157,622)
Total other financing sources (uses)	<u>(3,062,796)</u>	<u>(3,062,796)</u>	<u>(3,556,018)</u>	<u>(493,222)</u>
Net change in fund balances	<u>56,303</u>	<u>56,303</u>	<u>407,181</u>	<u>350,878</u>
Fund balances-beginning	<u>7,905,091</u>	<u>7,905,091</u>	<u>7,905,091</u>	<u>-</u>
Fund balances-ending	<u>\$ 7,961,394</u>	<u>\$ 7,961,394</u>	<u>\$ 8,312,272</u>	<u>\$ 350,878</u>

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, 2014**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget- Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>REVENUES</b>				
From grantor agencies	\$ 15,713,112	\$ 15,713,112	\$ 12,799,195	\$ (2,913,917)
Subgrantee match	1,810,256	1,810,256	1,472,052	(338,204)
Other income	83,634	83,634	-	(83,634)
Total revenues	<u>17,607,002</u>	<u>17,607,002</u>	<u>14,271,247</u>	<u>(3,335,755)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	3,498,767	3,498,767	3,235,938	262,829
Fringe benefits	1,936,894	1,936,894	1,834,936	101,958
Travel	96,250	96,250	55,838	40,412
Equipment	12,000	12,000	67,967	(55,967)
Supplies	13,750	13,750	5,705	8,045
Contractual	7,532,424	7,532,424	5,798,012	1,734,412
Subgrantee matching costs	1,810,256	1,810,256	1,472,052	338,204
Maintenance and repairs	1,000	1,000	-	1,000
Indirect costs	2,247,097	2,247,097	2,094,105	152,992
Other expenditures	2,212,696	2,212,696	1,294,997	917,699
Total expenditures	<u>19,361,134</u>	<u>19,361,134</u>	<u>15,859,550</u>	<u>3,501,584</u>
Excess (deficit) of revenues over (under) expenditures	<u>(1,754,132)</u>	<u>(1,754,132)</u>	<u>(1,588,303)</u>	<u>165,829</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	1,754,132	1,754,132	1,588,303	(165,829)
Total other financing sources (uses)	<u>1,754,132</u>	<u>1,754,132</u>	<u>1,588,303</u>	<u>(165,829)</u>
Net change in fund balances	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances-beginning	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances-ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<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, 2014**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget- Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>REVENUES</b>				
From grantor agencies	\$ 12,718,361	\$ 12,718,361	\$ 10,569,900	\$ (2,148,461)
Total revenues	<u>12,718,361</u>	<u>12,718,361</u>	<u>10,569,900</u>	<u>(2,148,461)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	928,084	928,084	976,850	(48,766)
Fringe benefits	470,557	470,557	486,518	(15,961)
Travel	15,000	15,000	20,424	(5,424)
Equipment	30,000	30,000	24,570	5,430
Supplies	21,000	21,000	33,115	(12,115)
Contractual	10,233,436	10,233,436	8,012,857	2,220,579
Maintenance and repairs	4,500	4,500	-	4,500
Indirect costs	460,174	460,174	481,447	(21,273)
Other expenditures	555,610	555,610	534,119	21,491
Total expenditures	<u>12,718,361</u>	<u>12,718,361</u>	<u>10,569,900</u>	<u>2,148,461</u>
Excess (deficit) of revenues over expenditures	-	-	-	-
Net change in fund balances	-	-	-	-
Fund balances-beginning	-	-	-	-
Fund balances-ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<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, 2014**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget- Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>REVENUES</b>				
From grantor agencies	\$ 24,277,028	\$ 24,277,028	\$ 24,926,670	\$ 649,642
Subgrantee match	741,754	741,754	773,607	31,853
Other income	194,739	194,739	-	(194,739)
Total revenues	<u>25,213,521</u>	<u>25,213,521</u>	<u>25,700,277</u>	<u>486,756</u>
<b>EXPENDITURES</b>				
Current				
Personnel	3,357,907	3,357,907	3,078,400	279,507
Fringe benefits	1,823,195	1,823,195	1,659,255	163,940
Travel	72,908	72,908	108,255	(35,347)
Equipment	-	-	26,330	(26,330)
Supplies	29,270	29,270	14,921	14,349
Contractual	17,346,902	17,346,902	17,993,088	(646,186)
Subgrantee matching costs	731,754	731,754	773,607	(41,853)
Indirect costs	1,704,635	1,704,635	1,558,688	145,947
Other expenditures	786,200	786,200	1,092,445	(306,245)
Total expenditures	<u>25,852,771</u>	<u>25,852,771</u>	<u>26,304,989</u>	<u>(452,218)</u>
Excess (deficit) of revenues over (under) expenditures	<u>(639,250)</u>	<u>(639,250)</u>	<u>(604,712)</u>	<u>34,538</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	639,250	639,250	604,712	(34,538)
Total other financing sources (uses)	<u>639,250</u>	<u>639,250</u>	<u>604,712</u>	<u>(34,538)</u>
Net change in fund balances	-	-	-	-
Fund balances-beginning	-	-	-	-
Fund balances-ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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

**Atlanta Regional Commission  
Natural Resources  
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2014**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget- Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>REVENUES</b>				
From grantor agencies	\$ 2,693,258	\$ 2,693,258	\$ 3,633,678	\$ 940,420
Total revenues	<u>2,693,258</u>	<u>2,693,258</u>	<u>3,633,678</u>	<u>940,420</u>
<b>EXPENDITURES</b>				
Current				
Personnel	707,813	707,813	622,390	85,423
Fringe benefits	372,754	372,754	348,961	23,793
Travel	18,300	18,300	18,458	(158)
Equipment	1,500	1,500	4,172	(2,672)
Supplies	4,000	4,000	4,220	(220)
Contractual	1,447,200	1,447,200	2,537,154	(1,089,954)
Indirect costs	448,440	448,440	403,110	45,330
Other expenditures	460,991	460,991	226,113	234,878
Total expenditures	<u>3,460,998</u>	<u>3,460,998</u>	<u>4,164,578</u>	<u>(703,580)</u>
Excess (deficit) of revenues over (under) expenditures	<u>(767,740)</u>	<u>(767,740)</u>	<u>(530,900)</u>	<u>236,840</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	767,740	767,740	530,900	(236,840)
Total other financing sources (uses)	<u>767,740</u>	<u>767,740</u>	<u>530,900</u>	<u>(236,840)</u>
Net change in fund balances	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances-beginning	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances-ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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

**Atlanta Regional Commission  
Regional Planning and GIS Programs  
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2014**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget- Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>REVENUES</b>				
From grantor agencies	\$ 235,000	\$ 235,000	\$ 419,902	\$ 184,902
Total revenues	<u>235,000</u>	<u>235,000</u>	<u>419,902</u>	<u>184,902</u>
<b>EXPENDITURES</b>				
Current				
Personnel	132,681	132,681	134,596	(1,915)
Fringe benefits	78,290	78,290	79,412	(1,122)
Supplies	250	250	-	250
Contractual	-	-	92,108	(92,108)
Indirect costs	87,567	87,567	88,814	(1,247)
Other expenditures	1,250	1,250	82,728	(81,478)
Total expenditures	<u>300,038</u>	<u>300,038</u>	<u>477,658</u>	<u>(177,620)</u>
Excess (deficit) of revenues over (under) expenditures	<u>(65,038)</u>	<u>(65,038)</u>	<u>(57,756)</u>	<u>7,282</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	65,038	65,038	57,756	(7,282)
Total other financing sources (uses)	<u>65,038</u>	<u>65,038</u>	<u>57,756</u>	<u>(7,282)</u>
Net change in fund balances	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances-beginning	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances-ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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

**Atlanta Regional Commission  
Community Development  
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2014**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget- Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>REVENUES</b>				
From grantor agencies	\$ 128,000	\$ 128,000	\$ 123,359	\$ (4,641)
Total revenues	<u>128,000</u>	<u>128,000</u>	<u>123,359</u>	<u>(4,641)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	210,140	210,140	206,327	3,813
Fringe benefits	109,967	109,967	109,217	750
Travel	14,100	14,100	28,049	(13,949)
Equipment	1,500	1,500	2,725	(1,225)
Supplies	2,500	2,500	2,490	10
Contractual	50,000	50,000	5,050	44,950
Indirect costs	132,849	132,849	130,951	1,898
Other expenditures	175,481	175,481	129,660	45,821
Total expenditures	<u>696,537</u>	<u>696,537</u>	<u>614,469</u>	<u>82,068</u>
Excess (deficit) of revenues over (under) expenditures	<u>(568,537)</u>	<u>(568,537)</u>	<u>(491,110)</u>	<u>77,427</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	568,537	568,537	491,110	(77,427)
Total other financing sources (uses)	<u>568,537</u>	<u>568,537</u>	<u>491,110</u>	<u>(77,427)</u>
Net change in fund balances	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances-beginning	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances-ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<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, 2014**

	<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	\$ 23,321	\$ 144,679
Total current assets	<u>23,321</u>	<u>144,679</u>
Noncurrent assets		
Capital assets:		
Equipment, net of accumulated depreciation	-	3,359
Total noncurrent assets	<u>-</u>	<u>3,359</u>
Total assets	<u>23,321</u>	<u>148,038</u>
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued expenses	22,871	148,038
Other liabilities and customer deposits	450	-
Total current liabilities	<u>23,321</u>	<u>148,038</u>
Total liabilities	<u>23,321</u>	<u>148,038</u>
<b>NET POSITION</b>		
Investment in capital assets	-	3,359
Unrestricted (deficit)	-	<b>(3,359)</b>
Total net position	<u>\$ -</u>	<u>\$ -</u>

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, 2014**

	<b>Non-Major Business-type Activities Enterprise Funds</b>	<b>Governmental Activities Internal Service Fund</b>
<b>OPERATING REVENUES</b>		
Charges for services	\$ 834,387	\$ 1,561,293
Total revenues	<u>834,387</u>	<u>1,561,293</u>
<b>OPERATING EXPENSES</b>		
Personnel	118,153	476,831
Fringe benefits	69,710	281,330
Travel	5,323	867
Equipment	-	9,784
Supplies	607	544
Contractual	603,305	81,324
Depreciation	-	42,837
Indirect costs	69,265	262,324
Other operating expenses	251,261	405,452
Total expenses	<u>1,117,624</u>	<u>1,561,293</u>
Operating income (loss) before transfers	<u>(283,237)</u>	<u>-</u>
<b>TRANSFERS</b>		
Transfers in	283,237	-
Transfers out	-	-
Total transfers	<u>283,237</u>	<u>-</u>
Change in net position	-	-
Total net position - beginning	<u>-</u>	<u>-</u>
Total net position - ending	<u>\$ -</u>	<u>\$ -</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, 2014**

	<b>Non-Major Business-type Activities</b>	<b>Governmental Activities</b>
	<b>Enterprise Funds</b>	<b>Internal Service Fund</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from customers and users	\$ 821,252	\$ 1,561,293
Payments to suppliers	(603,912)	(22,769)
Payments to employees	(193,186)	(759,028)
Payments for interfund services used	(69,265)	(374,044)
Other receipts	-	-
Other payments	(238,126)	(405,452)
Net cash provided (used) by operating activities	<u>(283,237)</u>	<u>-</u>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>		
Transfer from other funds	283,237	-
Transfers to other funds	-	-
Net cash provided (used) by noncapital financing activities	<u>283,237</u>	<u>-</u>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b>		
Purchases of capital assets	-	-
Net cash provided (used) for capital and related financing activities	<u>-</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)	\$ (283,237)	\$ -
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:		
Depreciation expense	-	42,837
Change in assets and liabilities:		
(Increase) decrease in due from other funds	(2,290)	(111,720)
(Increase) decrease in unearned revenue	(13,135)	-
(Increase) decrease in deposits and advances	-	-
Receivables	-	-
Increase (decrease) in accounts payable and other payables	15,425	68,883
Increase (decrease) in due to other funds	-	-
Net cash provided (used) by operating activities	<u>\$ (283,237)</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, 2014**

	<u>Pension/OPEB Trust Funds</u>
<b>ASSETS</b>	
Receivables	
Accrued Interest	\$ 24,692
Due from employees	87,832
Investments, at fair value	
Short term	727,231
Fixed	12,364,607
Equities	34,298,473
Total investments	<u>47,390,311</u>
Total assets	<u><u>\$ 47,502,835</u></u>
<b>LIABILITIES</b>	
Unearned revenue	-
Due to Local governments pursuant to the River/Lake water usage settlement agreement	-
Total liabilities	<u><u>-</u></u>
<b>NET POSITION</b>	
Restricted for pension benefits	\$ 38,757,365
Restricted for OPEB	8,745,470
	<u><u>\$ 47,502,835</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**  
**Defined Benefit Pension Plan**  
**and OPEB Trust Funds**  
**For the Year Ended December 31, 2014**

	<b>Pension/OPEB Trust Funds</b>
<b>ADDITIONS</b>	
Contributions:	
Atlanta Regional Commission	
Pension fund	\$ 1,443,396
Post employment health care	514,644
Employees	
Pension fund	355,776
	2,313,816
Investment earnings:	
Net appreciation (depreciation) in fair value of investments	(1,140,556)
Interest and Dividends	3,243,345
Total investment earnings	2,102,789
Less investment expense	(31,292)
Net investment income	2,071,497
Total additions	4,385,313
<b>DEDUCTIONS</b>	
Plan disbursements:	
Benefits paid	1,354,931
Premiums paid	131,130
Administrative expenses	32,094
Total deductions	1,518,155
Net Increase in Net Position	2,867,158
Net Position - Beginning of year	44,635,677
Net Position - End of year	\$ 47,502,835

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 62 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. For the most part, the effect of inter-fund activity has been removed from these statements. *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  
December 31, 2014

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 to be available if they are collected within 60 days of the end of the current period. 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. All business-type revenue items are considered to be measurable only when cash is received by the Commission.

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, Agriculture and Health and Human Services via the Georgia Department of Human Resources (Ga.DHR), from Ga.DHR, in-kind services provided by local service delivery agencies, and transfers from the Commission's General Fund.

The *natural resources fund* is used to account for selected operations of the Natural Resources subelement within the work program of Natural Resource Planning. Funding is provided by the U.S. Environmental Protection Agency via the Environmental Protection Division of the Georgia Department of Natural Resources, a contract with the Metropolitan North Georgia Planning District, contracts with local governmental entities, and transfers from the Commission's General Fund.

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The *regional planning & geographic information systems (GIS) programs fund* is used to account for the operations of the Community Development element of the Commission's work program, including related GIS work. The Georgia Department of Community Affairs, Georgia Department of Transportation, and transfers from the Commission's General Fund provide funding.

The *community development fund* is used to account for the operations of the Community Development element of the Commission's work program. Funding is provided by the Appalachian Regional Commission, local governments, and from 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:

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.

As a general rule, the effect of inter-fund activity has been eliminated from the government-wide financial statements.

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, 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 IV.A.)

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*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.

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	3
Equipment	3
Furniture	3
Fixtures	7

*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.

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NOTES TO FINANCIAL STATEMENTS  
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6. *Long-term obligations*

Compensated absences due in more than one year which are reported in the government-wide financial statements, are the only long-term obligation of the Commission. The estimate of the long-term portion was computed by deducting a 3 year average of current year cost from the total obligation at year end.

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, 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.

**II. Reconciliation of government-wide and fund financial statements**

**A. Explanation of certain differences between the governmental fund balance sheet and the government-wide statement of net position**

The governmental fund balance sheet includes a reconciliation between *fund balance – total governmental funds* and *net position – governmental activities* as reported in the government-wide statement of net position. The details of the difference between the *fund balance* and the *net position* are as follows:

Capital outlays are reported as expenditures in governmental funds. However, in the statement of activities, the cost of capital assets is capitalized and allocated over their estimated useful lives as depreciation expense. The adjustment to increase *fund balance – total governmental funds* to arrive at *net position – activities* is the total amount of capital assets net of accumulated depreciation.

Capital Assets	\$1,859,063	
Accumulated Depreciation	<u>1,614,694</u>	
Net Capital Assets		<u>\$244,369</u>

Another element of that reconciliation explains that long-term liabilities are not due and payable in the current period and therefore are not reported in the funds. The adjustment to reduce *fund balance – governmental funds* to arrive at *net position – governmental activities* is the amount of compensated absences which comprise long-term liabilities.

(\$1,200,622)

Also, the internal service fund is used by management to charge the costs of information technology to individual funds. The net position of the internal service fund reduce *fund balance – governmental activities* to arrive at *net position – governmental activities*.

(\$3,359)

**B. Explanation of certain differences between the governmental fund statement of revenues, expenditures, and changes in fund balances and the government-wide statement of activities**

The reconciliation following the governmental fund statement of revenues, expenditures, and changes in fund balances includes a reconciliation between *net changes in fund balances – total governmental funds* and *changes in net position of governmental activities* as reported in the government-wide statement of activities. The details of this reconciliation are as follows:

Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.

Capital outlays	\$ 117,546
Depreciation expense	<u>\$(225,472)</u>



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Net adjustment to increase *net changes in fund balances – total governmental funds* to arrive at *changes in net position of governmental activities*. \$(107,926)

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 capital outlays and depreciation expense are:

Internal service fund capital asset additions	\$ 0
Internal service fund depreciation expense	<u>\$(42,837)</u>

Net adjustment to decrease *net changes in fund balances – total governmental funds* to arrive at *changes in net position of governmental activities*. \$ (42,837)

Another element of that reconciliation states that “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.”

Net adjustment to decrease *net changes in fund balances – total governmental funds* to arrive at *changes in net position of governmental activities* due to an increase in compensated absences \$(164,523)

### **III. 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 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 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:

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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.

## **B. Excess of expenditures over appropriations**

For the year ended December 31, 2014:

General Fund exceeded budget in Personnel, Equipment, and Supplies by \$59,025, \$52,904 and \$45,012 respectively. These expenses were due to funding new staff positions. Indirect costs exceeded budget by \$238,519. Capital expenditure exceeded budget by \$117,551 due to configuring new work and meeting space.

Equipment costs exceeded budget by \$55,967 in the Transportation Fund due to unexpected costs related to the purchase of a new server for Research and Analytics.

Personnel, fringe and indirect costs exceeded budget in the Workforce Development fund by \$48,766, \$15,961 and \$21,273 respectively due to the addition of a staff person. Also, there were more expenditures than anticipated for travel due to workforce regulation changes requiring workforce staff to plan and attend layoff meetings. Supplies exceeded budget by \$12,115 as a result of needs in the career centers and mobile unit.

Aging fund expenditures exceeded budget in total by \$1,055,961. The expansion of the Community Care Transitions Program saw an increase in travel expenditures. The increased equipment expenses were for the purchase of equipment used in the implementation of a new phone and data collection system (Harmony). The additional cost in Contractual expenditures was related to the implementation of Harmony and the use of consultant services for the preparation of the Division's Strategic Plan.

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Subgrantee matching costs exceeded budget due to additional funding from Department of Health Services. Other expenditures exceeded budget in conjunction with program expansion and the new phone system.

Natural Resources exceeded its contractual budget by \$1,093,004 due to the State of Florida filing a new lawsuit with the Supreme Court challenging Georgia's use of water from Lake Lanier and Chattahoochee River.

Personnel, Fringe benefits, indirect cost exceeded budget by \$1,915, \$1,122, and \$1,247 respectively. Contractual and Other expenditures in the Planning and GIS fund exceeded budget by \$92,108 and \$81,478 respectively. The variance is due to costs associated with the support for the Atlanta Aerotropolis Alliance, a public private economic development project in the airport area.

Travel cost and equipment for the Community Development fund exceeded the budgeted amount by \$13,949 and \$1,225, respectively, as a result of preplanning work performed for LINK trip to Toronto, Canada.

#### **IV. Detailed notes on all funds**

##### **A. Deposits and investments**

At December 31, 2014, the Commission's carrying amount of cash deposits and equivalents for all funds, except for the Pension Trust Fund and OPEB Trust Fund was \$14,648,907. 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 are made in the State of Georgia's Local Government Investment Pool (Georgia Fund 1). Georgia Fund 1, created by OCGA 36-83-8, is a stable net asset value investment pool that follows Standard and Poor's criteria for AAAf rated money market funds. Georgia Fund 1 operates in a manner consistent with Rule 2a-7 of the Investment Company Act of 1940 and is considered to be a 2a-7 like pool. The pool is not registered with the SEC as an investment company. However, 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 while maintaining principal share value of \$1.00 per share. Net asset value is calculated weekly to ensure stability. The pool distributes earnings (net of management fees) on a monthly basis and determines participant's shares sold and redeemed based on \$1.00 per share. As of December 31, 2014, the Georgia Fund 1 had a weighted average maturity of 60 days or less and a credit rating of AAAf. The Commission has classified the Georgia Fund 1 funds as cash and cash equivalents: therefore, at December 31, 2014, cash includes \$9,302,000 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. State statutes require all deposits and investments (other than federal or state government instruments) to be collateralized by depository insurance, obligations of the U.S. government, or bonds of public authorities, counties or municipalities. As of December 31, 2014, the Commission was not exposed to custodial credit risk.

The amounts included in the Pension and OPEB Trust Funds as Cash and Investments are \$47,390,311.

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This is invested as follows:

Short-term Investments	\$727,231
Fixed Income Securities	12,364,607
Equity Securities	<u>34,298,473</u>
	<u>\$47,390,311</u>

As of December 31, 2014, 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>
Dodge & Cox Income Fund	\$3,099,274	3.9	AA
Total Return Fund	3,245	4.87	AA-
Income Fund	5,529,412	2.51	BBA-
Diversified Income Fund	<u>3,732,676</u>	5.41	BAA
	<u>\$12,364,607</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 50%, International equity securities between 5% and 20%, Domestic fixed income securities between 15% and 25% and Real return securities between 30% and 50%.

**B. Receivables**

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

Receivables:	<u>Due from Grantor</u>	<u>Advances due from Subgrantees</u>	<u>Gross Receivables</u>
General Fund	\$ 619,589	\$ -	\$ 619,589
Transportation Programs	1,728,157	-	1,728,157
Workforce Development	1,917,549	-	1,917,549
Community Development	20,332	-	20,332
Natural Resources	457,412	-	457,412
Regional Planning & GIS	54,308	-	54,308
Aging Programs	<u>3,897,245</u>	<u>387,708</u>	<u>4,284,953</u>
Total	<u>\$8,694,592</u>	<u>\$ 387,708</u>	<u>\$9,082,300</u>

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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>
Neighborhood Nexus	\$54,583
FTA Reg Transit Implementation	50,000
Governor's BRAC Innovations	1,078
Regional ITA System Management	11,920
Mathematica WIA Study	1,045
Atlanta Lifelong Comm Initiative	100,007
OASIS Catch Healthy Habits	4,405
ARC Cultural Ambassador	4,978
DHR Web CHAT	23,700
ARC Cultural Competency	5,500
ACT/ACF Water Supply Conservation	500,000
Water Wars 2010	4,536,827
TOD Collaborative	77,076
Aerotropolis Support	2,459
Arts & Culture - Planning	<u>30,029</u>
Total unearned revenue	<u>\$5,403,607</u>

**C. Capital assets**

Capital asset activity for the year ended December 31, 2014 was as follows:

**Primary Government**

	<u>Beginning Balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
<b>Governmental Activities:</b>				
Capital assets, being depreciated:				
Equipment	\$ 265,143	\$ 72,291	\$ (59,451)	\$ 277,983
Furnishings	913,707	45,255	-	958,962
Software	294,876	-	-	294,876
Hardware	<u>327,242</u>	<u>-</u>	<u>-</u>	<u>327,242</u>
Total capital assets being depreciated	1,800,968	117,546	(59,451)	1,859,063
Less accumulated depreciation for:				
Equipment	(214,200)	(42,053)	59,451	(196,802)
Furnishings	(658,551)	(140,582)	-	(799,133)
Software	(292,316)	(1,920)	-	(294,236)
Hardware	<u>(283,606)</u>	<u>(40,917)</u>	<u>-</u>	<u>(324,523)</u>
Total accumulated depreciation	(1,448,673)	(225,472)	59,451	(1,614,694)
Governmental activities capital assets, net	<u>\$ 352,295</u>	<u>\$(107,926)</u>	<u>\$ -</u>	<u>\$ 244,369</u>

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

Governmental Activities:

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General Government	\$ 182,635
Internal Service Fund	<u>42,837</u>
	<u>\$ 225,472</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, 2014, is as follows:

	<u>Inter-fund Receivables</u>	<u>Inter-fund Payables</u>
<u>General Fund</u>		
Due from other major governmental funds:		
Transportation Programs	\$1,052,360	
Workforce Development	1,276,523	
Aging Programs	2,816,795	
Natural Resources	349,942	
Regional Planning & GIS Programs	61,691	
Community Development	20,206	
Due to other major governmental funds:		
Transportation Programs		\$250,088
Workforce Development		366,928
Aging Programs		1,909,000
Natural Resources		5,471,727
Regional Planning & GIS Programs		102,087
Community Development		51,346
Due to:		
Non-major enterprise funds		23,321
Internal Service Fund		144,679
<u>Other major governmental funds</u>		
Due from General Fund	8,151,176	
Due to General Fund		5,577,517
<u>Non-major enterprise funds</u>		
Due from General Fund	23,321	
<u>Internal service fund</u>		
Due from General Fund	144,679	
	<u>\$13,896,693</u>	<u>\$13,896,693</u>

**Inter-fund transfers:**

Funds are transferred from the General Fund to special revenue funds to provide for grant matching

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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.

	General Fund	Major Governmental Funds	Nonmajor Enterprise Funds	<u>Total</u>
Transfers In:				
From general fund	\$ -	\$ 3,272,781	\$ 283,237	\$ 3,556,018
From non-major enterprise funds	-	-	-	-
From aging programs	-	-	-	-
Transfers out:				
To general fund	-	-	-	-
To transportation programs	(1,588,303)	-	-	(1,588,303)
To workforce programs	-	-	-	-
To aging programs	(604,712)	-	-	(604,712)
To natural resources	(530,900)	-	-	(530,900)
To regional planning & GIS	(57,756)	-	-	(57,756)
To community development	(491,110)	-	-	(491,110)
To non-major enterprise funds	<u>(283,237)</u>	<u>-</u>	<u>-</u>	<u>(283,237)</u>
Total Transfers	<u>\$ (3,556,018)</u>	<u>\$ 3,272,781</u>	<u>\$ 283,237</u>	<u>\$ -</u>

**E. Leases**

The Commission leases office facilities and career resource centers for the Workforce program. The R. Charles Loudermilk Sr. Center lease is for the ARC office with a lease term of 25 years. The remaining leases house career resource centers; Clayton County has a 7 year lease term and Gwinnett County has a 10-year lease term. Total cost for such leases were \$1,140,811 for the year ended December 31, 2014. The future minimum lease payments for these leases, subject to cancellation provisions, are as follows:

	R. Charles Loudermilk Sr. Center (Exp. 12/31/2024)	Clayton County Office Space (Exp. 4/30/2015)	Gwinnett County Office Space Exp. (8/31/2020)	<u>Total</u>
2015	\$878,600	\$52,170	\$156,693	\$1,087,463
2016	878,600	-	161,399	1,039,999
2017	878,600	-	166,217	1,044,817
2018	878,600	-	171,201	1,049,801
2019	878,600	-	176,353	1,054,953
2020-2024	<u>4,613,800</u>	<u>-</u>	<u>119,908</u>	<u>4,733,708</u>
Total	<u>\$9,006,800</u>	<u>\$52,170</u>	<u>\$ 951,771</u>	<u>\$10,010,741</u>

**F. Long-term debt**

**Changes in long-term liabilities:**

Long-term liability activity for the year ended December 31, 2014 was as follows:

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	Beginning Balance	Additions	Reductions	Ending Balance	Due within One Year
Compensated Absences	\$1,036,099	\$934,101	\$769,578	\$1,200,622	\$871,171

Compensated absences are liquidated by the General Fund.

**V. 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, which were outstanding and unpaid as of December 31, 2014. No provisions have been made in the financial statements of the Commission for the year ended December 31, 2014, 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 V.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



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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 2014 budgeted personnel cost	\$120,480
b) Total projected liability	<u>-</u>
c) The sum of a) plus b) above	<u>\$120,480</u>

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 2014 from the local units of government:

Unit	Amount
City of Atlanta	\$ 255,680
Cherokee County	225,300
Clayton County	265,700
Cobb County	709,500
DeKalb County	691,440
Douglas County	136,700
Fayette County	110,200
Fulton County	710,880
Gwinnett County	834,200
Henry County	213,300
Rockdale County	<u>88,700</u>
Total	<u>\$4,241,600</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**

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 Circular No. A-87 (OMB A-87), Attachment 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,

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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 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 2014. The plan established a fixed rate of 31 percent of direct salaries, wages and fringe benefits.

Departmental indirect costs for the departments of Support Services, 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 2014. The plans established a fixed rate with carry-forward of 3.6 percent for the Support Services Department, 1.9 percent for the Community Services Department, and 10.5 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.

**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 V.A. for an explanation of the basis for establishing the amount of the designation. The 2014 target amount was \$120,480 (one percent of 2014 budgeted personnel costs).

Committed Fund Balance for Unemployment

	<u>2014</u>	<u>2013</u>
Balance - January 1	\$109,229	\$105,368
Claims processed against reserve	-	-
Increase (Decrease)	<u>11,251</u>	<u>3,861</u>
Balance - December 31	<u>\$120,480</u>	<u>\$109,229</u>

**F. Contingent liabilities**

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 Circular A-133 (OMB A-133). This Circular requires subrecipients to have made periodic independent audits of their operations. Circular OMB A-133 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 Circular. Many of these subrecipients' audits for or including the year ended December 31, 2014 have not yet been performed. Accordingly, the ARC's compliance with this Circular OMB A-133 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.

The Commission and the Georgia Department of Human Resources have provided a portion of in-kind

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contributions through the use of donated space to subgrantees. The Administration on Aging (a unit of the U.S. Department of Health and Human Services) made a determination in 1985 that donated space should not constitute administrative match. In addition, the Administration on Aging contended that funds allocated to the nutrition component could not be used in program administration. The Commission and the Georgia Department of Human Resources feel justified in using these funds as match and program administration and the Georgia Department of Human Resources has appealed to the federal court system to settle this issue. The State has recently elected to pay the principal portion of the amount in appeal to stop the accrual of interest. The Commission's general counsel has indicated that the possible liability, if any, to the Commission cannot be determined at this time. Therefore, no amounts have been provided for any possible loss in these basic financial statements.

The ARC is a defendant in various lawsuits. Although the outcome of these lawsuits is not presently determinable, in the opinion of the ARC's counsel, the resolution of these matters will not have a material adverse effect on the financial condition of the Commission.

### **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 and Fidelity Investments. The Commission provides a 50% match to employee contributions for up to 3% of salaries. For the year ended December 31, 2014, employee contributions to the 403(b)/457 plans were \$833,760 while the Commission's contribution to the plans totaled \$121,853. The market values of the Fidelity 403(b) and 457 plans at December 31, 2014 were \$6,086,735 and \$668,613, respectively. The market values of the Lincoln 403(b) and 457 at December 31, 2014 were \$6,301,667 and \$431,822, respectively.

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

*Plan description.* In addition to the pension benefits described in Note V.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, 2014. Significant actuarial assumptions used in the valuation include (a) a rate of return on the investment of present and future assets of 7 percent per year, compounded annually, (b) projected salary increases of 4.25 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 \$533.03 per month and the premium paid on behalf of married retirees under age 65 is assumed to be either \$927.94 per month (for current retirees and those future retirees who have earned at least 20 years of service as of January 1, 2004), \$856.16 per month (for those future retirees who have earned at least 12 years of service as of January 1, 2004), or \$533.03 otherwise.

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At age 65 and older, the premiums are assumed to be \$280.46 for single retirees and \$554.96 for married retirees. All premiums are assumed to increase at the rate of 5.00% per year after 2014.

The Plan issues a stand-alone financial report. This report can be obtained from the Atlanta Regional Commission at the following address:

Atlanta Regional Commission  
 Financial Services Division  
 40 Courtland St, NE  
 Atlanta, GA 30303

*Funding Policy.* The policy regarding the amount of contributions to the plan is established, and may be amended, by the ARC Board. Contributions for the year ended December 31, 2014 were based upon actuarial calculations made from the January 1, 2013 census data. The requirement, expressed as a percent of annual covered payroll is 5.04 percent (vs. 5.11 percent in 2013).

*Annual OPEB Cost.* The contribution for the twelve-month period ended December 31, 2014 was \$514,644, solely from the Commission in accordance with actuarially determined contribution requirements determined through an actuarial valuation performed at January 1, 2014. The annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2014 and the two preceding years were as follows:

<u>Fiscal Year Ended</u>	<u>Annual OPEB Cost</u>	<u>Percentage of Annual OPEB Cost Contributed</u>	<u>Net OPEB Obligation(Asset)</u>
12/31/2012	\$229,644	100%	\$0
12/31/2013	\$477,682	100%	\$0
12/31/2014	\$514,644	100%	\$0

*Funding status and progress.* Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future.

*Actuarial Methods and Assumptions.* Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The "Aggregate Cost Method" was used to determine the recommended contribution for the 401(h) medical accounts. Under the "aggregate cost method", there is no unfunded actuarial accrued liability determined and amortized. As a result, the information about the funded status and funding progress presented below is done using the entry age actuarial cost method, which is intended to serve as a surrogate for the funding progress information of the plan.

*Funding status and progress.* The funded status of the plan as of January 1, 2014 was as follows:

Actuarial accrued liability (AAL)	\$6,972,229
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Actuarial Value of plan assets	<u>7,985,798</u>
Unfunded (Overfunded) actuarial accrued liability (UAAL)	<u>\$(1,013,569)</u>
Funded ratio (actuarial value of plan assets / AAL)	114.5%
Covered payroll (active plan members)	\$10,204,932
UAAL as a percentage of covered payroll	9.9%

The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information that shows whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

*Actuarial Assumptions.*

Date of Last Actuarial Valuation	<i>January 1, 2014</i>
(a) Actuarial Cost Method	<i>Aggregate</i>
(b) Rate of Return on Investments	<i>7.0%</i>
(c) Projected Salary Increase	<i>4.25%</i>
(d) Post-employment Benefit Increase	<i>n/a</i>
(e) Inflation Rate	<i>3% Included in projected salary increase</i>
(f) Healthcare Trend Rate	<i>5.0%</i>
(g) Amortization Method of Unfunded Actuarial Accrued Liability	<i>n/a</i>
(h) Remaining Amortization Period	<i>n/a</i>
(i) Asset Valuation Method	<i>Two year average market value</i>

As of January 1, 2014, the number of plan participants included 36 retirees receiving benefits and 166 active employees.

**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. Salem Trust Company 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.

The Plan issues a stand-alone financial report. This report can be obtained from the Atlanta Regional Commission at the following address:

Atlanta Regional Commission  
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Atlanta Regional Commission  
 Financial Services Division  
 40 Courtland St, NE  
 Atlanta, GA 30303

For the plan year ended December 31, 2014, total plan year payroll for the employees covered by the Plan was \$10,204,932, while total plan year payroll for all employees was \$13,270,245.

As of January 1, 2014, Plan membership consisted of:

(a) Retirees and beneficiaries receiving benefits	25
(b) Terminated employees entitled to deferred benefits but not yet receiving them	82
(c) Active plan participants	86
(d) Active employees - partially vested	65
(e) Active employees - non-vested	15
(f) Eligible for medical benefits only	<u>11</u>
Total Participants	<u>284</u>

This compares with the number of plan participants at January 1, 2013, as follows:

(a) Retirees and beneficiaries receiving benefits	24
(b) Terminated employees entitled to deferred benefits but not yet receiving them	86
(c) Active plan participants	82
(d) Active employees - partially vested	54
(e) Active employees - non-vested	20
(f) Eligible for medical benefits only	<u>10</u>
Total Participants	<u>276</u>

*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. Benefits and refunds are recognized when due and payable in accordance with the terms of the plan. 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.

*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.

The ARC is required to contribute at an actuarially determined rate. The current minimum annualized contribution rate for the year ended December 31, 2014 was 14.14 percent of covered payroll. All active employees are required to contribute 3 percent of compensation to the Plan on a pre-tax basis.

Atlanta Regional Commission  
 NOTES TO FINANCIAL STATEMENTS  
 December 31, 2014

*Funding status and progress.* The funded status of the plan as of January 1, 2014 was as follows:

Actuarial accrued liability (AAL)	\$39,933,237
Actuarial Value of plan assets	<u>36,646,487</u>
Unfunded actuarial accrued liability (UAAL)	<u>\$3,286,750</u>
Funded ratio (actuarial value of plan assets / AAL)	91.8%
Covered payroll (active plan members)	\$10,204,932
UAAL as a percentage of covered payroll	32.2%

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment and mortality trends. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information that shows whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

The annual required contribution for the year ended December 31, 2014 and actuarial accrued liability were determined as part of an actuarial valuation at January 1, 2014. The annual required contribution was determined as part of an actuarial valuation using the "Individual Entry Age Normal Cost Method".

*Actuarial Assumptions.*

Date of Last Actuarial Valuation	January 1, 2014
(a) Actuarial Cost Method	Individual Entry Age Cost Method
(b) Rate of Return on Investments	7.0%
(c) Projected Salary Increase	4.25%
(d) Post-employment Cost-of-living Increase	0%
(e) Inflation Rate	3% included in projected salary increase.
(f) Amortization Method of Unfunded Actuarial Accrued Liability	Level dollar open
(g) Remaining Amortization Period	12 years
(h) Asset Valuation Method	Market value

<u>Plan Period From/To</u>	<u>Annual Pension Cost (APC)</u>	<u>Percentage of APC Contributed</u>	<u>Net Pension (Asset) Obligation</u>
01/01/14-12/31/14	\$1,443,397	100.0%	0
01/01/13-12/31/13	\$1,707,437	100.0%	0
01/01/12-12/31/12	\$1,542,804	100.0%	0

Average monthly earnings are determined using all compensation, including deferred compensation and pre-tax health premiums.

Pre-retirement death benefits are available from the time the employee becomes vested in plan benefits.

Employees eligible for disability benefits continue to accrue service for purposes of determining

Atlanta Regional Commission  
NOTES TO FINANCIAL STATEMENTS  
December 31, 2014

retirement benefits.

The fair value of Pension Trust Fund assets is based on quoted market prices as of the date of this report.

*Contributions required and contributions made*

The ARC’s funding policy provides for periodic employer contributions at actuarially determined rates that, expressed as percentages of annual covered payroll, are sufficient to accumulate assets to pay benefits when due. The actuarial value of assets as of January 1, 2014 (most recent valuation) is equal to the arithmetic average of the market value of assets determined as of December 31, 2012 and December 31, 2013.

For the Plan year ended December 31, 2014, contributions totaling \$1,443,397, were made in accordance with actuarially determined contribution requirements determined through an actuarial valuation performed at January 1, 2014. The employer contributions represent approximately 14 percent of current year covered payroll.

Significant actuarial methodology and assumptions used to compute contribution requirements are the same as those used to compute the actuarial accrued liability discussed above.

*Historical trend information*

Historical trend information designed to provide information about the ARC’s progress made in accumulating sufficient assets to pay benefits due is presented as follows:

<u>Plan period from/to</u>	<u>1/1/14 to 12/31/14</u>	<u>1/1/13 to 12/31/13</u>	<u>1/1/12 to 12/31/12</u>
Actuarial value of assets expressed as a percentage of actuarial accrued liability	91.8%	90.6%	80.4%
Unfunded actuarial accrued liability expressed as a percentage of covered payroll	32.2%	35.2%	80.1%
Actual employer contributions expressed as a percentage of required contribution	100%	100%	100%

Additional required historical data is provided as Required Supplementary Information after the Notes to Financial Statements.



**Required Supplementary Information  
Atlanta Regional Commission Pension Fund**

December 31, 2014

**Other Post Employment Benefits Trust Fund  
Schedule of Funding Progress (Unaudited)**

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (b)	Underfunded (Overfunded) UAAL (b)-(a)	Funded Ratio (a)/(b)	Covered Payroll (c)	UAAL as a % of Covered Payroll [(b)-(a)]/(c)
1/1/2009	\$ 3,600,994	\$ 4,741,670	\$ 1,140,676	75.9%	\$ 8,836,659	12.9%
1/1/2010	4,720,778	5,778,991	1,058,213	81.7%	9,262,027	11.4%
1/1/2011	5,631,903	5,540,306	(91,597)	101.7%	8,574,322	(1.1%)
1/1/2012	5,945,504	6,905,038	959,534	86.1%	8,392,997	11.4%
1/1/2013	6,727,823	7,548,574	820,751	89.1%	9,356,015	8.8%
1/1/2014	7,985,798	6,972,229	(1,013,569)	114.5%	10,204,932	(9.9%)

- (1) Entry age normal cost method has been used to determine the accrued liability  
(2) See methodologies and assumptions used for this schedule in the notes to the financial statements

**Other Post Employment Benefits Trust Fund  
Schedule of Employer Contributions (Unaudited)**

Year Ended 31-Dec	Annual Required Contribution	Percentage Contributed	Annual OPEB Cost	Percentage Contributed
2009	\$ 335,616	100%	\$ 335,616	100%
2010	443,964	100%	443,964	100%
2011	441,751	100%	441,751	100%
2012	229,644	100%	229,644	100%
2013	477,682	100%	477,682	100%
2014	514,649	100%	514,649	100%

**Pension Fund  
Schedule of Funding Progress (Unaudited)**

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (b)	Underfunded (Overfunded) UAAL (b)-(a)	Funded Ratio (a)/(b)	Covered Payroll (c)	UAAL as a % of Covered Payroll [(b)-(a)]/(c)
1/1/2009	\$ 16,879,063	\$ 26,102,434	\$ 9,223,371	64.7%	\$ 8,836,659	104.4%
1/1/2010	21,473,643	29,084,873	7,611,230	73.8%	9,262,027	82.2%
1/1/2011	26,067,611	32,021,290	5,953,679	81.4%	8,574,322	69.4%
1/1/2012	27,523,114	34,242,028	6,718,914	80.4%	8,392,997	80.1%
1/1/2013	31,707,498	34,996,804	3,289,306	90.6%	9,356,015	35.2%
1/1/2014	36,646,487	39,933,237	3,286,750	91.8%	10,204,932	32.2%

Notes

- (1) Asset valuation method is the two year average market value.  
(2) See methodologies and assumptions used for this schedule in the notes to the financial statements.

**Pension Fund  
Schedule of Employer Contributions (Unaudited)**

Year Ended 31-Dec	Annual Required Contribution	Percentage Contributed	Annual Pension Cost	Percentage Contributed
2009	\$ 1,544,249	100%	\$ 1,544,249	100%
2010	2,408,052	100%	2,408,052	100%
2011	2,029,255	100%	2,029,260	100%
2012	1,542,804	100%	1,542,804	100%
2013	1,707,437	100%	1,707,437	100%
2014	1,443,397	100%	1,443,397	100%

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**The Atlanta Regional Commission  
Fiduciary Funds  
Year ended December 31, 2014**

**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, 2014**

	<u>Pension Trust Fund</u>	<u>OPEB Trust Fund</u>	<u>Total Pension Trust Fund and OPEB Trust Fund</u>
<b>ASSETS</b>			
Receivables			
Accrued interest	\$ 20,138	\$ 4,554	\$ 24,692
Due from employees	87,832	-	87,832
Investments, at fair value			
Short term	593,097	134,134	727,231
Fixed	10,084,014	2,280,593	12,364,607
Equities	<u>27,972,284</u>	<u>6,326,189</u>	<u>34,298,473</u>
Total investments	<u>38,649,395</u>	<u>8,740,916</u>	<u>47,390,311</u>
Total assets	<u><u>38,757,365</u></u>	<u><u>8,745,470</u></u>	<u><u>47,502,835</u></u>
<b>NET POSITION</b>			
Net position restricted for pension benefits	38,757,365	-	38,757,365
Net position restricted for OPEB	-	8,745,470	8,745,470
Total net position	<u><u>\$ 38,757,365</u></u>	<u><u>\$ 8,745,470</u></u>	<u><u>\$ 47,502,835</u></u>

**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, 2014**

	<u>Pension Trust Fund</u>	<u>OPEB Trust Fund</u>	<u>Total Pension Trust Fund and OPEB Trust Fund</u>
<b>ADDITIONS</b>			
Contributions			
Atlanta Regional Commission			
Pension fund	\$ 1,443,396	\$ -	\$ 1,443,396
Post employment health care	-	514,644	514,644
Employees			
Pension fund	355,776	-	355,776
	<u>1,799,172</u>	<u>514,644</u>	<u>2,313,816</u>
Investment earnings:			
Net appreciation (depreciation) in fair value of investments	(930,186)	(210,370)	(1,140,556)
Interest and dividends	2,645,126	598,219	3,243,345
Total investment earnings	<u>1,714,940</u>	<u>387,849</u>	<u>2,102,789</u>
Less investment expense	25,520	5,772	31,292
Net investment income	<u>1,689,420</u>	<u>382,077</u>	<u>2,071,497</u>
Total additions	<u>3,488,592</u>	<u>896,721</u>	<u>4,385,313</u>
<b>DEDUCTIONS</b>			
Benefits paid	1,354,931	-	1,354,931
Premiums paid	-	131,130	131,130
Administrative expenses	26,175	5,919	32,094
Total deductions	<u>1,381,106</u>	<u>137,049</u>	<u>1,518,155</u>
Net Increase in Net Position	2,107,486	759,672	2,867,158
Net Position - Beginning of period	<u>36,649,879</u>	<u>7,985,798</u>	<u>44,635,677</u>
Net Position - End of period	<u>\$ 38,757,365</u>	<u>\$ 8,745,470</u>	<u>\$ 47,502,835</u>

**The Atlanta Regional Commission  
Non-Major Enterprise Funds  
Year ended December 31, 2014**

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. **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.
7. **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.

**Atlanta Regional Commission  
Combining Statement of Net Position  
Non Major Enterprise Funds  
December 31, 2014**

	<b>Aging Programs</b>	<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	\$ 5,411	\$ 15,874	\$ 864	\$ 1,017	\$ 155	\$ 23,321
Total current assets	<u>5,411</u>	<u>15,874</u>	<u>864</u>	<u>1,017</u>	<u>155</u>	<u>23,321</u>
Total assets	<u>5,411</u>	<u>15,874</u>	<u>864</u>	<u>1,017</u>	<u>155</u>	<u>23,321</u>
<b>LIABILITIES</b>						
Current liabilities						
Accounts payable and accrued expenses	5,411	15,874	414	1,017	155	22,871
Other liabilities and customer deposits	-	-	450	-	-	450
Total current liabilities	<u>5,411</u>	<u>15,874</u>	<u>864</u>	<u>1,017</u>	<u>155</u>	<u>23,321</u>
Total liabilities	<u>5,411</u>	<u>15,874</u>	<u>864</u>	<u>1,017</u>	<u>155</u>	<u>23,321</u>
<b>NET POSITION</b>						
Unrestricted (deficit)	-	-	-	-	-	-
Total net position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Atlanta Regional Commission**  
**Combining Statement of Revenues, Expenses, and Changes in Fund Net Position**  
**Non Major Enterprise Funds**  
**For the Year Ended December 31, 2014**

	<u>Aging Programs</u>	<u>Metropolitan River Protection Act Reviews</u>	<u>State of the Region</u>	<u>Regional Leadership Institute &amp; Memberships</u>
<b>OPERATING REVENUES</b>				
Charges for services	\$ 170,805	\$ 15,500	\$ 118,835	\$ 143,150
Total revenues	<u>170,805</u>	<u>15,500</u>	<u>118,835</u>	<u>143,150</u>
<b>OPERATING EXPENSES</b>				
Personnel	63,613	54,540	-	-
Fringe benefits	37,532	32,178	-	-
Travel	1,010	-	-	1,197
Supplies	-	-	-	256
Contractual	120,098	-	12,500	149,375
Indirect costs	33,277	35,988	-	-
Other operating expenses	194	9,419	141,324	27,455
Total expenses	<u>255,724</u>	<u>132,125</u>	<u>153,824</u>	<u>178,283</u>
Operating Income (Loss)	<u>(84,919)</u>	<u>(116,625)</u>	<u>(34,989)</u>	<u>(35,133)</u>
<b>NONOPERATING REVENUE(EXPENSES)</b>				
Transfers in	84,919	116,625	34,989	35,133
Transfers out	-	-	-	-
Total transfers	<u>84,919</u>	<u>116,625</u>	<u>34,989</u>	<u>35,133</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>
\$ 17,828	\$ 362,722	\$ 5,547	\$ 834,387
17,828	362,722	5,547	834,387
-	-	-	118,153
-	-	-	69,710
30	3,086	-	5,323
68	283	-	607
1,436	315,994	3,902	603,305
-	-	-	69,265
18,886	48,436	5,547	251,261
20,420	367,799	9,449	1,117,624
(2,592)	(5,077)	(3,902)	(283,237)
2,592	5,077	3,902	283,237
-	-	-	-
2,592	5,077	3,902	283,237
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

**Atlanta Regional Commission  
Combining Statement of Cash Flows  
Non Major Enterprise Funds  
For the Year Ended December 31, 2014**

	<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	\$ 170,805	\$ 15,500	\$ 110,633
Payments to suppliers	(120,098)	-	(12,500)
Payments to employees	(102,155)	(86,718)	-
Payments for interfund services used	(33,277)	(35,988)	-
Other payments	(194)	(9,419)	(133,122)
Net cash provided (used) by operating activities	(84,919)	(116,625)	(34,989)
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>			
Transfer from other funds	84,919	116,625	34,989
Net cash provided (used) by noncapital financing activities	84,919	116,625	34,989
Net increase (decrease) in cash and cash equivalents	-	-	-
Cash and cash equivalents at beginning of year	-	-	-
Cash and cash equivalents at end of year	\$ -	\$ -	\$ -
<b>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES:</b>			
Operating income (loss)	\$ (84,919)	\$ (116,625)	\$ (34,989)
Change in assets and liabilities:			
(Increase) decrease in due from other funds	(2,307)	-	(\$7,671)
Increase (decrease) in unearned revenue	-	-	(8,203)
Increase (decrease) in accounts and other payables	2,307	-	15,874
Net cash provided (used) by operating activities	\$ (84,919)	\$ (116,625)	\$ (34,989)

<b>Regional Leadership Institute &amp; Memberships</b>	<b>Local Government Outreach</b>	<b>Arts &amp; Culture</b>	<b>LINK Program</b>	<b>Miscellaneous Programs</b>	<b>Total</b>
\$ 143,150	\$ -	\$ 12,896	\$ 362,722	\$ 5,547	\$ 821,252
(149,631)	-	(1,504)	(316,277)	(3,902)	(603,912)
(1,197)	-	(30)	(3,086)	-	(193,186)
-	-	-	-	-	(69,265)
(27,455)	-	(13,954)	(48,436)	(5,547)	(238,126)
<u>(35,133)</u>	<u>-</u>	<u>(2,592)</u>	<u>(5,077)</u>	<u>(3,902)</u>	<u>(283,237)</u>
35,133	-	2,592	5,077	3,902	283,237
<u>35,133</u>	<u>-</u>	<u>2,592</u>	<u>5,077</u>	<u>3,902</u>	<u>283,237</u>
-	-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
\$ (35,133)	\$ -	\$ (2,592)	\$ (5,077)	\$ (3,902)	\$ (283,237)
(864)	\$975	\$6,836	\$741	-	(2,290)
-	-	(4,932)	-	-	(13,135)
864	<b>(\$975)</b>	<b>(1,904)</b>	(741)	-	15,425
<u>\$ (35,133)</u>	<u>\$ -</u>	<u>\$ (2,592)</u>	<u>\$ (5,077)</u>	<u>\$ (3,902)</u>	<u>\$ (283,237)</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>
<b>Financial Trends</b>	
These schedules contain trend information to help the reader understand how the Agency’s financial performance and well-being have changed over time.	81
<b>Revenue Capacity</b>	
This schedule contains information to help the readers assess the Commission’s General Fund revenues from external sources.	88
<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.	89
<b>Operating Information</b>	
These schedules contain service and infrastructure data to help the reader understand how the information in the commission’s financial report relates to the services the commission provides and the activities it performs.	100

Except where noted, the information in these schedules is derived from the Atlanta Regional Commission’s comprehensive annual financial reports for the relevant year. The Commission implemented GASB Statement No. 34 in fiscal year 2000.

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# STATISTICAL SECTION

Atlanta Regional Commission  
Table I

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

	Fiscal Year									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Governmental activities</b>										
Investment in capital assets	\$ 333,110	\$ 205,444	\$ 215,585	\$ 165,777	\$ 81,935	\$ 123,903	\$ 93,109	\$ 326,133	\$ 352,295	\$ 244,369
Restricted	4,972,143	5,178,830	5,216,482	5,318,976	5,526,463	5,709,875	5,781,600	6,218,701	6,822,796	7,108,291
Total governmental activities net position	\$ 5,305,253	\$ 5,384,274	\$ 5,432,067	\$ 5,484,753	\$ 5,608,398	\$ 5,833,778	\$ 5,874,709	\$ 6,544,834	\$ 7,175,091	\$ 7,352,660
<b>Business-type activities</b>										
Investment in capital assets	-	-	-	-	-	-	-	-	-	-
Restricted	-	-	-	-	-	-	-	-	-	-
Total business-type activities net position	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Commission</b>										
Investment in capital assets	\$ 333,110	\$ 205,444	\$ 215,585	\$ 165,777	\$ 81,935	\$ 123,903	\$ 93,109	\$ 326,133	\$ 352,295	\$ 244,369
Restricted	4,972,143	5,178,830	5,216,482	5,318,976	5,526,463	5,709,875	5,781,600	6,218,701	6,822,796	7,108,291
Total Commission net position	\$ 5,305,253	\$ 5,384,274	\$ 5,432,067	\$ 5,484,753	\$ 5,608,398	\$ 5,833,778	\$ 5,874,709	\$ 6,544,834	\$ 7,175,091	\$ 7,352,660



Atlanta Regional Commission  
Table II

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

	Fiscal Year									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Expenses</b>										
Governmental activities:										
General government	\$ 406,641	\$ 446,711	\$ 1,231,047	\$ 1,180,497	\$ 1,898,190	\$ 5,062,417	\$ 5,313,370	\$ 7,313,958	\$ 23,221,402	\$ 8,852,799
Transportation Access & Mobility	6,608,571	9,456,079	8,578,093	7,526,698	7,608,988	7,508,785	6,900,612	5,314,942	9,515,139	7,727,112
Mobility Services	4,800,339	5,362,841	5,356,114	5,438,439	5,612,437	2,150,827	3,690,060	3,108,760	1,486,078	1,345,561
Community Development	1,972,054	1,807,775	1,724,448	2,568,302	2,350,555	2,587,720	2,288,088	2,816,244	2,401,616	3,408,180
Natural Resources	2,419,974	2,826,515	3,119,878	4,936,299	5,197,199	4,929,836	4,031,275	2,829,484	3,586,319	4,164,578
Research & Analytics	834,155	994,106	987,112	1,841,705	1,737,002	1,876,920	2,074,596	2,085,371	2,168,051	3,624,262
Workforce Solutions	6,713,658	5,516,814	5,941,312	7,826,524	12,645,134	13,544,536	11,714,023	11,483,015	10,770,978	10,569,900
Geographic information systems	1,176,108	1,167,623	574,770	385,460	330,783	854,039	35,746	40,340	151,250	-
Aging & Health	19,157,742	18,134,388	20,394,135	22,568,771	22,653,037	25,269,407	23,424,396	26,696,479	26,858,367	27,151,552
Governmental and human services	560,640	644,784	668,271	745,282	701,814	775,344	797,736	679,061	557,724	-
Total governmental activities expenses	<u>44,649,882</u>	<u>46,357,636</u>	<u>48,575,180</u>	<u>55,017,977</u>	<u>60,735,139</u>	<u>64,559,831</u>	<u>60,269,902</u>	<u>62,367,654</u>	<u>80,716,924</u>	<u>66,843,944</u>
Business-type activities:										
Communications	65,704	98,180	106,933	96,600	80,978	95,124	91,944	131,791	123,968	153,824
Transportation Access & Mobility	26,823	580	12,863	1,908	25	-	-	3,868	-	5,547
Natural Resources	116,095	126,928	128,973	145,414	143,598	151,412	132,976	108,554	114,573	132,125
Geographic information systems	441	160	9	4	30,300	-	-	-	-	-
Aging & Health	257,197	268,907	181,567	277,512	128,219	136,084	166,641	135,976	195,202	255,724
Community Development	232,172	250,725	620,510	540,559	615,009	547,540	582,230	597,874	538,567	570,404
Total business-type activities expenses	<u>698,432</u>	<u>745,480</u>	<u>1,050,855</u>	<u>1,061,997</u>	<u>998,129</u>	<u>930,160</u>	<u>973,791</u>	<u>978,063</u>	<u>972,310</u>	<u>1,117,624</u>
Total primary government expenses	<u>\$ 45,348,314</u>	<u>\$ 47,103,116</u>	<u>\$ 49,626,035</u>	<u>\$ 56,079,974</u>	<u>\$ 61,733,268</u>	<u>\$ 65,489,991</u>	<u>\$ 61,243,693</u>	<u>\$ 63,345,717</u>	<u>\$ 81,689,234</u>	<u>\$ 67,961,568</u>
<b>Program Revenues</b>										
Governmental activities:										
Operating Grants and Contributions	\$ 41,101,751	\$ 42,562,989	\$ 44,427,067	\$ 50,970,558	\$ 56,877,816	\$ 60,783,748	\$ 56,248,629	\$ 58,994,526	\$ 77,311,498	\$ 62,955,053
Total governmental activities program revenues	<u>\$ 41,101,751</u>	<u>\$ 42,562,989</u>	<u>\$ 44,427,067</u>	<u>\$ 50,970,558</u>	<u>\$ 56,877,816</u>	<u>\$ 60,783,748</u>	<u>\$ 56,248,629</u>	<u>\$ 58,994,526</u>	<u>\$ 77,311,498</u>	<u>\$ 62,955,053</u>
Business-type activities:										
Charges for services:										
Communications	67,975	61,691	111,475	101,371	90,178	104,918	95,344	107,759	98,376	118,835
Transportation Access & Mobility	89,307	1,960	13,212	1,658	6,685	-	-	5,500	-	5,547
Natural Resources	38,085	25,250	35,250	16,195	12,250	11,500	9,500	4,250	3,250	15,500
Geographic information systems	1,219	648	114	42	-	-	-	-	-	-
Aging & Health	238,667	276,274	143,722	277,818	136,413	143,897	171,354	169,087	177,691	170,805
Community Development	190,975	253,697	758,256	590,424	578,353	496,347	570,110	547,912	510,813	523,700
Total business-type activities program revenues	<u>626,228</u>	<u>619,520</u>	<u>1,062,029</u>	<u>987,508</u>	<u>823,879</u>	<u>756,662</u>	<u>846,308</u>	<u>834,508</u>	<u>790,130</u>	<u>834,387</u>
Total primary government revenues	<u>\$ 41,727,979</u>	<u>\$ 43,182,509</u>	<u>\$ 45,489,096</u>	<u>\$ 51,958,066</u>	<u>\$ 57,701,695</u>	<u>\$ 61,540,410</u>	<u>\$ 57,094,937</u>	<u>\$ 59,829,034</u>	<u>\$ 78,101,628</u>	<u>\$ 63,789,440</u>

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Net (expense)/revenue										
Governmental activities	\$ (3,548,131)	\$ (3,794,647)	\$ (4,148,113)	\$ (4,047,419)	\$ (3,857,323)	\$ (3,776,083)	\$ (4,021,273)	\$ (3,373,128)	\$ (3,405,426)	\$ (3,888,891)
business-type activities	(72,204)	(125,960)	11,174	(74,489)	(174,250)	(173,498)	(127,483)	(143,555)	(182,180)	(283,237)
Total primary government net expense	\$ (3,620,335)	\$ (3,920,607)	\$ (4,136,939)	\$ (4,121,908)	\$ (4,031,573)	\$ (3,949,581)	\$ (4,148,756)	\$ (3,516,683)	\$ (3,587,606)	\$ (4,172,128)
<b>General Revenues and Other Changes in Net Position</b>										
Governmental activities:										
General revenues:										
Regional Appropriations	\$ 3,738,100	\$ 3,835,700	\$ 3,947,400	\$ 4,051,400	\$ 4,121,600	\$ 4,146,300	\$ 4,177,800	\$ 4,164,300	\$ 4,201,500	\$ 4,241,600
Investment Earnings	139,059	158,074	224,617	120,991	26,078	15,281	11,887	21,419	15,576	12,848
Miscellaneous	42,685	5,854	12,715	2,203	7,540	13,380	-	1,089	787	95,249
Transfers	(72,204)	(125,960)	11,174	(74,489)	174,250	(173,498)	(127,483)	(143,555)	(182,180)	(283,237)
Total Government activities	3,847,640	3,873,668	4,195,906	4,100,105	3,980,968	4,001,463	4,062,204	4,043,253	4,035,683	4,066,460
Business-type activities:										
Transfers	72,204	125,960	-	74,489	174,250	173,498	127,483	143,555	182,180	283,237
Total business-type activities	72,204	125,960	-	74,489	174,250	173,498	127,483	143,555	182,180	283,237
Total primary government	\$ 3,919,844	\$ 3,999,628	\$ 4,184,732	\$ 4,174,594	\$ 4,155,218	\$ 4,174,961	\$ 4,189,687	\$ 4,186,808	\$ 4,217,863	\$ 4,349,697
<b>Change in Net Position</b>										
Governmental activities	\$ 299,509	\$ 79,021	\$ 47,793	\$ 52,686	\$ 123,645	\$ 225,380	\$ 40,931	\$ 670,125	\$ 630,257	\$ 177,569
Business-type activities	-	-	-	-	-	-	-	-	-	-
Total primary government	\$ 299,509	\$ 79,021	\$ 47,793	\$ 52,686	\$ 123,645	\$ 225,380	\$ 40,931	\$ 670,125	\$ 630,257	\$ 177,569

Atlanta Regional Commission  
Table III

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

	Fiscal Year									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General fund										
Reserved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,653	\$ 86,415	\$ 110,216	\$ 7,070
Nonspendable							102,720	105,368	109,229	120,480
Committed							6,575,548	6,874,336	7,685,646	8,184,722
Unassigned	5,857,340	6,083,206	6,085,125	6,321,561	6,521,736	6,651,160	6,748,921	7,066,119	7,905,091	8,312,272
Total general fund	\$ 5,857,340	\$ 6,083,206	\$ 6,085,125	\$ 6,321,561	\$ 6,521,736	\$ 6,651,160	\$ 6,748,921	\$ 7,066,119	\$ 7,905,091	\$ 8,312,272
All other governmental funds										
Reserved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Assigned								\$ 243,109		
Unassigned										
Total all other governmental funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 243,109	\$ -	\$ -

(1) GASB Statement No. 54 was implemented by the Commission in 2011.

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

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

	Fiscal Year									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Revenues</b>										
Regional Appropriations	\$ 3,738,100	\$ 3,835,700	\$ 3,947,400	\$ 4,051,400	\$ 4,121,600	\$ 4,146,300	\$ 4,177,800	\$ 4,164,300	\$ 4,201,500	\$ 4,241,600
From grantor agencies	39,146,104	40,457,628	42,293,318	48,362,280	54,935,331	58,428,271	54,338,142	57,042,487	74,839,196	60,709,395
Agency wide central support services										
indirect cost recovery	2,759,428	2,859,329	3,151,497	4,074,828	4,675,834	5,165,928	4,376,034	4,262,761	4,421,434	4,693,886
Departmental indirect cost recovery	1,192,808	1,489,437	1,468,083	1,097,637	1,057,852	1,230,623	1,292,869	1,346,982	763,683	835,869
Interest Income	139,059	158,074	224,617	120,991	26,078	15,281	11,887	21,419	15,576	12,848
Subgrantee match	1,955,649	2,105,362	2,133,746	2,608,278	1,942,482	2,355,478	1,910,486	1,952,036	2,093,917	2,245,659
Other Income	42,685	5,854	12,715	2,203	7,540	13,380	-	1,089	379,174	95,249
Total governmental activities expenses	48,973,833	50,911,384	53,231,376	60,317,617	66,766,717	71,355,261	66,107,218	68,791,074	86,714,480	72,834,506
<b>Expenditures</b>										
General government	4,177,715	4,616,760	5,835,881	6,155,785	7,556,138	11,554,925	10,925,443	13,033,519	28,440,910	14,152,944
Transportation Access & Mobility	6,608,571	9,456,077	8,578,093	7,526,698	7,608,988	7,508,717	6,900,611	5,314,940	9,515,033	7,727,112
Mobility Services	4,800,339	5,362,843	5,356,114	5,438,439	5,612,437	2,150,827	3,690,060	3,108,760	1,486,078	1,345,561
Community Development	1,972,054	1,807,776	1,724,448	2,568,302	2,350,554	2,587,720	2,288,088	2,816,244	2,353,092	3,408,179
Natural Resources	2,419,974	2,826,515	3,119,879	4,936,299	5,197,201	4,929,837	4,031,275	2,829,484	3,586,319	4,164,578
Research & Analytics	1,751,697	2,009,150	987,111	1,841,705	1,737,002	1,876,920	2,074,596	2,085,371	2,168,051	3,550,962
Workforce Solutions	6,713,659	5,516,814	5,941,311	7,827,126	12,644,532	13,544,536	11,714,023	11,483,015	10,770,978	10,569,900
Geographic information systems	258,566	152,578	574,771	385,459	330,783	854,039	35,746	40,340	151,250	73,300
Aging & Health	19,157,743	18,134,388	20,394,133	22,568,771	22,652,843	25,269,474	23,424,396	26,696,478	26,858,476	27,151,552
Governmental & human services	560,641	644,784	668,269	745,283	701,814	775,344	797,736	679,061	606,250	-
Capital outlay	226,959	31,873	60,621	12,825	-	-	-	-	-	-
Total expenditures	48,647,918	50,559,558	53,240,631	60,006,692	66,392,292	71,052,339	65,881,974	68,087,212	85,936,437	72,144,088
Excess (deficiency) of revenues over (under) expenditures	325,915	351,826	(9,255)	310,925	374,425	302,922	225,244	703,862	778,043	690,418
<b>Other financing sources (uses)</b>										
Transfers in	3,216,051	3,373,777	3,076,017	3,859,503	3,944,576	3,413,567	3,477,815	3,069,418	3,722,513	3,272,781
Transfers out	(3,288,255)	(3,499,737)	(3,064,843)	(3,933,992)	(4,118,826)	(3,587,065)	(3,605,298)	(3,212,973)	(3,904,693)	(3,556,018)
Total other financing sources (uses)	(72,204)	(125,960)	11,174	(74,489)	(174,250)	(173,498)	(127,483)	(143,555)	(182,180)	(283,237)
Net change in fund balances	\$ 259,711	\$ 225,866	\$ 1,919	\$ 236,436	\$ 200,175	\$ 129,424	\$ 97,761	\$ 560,307	\$ 595,863	\$ 407,181

**Atlanta Regional Commission  
Table V**

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

<u>Element Description</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<b>Base Data for Planning</b>	\$ 2,017,634	\$ 2,195,114	\$ 1,790,402	\$ 2,029,362
<b>Comprehensive Planning</b>	1,972,054	1,807,775	1,724,448	2,568,302
<b>Natural Resources</b>	2,419,974	2,826,515	3,119,879	4,936,299
<b>Workforce Development</b>	6,713,658	5,516,815	5,941,311	7,826,824
<b>Economic Development</b>	-	43,459	140,513	108,490
<b>Transportation Planning</b>	11,401,539	14,785,535	13,705,687	13,622,655
<b>Community Development</b>	190,683	275,352	167,967	70,971
<b>Aging</b>	19,157,742	18,134,388	20,394,134	22,461,229
<b>Community Services</b>	<u>370,370</u>	<u>341,896</u>	<u>373,761</u>	<u>542,208</u>
<b>Total</b>	<u>\$ 44,243,654</u>	<u>\$ 45,926,849</u>	<u>\$ 47,358,102</u>	<u>\$ 54,166,340</u>

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

For 2014	\$ 57,991,144
Less Communication Programs Recorded	\$ -
	<u>\$ 57,991,144</u>
Plus General Fund expenses	14,152,944
Total Governmental Funds	<u>\$ 72,144,088</u>

<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
\$ 2,067,784	\$ 2,730,959	\$ 2,123,909	\$ 2,139,113	\$ 2,333,031	\$ 3,624,262
2,350,555	2,587,720	2,288,087	2,817,744	2,401,616	3,089,035
5,197,201	4,929,836	4,031,275	2,829,484	3,586,319	4,164,578
12,644,532	13,544,536	11,714,023	11,483,015	10,770,978	10,569,900
100,601	145,896	113,091	133,358	-	-
13,455,022	9,659,544	9,755,800	8,026,953	10,816,421	9,072,673
52,662	47,983	108,199	93,814	557,724	319,144
22,652,843	25,269,475	24,245,701	27,078,324	27,029,438	27,151,552
548,551	581,465	576,446	451,889	-	-
<u>\$ 59,069,751</u>	<u>\$ 59,497,414</u>	<u>\$ 54,956,531</u>	<u>\$ 55,053,693</u>	<u>\$ 57,495,527</u>	<u>\$ 57,991,144</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>
<b>2005</b>	\$ 3,738,100	\$ 413	\$ 139,059	\$ 42,685	\$ 3,920,257
<b>2006</b>	3,835,700	9,167	158,074	5,854	4,008,795
<b>2007</b>	3,947,400	15,260	224,617	12,715	4,199,992
<b>2008</b>	4,051,400	-	120,991	2,203	4,174,594
<b>2009</b>	4,121,600	1,292,720	26,078	7,540	5,447,938
<b>2010</b>	4,146,300	4,682,293	15,281	13,380	5,447,938
<b>2011</b>	4,177,800	4,743,316	11,887	-	8,857,254
<b>2012</b>	4,164,300	6,713,967	21,419	1,089	8,933,003
<b>2013</b>	4,201,500	22,732,782	15,576	787	10,900,775
<b>2014</b>	4,241,600	8,236,691	12,848	95,249	12,586,388

(1) Total Revenues on this schedule do not include Indirect Recoveries  
For 2014, Revenues from external sources \$ 12,586,388  
Indirect Recoveries 5,529,755  
Revenues as reported in financial statements \$ 18,116,143

**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 69 Municipalities

POPULATION OF COUNTIES AND MUNICIPALITIES IN THE ATLANTA REGION:

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b><u>Cherokee County</u></b>	174,680	179,300	189,100	196,700	203,000	205,900	214,346	218,500	220,800	223,300	230,985
<i>Unemployment Rate</i>	3.8%	4.0%	3.6%	3.6%	5.3%	8.6%	9.7%	8.6%	7.2%	6.7%	5.6%
<i>Personal Income (PI)</i>	\$5,593	\$5,993	\$6,541	\$7,288	\$7,365	N/A	N/A			\$ 8,502	\$ 9,223
<i>Per capita PI</i>	\$32,312	\$32,731	\$33,700	\$35,742	\$35,051	N/A	N/A			\$ 38,417	\$ 39,930
Ball Ground	730	776	773	778	855	852	1,433			1,450	1,658
Canton	7,709	14,941	16,544	17,825	19,003	20,072	22,958			23,910	24,801
Holly Springs	3,195	5,351	6,483	7,248	8,382	8,974	9,189			9,670	10,237
Mountain Park*	10	10	10	10	10	10	14			10	22
Nelson*	287	425	465	470	467	467	514			1,350	623
Waleska	616	596	596	596	604	596	644			660	871
Woodstock	10,050	17,894	20,388	21,392	22,245	23,095	23,896			24,750	27,823
<b><u>Clayton County</u></b>	264,951	263,900	270,600	275,000	281,400	281,900	259,424	260,000	262,300	263,700	267,542
<i>Unemployment Rate</i>	5.8%	6.5%	5.6%	5.7%	7.6%	11.3%	12.6%	12.3%	11.1%	10.0%	9.8%
<i>Personal Income (PI)</i>	\$6,071	\$5,984	\$6,125	\$6,707	\$6,709	N/A	N/A			\$ 7,290	\$ 7,182
<i>Per capita PI</i>	\$23,776	\$22,543	\$22,751	\$24,595	\$24,307	N/A	N/A			\$ 27,417	\$ 26,846
College Park*	1,572	1,432	1,501	1,532	1,738	1,843	1,333			1,361	1,308
Forest Park	21,447	21,012	21,203	21,806	21,915	21,741	18,468			18,550	18,949
Jonesboro	3,829	5,213	4,974	5,015	5,033	5,933	4,724			4,720	4,624
Lake City	2,886	2,617	2,380	2,410	2,498	2,478	2,612			2,730	2,671
Morrow	4,882	5,227	5,555	5,645	6,047	7,115	6,445			6,560	7,167
Riverdale	12,478	14,428	14,582	14,821	14,872	14,825	15,134			15,080	15,669



Table VII (continued)

POPULATION: (continued)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Cobb County</b>	654,005	643,700	654,900	664,700	674,200	676,800	688,078	693,600	699,500	707,500	730,981
<i>Unemployment Rate</i>	4.4%	4.6%	4.1%	4.0%	5.6%	8.8%	10.1%	9.2%	8.1%	7.3%	6.1%
<i>Personal Income (PI)</i>	\$25,906	\$26,801	\$28,060	\$31,211	\$31,260	N/A	N/A			\$ 33,326	\$ 35,038
<i>Per capita PI</i>	\$40,456	\$40,389	\$41,226	\$45,135	\$44,352	N/A	N/A			\$ 47,108	\$ 47,933
Acworth	18,601	18,308	18,491	19,052	18,913	18,728	20,425			24,330	21,867
Austell*	6,120	6,024	6,089	6,265	6,266	6,199	6,483			6,690	6,943
Kennesaw	25,960	25,551	26,456	26,848	27,004	27,517	29,783			30,720	32,400
Marietta	58,375	57,455	58,164	58,830	60,439	61,574	56,579			58,270	60,014
Powder Springs	14,828	14,594	14,847	15,115	15,422	15,231	13,940			14,000	14,590
Smyrna	46,346	45,616	46,673	47,161	47,763	47,153	51,271			52,400	54,958
<b>DeKalb County</b>	675,725	700,500	710,400	718,400	727,600	731,200	691,893	694,400	700,700	706,600	722,161
<i>Unemployment Rate</i>	5.4%	5.9%	5.1%	4.8%	6.4%	9.6%	10.7%	10.5%	9.3%	8.2%	7.5%
<i>Personal Income (PI)</i>	\$24,068	\$25,297	\$26,225	\$27,881	\$28,104	N/A	N/A			\$ 29,807	\$ 30,018
<i>Per capita PI</i>	\$36,126	\$35,164	\$35,902	\$37,998	\$37,957	N/A	N/A			\$ 42,154	\$ 41,568
Atlanta*	31,158	32,300	32,400	32,700	33,100	33,200	29,000	29,050	29,110	29,190	30,544
Avondale Estates	2,409	2,497	2,506	2,509	2,523	2,503	2,960			2,910	2,832
Chamblee	10,776	11,171	11,208	11,545	12,053	12,673	9,892			10,050	16,112
Clarkston	6,588	6,830	6,835	7,191	7,198	7,176	7,554			7,810	7,846
Decatur	17,405	18,043	18,127	18,479	18,721	18,557	19,335			20,150	20,380
Doraville	9,186	9,523	9,558	9,576	9,863	9,694	8,330			8,540	10,714
Dunwoody	NA**	NA**	NA**	NA**	NA**	NA**	46,267			47,210	48,000
Lithonia	2,023	2,097	2,100	2,100	2,075	2,035	1,924			2,090	1,998
Pine Lake	618	641	651	665	674	671	730			720	754
Stone Mountain	6,630	6,873	6,884	6,891	6,906	6,873	5,802			5,720	6,052
<b>Douglas County</b>	107,217	112,900	120,300	125,800	127,800	128,800	132,403	133,000	133,900	134,700	138,776
<i>Unemployment Rate</i>	4.8%	5.4%	4.9%	4.7%	6.5%	10.4%	11.6%	10.8%	9.2%	8.6%	7.7%
<i>Personal Income (PI)</i>	\$2,909	\$3,025	\$3,246	\$3,644	\$3,764	N/A	N/A			\$ 4,136	\$ 4,272
<i>Per capita PI</i>	\$27,088	\$26,905	\$27,312	\$29,306	\$29,383	N/A	N/A			\$ 30,875	\$ 30,789
Austell*	93	98	98	98	98	98	98			101	42
Douglasville	25,826	27,195	28,311	29,776	30,316	31,004	30,961			31,570	32,523
Lithia Springs	2,072	NA**	NA**	NA**	NA**	NA**	NA**		NA**	NA**	NA**
Villa Rica*	3,255	3,428	3,905	4,305	4,716	4,716	5,259			5,483	5,924

Table VII (continued)

POPULATION: (continued)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Fayette</b>	101,333	101,500	103,700	105,400	106,000	106,700	106,567	107,100	107,500	108,200	109,664
<i>Unemployment Rate</i>	3.7%	4.5%	3.9%	3.9%	5.2%	8.1%	9.3%	8.1%	7.9%	7.1%	6.1%
<i>Personal Income (PI)</i>	\$4,029	\$4,079	\$4,266	\$4,822	\$4,838	N/A	N/A			\$ 5,097	\$ 5,309
<i>Per capita PI</i>	\$40,519	\$39,740	\$40,691	\$45,520	\$45,474	N/A	N/A			\$ 47,406	\$ 48,413
Brooks	534	535	535	535	535	540	524			550	540
Fayetteville	13,817	13,840	14,446	14,800	14,915	15,187	15,945			15,900	16,725
Peachtree City	33,493	33,548	34,093	34,397	34,546	34,770	34,364			34,490	35,063
Tyrone	5,600	5,609	6,144	6,415	6,517	6,571	6,879			6,990	7,135
Woolsey	170	170	172	172	172	170	158			150	163
<b>Fulton County</b>	814,438	874,100	900,200	933,600	951,500	957,900	920,581	928,200	936,100	945,400	996,319
<i>Unemployment Rate</i>	5.1%	5.6%	4.9%	4.8%	6.5%	9.8%	10.9%	10.6%	9.6%	8.6%	7.4%
<i>Personal Income (PI)</i>	\$43,744	\$46,733	\$49,657	\$54,339	\$54,295	N/A	N/A			\$ 56,259	\$ 57,909
<i>Per capita PI</i>	\$54,040	\$50,022	\$51,476	\$54,844	\$53,579	N/A	N/A			\$ 57,537	\$ 58,123
Alpharetta	36,701	39,390	43,311	52,045	52,392	52,204	57,551			66,690	63,038
Atlanta*	381,829	409,800	419,200	431,500	444,200	447,500	391,000	391,650	392,490	393,610	425,458
Chattahoochee Hill Cour	N/A	N/A	N/A	N/A	N/A	2,553	2,378			2,430	2,610
College Park*	16,281	17,474	17,382	17,738	17,501	17,436	12,609			12,879	13,290
East Point	36,211	38,864	40,156	41,166	41,150	41,279	33,712			33,380	35,488
Fairburn	7,690	8,253	8,879	10,403	10,557	10,634	12,950			13,670	13,696
Hapeville	5,563	5,970	5,986	6,055	6,007	6,070	6,373			6,650	6,669
Johns Creek	N/A	N/A	N/A	57,793	69,268	68,278	76,728			79,950	83,102
Milton	N/A	N/A	N/A	29,347	30,092	28,402	32,661			34,570	36,662
Mountain Park*	457	491	514	524	501	507	547			547	557
Palmetto*	3,420	3,671	3,762	4,097	4,116	4,259	3,906			3,986	4,437
Roswell	76,069	81,641	81,822	82,914	84,004	84,392	88,346			90,620	94,089
Sandy Springs	N/A	N/A	85,946	86,404	87,539	88,787	93,853			97,550	101,908
Union City	13,956	14,978	15,663	17,112	17,477	18,370	19,456			19,780	20,427

Table VII (continued)

POPULATION: (continued)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Gwinnett County</b>	700,794	693,900	719,600	740,200	752,800	757,300	805,321	814,100	823,100	832,200	877,922
<i>Unemployment Rate</i>	4.2%	4.6%	4.1%	4.0%	5.6%	8.7%	9.8%	8.8%	7.8%	7.3%	6.2%
<i>Personal Income (PI)</i>	\$21,893	\$22,824	\$24,227	\$26,204	\$26,504	N/A	N/A			\$ 28,766	\$ 29,902
<i>Per capita PI</i>	\$31,846	\$31,703	\$32,309	\$33,923	\$33,527	N/A	N/A			\$ 34,162	\$ 34,061
Auburn*	289	286	284	292	286	284	283			289	223
Berkeley Lake	1,653	1,637	1,652	1,685	1,696	1,689	1,574			1,620	1,983
Braselton	1,266	1,254	1,706	3,503	2,084	2,114	7,511			3,602	8,727
Buford*	10,632	10,527	10,450	10,699	10,779	11,060	11,894			12,532	12,367
Dacula	4,250	4,208	4,216	4,334	4,480	4,468	4,442			4,550	4,971
Duluth	23,624	23,392	24,180	24,340	25,447	25,827	26,600			27,330	28,838
Grayson	1,839	1,821	1,883	2,215	2,375	2,367	2,666			2,800	2,780
Lawrenceville	27,598	27,327	27,043	27,330	27,845	29,416	28,546			29,490	30,212
Lilburn	11,306	11,195	11,270	11,285	11,400	11,475	11,596			11,930	12,543
Loganville*	1,763	1,746	1,998	2,036	2,080	2,071	2,289			2,366	2,663
Norcross	9,197	9,107	9,507	9,914	9,895	9,596	9,116			9,280	16,349
Rest Haven*	109	108	108	108	108	108	55			56	34
Snellville	18,961	18,774	19,279	19,608	19,697	19,893	18,242			18,520	19,439
Sugar Hill	14,695	14,550	14,910	15,399	15,931	16,098	18,522			19,260	20,821
Suwanee	9,991	9,893	11,343	12,926	13,471	14,117	15,355			16,130	18,164
<b>Henry County</b>	159,506	167,000	176,900	185,700	190,700	192,800	203,922	207,800	209,500	211,300	213,896
<i>Unemployment Rate</i>	4.4%	5.1%	4.5%	4.4%	6.1%	9.3%	10.8%	10.0%	9.0%	8.1%	7.4%
<i>Personal Income (PI)</i>	\$4,365	\$4,453	\$4,769	\$5,573	\$5,769	N/A	N/A			\$ 6,587	\$ 6,682
<i>Per capita PI</i>	\$27,288	\$26,643	\$26,876	\$30,141	\$30,278	N/A	N/A			\$ 31,509	\$ 31,242
Hampton	4,039	4,229	5,120	5,783	6,354	6,207	6,987			4,580	7,305
Locust Grove	3,544	3,710	4,256	4,833	5,237	5,124	5,402			5,780	5,702
McDonough	14,191	14,858	16,445	18,356	19,011	19,330	22,084			22,880	23,004
Stockbridge	18,350	19,212	20,130	21,403	21,666	21,381	15,636			25,870	27,619
<b>Rockdale County</b>	76,821	76,900	79,700	83,400	84,600	85,000	85,215	85,600	86,100	86,700	87,754
<i>Unemployment Rate</i>	4.9%	5.6%	4.9%	5.0%	6.9%	10.7%	12.1%	11.2%	10.1%	9.3%	8.2%
<i>Personal Income (PI)</i>	\$2,328	\$2,306	\$2,409	\$2,671	\$2,722	N/A	N/A			\$ 2,843	\$ 2,854
<i>Per capita PI</i>	\$30,401	\$29,568	\$30,207	\$32,641	\$32,638	N/A	N/A			\$ 33,122	\$ 32,534
Conyers	10,973	10,984	12,022	13,294	13,754	13,873	15,195			15,560	15,718

\*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**

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Auburn											
Gwinnett	294	286	284	292	286	284	283			289	223
Barrow	6,610	6,625	6,977	7,182	7,203	7,225	6,604			6,741	7,031
Braselton											
Barrow & Jackson	966	1,254	1,706	1,997	3,481	2,114	4,208			4,588	5,016
Gwinnett	240	1,088	1,286	1,506	1,582	1,659	3,303			3,602	3,259
Buford											
Gwinnett	10,566	10,527	10,450	10,699	10,779	11,060	11,894			12,532	12,367
Hall	102	135	154	158	208	259	311			328	1,025
Loganville											
Gwinnett	1,285	1,746	1,998	2,036	2,080	2,071	2,289			2,366	2,668
Walton	4,150	5,669	6,235	6,354	6,874	7,393	8,169			8,444	8,359
Palmetto											
Fulton	3,073	3,671	3,762	4,097	4,116	4,259	3,906			3,986	4,437
Coweta	327	335	422	460	512	566	582			594	310
Rest Haven											
Gwinnett	113	108	108	108	108	108	55			56	34
Hall	38	40	40	40	40	40	7			6	32
Villa Rica											
Douglas	263	3,428	3,905	4,305	4,716	4,716	5,259			5,483	5,924
Carroll	3,871	5,643	7,033	7,753	7,776	7,799	8,697			9,067	8,776

**Notes:**

*2000 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:**

*U.S. Bureau of the Census  
 U.S. Department of Commerce  
 U.S. Bureau of Economic Analysis  
 The Atlanta Regional Commission  
 Georgia Department of Labor*

Table VIII

PRINCIPAL EMPLOYERS IN ATLANTA REGION

Employer	2014			2005		
	Employees	Percentage of Regional Employment	Rank	Employees	Percentage of Regional Employment	Rank
Delta Air Lines	30000	1.28%	1	27344	1.41%	1
Emory University	23841	1.02%	2	22242	1.15%	2
Gwinnett County Public Schools	19921	0.85%	3	17689	0.91%	3
AT&T Inc.	18076	0.77%	4	17211	0.89%	4
Cobb County Public Schools	13633	0.58%	5	15800	0.82%	5
Fulton County Schools	10989	0.47%	6	13787	0.71%	6
WellStar Health System Inc.	10581	0.45%	7	12968	0.67%	7
Publix Super Markets Inc.	9714	0.41%	8	10650	0.55%	8
United States Postal Service	9385	0.40%	9	10112	0.52%	9
The Home Depot	9000	0.38%	10	9977	0.52%	10
United Parcel Service Inc. (UPS)	8881	0.38%	11	8957	0.46%	11
Georgia Institute of Technology	8664	0.37%	12	8520	0.44%	12
Piedmont Healthcare	8579	0.37%	13	8000	0.41%	13
Northside Hospital	8327	0.35%	14	7500	0.39%	14
Cox Enterprises Inc.	7676	0.33%	15	7498	0.39%	15
City of Atlanta Government	7136	0.30%	16	7425	0.38%	16
Children's Healthcare of Atlanta	6161	0.26%	17	7351	0.38%	17
Lockheed Martin Aeronautics Co.	6100	0.26%	18	7287	0.38%	18
SunTrust Banks Inc.	5930	0.25%	19	6690	0.35%	19
Wells Fargo & Co.	5200	0.22%	20	6292	0.32%	20
				6177	0.32%	21
				6093	0.31%	22
				6002	0.31%	23
				5897	0.30%	24
				5750	0.30%	25

Source: Atlanta Business Chronicle; ARC

Note: Number of employees are estimates and represents employers with more than 5,000 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)	Philadelphia College of Osteopathic Medicine/Suwanee
Georgia State University	Point University
Georgia State University/Henry	Portfolio Center
Grady Health System Professional Schools	Pro Way Hair School
Gupton-Jones College of Funeral Service	Profile Institute of Barber-Styling
Gwinnett College/Lilburn	Reinhardt College
Gwinnett College/Sandy Springs	Saint Leo University/Gwinnett
Gwinnett Technical College/Gwinnett Place Mall	Saint Leo University/Marietta
Gwinnett Technical College/Lawrenceville	Saint Leo University/Morrow
Herzing University	Sanford-Brown College
High-Tech Institute-Atlanta	Savannah College of Art and Design/Atlanta
Interactive College of Technology	Shorter College/Atlanta
Interactive College of Technology/Chamblee	Shorter College/College Park
Interactive College of Technology/Morrow	Shorter College/Gwinnett
Interdenominational Theological Center	Southern Crescent Technical College/Henry
International School of Skin, Nailcare & Massage Therapy	Spelman College
ITT Technical Institute/Atlanta	Strayer University/Chamblee
ITT Technical Institute/Duluth	Strayer University/Cobb
ITT Technical Institute/Kennesaw	Strayer University/Douglasville
Iverson Business School	Strayer University/Lithonia
Kennesaw State University	Strayer University/Morrow
Laurus Technical Institute/Decatur	Strayer University/Roswell
Laurus Technical Institute/Jonesboro	The Art Institute of Atlanta
Le Cordon Bleu College – Atlanta	The Creative Circus
Le Cordon Bleu College of Culinary Arts	The Medical Management Institute
Life University	The Process Institute of Cosmetology
Lincoln College of Technology/Marietta	The Salvation Army Evangeline Booth College
Luther Rice University	Toni & Guy Hairdressing Academy/Atlanta
Medtech Institute/Marietta	Troy University/Atlanta
Medtech Institute/Morrow	UEI/Morrow
Medtech Institute/Northlake	University of Georgia/Atlanta
Mercer University/Atlanta	University of Georgia/Gwinnett
Mercer University/Douglas	University of Phoenix/Alpharetta
Mercer University/Henry	University of Phoenix/DeKalb
Morehouse College	University of Phoenix/Gwinnett
Morehouse School Of Medicine	University of Phoenix/Marietta
Morris Brown College	University of Phoenix/McDonough
Oglethorpe University	University of Phoenix/Sandy Springs
Omnitech Institute	University of Phoenix/Snellville
Paul Mitchell School/Atlanta	West Georgia Technical College/Douglas
Paul Mitchell School/Roswell	Westwood College/Midtown
	Westwood College/Northlake

Source: Atlanta Regional Commission

## TABLE X

### AREA HOSPITALS:

#### Cherokee County

Northside Cherokee Hospital

#### Clayton County

Anchor Hospital  
Riverwoods Southern Regional Psychiatric  
Center  
Southern Regional Medical Center

#### Cobb County

Devereaux Center  
Ridgeview Institute  
Wellstar Cobb Hospital  
Wellstar Kenneston Hospital  
Wellstar Windy Hill

#### DeKalb County

Children's Healthcare of Atlanta/ Egleston  
DeKalb Medical Center (Decatur)  
DeKalb Medical Center (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

#### Fayette County

Lafayette Nursing and Rehab Center  
Piedmont Fayette Community Hospital

#### Fulton County

Atlanta Medical Center  
Atlanta Medical Center - South  
Children's Healthcare of Atlanta at Scottish Rite  
Emory University Hospital (Midtown)  
Grady Memorial Hospital  
Hillside Hospital  
Hughes Spalding Children's  
Kindred Hospital – Atlanta  
North Fulton Regional Hospital  
Northside Hospital  
Piedmont Hospital  
Shepherd Spinal Center  
St. Joseph's Hospital  
Wesley Woods Geriatric Hospital

#### Gwinnett County

Emory Eastside Medical Center  
Joan Glancy Memorial  
Gwinnett Medical Center (Duluth)  
Gwinnett Medical Center (Lawrenceville)  
Summit Ridge

#### Henry County

Piedmont Henry Hospital

#### Rockdale County

Rockdale Medical Center

Source: Atlanta Regional Commission



TABLE XI

ATLANTA REGIONAL COMMISSION  
 REVIEW AND COMMENT ACTIVITY  
 LAST TEN FISCAL YEARS

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
A-95/E.O. 12372	4	6	5	25	15	1	0	0	0	1	57
Area Plans	2	0	2	0	1	1	0	2	0	2	10
Developments of Regional Impact	45	63	71	44	10	8	6	11	8	12	278
Certificates of Need (S.H.P.A.)	0	0	0	0	0	0	0	0	0	0	0
Local Comprehensive Plans	36	42	47	48	36	29	36	27	36	29	366
Solid Waste Plans	9	2	5	6	3	4	2	0	0	0	31
Environmental Impact Statements and Notices of Findings of No Significant Effect	0	0	2	2	1	0	0	0	0	1	6
Metropolitan River Protection Act Reviews	20	26	27	18	12	12	7	8	13	19	162
Corps of Engineers Permits	0	0	1	8	1	0	0	0	0	7	17
<b>Total</b>	<b><u>116</u></b>	<b><u>139</u></b>	<b><u>160</u></b>	<b><u>151</u></b>	<b><u>79</u></b>	<b><u>55</u></b>	<b><u>51</u></b>	<b><u>48</u></b>	<b><u>57</u></b>	<b><u>71</u></b>	<b><u>927</u></b>

TABLE XII

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

	Full-Time Equivalent Employees as of December 31									
Function	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Office of the Executive Director	4	6	5	5	6	6	5	4	3	3
Business Services	3	2	2	2	2	2	2	2	2	2
Business Services Director	1	1	1	1	1	1	1	1	1	1
General Services	7	6	7	7	7	7	7	7	7	7
Financial Services	3	3	3	3	3	3	3	3	3	3
Talent Management	10	9	5	7	7	7	7	7	7	7
Information Technology Services	10	11	10	9	10	10	10	10	13	14
Center for Strategic Relations										
Center for Community Services										
Aging and Health Resources	33	39	39	39	41	34	45	50	53	66
Governmental Services*	10	5	6	7	8	8	5	7	0	0
Workforce Solutions	9	9	9	9	9	9	10	11	12	13
Center for Livable Communities										
Livable Communities	5	6	5	5	5	4	3	3	4	4
Community Development*	7	7	8	7	7	7	8	8	13	14
Mobility Services	12	11	11	12	12	10	10	5	6	10
Natural Resources	8	10	9	13	11	10	9	9	11	12
Research & Analytics	12	12	10	14	11	11	11	11	11	15
Transportation Access & Mobility	24	23	23	23	24	24	21	27	25	19
<b>Total</b>	<b>158</b>	<b>160</b>	<b>153</b>	<b>163</b>	<b>164</b>	<b>153</b>	<b>157</b>	<b>165</b>	<b>171</b>	<b>190</b>

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

# **ATLANTA REGIONAL COMMISSION**

## **DEVELOPMENT GUIDES: PAST AND PRESENT 2014**

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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 2014:**

- Atlanta Regional Commission Annual Work Program and Budget – Current Strategy 2014 adopted in December 2013.
- Official current population estimates (first adopted August, 1972), as updated annually (August 2014)
- Comprehensive Economic Development Plan (October 2014)
- The Principal Arterial network for the 18 county region’s Highway Functional Classification System (August 2014)
- PLAN 2040 RTP/TIP Limited Update (March 2014)
- Revised Metropolitan Planning Area Boundary (August 2014)
- Draft Aspirational Agenda to Guide the Update of the 2016 Regional Plan (June 2014)
- Aging - FY 2012-2016 Area Plan on Aging), as amended through March 2014 (March 2014)

### **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).
- **Land Use**
  - ARC Alternative DRI Procedures and Thresholds (March 2013) 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).
  - Area Plan Review-Memorial Drive Bus Rapid Transit Corridor (February 2006).
  - Chattahoochee Corridor Plan, as amended September 1998.
  - Green Communities Program (October 2008).
  - Policy on Coordination of Greenway and Trail Planning (September 2005).

- Policy on Development of Regional Impact Reviews in Small Water Supply Watersheds (April 2005).
- 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.
- Land Use Strategy (May 2000).
- Regional Resource Plan (October 2010).
- **Land Use / Transportation**
  - Vision, Goals and Objectives to Guide Development of Plan 2040 (July 2010).
  - 2040 Unified Plan Process (February 2009).
- **Transportation**
  - Strategic Regional Thoroughfare Plan (July 2011).
  - ARC Strategic Plan (June 2011).
  - 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).
- **Plans and Programs**
  - Regional Transportation Plan – Current PLAN 2040 RTP adopted in July 2011.
  - Transportation Improvement Program (TIP) – Current PLAN 2040 TIP for FY 2012-2017 (July 2011).
  - Unified Planning Work Program (UPWP) – Current 2012 UPWP adopted in December 2011.
  - Bicycle Transportation and Pedestrian Walkways Plan, 1995 (June, 1995), as updated through September 2007.

- Human Services Transportation (HST) Plan (April 2010).
- Public Participation Plan (September 2008).
- TIP Blueprint (September 2003), amended as the TIP/RTP Blueprint (July 2010).
- **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).

**Archive:**

- 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.

# SUPPLEMENTAL INFORMATION



**ATLANTA REGIONAL COMMISSION**  
**Schedule of Expenditures of Federal and State Awards**  
**For the Year Ended December 31, 2014**

Grantor Agency	Grant Number	Program Name	CFDA NO.	Federal Expended	State Expended
<b>U.S. Department of Commerce</b>					
Direct Assistance	04-83-06886	Regional Economic Development Plan	11.302	67,582	-
<b>Total U. S. Department of Commerce</b>				<b>\$67,582</b>	-
<b>Department of Homeland Security</b>					
Passed through Georgia Emergency Management Agency	2008-GE-T8-0017	Urban Areas Security Initiative (UASI)	97.067	114	-
	2011-SS-00081-S01	Urban Areas Security Initiative (UASI)	97.067	4,371,429	-
	2012-SS-00063-S01	Urban Areas Security Initiative (UASI)	97.067	2,883,719	-
	2013-SS-00054-S01	Urban Areas Security Initiative (UASI)	97.067	981,430	-
<b>Total Department of Homeland Security</b>				<b>\$8,236,692</b>	-
<b>Corporation for National &amp; Community Service</b>					
Direct Assistance	11SRSGA003	Retired & Senior Volunteer Program	94.002	42,130	-
	14SRSGA003	Retired & Senior Volunteer Program	94.002	120,858	-
<b>Total Corporation for National &amp; Community Service</b>				<b>162,988</b>	-
<b>U.S. Department of Health and Human Services</b>					
Passed through Georgia Dept. of Human Resources		<b>Aging Cluster</b>			
	42700-373-0000020809	Title III, Part A & B - Supportive Services	93.044	1,148,756	53,955
	42700-373-0000030236	Title III, Part A & B - Supportive Services	93.044	1,359,572	79,975
				<b>2,508,328</b>	<b>133,930</b>
	42700-373-0000020809	Title III, Part C1 - Congregate Meals, Part C2 - Home Delivered Meals	93.045	1,997,574	117,504
	42700-373-0000030236	Title III, Part C1 - Congregate Meals, Part C2 - Home Delivered Meals	93.045	1,798,270	105,781
				<b>3,795,844</b>	<b>223,285</b>
	42700-373-0000020809	Nutrition Services Incentive Program (NSIP)	93.053	195,387	-
	42700-373-0000030236	Nutrition Services Incentive Program (NSIP)	93.053	265,653	-
				<b>461,040</b>	-
		<b>Total Aging Cluster</b>		<b>6,765,212</b>	<b>357,215</b>
		<b>Medicaid Cluster</b>			
	42700-373-0000020809	Indigent Care Trust Fund (CCSP)	93.778	1,261,469	1,261,469
	42700-373-0000030236	Indigent Care Trust Fund (CCSP)	93.778	1,281,831	1,260,399
	42700-373-0000023061	ESP/CHAT Web Hosting	93.778	59,366	-
				<b>2,602,666</b>	<b>2,521,868</b>
	42700-373-0000020809	Indigent Care Trust Fund (CCSP) - PHQ0	93.609	40,000	-
	42700-373-0000030236	Indigent Care Trust Fund (CCSP) - PHQ0	93.609	20,000	-
				<b>60,000</b>	-
	42700-373-0000020809	Long Term Care Ombudsman	93.042	76,865	4,521
	42700-373-0000030236	Long Term Care Ombudsman	93.042	99,096	5,100
				<b>175,961</b>	<b>9,621</b>
	42700-373-0000020809	Title III, Part D - Health Promotion Services	93.043	62,346	3,667
	42700-373-0000030236	Title III, Part D - Health Promotion Services	93.043	53,308	3,136
				<b>115,654</b>	<b>6,803</b>
	42700-373-0000020809	Chronic Disease Self Management Program	93.734	13,665	-
	42700-373-0000020809	Title III, Part E - Family Caregiver Support	93.052	500,792	75,835
	42700-373-0000030236	Title III, Part E - Family Caregiver Support	93.052	427,329	55,617
				<b>928,121</b>	<b>131,452</b>

See separately issued Single Audit Report

**ATLANTA REGIONAL COMMISSION**  
**Schedule of Expenditures of Federal and State Awards**  
**For the Year Ended December 31, 2014**

Grantor Agency	Grant Number	Program Name	CFDA NO.	Federal Expended	State Expended
	42700-373-0000025208	Caregiver Education	93-048	17,322	6,299
	42700-373-0000020730	Cultural Ambassador	93-048	33,250	1,750
	42700-373-0000028148	Cultural Competency	93-048	9,521	501
				<b>60,093</b>	<b>8,550</b>
	42700-373-0000020809	Social Services Block Grant (SSBG)	93.667	578,218	-
	42700-373-0000030236	Social Services Block Grant (SSBG)	93.667	303,298	-
				<b>881,516</b>	-
	42700-373-0000020809	Money Follows the Person	93.791	390,937	-
	42700-373-0000030236	Money Follows the Person	93.791	422,874	-
				<b>813,811</b>	-
	42700-373-0000020809	Aging and Disabilities Resource Center	93.779	63,809	-
	42700-373-0000030236	Aging and Disabilities Resource Center	93.779	62,444	-
				<b>126,253</b>	-
				<b>\$14,538,519</b>	<b>\$3,035,509</b>
Direct Assistance - CMS	CT-0811-0021	Community Based Care Transitions Program	93.unknown	1,995,567	-
<b>Total U.S. Department of Health and Human Services</b>				<b>\$16,534,086</b>	<b>\$3,035,509</b>
<b>U.S. Department of Interior</b>					
Passed through Georgia Environmental Protection Division	GSMSEC319H	Stormwater Manual	66.460	40,765	2,648
<b>Total U.S. Department of Interior</b>				<b>40,765</b>	<b>2,648</b>
<b>U.S. Department of Labor</b>					
Passed through Georgia Dept. of Labor		<b>WIA Cluster</b>			
	11-13-13-03-007	WIA, Adult Program	17.258	39,657	-
	11-13-14-03-007	WIA, Adult Program	17.258	3,006,939	-
	11-14-14-03-007	WIA, Adult Program	17.258	20,107	-
	11-14-15-03-007	WIA, Adult Program	17.258	138,567	-
				<b>3,205,270</b>	-
	15-12-11-03-007	Youth Programs	17.259	115,271	-
	15-13-11-03-007	Youth Programs	17.259	2,250,997	-
	15-14-14-03-007	Youth Programs	17.259	1,572,673	-
				<b>3,938,941</b>	-
	31-14-14-03-007	WIA, Dislocated Worker	17.260	19,721	-
	31-12-12-03-007	WIA, Dislocated Worker	17.260	18,186	-
	31-12-13-03-007	WIA, Dislocated Worker	17.278	325,742	-
	31-13-13-03-007	WIA, Dislocated Worker	17.278	84,419	-
	31-13-13-03-007	WIA, Dislocated Worker	17.278	2,570,835	-
	31-14-15-03-007	WIA, Dislocated Worker	17.278	93,128	-
	44-13-13-03-007	WIA, Dislocated Worker	17.278	50,661	-
	44-13-14-03-007	WIA, Dislocated Worker	17.278	47,923	-
	99-13-11-03-007	WIA, Dislocated Worker	17.278	150,000	-
				<b>3,360,615</b>	-
<b>Total U.S. Department of Labor</b>		<b>Total WIA Cluster</b>		<b>10,504,826</b>	-
				<b>\$10,504,826</b>	<b>\$0</b>

**ATLANTA REGIONAL COMMISSION**  
**Schedule of Expenditures of Federal and State Awards**  
**For the Year Ended December 31, 2014**

Grantor Agency	Grant Number	Program Name	CFDA NO.	Federal Expended	State Expended
U.S. Department of Transportation Direct Assistance - Federal Transit Administration		<b>Federal Transit Capital &amp; Oper Asst Grants</b>			
	GA-90-X336	Regional Transit Implementation	20.507	65,311	-
	GA-95-X026	Atlanta Beltline Project	20.507	240,929	-
	GA-90-2322	Spaulding Transit Study	20.507	79,600	-
	GA-90-X316-00	Regional Transit Planning & Coordination	20.507	109,893	-
				<u>495,733</u>	
	GA-04-0040	FTA- Mobility Mgmt CC	20.514	120,201	-
	GA-95-2022	FTA- Mobility Mgmt CC	20.514	62,782	-
				<u>182,983</u>	
			<b>Transit Services Program Cluster</b>		
	GA-37-X024-00	JARC	20.516	6,900	-
	GA-37-X031	JARC	20.516	398,509	-
	GA-57-X014	New Freedom Program	20.521	326,557	-
	GA-57-X012-02	New Freedom Program	20.521	102,216	-
		<b>Total Transit Services Programs Cluster</b>	<u>834,182</u>		
		<b>Total Federal Transit Capital &amp; Oper Asst Grants</b>	<b>1,512,898</b>		
Passed through Georgia Dept. of Transportation		<b>Highway Planning and Construction Cluster</b>			
	0011794	Highway Planning and Construction (PL)	20.205	4,791,187	-
	0008741	Regional Rideshare Program	20.205	1,397,724	-
	0010934	TDM Employer Services	20.205	1,076,449	-
	0012772	Implementing Eco-Logical	20.205	43,074	-
	0010460	Liveable Centers Initiative Policy Studies	20.205	658,133	-
	0010459	Liveable Centers Initiative Policy Studies	20.205	512,335	-
	0008733	Surface Transportation Program	20.205	104,522	-
	0008731	County Comprehensive Transportation Plan	20.205	155,305	-
	0008732	County Comprehensive Transportation Plan	20.205	824,558	-
			<b>Total Highway Planning and Construction Cluster</b>	<u>9,563,287</u>	
	REVUP1302	Metropolitan Transportation Planning	20.505	37,456	-
	T005022	Metropolitan Transportation Planning	20.505	1,490,784	186,348
				<u>1,528,240</u>	<u>186,348</u>
		<b>Total U.S. Department of Transportation</b>	<b>\$12,604,425</b>	<b>\$186,348</b>	
		<b>Total Schedule of Federal Assistance</b>	<b>\$46,155,797</b>	<b>\$3,224,505</b>	

**Atlanta Regional Commission**  
**Schedule of Agency Wide Central Support Services and Indirect Expenses**  
**For the Year Ended December 31, 2014**  
**(With comparative totals for the Year Ended December 31, 2013)**

	<u>Administration</u>	<u>Communication Office</u>	<u>Human Resources</u>	<u>Finance and Accounting</u>
Salaries	\$ 359,892	\$ 1,036,581	\$ 257,425	\$ 531,801
Fringe benefits	208,974	604,155	140,997	313,763
Travel	19,039	3,831	2,146	4,573
Equipment	-	14,311	1,876	3,057
Supplies	497	2,331	1,234	2,136
Contracts	219,627	105,681	141,987	53,394
Depreciation & amortization	-	-	-	-
Other expenditures	125,176	226,100	90,980	149,225
	<u>\$ 933,205</u>	<u>\$ 1,992,990</u>	<u>\$ 636,645</u>	<u>\$ 1,057,949</u>

<b>Facilities Management</b>	<b>Non Federal Expenses</b>	<b>December 31, 2014</b>	<b>December 31, 2013</b>
\$ 100,570	\$ -	\$ 2,286,269	\$ 1,976,101
59,336	-	1,327,225	1,124,592
13,959	23,212	66,760	78,676
15,155	-	34,399	16,904
37,005	393	43,596	32,104
23,631	215,484	759,803	430,976
182,635	-	182,635	97,802
272,200	148,076	1,011,757	1,019,721
<u>\$ 704,491</u>	<u>\$ 387,165</u>	<u>\$ 5,712,445</u>	<u>\$ 4,776,876</u>

**Atlanta Regional Commission**  
**Schedule of Agency Wide Central Support Services**  
**Indirect Costs and Recoveries**  
**For the Year Ended December 31, 2014**

Personnel	\$ 2,286,269	
Fringe benefits	1,327,225	
Travel	66,760	
Equipment	34,399	
Supplies	43,596	
Contractual	759,803	
Depreciation & amortization	182,635	
Other	<u>1,011,757</u>	
Total		\$ 5,712,445
Less: Non federal expenses	<u>(387,165)</u>	
Total under (over) recoveries & non-federal		<u>(387,165)</u>
Net indirect costs allowable adjusted for non-federal		<u>5,325,279</u>
Less: Indirect costs recovered from application of indirect rate		
LINK Indirect Contribution		(4,693,886)
General Fund Contribution		-
		<u>-</u>
Indirect costs under (over)-recovery		<u>\$ 631,393</u>

**Atlanta Regional Commission**  
**Schedule of Fringe Benefits and Recoveries**  
**For the Year Ended December 31, 2014**  
**(With comparative totals for the Year Ended December 31, 2013)**

	<u>Expenditures</u>		<u>% of Regular Salaries</u>	
	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>
Health Insurance	\$ 992,977	\$ 1,286,845	8.59%	12.36%
Life Insurance	42,401	68,294	0.37%	0.66%
Dental insurance	54,577	67,495	0.47%	0.65%
Long-term disability insurance	35,343	33,402	0.31%	0.32%
Retirement fund contribution	1,443,396	1,707,661	12.48%	16.40%
Post-employment health insurance contribution	514,644	477,684	4.45%	4.59%
Unemployment compensation	7,490	4,382	0.06%	0.04%
Medicare (Employer's share)	171,478	150,870	1.48%	1.45%
Social security (Employer's share)	42,667	44,000	0.37%	0.42%
Workers' compensation	4,825	110,467	0.04%	1.06%
Various leave compensation	1,672,625	1,599,778	14.46%	15.36%
Other fringe benefits	<u>397,532</u>	<u>294,988</u>	<u>3.44%</u>	<u>2.83%</u>
Total fringe benefit expenditures	5,379,955	5,845,866	46.52%	56.14%
Less: Fringe benefits recovered from application of fringe benefit rate	<u>(6,462,370)</u>	<u>(5,567,423)</u>	<u>(55.88%)</u>	<u>(53.47%)</u>
Fringe benefits under (over)-recovery (1)	<u>(1,082,415)</u>	<u>278,443</u>	<u>(9.36%)</u>	<u>2.67%</u>
Balance	<u><u>\$ (1,082,415)</u></u>	<u><u>\$ 278,443</u></u>	<u><u>(9.36%)</u></u>	<u><u>2.67%</u></u>
Regular Salaries (2)	11,565,262	10,411,857		

(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 Agency Vehicles  
As of December 31, 2014**

<u>Department</u>	<u>Vehicle</u>	<u>Vehicle Identification Number</u>	<u>Date Acquired</u>
Dept. of Support Services	10 Toyota Prius	JTDKN3DU9A0088332	1-Jan-10
Dept. of Support Services	2014 Ford Fusion Hybrid	3FA6P0LU7ER363056	1-Jul-14
Dept. of Support Services	2015 Ford Explorer	1FM5K7B86FGA28702	1-Aug-14
Dept. of Support Services	2015 Ford Fusion	3FA6P0G72FR131485	1-Aug-14



**Atlanta Regional Commission  
Schedule of Insurance In Force  
December 31, 2014**

Type of Coverage/Name of Company	Policy Number	Effective Period	Details of Coverage	Liability Limits
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
Property/GIRMA	AT-3	Continuous	Total Insured Values, Blanket Building & Contents; Computers (EDP); Flood, Earthquake	\$4,990,127 for Total Insured Values; \$4,990,127 for Mobile Equipment; Computers Included; \$4,990,127 (ea) for Flood and Earthquake; Replacement Cost for Building & Contents; Actual Cash Value for Mobile Equipment

**Atlanta Regional Commission  
Schedule of Insurance in Force  
December 31, 2014**

<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	1/1/14	12/31/14	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	1/1/14	12/31/14	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/ Guardian Life	492781	1/1/14	12/31/14	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	---	1/01/14	12/31/14	Employees-Medical expenses related to on the job injuries	\$100,000
Chubb Group of Insurance Companies/Federal Insurance Company	6476-38-99	2/2/13	2/2/16	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	1/1/114	12/31/14	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  
Salaries of Principal Employees (Exempt Positions)  
Pay Ranges and Classifications (Classified Service)  
December 31, 2014**

<u>EMPLOYEE</u>	<u>TITLE</u>	<u>ANNUAL RATE AS OF DECEMBER 31, 2014</u>
Doug Hooker	Executive Director	\$217,168
I. Emerson Bryan	Deputy Executive Director	174,622
Julie Ralston	Director of Strategic Relations	173,905
Jane Hayse	Director of Livable Communities	160,680

<u>CLASS TITLE</u>	<u>PAY RANGE</u>		<u>CLASS TITLE</u>	<u>PAY RANGE</u>	
	<u>Minimum</u>	<u>Maximum</u>		<u>Minimum</u>	<u>Maximum</u>
Administrative Assistant	\$29,831	\$46,875	Executive Assistant./Sec'y to the Commission	\$69,953	\$107,198
Administrative Specialist	33,406	52,495	Principal Communications Coordinator	69,953	107,198
Talent Management Assistant	34,508	56,036	Senior Talent Management Coordinator	69,953	107,198
Planning Technician	34,508	56,036	Principal GIS Analyst	69,953	107,198
Program Technician	34,508	56,036	Principal IT Analyst	69,953	107,198
Senior Administrative Assistant	34,508	56,036	Principal Management Analyst	69,953	107,198
Accounting Technician	35,647	57,883	Senior Principal Program Specialist	69,953	107,198
Administrative Coordinator	41,902	70,236	Senior Principal Planner	69,953	107,198
Talent Management Specialist	41,902	70,236	Senior Principal Accountant	69,953	107,198
Communications Specialist	41,902	70,236	Senior Principal Communications Coordinator	65,600	109,959
GIS Specialist	41,902	70,236	Senior Principal GIS Analyst	65,600	109,959
IT Specialist	41,902	70,236	Senior Principal IT Analyst	65,600	109,959
Planner	41,902	70,236	Senior Principal Management Analyst	65,600	109,959
Program Specialist	41,902	70,236	Senior Principal Accountant II	65,600	109,959
Accountant	47,291	79,268	Senior Principal Program Specialist II	65,600	109,959
GIS Analyst	47,291	79,268	Senior Principal Planner II	65,600	109,959
Management Analyst	47,291	79,268	Senior Principal Engineer	65,600	109,959
Senior Talent Management Specialist	47,291	79,268	Principal Talent Management Coordinator	65,600	109,959
Engineer	47,291	79,268	Section Manager	67,247	116,240
Purchasing Agent	47,291	79,268	Division Manager, General Services	69,841	120,724
Registered Nurse	47,291	79,268	Division Manager, Community Engagement	72,433	125,205
Senior Communications Specialist	47,291	79,268	Division Manager, Government Affairs	72,433	125,205
Senior IT Specialist	47,291	79,268	Division Manager, Financial Services	75,680	130,816
Senior Planner	47,291	79,268	Division Manager, Research & Analytics	75,680	130,816
Senior Program Specialist	47,291	79,268	Division Manager, Technical Services	75,680	130,816
Nutritionist	52,808	89,456	Division Manager, Communications & Marketing	75,680	130,816
Senior Engineer	52,808	89,456	Division Manager, Natural Resources	79,573	137,546
Communications Coordinator	52,808	89,456	Division Manager, Strategic Initiatives	79,573	137,546
IT Analyst	52,808	89,456	Division Manager, Talent Management	79,573	137,546
Principal IT Specialist	52,808	89,456	Division Manager, Aging & Health Resources	83,442	144,423
Principal Planner	52,808	89,456	Division Manager, Community Development	83,442	144,423
Senior GIS Analyst	52,808	89,456	Division Manager, Workforce Services	83,442	144,423
Principal Program Specialist	52,808	89,456	Division Manager, Transportation Access & Mobility	83,442	144,423
Senior Administrative Coordinator	52,808	89,456	Center Director, Community Services	99,911	172,702
Senior Accountant	52,808	89,456	Center Director, Strategic Relations	99,911	172,702
Senior Management Analyst	52,808	89,456	Center Director, Livable Communities	99,911	172,702
Principal Program Coordinator	60,063	100,678	Deputy Executive Director	104,906	181,337
Principal Planning Coordinator	60,063	100,678	Executive Director	150,000	250,000
Principal Accountant	60,063	100,678			
Senior Communications Coordinator	60,063	100,678			
Nutrition Program Manager	60,063	100,678			
Principal Engineer	60,063	100,678			
Talent Management Coordinator	60,063	100,678			
Senior IT Analyst	60,063	100,678			

**Atlanta Regional Commission  
Schedule of Employee Salary and Travel Expenses  
for the Year Ended December 31, 2014**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Alexander, Michael D	Division Manager, Research	\$118,975.00	\$3,340.00
Allen, Christopher L	Temporary	\$9,275.00	\$0.00
Allown, Michael F	Accountant	\$72,305.00	\$6.00
Alsobrook, Cora L	Program Technician/CC	\$41,695.00	\$0.00
Amedu, Lora E	Sr. Program Specialist	\$47,783.00	\$228.00
Anderson, Jacquelyn I	Purchasing Agent	\$61,185.00	\$127.00
Anderson, Zandra A	Senior Program Specialist	\$44,420.00	\$514.00
Armstrong, Carmen	Senior Program Specialist	\$31,395.00	\$4,112.00
Ashdown, Marcus H	Temporary	\$5,131.00	\$0.00
Bailie, Ana L	Senior Program Specialist	\$25,081.00	\$0.00
Baldwin, Yoll	Senior Program Specialist	\$12,732.00	\$1,010.00
Barrett, JeanHee P	Principal Planner	\$66,298.00	\$15.00
Barrett, Stephen R	Senior GIS Analyst	\$58,845.00	\$1,784.00
Beamer, Jennifer D	Senior Program Specialist	\$58,823.00	\$864.00
Bear, Karen A	Principal Program Coordinator	\$66,728.00	\$117.00
Benjamin, Marcia R	Senior Program Specialist	\$12,732.00	\$1,616.00
Berlin, Marcia R	Senior Program Specialist	\$54,416.00	\$375.00
Beverly, Sylvia E	Senior Program Specialist	\$54,810.00	\$0.00
Blomquist , Peter J	Principal Management Analyst	\$95,430.00	\$1,435.00
Blumberg, Mary T	Senior Principal Program Spec	\$89,839.00	\$1,122.00
Booker, Alexandra C	Senior Program Specialist	\$44,038.00	\$4,541.00
Brachowski, Mary R	Temporary	\$15,258.00	\$0.00
Bradshaw, Patrick A	Senior Planner	\$50,141.00	\$111.00
Brathwaite, Haydn	Principal Management Analyst	\$93,284.00	\$0.00
Britt, Meredith F	Temporary	\$1,280.00	\$0.00
Brotherton, Davida L	Senior Program Specialist	\$49,842.00	\$123.00
Brown, Adrian M	Senior Program Specialist	\$50,103.00	\$0.00
Brown, Danielle D	Senior Program Specialist	\$47,653.00	\$4,582.00
Brown, Phyllis C	Senior Program Specialist	\$9,615.00	\$136.00
Brown, Tamika B	Program Specialist	\$4,281.00	\$0.00
Brunson, Gia L	Senior Program Specialist	\$49,723.00	\$0.00
Bryan III, I Emerson	Deputy Executive Director	\$176,626.00	\$18.00
Burbidge, Gregory J	Senior Program Specialist	\$51,490.00	\$183.00
Burgess, Suzanne H	Program Section Manager	\$109,574.00	\$1,180.00
Burke , Christopher J	Division Manager, General Svcs	\$89,478.00	\$0.00
Burke, Cynthia K	Principal Program Coordinator	\$65,597.00	\$1,707.00
Bustin, Allison R	Temporary	\$9,737.00	\$0.00
Butts, Wendy Y	Senior Program Specialist	\$50,657.00	\$0.00
Caceda, Leslie S	Senior Planner	\$9,615.00	\$0.00
Carnathan, Michael N	Senior Principal Planner	\$80,909.00	\$17.00
Carson, Sammie	Senior Planner	\$51,734.00	\$0.00
Carsow, Sophie E	Temporary	\$7,206.00	\$0.00
Causby, Stephen W	Principal Planner	\$57,547.00	\$1,365.00
Christopher, Lisa A	Temporary	\$17,650.00	\$0.00
Clarke, Sheryl R	Administrative Assistant	\$45,014.00	\$0.00

**Atlanta Regional Commission  
Schedule of Employee Salary and Travel Expenses  
for the Year Ended December 31, 2014**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Cooke, Mara E	Human Resources Manager	\$119,010.00	\$0.00
Copeland, Charity A	Temporary	\$24,255.00	\$0.00
Cornwell, Andrew A	Temporary	\$31,972.00	\$0.00
Cotton, Deborah D	Senior Program Specialist	\$67,548.00	\$321.00
Cowart, Shenika B	Temporary	\$14,832.00	\$0.00
Cox, Amy C	Senior IT Analyst	\$90,669.00	\$0.00
Cunningham, Ana E	Program Technician	\$11,284.00	\$0.00
Curry, Jennifer L	Principal Program Specialist	\$55,754.00	\$857.00
Daly, Darlene F	Principal Planner	\$83,159.00	\$0.00
Davis, Allison M	Senior Program Specialist	\$49,964.00	\$7,323.00
Davis, Curt S	Principal IT Analyst	\$83,291.00	\$0.00
Davis, Wendy J	Senior Program Specialist	\$53,041.00	\$117.00
DeBerry, Katrina S	Senior Program Specialist	\$49,323.00	\$917.00
Devane, Darrell G	Temporary	\$95,200.00	\$606.00
Dickey, Star T	Temporary	\$56,130.00	\$0.00
DiGirolamo , Paul A	Senior GIS Analyst	\$66,777.00	\$1,765.00
Dillard, Claudette E	Principal Planner	\$85,015.00	\$656.00
Dixon, Denise A	Program Technician	\$44,524.00	\$534.00
Dixon, Latasha	Senior Program Specialist	\$34,062.00	\$3,302.00
D'Onofrio, David A	Principal Planner	\$59,199.00	\$920.00
Dudley, David M	IT Analyst	\$69,109.00	\$0.00
Dunbar, Ashley S	Temporary	\$4,365.00	\$0.00
Duncan, Allison M	Principal Planner	\$55,712.00	\$485.00
Dunn, Betty S	Principal Management Analyst	\$104,743.00	\$272.00
Earnest, Patrice	Principal Program Coordinator	\$85,605.00	\$1,128.00
Ellis, Ryan J	Senior Principal Program Spec	\$74,189.00	\$1,819.00
Faulkner, Christopher R	Senior Planner	\$57,877.00	\$40.00
Federico, Lisa	Principal Program Coordinator	\$66,306.00	\$42.00
Fowler, Aaron W	Senior Planner	\$27,923.00	\$1,673.00
Futrell, Janae M	Principal Program Specialist	\$57,912.00	\$1,158.00
Garrett, Mary Margaret	Division Manager, Workforce D	\$140,171.00	\$301.00
Gayle, Aisah	Senior Program Specialist	\$60,198.00	\$0.00
Ghani, Marisa L	Senior Planner	\$49,784.00	\$1,256.00
Giguere, David	GIS Application Developer	\$66,218.00	\$0.00
Gilbert, Monica M	Senior Program Specialist	\$42,296.00	\$102.00
Gleaton, Mellonea	Senior Program Specialist	\$32,318.00	\$4,507.00
Glover, Michelle M	Senior Program Specialist	\$47,049.00	\$272.00
Golivesky, Barry	Sr.Communications Coordinator	\$81,189.00	\$0.00
Goodwin, Amy R	Principal Planner	\$63,370.00	\$0.00
Griffin, Tommy C	Division Manager, General Svcs	\$124,160.00	\$0.00
Grimes, Susan D	Sr.Communications Coordinator	\$79,378.00	\$0.00
Gustave-Cason, Kurl D	Administrative Coordinator	\$46,404.00	\$0.00
Haggard, Scott A	Government Affairs Manager	\$101,952.00	\$5,747.00
Hagood, Chelsea E	Temporary	\$3,297.00	\$0.00
Hall, Patrick C	Senior Planner	\$53,029.00	\$1,588.00

**Atlanta Regional Commission  
Schedule of Employee Salary and Travel Expenses  
for the Year Ended December 31, 2014**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Hammond III, John B	Strategic Initiatives Manager	\$127,830.00	\$5.00
Hammond, Regan W	Principal Planner	\$34,358.00	\$0.00
Hann, Christopher A	IT Analyst	\$50,394.00	\$0.00
Hannon-White, Marc A	Senior Principal Program Spec	\$74,270.00	\$1,221.00
Harper, Robert W	Senior Principal Accountant	\$78,000.00	\$0.00
Harris, Regina F	Senior Program Specialist	\$50,541.00	\$0.00
Haubner, Steven	Temporary	\$4,100.00	\$0.00
Haynes, David W	Senior Principal Planner	\$100,822.00	\$0.00
Hayse, Jane Davis	Ctr. Dir. Livable Communities	\$155,918.00	\$6,188.00
Height, Bakari J	Temporary	\$8,057.00	\$0.00
Herrig, Robert F	Temporary	\$1,799.00	\$0.00
Holloway, Candice V	Senior Program Specialist	\$31,838.00	\$0.00
Hooker, Douglas R	Executive Director	\$241,455.00	\$1,717.00
Ingram, Carlton W	Temporary	\$9,146.00	\$0.00
Irons, Leonie A	Administrative Specialist	\$43,963.00	\$43.00
Jackson, Amy E	Temporary	\$4,356.00	\$0.00
Jackson, Crystal L	Principal Planner	\$62,158.00	\$188.00
Jackson-McLean, Gloria	Temporary	\$11,862.00	\$0.00
James, Robyn A	Senior Program Specialist	\$48,280.00	\$3,861.00
Jaquish, James L	Sr Communications Coordinator	\$78,806.00	\$100.00
Jenkins, Litisha T	Temporary	\$6,441.00	\$0.00
Jiang, Qian	Temporary	\$8,225.00	\$0.00
Johnson, Amoylyn V	Talent Management Specialist	\$66,568.00	\$813.00
Johnson, Audrey M	Senior Planner	\$12,000.00	\$205.00
Johnson, Daniel E	Senior Principal Planner	\$91,524.00	\$2,551.00
Johnson, Marika B	Senior Program Specialist	\$4,217.00	\$0.00
Jones, Sarah C	Senior Program Specialist	\$49,523.00	\$2,050.00
Jones, Terri Y	Senior Program Specialist	\$57,535.00	\$32.00
Kelly, Kevin M	Temporary	\$8,325.00	\$0.00
Kelly, Maureen A	Principal Program Specialist	\$86,225.00	\$2,770.00
Kim, Kyeil	Principal Planner	\$70,230.00	\$0.00
Kim, Kyung-Hwa	Senior Principal Planner	\$100,250.00	\$333.00
Kirton, Sandra G	Senior Program Specialist	\$50,742.00	\$517.00
Kray, Michael J	Principal Planner	\$56,038.00	\$1,263.00
Lancelin , Colby T	Principal Planner	\$62,574.00	\$1,834.00
Lanham, Deborah H	Sr. Adminstrative Coordinator	\$66,461.00	\$104.00
Lawler, Kathryn M	Division Manager, Aging & Heal	\$128,644.00	\$4,598.00
LeBeau, Robert	Program Section Manager	\$103,214.00	\$3,550.00
LeBlanc, Michelle P	Temporary	\$4,620.00	\$0.00
Lee, Doris Jean	Program Technician	\$53,944.00	\$0.00
Lewandowski, Steven M	Senior Planner	\$56,388.00	\$0.00
Lewis, Erica M	Program Specialist	\$55,687.00	\$0.00
Lewis, Kimberly L	Senior Program Specialist	\$54,853.00	\$0.00
Little, Debra A	Administrative Coordinator	\$49,994.00	\$0.00
Lombard, Jared	Principal Planner	\$56,524.00	\$1,310.00

**Atlanta Regional Commission  
Schedule of Employee Salary and Travel Expenses  
for the Year Ended December 31, 2014**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Lucas, Karen A	Senior Program Specialist	\$54,965.00	\$2,948.00
Maguire, Timothy J	Senior GIS Analyst	\$64,144.00	\$1,490.00
Main, Eric V	Temporary	\$1,197.00	\$0.00
Marshall, Dahshi K	Senior Management Analyst	\$65,670.00	\$0.00
Matrille, Rossangie	Senior Program Specialist	\$36,249.00	\$0.00
Mayerik, Cheryl T	Sr. Communications Coordinator	\$54,887.00	\$0.00
McCord, Robert E	Principal Management Analyst	\$107,842.00	\$10.00
McGahee, Tiffany N	Senior Program Specialist	\$11,823.00	\$1,515.00
Meadows-Dillard, Amber S	Senior Program Specialist	\$49,841.00	\$1,132.00
Mills, William M	Temporary	\$20,934.00	\$0.00
Mingus, Charlene D	Temporary	\$15,820.00	\$0.00
Monnier, Stephen A	Temporary	\$4,582.00	\$0.00
Morgan, Linda B	Temporary	\$8,813.00	\$0.00
Mottley, Tanya N	Senior Accountant	\$54,845.00	\$30.00
Newton, Mary S	Senior Program Specialist	\$49,931.00	\$289.00
Norman, Arnisha T	Nutrition Program Manager	\$100,088.00	\$0.00
O'Connor, Marsharee S	Principal Program Specialist	\$57,597.00	\$75.00
Olander, Debra L	Senior Program Specialist	\$62,935.00	\$586.00
Onyeka, Chigozie C	Temporary	\$6,414.00	\$0.00
Oquendo, Brittney N	Accounting Technician	\$35,674.00	\$0.00
Orr, John M	Division Manager - TAM	\$118,342.00	\$1,927.00
Palladi, Joseph P	Temporary	\$7,200.00	\$0.00
Park, Nokil	Senior Planner	\$65,150.00	\$0.00
Parker, Andrew T	Principal Program Specialist	\$69,735.00	\$909.00
Pavey, Amanda K	Senior Program Specialist	\$55,664.00	\$0.00
Pelletier, Diane L	Finance Manager	\$127,354.00	\$2,447.00
Pellino, Cara M	Principal Program Coordinator	\$56,862.00	\$0.00
Phillips, Douglas W	IT Specialist	\$42,523.00	\$223.00
Pressley, Mia D	Principal Program Specialist	\$72,459.00	\$1,524.00
Rader, Carolyn C	Principal Program Specialist	\$64,549.00	\$793.00
Radford, James Elliot	Senior Principal Program Spec	\$109,602.00	\$1,099.00
Ralston, Julie Jones	Ctr. Director, Strategic Rel	\$168,628.00	\$1,251.00
Ram, Neela S	Senior Planner	\$39,378.00	\$188.00
Randolph, Ray L	Information Technology Manager	\$114,591.00	\$0.00
Reed, Landon T	IT ANALYST	\$58,275.00	\$1,999.00
Reeves, William B	Temporary	\$686.00	\$0.00
Reuter, Dan J	Division Manager, Community De	\$126,095.00	\$2,930.00
Reynolds, Ariel J	Temporary/CC	\$12,348.00	\$0.00
Rhea, Allison E	Temporary	\$2,954.00	\$0.00
Rivera, Ashley C	Senior Program Specialist	\$49,927.00	\$4,029.00
Roberts, Kathleen M	Temporary	\$25,525.00	\$0.00
Roberts, Melissa C	Senior Management Analyst	\$56,111.00	\$1,696.00
Roberts, Robin B	Temporary	\$27,990.00	\$192.00
Robertson, Tara E	IT Analyst	\$68,212.00	\$0.00
Robinson, Gerri E	Temporary	\$3,832.00	\$0.00

**Atlanta Regional Commission  
Schedule of Employee Salary and Travel Expenses  
for the Year Ended December 31, 2014**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Roell, Maria N	Planner	\$33,507.00	\$0.00
Rose, Charlie W	Accounting Technician	\$35,594.00	\$0.00
Rounds II, George S	Temporary	\$5,999.00	\$0.00
Rousseau, Guy	Senior Principal Planner	\$101,078.00	\$773.00
Rushing, James B	Senior Planner	\$52,122.00	\$739.00
Rutherford, Robin L	Executive Asst./Sec'y to Board	\$74,816.00	\$343.00
Sanford, Elizabeth L	Community Engagement Manager	\$110,657.00	\$513.00
Santo, James M	Principal Planner	\$85,712.00	\$0.00
Saylor, Dennis G	Accountant	\$66,096.00	\$0.00
Schramm, Cheryl L	Temporary	\$2,024.00	\$0.00
Scott, Brandelyn N	Senior Program Specialist	\$30,931.00	\$3,863.00
Sessoms, Deryl L	Senior Program Specialist	\$28,995.00	\$0.00
Shanahan, Victoria A	Senior Program Specialist	\$24,948.00	\$0.00
Sharp, Kristie L	Principal Program Coordinator	\$67,060.00	\$448.00
Shellenberger, Marnie L	Senior Program Specialist	\$16,852.00	\$0.00
Simmons, Sarah A	Senior Program Specialist	\$47,531.00	\$76.00
Simon, Mary Jo	Senior Principal Program Spec	\$99,628.00	\$1,611.00
Skeen-Grant, Deborah	Senior Program Specialist	\$64,971.00	\$0.00
Skinner, James L	Senior Principal Planner	\$89,043.00	\$0.00
Sloan, Casey A	Program Specialist	\$31,130.00	\$25.00
Smiley, Kenyata D	Senior Planner	\$27,576.00	\$0.00
Smith, Andrew N	Senior Planner	\$49,818.00	\$500.00
Smith, Catherine A	Senior Program Specialist	\$3,092.00	\$546.00
Smith, Kelly M	Sr. Principal Management Analy	\$91,721.00	\$0.00
Smith, Molly L	Sr.Communications Coordinator	\$76,087.00	\$0.00
Snyder Kelly, Anna A	Temporary	\$1,911.00	\$0.00
Soldat, Nathan	Senior Planner	\$9,984.00	\$0.00
Sotnikova, Maria	Senior Program Specialist	\$17,385.00	\$0.00
Spiegel, Audrey K	Temporary	\$4,556.00	\$0.00
Steele, Monique A	Sr. Administrative Specialist	\$47,792.00	\$0.00
Stender, Patricia L	Temporary	\$5,675.00	\$0.00
Studdard, Daniel J	Senior Planner	\$16,923.00	\$484.00
Swain, Hollie A	Temporary	\$11,215.00	\$0.00
Szarowicz, Patricia C	Senior Program Specialist	\$52,938.00	\$0.00
Tate, Tiffany A	Temporary	\$4,635.00	\$0.00
Taylor, DeLast T	Program Specialist	\$44,257.00	\$401.00
Taylor-Harris, DaVette A	Senior Program Specialist	\$50,037.00	\$313.00
Thompson, Anna B	Principal Program Specialist	\$87,912.00	\$460.00
Toles, Laurette L	Sr. Talent Management Coord.	\$92,146.00	\$1,333.00
Trimble, Grace M	Division Manager, Commun & Mkt	\$109,652.00	\$0.00
Tucker, Rosalind G	Temporary	\$54,554.00	\$68.00
Tuley, Jonathan E	Principal Planner	\$56,000.00	\$1,994.00
Ultee, Jeffrey D	Temporary	\$11,042.00	\$0.00
Uwa, Ehiabhi O	Temporary	\$4,312.00	\$0.00
Vallianos, Kostoula	Principal Program Specialist	\$59,268.00	\$2,549.00



**Atlanta Regional Commission  
Schedule of Employee Salary and Travel Expenses  
for the Year Ended December 31, 2014**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Verdier, Courtney P	Senior Program Specialist	\$45,478.00	\$0.00
Vergara, Mary Lou B	Principal Program Specialist	\$69,006.00	\$842.00
Vine, Holly A	Administrative Specialist	\$37,717.00	\$0.00
Vito, Nancie A	Principal Program Specialist	\$41,088.00	\$914.00
Wakhisi, Kofi O	Senior Principal Planner	\$91,744.00	\$786.00
Walker, Geoff C	IT Analyst	\$46,741.00	\$0.00
Wang, Wei	Senior Principal Planner	\$93,996.00	\$1,869.00
Washington, Stephanie P	Program Specialist	\$55,705.00	\$106.00
Wedegis, Allison L	Temporary/CC	\$9,930.00	\$0.00
Weinstein, Bennett A	Senior Principal Planner	\$56,914.00	\$1,759.00
Weis, Craig D	Senior Program Specialist	\$55,037.00	\$0.00
Wender, Rochelle T	Senior Program Specialist	\$61,938.00	\$0.00
White, Angela M	Senior Program Specialist	\$48,071.00	\$5,434.00
White, Charissa M	Sr. Administrative Coordinator	\$53,625.00	\$84.00
Williams, Celia	Senior Program Specialist	\$15,824.00	\$2,705.00
Williamson, Warren H	Division Manager, MS	\$103,758.00	\$1,608.00
Willis, Marshall S	Senior Planner	\$39,577.00	\$0.00
Wright, Kemba	Senior Program Specialist	\$31,843.00	\$646.00
Xie, LiWei	Temporary	\$5,610.00	\$0.00
Zhu, Honghong	Senior IT Analyst	\$93,716.00	\$0.00
Zitsch, Katherine	Division Manager - EPD	\$131,290.00	\$9,855.00
		\$13,270,245	\$176,518
 (a)			
	2014 Salaries (cash basis)		\$13,270,245
	Non cash compensation		(120,899)
	2013 Accrued salaries for the pay periods ended 12/29/2013 and 12/31/2013 paid in 2014 (excluding fringe withholdings)		(581,082)
	2014 Accrued salaries for the pay periods ended 12/28/2014 and 12/31/2014 paid in 2015 (excluding fringe withholdings)		690,638
	Total Salaries 2014		\$13,258,902
 (b)			
	Travel paid to employees		\$176,518
	Other charges to travel (parking, airline tickets) (itemized records on file in ARC offices)		146,070
	Total Travel 2014		\$322,588