

## Memorandum

To: Atlanta Regional Commission

From: Doug Hooker  
Executive Director, ARC

Date: December 4, 2019

RE: 2020 Work Program and Budget

Over the last several weeks, the Commission members have been briefed on the 2020 annual work program and budget, the *Draft Strategy 2020*. In addition, members of the Budget and Audit Review Committee recently completed a review of the budget and endorse the 2020 work program and budget proposal.

*Draft Strategy 2020* focuses on setting forth the Commission's annual blueprint for action to help build a regional community and set forth a program of work along with related funding which reflects the Board's priorities of services to local governments. Initiatives for 2020 include: Begin to implement *The Regional Housing Strategy*; complete the major update to the *Atlanta Region's Plan*; and continue and expand the ConnectATL program in partnership with GDOT and other partners. ARC will continue support the Learn4Life collective impact effort to improve educational outcomes; work with regional partners to develop a collective impact approach to improve the region's workforce systems; allocate resources to the Urban Area Security Initiative for homeland security training exercises; undertake development and launch of a new *Strategic Plan on Aging for 2020-2025*; improve mobility and transportation options for older adults and persons with disabilities; finalize and launch implementation of the ARC IT Strategic Plan; work with regional employers to meet their worker skills requirements through on-the-job training opportunities; implement Leadership Involvement Networking and Knowledge (LINK) Program; market transit services (regionally); host the State of the Region Breakfast; and implement the Regional Leadership Institute. Throughout the work program, we have sought ways to increase interdisciplinary work, improve service and outreach to our constituents, and develop stronger community partnerships.

Attachment A consists of a full package of the budget summary tables and charts published in the *Draft Strategy 2020*. Additional revisions resulting from continuing refinement will be incorporated into the final *Strategy 2020* to be published early next year.

Total projected 2020 expenditures equal \$91,966, 153 with revenues totaling \$91,892,380. Expenditures will be managed to avoid deductions from the General Fund in 2020.

The 2020 budget anticipates revenues totaling \$91,892,380, up approximately \$5.4 million from the final 2019 budget.

The 2020 budget contains a total of \$35,727,023, in sub grants and participant expenses which is passed on to local governments. The 2020 funds expended directly by ARC on behalf of local communities also include \$23,809,561 for contracts administered by staff.

	<b>Final 2019 Budget</b>	<b>Proposed <u>2020 Budget</u></b>
Funds Expended Directly by ARC	\$50,530,175	\$56,239,130
Sub grants and Participant Expenses	\$35,943,352	\$35,727,023
Total Expenses	\$86,473,527	\$91,966,153
Total Revenues	\$86,372,458	\$91,892,380

As shown in Attachment A, the projected ending fund balance for 2020 totals \$4,064,200. This balance meets the \$4,000,000 minimum recommended by the Budget and Audit Review Committee. The 2020 number is based upon a projected 2019 ending fund balance that will be finalized as part of the close out of 2019 financial activity in early 2020. Any material adjustments to funds available as well as new and continuing grant funding will be brought back to the Commission as amendments to this initial budget. All governmental and proprietary funds of the Commission will be reviewed regularly to ensure that the projected fund balance for 2020 remains in line with the budget.

Funding of the proposed 2020 Work Program comes from a combination of continuing and anticipated local, state and federal resources. The proposed work program, to this point, has served as the basis for preliminary funding negotiations for new grants. As appropriate, final-funding applications will be submitted upon Commission adoption of the work program.

The provisions of Georgia Code Section 50-8-80 et seq. require that the Commission, before the 15th day of December each year, adopt a work program and budget for the succeeding calendar year. Once adopted, the 2020 Work Program and Budget will be the Commission's *official policy regarding allocation of the Commission's money and staff resources* during 2020. I recommend your adoption of the accompanying resolution.

Attachment A - 2020 Budget Summary

Attachment B- Final Amendment: 2019 Budget

## **A RESOLUTION BY THE ATLANTA REGIONAL COMMISSION**

- 1. ADOPTING THE 2020 WORK PROGRAM AND BUDGET;**
- 2. APPROVING FINAL 2019 WORK PROGRAM AND BUDGET AMENDMENTS; and**
- 3. AUTHORIZING ALL NECESSARY ADMINISTRATIVE ACTION TO IMPLEMENT THE 2020 WORK PROGRAM AND BUDGET.**

WHEREAS, the Commission is required by Georgia Code Section 50-8-80 et seq., annually to prepare and adopt a work program and budget for the succeeding calendar year; and

WHEREAS, the document *Draft Strategy 2020* (October 23, 2019) summarized the proposed 2020 Work Program and Budget, and said document has been the subject of careful review by members of the Commission, by numerous federal, state and local government officials and by many other interested parties; and

WHEREAS, as a result of this review, the Executive Director has submitted to the Commission the attached memorandum dated December 4, 2019 and titled, “2020 Work Program and Budget,” which summarizes final 2019 budget amendments and the *Draft Strategy 2020*; and

WHEREAS, Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale Counties and the City of Atlanta provide operating funds for the Atlanta Regional Commission in accordance with O.C.G.A. § 50-8-101(b)(2)(A), (B), and (C); and

WHEREAS, O.C.G.A. § 50-8-101(b)(2)(D) provides for periodic increases in these operating funds based on increases in the Average Annual Consumer Price Index for All Urban Consumers (CPI-U) and approval of the Commission; and

WHEREAS, additional unrestricted operating funds are needed to provide matching funds for available federal, state and other funding and to fund essential regional programs that have no federal or state funding sources.

NOW, THEREFORE, BE IT RESOLVED that the Atlanta Regional Commission hereby adopts the 2020 Work Program and Budget contained in *Draft Strategy 2020* (October 23, 2019); and

BE IT FURTHER RESOLVED that the Commission also hereby approves final 2019 Work Program and Budget amendments as summarized in the Executive Director’s memorandum titled, “2020 Work Program and Budget,” dated December 4, 2019; and

BE IT FURTHER RESOLVED that the Chair and the Executive Director are hereby authorized to take all necessary administrative actions to implement said 2020 Work Program and Budget.

## ATTACHMENT A

### 2020 BUDGET SUMMARY

**2020 BUDGET SUMMARY  
ELEMENT 1  
RESEARCH & ANALYTICS**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	2,352,658	70.2%
State and Local Match	-	0.0%
ARC Required Match	523,179	15.6%
ARC Supplemental Funding	103,786	3.1%
Private Sector Funding	244,947	7.3%
Enterprise Fund Income	-	0.0%
Other Revenue	127,047	3.8%
<b>Total Revenues</b>	<b>\$3,351,617</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
01A	Estimates and Forecasts	1,690,668 50.4%
01B	Geographic Information Systems	1,188,840 35.5%
01C	Data Resource Partnerships	472,109 14.1%
01D	Travel Demand Model Development & Support	0.0%
<b>Total Expenses</b>	<b>3,351,617</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1801733	53.8%
Contracts	80000	2.4%
Equipment	0	0.0%
Misc. Operating	112950	3.4%
Travel	21,500	0.6%
Rent & Related	120,378	3.6%
Computer Services	469,131	14.0%
Indirects	745,925	22.3%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>3,351,617</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY  
ELEMENT 2  
COMMUNITY DEVELOPMENT**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	69,000	1.2%
State and Locally Administered Federal & Other Grants	3,106,704	55.1%
State and Local Match	300,000	5.3%
ARC Required Match	510,920	9.1%
ARC Supplemental Funding	751,223	13.3%
Private Sector Funding	445,000	7.9%
Enterprise Fund Income	454,500	8.1%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$5,637,347</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
02A Comprehensive Planning & Review	398,137	7.1%
02B Regional Plan Development	2,271,701	40.3%
02C LCI Program	1,749,911	31.0%
02D Economic Development	114,948	2.0%
02E Regional Leadership Development	911,656	16.2%
02F Local Government Assistance & Training	190,994	3.4%
<b>Total Expenses</b>	<b>\$5,637,347</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,897,169	33.7%
Contracts	307,000	5.4%
Equipment	-	0.0%
Misc. Operating	506,450	9.0%
Travel	76,300	1.4%
Rent & Related	127,195	2.3%
Computer Services	197,782	3.5%
Indirects	785,451	13.9%
Subgrants and Participants	1,740,000	30.9%
<b>Total Expenses</b>	<b>\$5,637,347</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY  
ELEMENT 3  
NATURAL RESOURCES**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	4,321,124	79.3%
State and Local Match	-	0.0%
ARC Required Match	-	0.0%
ARC Supplemental Funding	1,096,576	20.1%
Private Sector Funding	-	0.0%
Enterprise Fund Income	30,000	0.6%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$5,447,700</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
03A Water Resources	3,266,544	60.0%
03B Environmental Management	321,894	5.9%
03C Chattahoochee Corridor	167,259	3.1%
03D Metropolitan North Georgia Water Planning District	1,692,003	31.1%
<b>Total Expenses</b>	<b>\$5,447,700</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,416,897	26.0%
Contracts	2,994,209	55.0%
Equipment	5,000	0.1%
Misc. Operating	228,951	4.2%
Travel	36,800	0.7%
Rent & Related	82,874	1.5%
Computer Services	96,365	1.8%
Indirects	586,604	10.8%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$5,447,700</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY  
ELEMENT 4  
WORKFORCE SOLUTIONS**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	13,687,422	100.0%
State and Local Match	-	0.0%
ARC Required Match	-	0.0%
ARC Supplemental Funding	-	0.0%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$13,687,422</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
04A WIA Adult Services	7,608,587	55.6%
04C WIA Youth Services	3,853,733	28.2%
04E WIA Dislocated Worker Services	2,200,821	16.1%
04I Regional Individual Training Account System	24,281	0.2%
<b>Total Expenses</b>	<b>13,687,422</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	2,235,100	16.3%
Contracts	530,300	3.9%
Equipment	139,500	1.0%
Misc. Operating	157,167	1.1%
Travel	43,000	0.3%
Rent & Related	519,079	3.8%
Computer Services	122,580	0.9%
Indirects	862,774	6.3%
Subgrants and Participants	9,077,922	66.3%
<b>Total Expenses</b>	<b>\$13,687,422</b>	<b>100.0%</b>



**2020 BUDGET SUMMARY  
ELEMENT 5  
MOBILITY SERVICES**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	13,235,235	96.6%
State and Local Match	400,000	2.9%
ARC Required Match	60,000	0.4%
ARC Supplemental Funding	-	0.0%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$13,695,235</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
05A Transportation Demand Management (TDM)	13,695,235	100.0%
<b>Total Expenses</b>	<b>\$13,695,235</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,665,536	12.2%
Contracts	8,825,000	64.4%
Equipment	-	0.0%
Misc. Operating	88,000	0.6%
Travel	37,000	0.3%
Rent & Related	144,780	1.1%
Computer Services	245,383	1.8%
Indirects	689,536	5.0%
Subgrants and Participants	2,000,000	14.6%
<b>Total Expenses</b>	<b>\$13,695,235</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY**  
**ELEMENT 6**  
**TRANSPORTATION ACCESS & MOBILITY**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	614,970	4.4%
State and Locally Administered Federal & Other Grants	10,761,440	77.4%
State and Local Match	1,153,988	8.3%
ARC Required Match	1,378,695	9.9%
ARC Supplemental Funding	-	0.0%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$13,909,093</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
06A Regional Planning	1,918,193	13.8%
06B Program Implementation & Partner Services	1,348,575	9.7%
06C Transportation Services	1,794,836	12.9%
06D Performance Analysis & Monitoring	502,536	3.6%
06E Special Studies	6,351,990	45.7%
06F Administration & Support	1,992,963	14.3%
<b>Total Expenses</b>	<b>\$13,909,093</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	3,388,063	24.4%
Contracts	3,797,640	27.3%
Equipment	15,000	0.1%
Misc. Operating	263,429	1.9%
Travel	59,500	0.4%
Rent & Related	167,932	1.2%
Computer Services	390,931	2.8%
Indirects	1,402,673	10.1%
Subgrants and Participants	4,423,925	31.8%
<b>Total Expenses</b>	<b>\$13,909,093</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY  
ELEMENT 8  
AGING & HEALTH RESOURCES**

<b>Revenues</b>			<b>Percent of Total</b>
	Direct Federal Grants	-	0.0%
	State and Locally Administered Federal & Other Grants	25,688,753	91.6%
	State and Local Match	1,783,115	6.4%
	ARC Required Match	481,434	1.7%
	ARC Supplemental Funding	100,000	0.4%
	Private Sector Funding	-	0.0%
	Enterprise Fund Income	-	0.0%
	Other Revenue	-	0.0%
<b>Total Revenues</b>		<b>\$28,053,302</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>			
08A	Mandated Services under Area Plan on Aging	20,289,356	72.3%
08B	Access & Information Services	3,063,476	10.9%
08C	Medicaid Waiver Programs	2,632,958	9.4%
08D	Health & Wellness Programs	146,320	0.5%
08E	Community Development	1,921,192	6.8%
<b>Total Expenses</b>		<b>\$28,053,302</b>	<b>100.0%</b>
	Salary and Benefits	6,018,248	21.5%
	Contracts	340,842	1.2%
	Equipment	-	0.0%
	Misc. Operating	425,294	1.5%
	Travel	73,909	0.3%
	Rent & Related	474,210	1.7%
	Computer Services	750,148	2.7%
	Indirects	2,323,080	8.3%
	Subgrants and Participants	17,647,571	62.9%
<b>Total Expenses</b>		<b>\$28,053,302</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY  
ELEMENT 10  
HOMELAND SECURITY & RECOVERY**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	7,798,237	99.8%
State and Local Match	-	0.0%
ARC Required Match	-	0.0%
ARC Supplemental Funding	15,000	0.2%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$7,813,237</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
10A UASI	7,813,237	100.0%
<b>Total Expenses</b>	<b>\$7,813,237</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	829,491	10.6%
Contracts	5,612,570	71.8%
Equipment	3,000	0.0%
Misc. Operating	99,700	1.3%
Travel	22,000	0.3%
Rent & Related	40,696	0.5%
Computer Services	47,982	0.6%
Indirects	320,193	4.1%
Subgrants and Participants	837,605	10.7%
<b>Total Expenses</b>	<b>\$7,813,237</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY  
ELEMENTS 21-23, 31 & 41  
ADMINISTRATION, BUSINESS SERVICES, AND  
CENTER FOR STRATEGIC RELATIONS**

<b>Revenues</b>		<b>Percent of Total</b>
Agency Indirect Recovery	6,748,347	66.2%
Departmental Indirect Recovery	1,555,457	15.3%
Internal Service Fund Charges	1,884,951	18.5%
<b>Total Revenues</b>	<b>\$10,188,755</b>	<b>100.0%</b>
<b>Expenses by Element</b>		
21 Administration & Coordination	1,423,172	13.0%
22 Business Services	3,635,387	33.2%
23 Strategic Relations	2,354,979	21.5%
31 Center Cost Pools	1,639,284	15.0%
41 Information Systems Internal Service Fund	1,884,949	17.2%
<b>Total Expenses</b>	<b>\$10,937,771</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	6,454,473	59.0%
Contracts	1,322,000	12.1%
Equipment	557,479	5.1%
Misc. Operating	562,300	5.1%
Travel	136,600	1.2%
Rent & Related	332,734	3.0%
Computer Services	984,617	9.0%
Indirects	587,568	5.4%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$10,937,771</b>	<b>100.0%</b>

**2020  
BUDGET SUMMARY  
GENERAL FUND**

<b>Beginning Balance as of 1/1/2020 (estimate)</b>	<b>\$4,137,972</b>
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**Revenue and Available Funds**

<i>General Fund Revenue</i>	5,148,240
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Local Appropriations	5,113,240
Interest	35,000
Misc Income	0

<b><i>Revenue and Transfer Subtotal</i></b>	<b>5,148,240</b>
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*Transfer to Special Revenue Funds*

Required ARC Match	2,954,228
ARC Supplement	1,899,326

<i>Transfer to Enterprise Funds</i>	167,259
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*General Fund Expenses*

Non-Fed, Commission	201,200
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<b><i>Expense and Transfer Subtotal</i></b>	<b>5,222,013</b>
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<b>Projected Ending Balance -12/31/2020</b>	<b>\$4,064,200</b>
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<b>Increase (Decrease) in Fund Balance</b>	<b>(\$73,773)</b>
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**2020**  
**BUDGET SUMMARY**  
**ENTERPRISE FUNDS**

		<b>Percent of Total</b>
<b>Operating Revenues including Internal Transfers</b>		
Enterprise Income	654,500	79.6%
Private Sector Funding	-	0.0%
ARC Supplemental Funding	167,259	20.4%
<b>Total Revenues</b>	<b>\$821,759</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	111,816	13.6%
Contracts	330,000	40.2%
Equipment	-	0.0%
Misc. Operating	315,500	38.4%
Travel	9,300	1.1%
Rent & Related	3,350	0.4%
Computer Services	5,500	0.7%
Other Computer Expenses	-	0.0%
Indirects	46,293	5.6%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$821,759</b>	<b>100.0%</b>
<b>Expenses by Enterprise Activity</b>		
Chattahoochee Corridor Reviews	167,259	20.4%
State of the Region	170,000	20.7%
Database Project - Connect	30,000	3.7%
RLI Operations	170,500	20.7%
LINK Operations	264,000	32.1%
Arts & Culture Classes	20,000	2.4%
<b>Total Expenses</b>	<b>821,759</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY  
SPECIAL REVENUE FUNDS**

<b>Operating Revenues including Internal Transfers</b>		<b>Percent of Total</b>
US Dept of Transportation	614,970	0.7%
Other (Federal)	69,000	0.1%
GA Dept of Comm Affairs	42,892	0.0%
GA Dept of Human Services	22,477,155	24.7%
GA Dept of Transportation	29,155,315	32.1%
Contracts with Local Govts	2,703,967	3.0%
Other (State/Local)	26,572,244	29.2%
State and Local Match	3,637,103	4.0%
ARC Required Match	2,954,228	3.2%
ARC Supplemental Funding	1,899,326	2.1%
Private Sector Funding	689,947	0.8%
Other Revenue	127,047	0.1%
<b>Total Revenue including Transfers</b>	<b>90,943,194</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	19,140,421	21.0%
Contracts	22,302,561	24.5%
Equipment	162,500	0.2%
Misc. Operating	1,591,441	1.7%
Travel	360,709	0.4%
Rent & Related	1,673,794	1.8%
Computer Services	1,514,582	1.7%
Other Computer Expenses	800,220	0.9%
Indirects	7,669,943	8.4%
Subgrants and Participants	35,727,023	39.3%
<b>Total Expenses</b>	<b>\$90,943,194</b>	<b>100.0%</b>



**2020 BUDGET SUMMARY  
INTERNAL SERVICE FUND**

		<b>Percent of Total</b>
<b>Operating Revenues including Internal Transfers</b>		
Internal Service Fund Charges	\$1,884,949	100.0%
ARC Supplemental Funding	\$0	0.0%
<b>Total Revenues and Transfers</b>	<b>\$1,884,949</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	808,465	42.9%
Contracts	150,000	8.0%
Equipment	124,979	6.6%
Misc. Operating	36,800	2.0%
Travel	5,300	0.3%
Rent & Related	60,696	3.2%
Other Computer Expenses	440,000	23.3%
Indirects	258,709	13.7%
<b>Total Expenses</b>	<b>\$1,884,949</b>	<b>100.0%</b>

**2020 BUDGET SUMMARY  
AGENCY AND CENTERS INDIRECT**

<b>Operating Revenues including Internal Transfers</b>	<b>Agency</b>	<b>Centers</b>
Indirect Charges	6,748,347	1,555,457
Other Revenue		-
ARC Supplemental Funding	-	-
<b>Total Revenues and Transfers</b>	<b>\$6,748,347</b>	<b>\$1,555,457</b>

**Expenses by Type**

Salary and Benefits	4,618,327	1,027,681
Contracts	912,000	25,000
Equipment	427,500	5,000
Misc. Operating	357,100	53,200
Travel	88,050	22,250
Rent & Related	165,907	106,131
Computer Services	301,204	63,663
Other Computer Expenses	172,250	7,500
Indirects	-	328,859
Subgrants and Participants	-	-
<b>Total Expenses</b>	<b>\$7,042,338</b>	<b>\$1,639,284</b>

**2020 TOTAL REVENUES**  
(Excluding Internal Service Transfers)

**Special Revenue and Enterprise Revenues**

US Dept of Transportation	FTA	614,970
Other (Federal)	Other Federal	69,000
GA Dept of Comm Affairs	DCA	42,892
GA Dept of Human Services	DHS	22,477,155
GA Dept of Transportation	DOT	29,155,315
Contracts with Local Govts	Local	2,703,967
GEMA	State	7,798,237
Technical College System of GA, Workforce Development	State	13,687,422
Water Board	Local	1,692,003
Other (State/Local)	State	3,394,582
State and Local Match	Match	3,637,103
Private Sector Funding	Private	689,947
Enterprise Income	Private	654,500
Other Revenue	Other	127,047

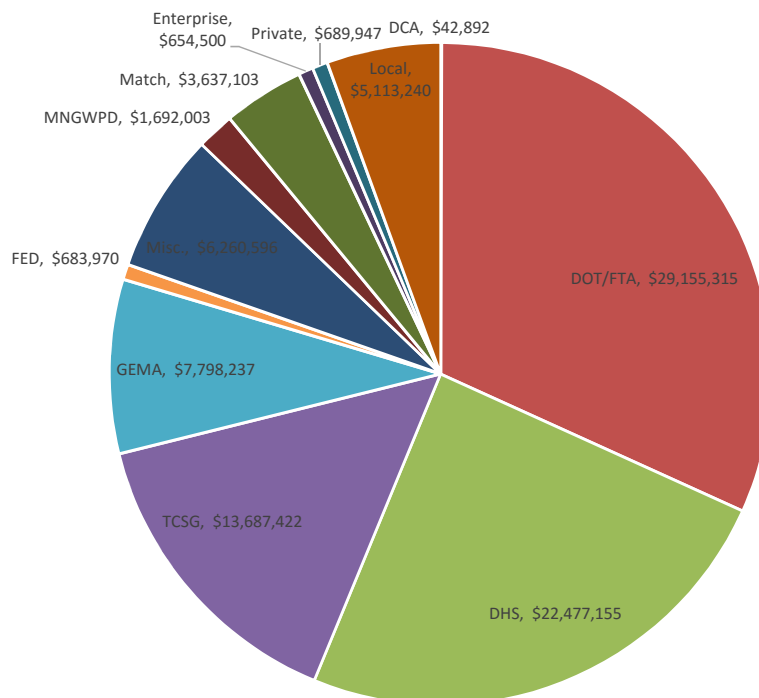
**Subtotal** **86,744,140**

**General Fund**

Local Appropriations	Local	5,113,240
Misc. Income	Misc.	-
Interest	Misc.	35,000

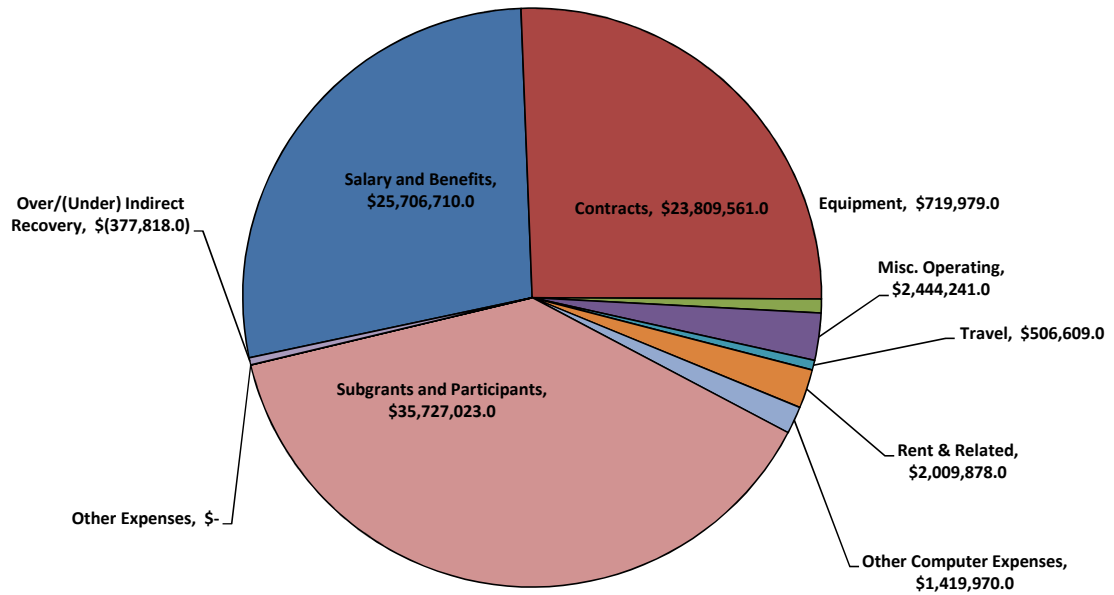
**Subtotal** **5,148,240**

**TOTAL REVENUES** **91,892,380**



**2020 TOTAL EXPENSES**  
(By Type Excluding Computer Services and Indirect)

	TOTAL AGENCY	Special Revenue Funds	Enterprise Funds	ARC Cash	Agency Indirect	Dept. Indirect
Salary and Benefits	25,706,710	19,140,421	111,816	-	4,618,327	1,027,681
Contracts	23,809,561	22,302,561	330,000	90,000	912,000	25,000
Equipment	719,979	162,500	-	-	427,500	5,000
Misc. Operating	2,444,241	1,591,441	315,500	90,200	357,100	53,200
Travel	506,609	360,709	9,300	21,000	88,050	22,250
Rent & Related	2,009,878	1,673,794	3,350	-	165,907	106,131
Other Computer Expenses	1,419,970	800,220	-	-	172,250	7,500
Subgrants and Participants	35,727,023	35,727,023	-	-	-	-
Other Expenses	-	-	-	-	-	-
Over/(Under) Indirect Recovery	(377,818)	-	-	-	(293,991)	(83,827)
<b>TOTAL EXPENSES</b>	<b>91,966,153</b>	<b>81,758,669</b>	<b>769,966</b>	<b>201,200</b>	<b>6,447,143</b>	<b>1,162,935</b>



ATTACHMENT B

FINAL AMENDMENT:

2019 BUDGET

**2019 BUDGET SUMMARY  
ELEMENT 1  
RESEARCH & ANALYTICS**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	2,323,043	73.5%
State and Local Match	66,251	2.1%
ARC Required Match	497,245	15.7%
ARC Supplemental Funding	34,710	1.1%
Private Sector Funding	239,680	7.6%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$3,160,929</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
01A Estimates and Forecasts	1,709,059	54.1%
01B Geographic Information Systems	1,049,716	33.2%
01C Data Resource Partnerships	402,154	12.7%
01D Travel Demand Model Development & Support		0.0%
<b>Total Expenses</b>	<b>\$3,160,929</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,577,163	49.9%
Contracts	150,000	4.7%
Equipment	-	0.0%
Misc. Operating	112,450	3.6%
Travel	20,000	0.6%
Rent & Related	128,424	4.1%
Computer Services	409,537	13.0%
Indirects	763,355	24.1%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$3,160,929</b>	<b>100.0%</b>

**2019 BUDGET SUMMARY  
ELEMENT 2  
COMMUNITY DEVELOPMENT**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	63,000	1.1%
State and Locally Administered Federal & Other Grants	2,993,779	53.9%
State and Local Match	300,000	5.4%
ARC Required Match	420,756	7.6%
ARC Supplemental Funding	868,692	15.6%
Private Sector Funding	381,000	6.9%
Enterprise Fund Income	432,000	7.8%
Other Revenue	98,894	1.8%
<b>Total Revenues</b>	<b>\$5,558,121</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
02A Comprehensive Planning & Review	564,188	10.2%
02B Regional Plan Development	2,168,017	39.0%
02C LCI Program	1,749,988	31.5%
02D Economic Development	128,882	2.3%
02E Regional Leadership Development	789,516	14.2%
02F Local Government Assistance & Training	157,530	2.8%
<b>Total Expenses</b>	<b>\$5,558,121</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,784,095	32.1%
Contracts	252,500	4.5%
Equipment	5,000	0.1%
Misc. Operating	528,792	9.5%
Travel	68,000	1.2%
Rent & Related	135,832	2.4%
Computer Services	184,369	3.3%
Indirects	863,533	15.5%
Subgrants and Participants	1,736,000	31.2%
<b>Total Expenses</b>	<b>\$5,558,121</b>	<b>100.0%</b>

**2019 BUDGET SUMMARY  
ELEMENT 3  
NATURAL RESOURCES**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	2,797,495	52.2%
State and Local Match	1,562,894	29.2%
ARC Required Match	-	0.0%
ARC Supplemental Funding	965,121	18.0%
Private Sector Funding	-	0.0%
Enterprise Fund Income	30,000	0.6%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$5,355,510</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
03A Water Resources	3,120,271	58.3%
03B Environmental Management	369,966	6.9%
03C Chattahoochee Corridor	162,979	3.0%
03D Metropolitan North Georgia Water Planning District	1,702,294	31.8%
<b>Total Expenses</b>	<b>\$5,355,510</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,378,368	25.7%
Contracts	2,781,079	51.9%
Equipment	500	0.0%
Misc. Operating	329,635	6.2%
Travel	22,050	0.4%
Rent & Related	87,248	1.6%
Computer Services	89,491	1.7%
Indirects	667,139	12.5%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$5,355,510</b>	<b>100.0%</b>



**2019 BUDGET SUMMARY  
ELEMENT 4  
WORKFORCE SOLUTIONS**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	13,347,732	100.0%
State and Local Match	-	0.0%
ARC Required Match	-	0.0%
ARC Supplemental Funding	-	0.0%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$13,347,732</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
04A WIA Adult Services	6,582,481	49.3%
04C WIA Youth Services	3,421,666	25.6%
04E WIA Dislocated Worker Services	2,971,626	22.3%
04I Regional Individual Training Account System	45,954	0.3%
04Z Special Projects	326,005	2.4%
<b>Total Expenses</b>	<b>13,347,732</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	2,373,613	17.8%
Contracts	900,980	6.8%
Equipment	234,000	1.8%
Misc. Operating	141,750	1.1%
Travel	70,200	0.5%
Rent & Related	533,832	4.0%
Computer Services	294,137	2.2%
Indirects	1,080,020	8.1%
Subgrants and Participants	7,719,200	57.8%
<b>Total Expenses</b>	<b>\$13,347,732</b>	<b>100.0%</b>

**2019 BUDGET SUMMARY  
ELEMENT 5  
MOBILITY SERVICES**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	10,959,770	96.5%
State and Local Match	-	0.0%
ARC Required Match	400,000	3.5%
ARC Supplemental Funding	-	0.0%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$11,359,770</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
05A      Transportation Demand Management (TDM)	11,359,770	100.0%
05B      Transit Services		0.0%
05C      Transportation Technology		0.0%
<b>Total Expenses</b>	<b>\$11,359,770</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	1,584,010	13.9%
Contracts	6,478,132	57.0%
Equipment	5,000	0.0%
Misc. Operating	97,248	0.9%
Travel	26,500	0.2%
Rent & Related	154,151	1.4%
Computer Services	248,066	2.2%
Indirects	766,663	6.7%
Subgrants and Participants	2,000,000	17.6%
<b>Total Expenses</b>	<b>\$11,359,770</b>	<b>100.0%</b>

**2019 BUDGET SUMMARY**  
**ELEMENT 6**  
**TRANSPORTATION ACCESS & MOBILITY**

		<b>Percent of Total</b>	
<b>Revenues</b>			
Direct Federal Grants	530,471	3.4%	
State and Locally Administered Federal & Other Grants	11,834,369	75.6%	
State and Local Match	498,000	3.2%	
ARC Required Match	1,559,240	10.0%	
ARC Supplemental Funding	1,136,391	7.3%	
Private Sector Funding	10,557	0.1%	
Enterprise Fund Income	-	0.0%	
Other Revenue	80,500	0.5%	
<b>Total Revenues</b>	<b>\$15,649,528</b>	<b>100.0%</b>	
<b>Expenses by Work Program Titles</b>			
06A Regional Planning	1,365,390	8.7%	
06B Program Implementation & Partner Services	1,937,532	12.3%	
06C Transportation Services	2,027,456	12.9%	
06D Performance Analysis & Monitoring	722,565	4.6%	
06E Special Studies	8,233,617	52.2%	
06F Administration & Support	1,484,805	9.4%	
<b>Total Expenses</b>	<b>\$15,771,365</b>	<b>100.0%</b>	
<b>Expenses by Type</b>			
Salary and Benefits	3,428,438	21.7%	
Contracts	4,251,076	27.0%	
Equipment	10,000	0.1%	
Misc. Operating	448,798	2.8%	
Travel	57,000	0.4%	
Rent & Related	171,486	1.1%	
Computer Services	291,240	1.8%	
Indirects	1,659,385	10.5%	
Subgrants and Participants	5,453,942	34.6%	
<b>Total Expenses</b>	<b>\$15,771,365</b>	<b>100.0%</b>	

**2019 BUDGET SUMMARY  
ELEMENT 8  
AGING & HEALTH RESOURCES**

Revenues			Percent of Total
	Direct Federal Grants	-	0.0%
	State and Locally Administered Federal & Other Grants	24,132,649	83.0%
	State and Local Match	2,823,521	9.7%
	ARC Required Match	1,568,027	5.4%
	ARC Supplemental Funding	436,420	1.5%
	Private Sector Funding	100,000	0.3%
	Enterprise Fund Income	-	0.0%
	Other Revenue	-	0.0%
Total Revenues		\$29,060,617	100.0%
Expenses by Work Program Titles			
08A	Mandated Services under Area Plan on Aging	20,978,303	#N/A
08B	Access & Information Services	3,535,094	#N/A
08C	Medicaid Waiver Programs	1,426,304	#N/A
08D	Health & Wellness Programs	68,138	#N/A
08E	Community Development	#N/A	#N/A
Total Expenses		#N/A	#N/A
	Salary and Benefits	4,775,644	16.4%
	Contracts	4,535,335	15.6%
	Equipment	10,000	0.0%
	Misc. Operating	101,181	0.3%
	Travel	60,000	0.2%
	Rent & Related	519,816	1.8%
	Computer Services	274,228	0.9%
	Indirects	2,172,939	7.5%
	Subgrants and Participants	16,611,474	57.2%
Total Expenses		\$29,060,617	100.0%

**2019 BUDGET SUMMARY  
ELEMENT 10  
HOMELAND SECURITY & RECOVERY**

<b>Revenues</b>		<b>Percent of Total</b>
Direct Federal Grants	-	0.0%
State and Locally Administered Federal & Other Grants	-	0.0%
State and Local Match	2,877,389	100.0%
ARC Required Match	-	0.0%
ARC Supplemental Funding	-	0.0%
Private Sector Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$2,877,389</b>	<b>100.0%</b>
<b>Expenses by Work Program Titles</b>		
10A UASI	2,872,389	100.0%
<b>Total Expenses</b>	<b>\$2,872,389</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	558,600	19.4%
Contracts	1,383,605	48.1%
Equipment	1,000	0.0%
Misc. Operating	32,127	1.1%
Travel	14,802	0.5%
Rent & Related	49,910	1.7%
Computer Services	59,745	2.1%
Indirects	266,801	9.3%
Subgrants and Participants	510,799	17.8%
<b>Total Expenses</b>	<b>\$2,877,389</b>	<b>100.0%</b>

**2019 BUDGET SUMMARY  
ELEMENTS 21-23, 31 & 41  
ADMINISTRATION, BUSINESS SERVICES, AND  
CENTER FOR STRATEGIC RELATIONS**

<b>Revenues</b>		<b>Percent of Total</b>
Agency Indirect Recovery	7,151,506	67.0%
Departmental Indirect Recovery	1,779,598	16.7%
Internal Service Fund Charges	1,749,641	16.4%
ARC Supplemental Funding	-	0.0%
Enterprise Fund Income	-	0.0%
Other Revenue	-	0.0%
<b>Total Revenues</b>	<b>\$10,680,745</b>	<b>100.0%</b>
<b>Expenses by Element</b>		
21 Administration & Coordination	1,882,859	16.6%
22 Business Services	3,754,519	33.1%
23 Strategic Relations	2,258,237	19.9%
31 Center Cost Pools	1,709,498	15.1%
41 Information Systems Internal Service Fund	1,749,641	15.4%
<b>Total Expenses</b>	<b>\$11,354,754</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	6,590,112	58.0%
Contracts	1,353,400	11.9%
Equipment	585,500	5.2%
Misc. Operating	607,005	5.3%
Travel	131,000	1.2%
Rent & Related	359,438	3.2%
Computer Services	1,037,030	9.1%
Indirects	691,269	6.1%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$11,354,754</b>	<b>100.0%</b>

**2019  
BUDGET SUMMARY  
GENERAL FUND**

<b>Beginning Balance as of 1/1/2019</b>	<b>\$4,113,307</b>
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**Revenue and Available Funds**

<i>General Fund Revenue</i>	5,088,490
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Local Appropriations	5,033,490
Interest	55,000
Misc Income	0

<b><i>Revenue and Transfer Subtotal</i></b>	<b>5,088,490</b>
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*Transfer to Special Revenue Funds*

Required ARC Match	2,490,812
ARC Supplement	1,926,601

<i>Transfer to Enterprise Funds</i>	52,479
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*General Fund Expenses*

Non-Fed, Commission	593,933
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<b><i>Expense and Transfer Subtotal</i></b>	<b>5,063,825</b>
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<b>Projected Ending Balance -12/31/2019</b>	<b>\$4,137,972</b>
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<b>Increase (Decrease) in Fund Balance</b>	<b>\$24,665</b>
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**2019**  
**BUDGET SUMMARY**  
**ENTERPRISE FUNDS**

		<b>Percent of Total</b>
<b>Operating Revenues including Internal Transfers</b>		
Enterprise Income	702,500	93.0%
Private Sector Funding	-	0.0%
ARC Supplemental Funding	52,479	7.0%
<b>Total Revenues</b>	<b>\$754,979</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	104,096	13.8%
Contracts	235,000	31.1%
Equipment	-	0.0%
Misc. Operating	351,000	46.5%
Travel	6,250	0.8%
Rent & Related	3,250	0.4%
Computer Services	5,000	0.7%
Other Computer Expenses	-	0.0%
Indirects	50,383	6.7%
Subgrants and Participants	-	0.0%
<b>Total Expenses</b>	<b>\$754,979</b>	<b>100.0%</b>
<b>Expenses by Enterprise Activity</b>		
Arts & Culture Classes	20,000	2.6%
RLI Operations	170,500	22.6%
LINK Operations	241,500	32.0%
Chattahoochee Corridor Reviews	162,979	21.6%
State of the Region	160,000	21.2%
<b>Total Expenses</b>	<b>754,979</b>	<b>100.0%</b>



**2019 BUDGET SUMMARY  
SPECIAL REVENUE FUNDS**

		<b>Percent of Total</b>
<b>Operating Revenues including Internal Transfers</b>		
US Dept. of Transportation	530,471	0.6%
Federal Other	63,000	0.1%
State and Locally Administered Federal & Other Grants		0.0%
GA Dept. of Community Affairs	139,115	0.2%
GA Dept. of Human Resources	24,132,649	28.1%
GA Dept of Economic Development	13,210,695	15.4%
GA Dept. of Natural Resources	164,400	0.2%
GA Dept. of Transportation	27,883,161	32.5%
Contracts with Local Governments	2,767,734	3.2%
State Other	8,219,138	9.6%
State and Local Match	3,527,267	4.1%
ARC Required Match	\$2,490,812	2.9%
ARC Supplemental Funding	1,926,601	2.2%
Private Sector Funding	620,680	0.7%
Other Revenue	220,731	0.3%
<b>Total Revenue including Transfers</b>	<b>85,896,454</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	17,355,835	20.2%
Contracts	20,597,707	24.0%
Equipment	265,500	0.3%
Misc. Operating	1,500,981	1.7%
Travel	332,302	0.4%
Rent & Related	1,777,449	2.1%
Computer Services	1,396,260	1.6%
Other Computer Expenses	449,553	0.5%
Indirects	8,189,452	9.5%
Subgrants and Participants	34,031,415	39.6%
<b>Total Expenses</b>	<b>\$85,896,454</b>	<b>100.0%</b>

**2019 BUDGET SUMMARY  
INTERNAL SERVICE FUND**

		<b>Percent of Total</b>
<b>Operating Revenues including Internal Transfers</b>		
Internal Service Fund Charges	\$1,749,641	100.0%
ARC Supplemental Funding	\$0	0.0%
<b>Total Revenues and Transfers</b>	<b>\$1,749,641</b>	<b>100.0%</b>
<b>Expenses by Type</b>		
Salary and Benefits	794,711	45.4%
Contracts	80,000	4.6%
Equipment	150,000	8.6%
Misc. Operating	31,805	1.8%
Travel	5,300	0.3%
Rent & Related	53,632	3.1%
Other Computer Expenses	340,149	19.4%
Indirects	294,044	16.8%
<b>Total Expenses</b>	<b>\$1,749,641</b>	<b>100.0%</b>

**2019 BUDGET SUMMARY  
AGENCY AND CENTERS INDIRECT**

<b>Operating Revenues including Internal Transfers</b>	<b>Agency</b>	<b>Centers</b>
Indirect Charges	7,151,506	1,779,598
Other Revenue		-
ARC Supplemental Funding	-	-
<b>Total Revenues and Transfers</b>	<b>\$7,151,506</b>	<b>\$1,779,598</b>

**Expenses by Type**

Salary and Benefits	4,721,938	1,018,944
Contracts	787,400	25,000
Equipment	430,500	5,000
Misc. Operating	319,500	71,000
Travel	73,700	18,500
Rent & Related	185,198	120,608
Computer Services	282,446	65,935
Other Computer Expenses	341,000	7,500
Indirects	-	377,011
Subgrants and Participants	-	-
<b>Total Expenses</b>	<b>\$7,141,682</b>	<b>\$1,709,498</b>

**2019 TOTAL REVENUES**  
(Excluding Internal Service Transfers)

**Special Revenue and Enterprise Revenues**

US Dept. of Transportation	FTA	530,471
Federal Other	Other Federal	63,000
Georgia Dept. of Community Affairs	DCA	139,115
Georgia Dept. of Transportation and Related Federal Grants	DOT	27,883,161
Georgia Dept. of Human Services-Aging and Related Federal Grants	DHS	24,132,649
Georgia Dept. of Economic Development	GED	13,210,695
Georgia Dept. of Natural Resources	DNR	164,400
Contracts with Local Governments	Local	2,767,734
Miscellaneous Grants	Misc.	6,656,244
Water Board	MNGWPD	1,562,894
State and Local Match	Match	3,527,267
Enterprise Income	Private	702,500
Private Sector Funding	Private	620,680
Other Revenue	Other	220,731

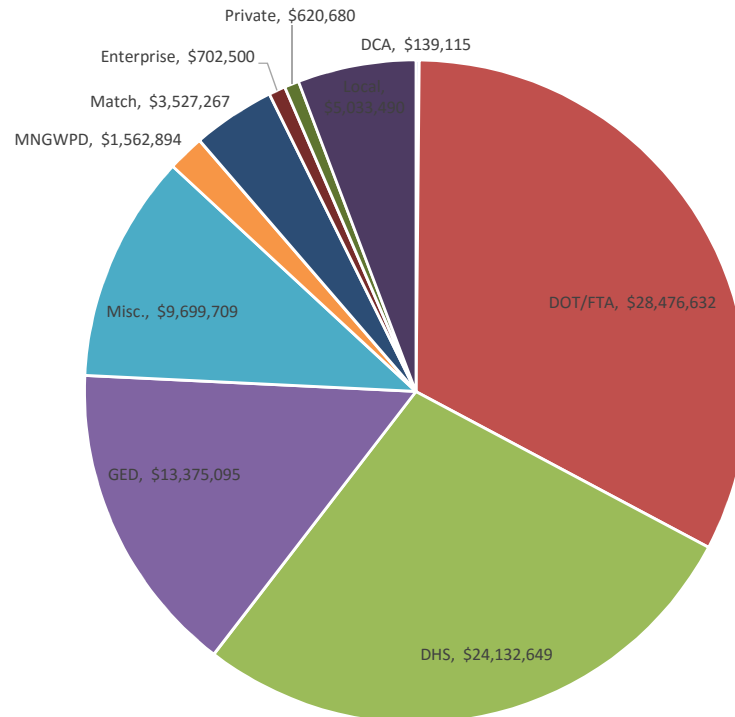
**Subtotal** **82,181,541**

**General Fund**

Local Appropriations	Local	5,033,490
Misc. Income	Misc.	-
Interest	Misc.	55,000

**Subtotal** **5,088,490**

**TOTAL REVENUES** **87,270,031**



**2019 TOTAL EXPENSES**  
(By Type Excluding Computer Services and Indirect)

	<b>TOTAL AGENCY</b>	<b>Special Revenue Funds</b>	<b>Enterprise Funds</b>	<b>ARC Cash</b>	<b>Agency Indirect</b>	<b>Dept. Indirect</b>
<b>Salary and Benefits</b>	24,050,043	17,355,835	104,096	54,519	4,721,938	1,018,944
<b>Contracts</b>	22,086,107	20,597,707	235,000	361,000	787,400	25,000
<b>Equipment</b>	851,000	265,500	-	-	430,500	5,000
<b>Misc. Operating</b>	2,398,986	1,500,981	351,000	124,700	319,500	71,000
<b>Travel</b>	469,552	332,302	6,250	33,500	73,700	18,500
<b>Rent &amp; Related</b>	2,140,137	1,777,449	3,250	-	185,198	120,608
<b>Other Computer Expenses</b>	1,138,202	449,553	-	-	341,000	7,500
<b>Subgrants and Participants</b>	34,031,415	34,031,415	-	-	-	-
<b>Other Expenses</b>	-	-	-	-	-	-
<b>Over/(Under) Indirect Recovery</b>	79,924	-	-	-	9,824	70,100
<b>TOTAL EXPENSES</b>	<b>87,245,366</b>	<b>76,310,742</b>	<b>699,596</b>	<b>573,719</b>	<b>6,869,060</b>	<b>1,336,652</b>

