



Annual Comprehensive  
Financial Report

Fiscal Year Ended December 31, 2021



Atlanta Regional Commission

Atlanta, Georgia



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# **Annual Comprehensive Financial Report**

**Fiscal Year Ended December 31, 2021**

Prepared By  
The Financial Service Group

# The Atlanta Region



The Atlanta Regional Commission ("ARC"), created in 1971 by local governments of the Atlanta Region, includes Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Henry and Rockdale counties and 74 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 25 local elected officials, 15 private citizens and one non-voting member appointed by the Board of the Georgia Department of Community Affairs.

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

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August 8, 2022

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 annual comprehensive financial report of the Atlanta Regional Commission (ARC or the Commission) for the fiscal year ended December 31, 2021. The report is issued pursuant to Georgia law requiring all Regional Commissions to publish a complete set of financial statements within six months of the close of each fiscal year. The report must conform to generally accepted accounting principles (GAAP) and be audited in accordance with auditing standards generally accepted in the United States of America by a firm of licensed certified public accountants.

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

Nichols, Cauley & Associates, LLC, a firm of licensed certified public accountants, has audited the ARC's financial statements. The goal of the independent audit is to provide reasonable assurance that the financial statements of the Commission for the fiscal year ended December 31, 2021, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall presentation of the financial statements. The independent auditor concluded, based upon the audit, that there is a reasonable basis for rendering an unmodified opinion that the ARC's financial statements for the fiscal year ended December 31, 2021 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 annual comprehensive financial report contains supplementary information which was not audited by Nichols, Cauley & Associates, LLC and on which they express no opinion.

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

The ARC, created in 1971, is a multi-purpose, comprehensive regional planning agency serving the 11-county Atlanta region, which covers almost 3,000 square miles and includes the City of Atlanta and all or part of 73 other municipalities. These 11 counties account for 70 percent of the population and 90 percent of the jobs in Metropolitan Atlanta, one of the nation's fastest growing economic centers.

The Commission's Board has 41 members, of which 25 are local elected officials representing general-purpose local governments. The agency, formed pursuant to State law (Official Code of Georgia Annotated (OCGA) 50-8-80 et seq. or *Act 5*), is also one of 12 regional commissions (RCs) established by the Georgia Planning Act of 1989 (OCGA 50-8-30 et seq.). In the event of any conflict between the two laws, the law creating RCs states that the ARC's enabling law shall control and govern.

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

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

### **Factors Affecting Financial Condition**

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

The 2020 Census of the Atlanta Regional Commission 11-county area showed that the Region grew by 755,000 people between 2000 and 2010, for an average annual growth of 2.0 percent. In 2010, the region was home to 4.3 million people. From 2010 to 2020, the region added another 684,000 people for a total population of 4.97 million people as of April 1, 2020 – an average annual growth rate of 1.5 percent. The 2010-2020 average annual population increase of 68,425 was significantly lower than the 75,000 new residents averaged per year during the 2000s, and far lower than the 92,000 new residents per year averaged during the 1990s. ARC estimates that the increases of 2020-21 and 2021-22 are both under 65,000 for the 11- county area, below the post-Great

Recession yearly increases of the late 2010s. The COVID-19 crisis beginning in March 2020 was marked by a significant labor downturn and unemployment surges followed by a rapid recovery in most sectors. The pandemic conditions have stalled out the migration that has typically served as the core of the area's net population growth. As such, we expect near-term population growth to be low for 2020-2022 and into 2023-2024.

The Great Recession also dramatically slowed job growth and significantly impacted the region's real estate market. Between 2014-2019 housing permits recovered substantially, and then slowed again with the 2020 onset of the pandemic. Presently, record-low inventories of existing single-family homes for sale are putting upward pressure on prices. While there is some momentum for new single-family home construction, in recent years building permits have been focused on higher-priced market areas in limited locations. Wage stagnation and low levels of construction in non-luxury housing markets have contributed to increasing affordability challenges regionwide. In the commercial real estate market, the pandemic exacerbated prior trends, with significant new construction only in the industrial market.

Despite nationwide affordability and equity challenges, and the impact of the COVID pandemic, the regional economy remains well balanced and serves as an economic development engine for the Southeast and for the nation. The virus-driven shutdowns drove unemployment to a high of 12.4% in April of 2020, but nearly two years of steady decline has produced a 2.4% rate for April of 2022. This is a level lower than many economists thought possible. The local economy's job base has now returned to pre-pandemic levels, but with some changes in the job mix present pre-March 2020. ARC forecasts that the region will average about 27,500 new jobs per year, 2020-2050.

The region's short and mid-term growth prospects face other challenges, including supply-chain constraints, the slow post-COVID return of the labor force, lower consumer disposable incomes, geopolitical instability in Eastern Europe, and gas and energy price inflation. Part-time, low-paying and middle wage sectors face a critical need for hiring to address inflation challenges. As consumer spending rises, demand for service workers will likely follow. The accelerating impacts of automation, along with the demographic and skill-driven shrinkages in the labor force, also present challenges to the longer-term economic health of the region; by effecting demands and opportunities for targeted training leading to flexible career pathways with greater earning progression potential. Regarding long-term financial planning, the ARC is distinctive among the nation's substate planning agencies in that the Commission received mandatory funding by the ten counties and the City of Atlanta. Prior approval is required 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 Subcommittee garnered the support of the full Board for an increase of dues. 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. The law also gave the Board sole authority over future increases when triggered by rises in the Consumer Price Index. During the 2017 Budget preparation, the ARC Board of Directors authorized a \$.10 per capita dues increase effective January 1, 2017.

**ARC's Transportation Access and Mobility Group (TAMG)** has two primary core products that it develops: 1) the Regional Transportation Plan (RTP) and the 2) Transportation Improvement Program (TIP). *The Atlanta Region's Plan*, a major joint effort involving all ARC groups, was comprehensively updated in February 2020. The Plan includes updates to the year 2050 to regional land use and growth strategies, including population forecasts, while updating regional policies and transportation concepts through the year 2050. As part of *The Atlanta Region's Plan*, the RTP includes over \$170 billion in investments through the year 2050, including major programs related to both regional managed lanes and transit services. Five amendments to the plan have been

completed since February 2020 and two additional amendments are anticipated before the next comprehensive update is due in February 2024.

Several TAMG initiatives were completed in 2021 which continue to build on the foundation of *The Atlanta Region's Plan*. Examples of these initiatives include the following:

- Conducted a TIP funding project solicitation and incorporated recommendations via the amendment process.
- Substantially completed an update of the TIP/RTP Blueprint, which defines documentation formats and procedures for modifications and amendments to *The Atlanta Region's Plan*.
- Provided a TIP training webinar.
- In conjunction with the ATL Authority, updated the region's Transit Program of Projects.
- Supported GDOT in securing the participation of multiple local government in the implementation of a regional connected vehicle technology deployment program.
- Served as the FTA direct recipient for county transit feasibility plans in Newton County and Spalding County (substantially completed in 2021, but officially closed out in early 2022).

In addition, TAMG sponsors many ongoing planning programs and initiatives which will continue into 2022 and beyond. Examples of these programs and initiatives include the following:

- Ongoing management of the County Transportation Program (CTP), which provides funding and staffing for county-level long range transportation planning initiatives as well as the City of Atlanta. CTP updates for Cobb County, Coweta County, Douglas County and Walton County were completed in 2020. Updates are currently underway in Barrow County, Cherokee County, DeKalb County, Gwinnett County, Henry County, Paulding County and Spalding County. Procurement and contracting coordination are underway with Forsyth County, with work to begin in the second half of 2022.
- Ongoing freight and goods movement planning through the Freight Cluster Program. A new study for the Fulton Industrial Boulevard area began in 2020 and studies for the Metro South CID and Northwest Atlanta areas began in 2021, with work on all three continuing into 2022.
- Completion of the Regional Safety Action Plan, begun in 2021, will be completed in late 2022.
- Project database management and redesign. Initial scoping occurred in 2021 and procurement of consultant assistance to undertake the scope of work will occur in late 2022.
- Assisting partner agencies and other stakeholders in understanding and accessing funding opportunities of the Infrastructure Investment and Jobs Act.
- Providing management oversight over numerous local planning studies, ranging from trail corridors to roadway and transit corridor analyses.

**ARC's Mobility Services Group (TDM)** is responsible for supporting and coordinating transportation demand management activities as well as the development of technological solutions to transportation related issues. In 2021, the division undertook several significant initiatives and expanded the **Georgia Commute Options (GCO)** initiative.

The COVID-19 pandemic led to a historic shift in commuting patterns. While the reaction in 2020 was primarily tied to stay at home orders and mandates, in 2021, as mandates changed or ended, many commuters, particularly those with the flexibility to do so, remained in a remote-work environment. While telework has decreased the number of trips during peak commuting hours, the flexibility of remote work has contributed to work and non-work-related trips being spread throughout the day. Despite this decreased reliance on peak period travel, travel times in 2021 increased compared to 2020, inching towards levels seen in 2019. The GCO logging application, where commuters can record carpool, vanpool, transit, telecommute, bike, or walk trips to earn prizes, gathered similar commuting patterns as 2020. In 2019, approximately 38 percent of trips were transit and 25 percent were

telework. In 2021, this shifted to 12 percent transit trips and 74 percent telework. In 2021, GCO's key programmatic offerings focused on the objective of supporting employers and commuters during this unprecedented time of uncertainty and transition. This included the following outreach and marketing efforts:

- **Return to Office Strategy:** Worked in collaboration with worksite advisors, employers, and community partners to develop a list of content categories that would help employers as they navigate a return to the workplace. The campaign includes a library of branded templates for GCO advisors and partners to customize to fit their own needs. It also included a series of resources to assist employers with work from home and back to work transitions. This included informative brochures related to Finding Balance in Today's Work Environment, Telework Do's/Don'ts, Telework Policy, a Workplace Safety Checklist, and a popular Work from Home virtual care package.
- **Surveys:** Continued conducting surveys in 2021 to gather employee and employer's opinions on teleworking. These surveys found employees are still interested in continuing to telework after the pandemic. Survey respondents desired to work from home an average of 3.6 days per week in the future and noted saving money and decreased stress as the most positive benefits due to a lack of commuting. This flexibility is highly desirable to employees, with 40% of survey respondents noting they would leave their job if required to be in the office 5 days per week.
- **Telework Outreach:** Conducted outreach and provided telework and flexwork services for employer partners. Services included formal telework policies and assistance to aid in the transition, such as technological improvements, training, and customized programs. In March 2021, GCO's telework consultant, Elham Shirazi was recognized as an Honorary Georgia Citizen by the Secretary of State, Brad Raffensperger, for her work with the program.

Other key GCO initiatives included:

- **Biketober:** Collaborated with regional Transportation Management Association (TMA) partners to host the 9th annual bicycle challenge. This year the promotion encouraged cyclists to get outdoors to ride to improve their health and the environment and resulted in 2,808 total participants, 29,115 total trips and 342,831 total miles ridden.
- **Million Air Challenge:** Collaborated with regional TMA partners on the newest modal promotion designed as a two-week-long, multi-modal challenge where employers and commuters pledged participation in clean commute options. The goal was to increase clean commute logging and reduce 1 million pounds of CO<sub>2</sub>. Results included 3,108 total participants, 52,887 recorded clean trips, 1,059,992 reduced vehicle miles traveled, and 938,000 pounds of CO<sub>2</sub> removed from the air.
- **Residential Outreach to Underserved Populations Pilot:** Launched in January 2021 with the goal of developing and testing a new suite of GCO services delivered via home locations rather than work locations, specifically targeting under-served geographies. Partnered with Columbia Residential in Sylvan Hills to conduct outreach to their residents, with additional outreach to single-family homes in the surrounding area.
- **Intensive Territory Development Initiative:** Designed to pair a GCO Worksite Advisor with a strategist to analyze the status of partnerships and activities within a select county (or community/municipality), identify opportunities, and spend a defined amount of time working together to increase engagement among local governments, businesses and organizations like Chambers of Commerce and Community Improvement Districts (CIDs). In 2021, this initiative actively engaged three territories: Clayton County, Henry County and the Southern Half of Fulton County and engaged local government officials in two county-based Roundtable events (Clayton and Henry). A total of new 25 partners were attributed to this initiative in 2021.

- **K-12 Digital Air Quality Curriculum:** Development and promotion of five lesson plans, student-facing materials, and curricula at no cost for the elementary, middle, and high school level on the connections between human activities, mode of transportation, air pollution, and health. The STEM-friendly lesson plans come ready to implement, meet state and national standards, and are suitable for virtual or in-person learning.
- **University Outreach Pilot:** Initiated planning discussions for Agile Mile development needs to accommodate the student outreach with plans to launch in 2022 at three partner sites (Emory University, Georgia State University and Georgia Gwinnett College)
- **Guaranteed Ride Home program redesign & implementation:** Redesigned dispatch model to administer the region's Guaranteed Ride Home (GRH) Program. The dispatch model was designed and released in March 2021 to mitigate risks and control costs more effectively than the previous voucher program.
- **Administration of the Transportation Demand Management (TDM) Education and Public Outreach contracts:** Continued to track TMA success measures and hosted bi-monthly TDM Stakeholders meetings to encourage collaboration across the region and share key updates and best practices. Invited TMAs to regional trainings and networking opportunities hosted by GCO. Due to COVID-19, programmatic goals for 2021 were amended to adjust for a decrease in the ability to conduct in person outreach and gather employer survey data. However, TMAs have continued to support employer partners through the pandemic and their return to the workplace. As of December 31, 2021, the TMAs account for 547 employer/property manager partnerships. Contracts for the 2022-2023 TDM Education and Public Outreach subrecipients were negotiated for 6 partnering TMAs.

**ARC's Community Development Group (CD)** continued to aid cities and counties in 2021 through a variety of technical assistance, grants, programs, and training activities.

**The Livable Centers Initiative Program** assisted 10 communities throughout the metro by providing grants for the creation of long-range blueprints for downtown and transit-oriented development. With the COVID-19 pandemic still impacting local communities, the Community Development Group worked with the 2020 LCI grant recipients on best practices and techniques for effective community engagement while being virtual or socially-distanced. The **Community Development Assistance Program** aims to help under-resourced communities that include local governments, non-profit organizations, and community-based organizations to address important local land use and development issues. In 2021, 10 projects were selected for assistance.

As the **Economic Development District**, the Community Development Group worked with the Atlanta Aerotropolis to create a blueprint that helps the airport area community that was severely impacted by the pandemic. The CARES act funding through the Economic Development Administration allowed ARC to work with the Atlanta Aerotropolis Alliance and all local jurisdictions, businesses, and institutions in the study area. In 2021, ARC also introduced several new elements to its housing efforts that are all in service of implementation of the Metro Atlanta Housing Strategy. In addition to working with the City of Chamblee, Dunwoody, and the City of Atlanta on housing strategies, the ARC developed the Metro Atlanta Foreclosure tracker, held several webinars and forums to help local governments understand how to assist residents in distress as well as expend federal aid, and convene elected leaders on a regular basis to discuss concerns and coordinate solutions.

In 2021, the Community Development Group initiated the update of its **Comprehensive Economic Development Strategy** as required by the Economic Development Administration. The final deliverable will contain a set of goals, strategies, and desired outcomes aimed at maintaining and enhancing the economic competitiveness of the 11-county metro Atlanta region. The creation of the long-range plan is a requirement for ARC as the federally designated Economic Development District. The plan will be adopted by the end of 2022.

In 2012, the Georgia Department of Community Affairs mandated regional commissions to assist local governments in meeting their basic planning requirements with no financial contribution from local governments. The Community Development Group completed 11 plans in 2021. Since 2012, the Community Development Group has completed 47% of all **Comprehensive Plans** within the region. Also as part of its required role as a Regional Commission, the Community Development Group continued reviews of **Developments of Regional Impact (DRI)** and reviewing local Comprehensive Plans, Short Term Work Programs and Capital Improvement Elements. ARC reviewed 26 DRIs in 2021.

The Community Development Group resumed two of its highly anticipated leadership development and education programs in 2021. The **Leadership Involvement Networking and Knowledge (LINK)** weeklong program took place in Chicago in October 2021, with over 120 attendees learning about regional issues and approaches to solutions undertaken by the Chicago metro area as well as discussing similarities to the Atlanta metro. The **Regional Leadership Institute (RLI)** program resumed in Savannah in October 2021 with 45 emerging leaders from throughout the metro.

The **Model Atlanta Regional Commission (MARC)** program took 26 high school sophomores and juniors through a connected, strategic course of study over a six-month period. Students explored the need for affordable housing, responsible water usage, and contemplated the impact of limited transportation options. They spoke with local changemakers in the areas of equity and resilience and offered thoughts on ways we as a region can better serve our diverse population. This unique class submitted final reflections that were then incorporated into a simple video that serves as a capstone to their MARC experience. Hosted for the first time in a hybrid format with a combination of virtual and in-person sessions, students also completed self-paced pre-session modules on the 21st Century Leaders Platform.

The **Arts Leaders of Metro Atlanta (ALMA)** program brought 50 leaders in arts organizations and related fields into conversations on civic challenges like creative placemaking, expanding economic opportunity and integrating the arts and artists into planning. In 2021, the class was conducted in a hybrid format with some virtual and some in-person sessions. The program introduced some significant changes this year with class participants working on real community issues with project sponsors and utilizing arts and the arts community to find solutions.

In addition to leadership development, the Community Development Group leads the agency's arts and culture planning function as well as the implementation of the **Regional Arts Plan** developed in 2019. In 2021, several arts implementation activities including the redesign of the ALMA program, hiring of an arts intern to help inform various community development activities, arts forums to bring together a diversity of stakeholders in the arts arena to address critical regional issues, as well as creating a strategy to engage artists in regional planning efforts as the Comprehensive Economic Development Strategy and the LCI program, were conducted.

**ARC's Natural Resources Group** 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 for the Water Resource Management Plan adopted in 2017 and development of the 5-year update to the Plan to be completed in 2022. The District started the Single-Family Toilet Rebate Program in March 2008. Between March 2008 and December 31, 2021, the District rebate program and partners have replaced over 150,000 old, inefficient toilets with new low-flow toilets.

ARC continued the Green Communities program, certifying 8 communities in 2021. ARC also continued the Sustainable Connections Internship Program for the 2020-2021 and 2021-2022 academic years, matching a total of 16 students with 11 communities on projects ranging from sustainability planning to commercial recycling.

education and outreach. 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.

In August 2021, the **Research and Analytics Group (RAG)** completed major jurisdiction estimates for population as of April 2021. The group acquired the 2020 and 2021 base files from Georgia Department of Labor and is working on clean-up and additional research to allow estimation of 2020 at-place employment as a baseline source for the upcoming Series 17 small-area forecasts. The geographic information specialists of RAG completed another round of spatial data collection from local governments in 2021 and made rolling updates to city boundaries in the region. The GIS group made substantial progress on GDOT's REVAMP (formerly MAP-21 effort) both in terms of project management and technical work—all to update the geography of and attributes for the state's street spatial database. For the 2020 Census, the group has downloaded and provided all requested data released thus far to local governments for redistricting and other planning efforts, as well as loaded them into public access tools available for free on agency websites. RAG continues to track ever-changing deadlines associated with 2020 data release, and assess all Bureau, and other, evaluations of recent release data quality. The group has analyzed the latest new Urbanized Area criteria, in the context of the 2020 data released, to predict with a high level of certainty the likely changes in the area that will be officially announced in late summer 2022.

RAG's work effort in 2021 continued to include an aggressive response to COVID-19. A "**COVID-19 Data Hub**" has been maintained, refined, and updated. This resource is housed on the spatial resource Open Data webpage. The Hub includes interactive maps and datasets including relevant demographics, local government response, case incidence, and school openings and reopenings. While the weekly, blog-based report on COVID trends in the region was phased out in late 2021, many 33 Degrees North log posts continued to document and explore issues of concern from a pandemic perspective. Economic updates (akin to the 2020 webinars titled "What We Think We Know About the Pandemic") were developed and presented numerous times to regional and national audiences.

The **Neighborhood Nexus** program had yet another record year for revenues from custom insights efforts. A primary 2021 achievement has been the development of a data literacy curriculum (emphasis on data fluency) and actual course implementation with the Georgia Department of Education. Members were added to the Nexus Board, increasing diversity along with industry coverage and breadth of expertise. Major fundraising efforts are continual, following the vision adopted in 2020. The group continued work as a lead partner on a new **Metro Atlanta Racial Equity Atlas**.

The Research & Analytics Group also continued adding value to services offered to internal clients and constituent governments by increasing and enhancing use of ESRI Business Analyst Online and Desktop, data from the Census (2020 count, 2016-2020 American Community Survey, and On the Map labor flow data; a new EMSI Burning Glass Developer tool for labor supply and demand data; BusinessWise business location and detail data; and JobsEQ demographic and economic analysis tools. In 2021, the group acquired the MarketNSight database as a new and valued resource to track real-time and historical trends in single-family development and pricing, and to complement the level of commercial multifamily development data available from RAG's continued access to the CoStar online real estate database. The **Economic Analysis Program (EAP)** via REMI TranSight continued to provide custom economic impact modeling on-demand to public and private clients (including DeKalb Entertainment Commission, Partnership Gwinnett, Discover DeKalb and Sound Diplomacy).

The **33 Degrees North blog** (launched in 2015) evolved in 2021 into a "one-stop shop" for the Group's data products, hosting current and historical regional snapshots as well as data dashboards. The blog serves as a

vehicle to post current “hot” content on average multiple times each week. Additional tools (Tableau and ArcGIS Online) remained the core for the data visualizations “served” on the blog and website pages. In terms of social media, a LinkedIn page was grown in 2021 from 500 to 1,100 members, and Facebook/Twitter feeds were further enhanced. The in-house **DataNexus** web tool was enhanced significantly this year on the Neighborhood Nexus website—and allows for custom data access and import, analysis, download, and custom visualization. Also, further expansion and refinement of the group’s “spatial and more” Open Data Portal (related to COVID-19) enhanced internal and external customer access to data to inform decisions.

Other projects included administering the **Metro Atlanta Speaks Survey (MAS)**. The 2021 MAS was the ninth edition, remaining the largest survey of its kind in Metro Atlanta and Georgia. The 2021 version, as did 2020, used a mixed-mode format for enhanced sampling representation. This year, Forsyth County was added as an area of statistical significance. Phone and online surveying of 4,400 Atlanta region residents included 15 questions about their regional and local attitudes, perceptions, and behaviors, with a focus on COVID-19 impacts, perceptions, and reported behavioral changes. Statistical significance was available down to the level of each of the 11 counties surveyed, with the City of Atlanta again presented as a statistically significant subset. The CARES Act and AARP provided sponsorship for a portion of survey costs. The results were made publicly available, and were presented to agency corporate and State of the Region breakfast (SORB) sponsors. A key part of the messaging for the year’s SORB included the results.

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

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

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

Several major initiatives currently being addressed by Workforce Solutions are:

- Implementation of training and employment services for individuals affected by COVID. This is done through the **Dislocated Worker Emergency funds** provided by the Technical College System of Georgia.
- Implementation of workforce development services for adult or dislocated workers at **One-Stop Career Resource Centers**, or the Mobile Career Lab, in each of the seven counties in the Atlanta region service area. All career resource centers have re-opened to the public, with a focus on providing both in-person and virtual services.
- Continue to provide a system of youth services in the Atlanta regional service area to **qualified youth** that are seeking continued education, receiving a credential, or entering employment. All youth programs have re-opened to the public, with a focus on providing both in-person and virtual services.

- Continue to provide a system of **Individual Training Accounts** for customers to access training opportunities and provide regional processes for implementation of the **Eligible Training Provider Listing**.
- Continue to participate in **Rapid Response** activities with the Georgia Department of Labor to disseminate information about retraining services to employees and employers experiencing layoffs and implement services.
- Implement the **Industry Partnerships Grant** from the Technical College System of Georgia to build and support regional, employer-led workforce development collaboratives in five key sectors: healthcare, information technology, transportation, distribution/logistics, advanced manufacturing, and skilled trades.

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

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

The Budget and Audit Review Subcommittee (BARS) 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 BARS. The Chair along with four additional appointed Board members serve on the committee. The BARS meets from time to time during the year to review the financial status of the Commission.

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

The Honorable W. Kerry Armstrong, Chair  
August 8, 2022  
Page 11

Commission for its annual comprehensive financial report for the fiscal year ended December 31, 2020. 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 40th 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 annual comprehensive financial report that conforms to program standards. The report must also satisfy both accounting principles generally accepted in the United States of America and applicable legal requirements. We believe our current report continues to meet these standards and we are submitting it to GFOA to determine its eligibility for another certificate.

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

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'A. Roach', written in a cursive style.

Anna Roach  
Executive Director

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Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**Atlanta Regional Commission  
Georgia**

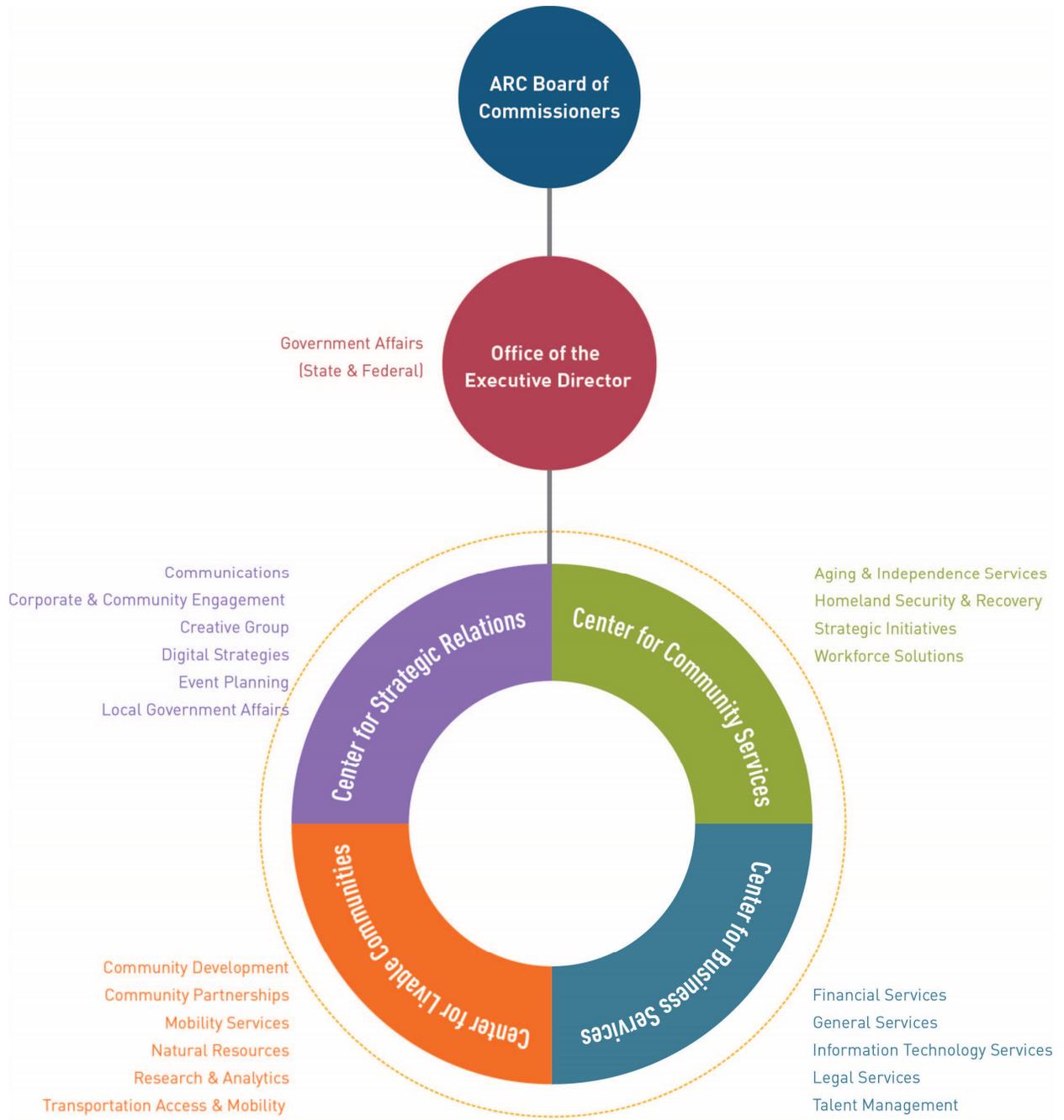
For its Annual Comprehensive  
Financial Report  
For the Fiscal Year Ended

December 31, 2020

*Christopher P. Morill*

Executive Director/CEO

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# COMMISSION MEMBERSHIP 2021

As of 12/31/2021

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**OFFICERS**

Kerry Armstrong  
Chair

Romona Jackson Jones  
Secretary

Rochelle Robinson  
Vice Chair

Robert Reeves  
Treasurer

---

**PUBLIC MEMBERS**

City of Atlanta

Keisha Lance Bottoms  
Mayor

Felicia Moore  
Council President

Cherokee County

Harry Johnston  
Commission Chair

Steven Miller  
Mayor, City of Holly Springs

Clayton County

Jeff Turner  
Commission Chair

Joy Day  
Mayor, City of Jonesboro

Cobb County

Lisa Cupid  
Commission Chair

Ollie, Clemons  
Mayor, City of Austell

DeKalb County

Michael Thurmond  
Chief Executive Officer

Eric Clarkson  
Mayor, City of Chamblee

Douglas County

Romona Jackson Jones  
Commission Chair

Rochelle Robinson  
Mayor, City of Douglasville

Fayette County

Lee Hearn  
Commission Chair

Eric Dial  
Mayor, Town of Tyrone

Forsyth County

Cindy Mills  
Commission Chair

Troy Brumbalow  
Mayor, City of Cumming

Fulton County

Robb Pitts  
Commission Chair

Rusty Paul  
Mayor, City of Sandy Springs

Vince Williams  
Mayor, City of Union City

Gwinnett County

Nicole Hendrickson  
Commission Chair

Mike Mason  
Mayor, City of Peachtree Corners

Henry County

Carlotta Harrell  
Commission Chair

Steve Hutchinson  
Mayor, City of Hampton

Rockdale County

Oz Nesbitt  
Commission Chair

Vince Evans  
Mayor, City of Conyers

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**MEMBERS AT LARGE**

Murphy Talmadge  
District 1

Vacant  
District 6

Minuard "Mickey" McGuire  
District 11

Charlton Bivins  
District 2

Liane Levetan  
District 7

Julie Keeton Arnold  
District 12

Robert Reeves  
District 3

Greg Cantrell  
District 8

Deanne Bonner  
District 13

Vacant  
District 4

Kerry Armstrong  
District 9

Mark Mathews  
District 14

Angelia O'Neal  
District 5

Lynette Howard  
District 10

Dennis Burnette  
District 15

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**NON-VOTING MEMBER** (Appointed by Georgia Department of Community Affairs)

Tread Davis, Jr.

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**EXECUTIVE DIRECTOR**

Doug Hooker

**Atlanta Regional Commission**  
**Executive Staff**  
December 31, 2021

**Office of the Executive Director**

Executive Director

Douglas R. Hooker

**Center for Strategic Relations**

Senior Director

Malika Reed Wilkins

Manager, Government Affairs

John Bayalis

Senior Manager, Communication & Marketing

Paul Donsky

Manager, Community Engagement

Liz Sanford

**Center for Community Services**

Senior Director

John Hammond

Managing Director, Aging & Independence Services

Becky Kurtz

Managing Director, Workforce Solutions

Rob LeBeau

Senior Manager, Homeland Security and Recovery

Greg Mason

**Center for Livable Communities**

Senior Director

Mike Alexander

Managing Director, Community Development

Sam Shenbaga

Managing Director, Natural Resource

Katherine Zitsch

Managing Director, Research & Analytics

Mike Carnathan

Managing Director, Transportation Access

John Orr

Managing Director, Mobility Services

Rosalind Tucker

**Center for Business Services**

Director

Kevin Crump

Manager, General Services

Chris Burke

Operations Director, Financial Services

Kelly Smith

Operations Director, Information Technology Services

Ray Randolph

Operations Director, Talent Management

Sheila Benefield



## NICHOLS, CAULEY & ASSOCIATES, LLC

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Kennesaw, Georgia 30144  
770-422-0598 FAX 678-214-2355  
kennesaw@nicholscawley.com

### INDEPENDENT AUDITOR'S REPORT

The Members of the  
Atlanta Regional Commission  
Atlanta, Georgia

#### **Report on the Audit of the Financial Statements**

##### ***Opinions***

We have audited the 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, 2021, and the related notes to the financial statements, which collectively comprise the Commission's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Commission, as of December 31 2021, and the respective changes in financial position, and, where applicable, cash flows thereof and the respective budgetary comparison for the General Fund, Transportation Programs Fund, Workforce Development Fund, and Aging Programs Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

##### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Commission and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

##### ***Emphasis of Matter***

As described in Note IV J, Restatement, the Commission transferred substantially all Pension and OPEB Trust assets to a public employment retirement system and as a result a change in measurement date for the reporting of the net pension and OPEB liabilities and the related

deferral inflows and outflows of resources was necessary. The change in measurement date is considered a change in accounting principle. Our opinions are not modified with respect to this matter.

### ***Responsibilities of Management for the Financial Statements***

The Commission's 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, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Commission's ability to continue as a going concern for one year after the date that the financial statements are issued.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Commission's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Commission’s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the audit.

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

Accounting principles generally accepted in the United States of America require that the management’s discussion and analysis, the schedule of changes in net pension liability and related ratios, the schedule of pension contributions, the schedule of changes in net OPEB liability and related ratios, and the schedule of OPEB contributions on pages 23-32 and 73-76 be presented to supplement the basic financial statements. Such information is the responsibility of management and, 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.

### ***Supplementary 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 combining nonmajor fund statements and schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements.

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

### ***Other Information Included in the Annual Report***

Management is responsible for the other information included in the annual report. The other information comprises the Introductory Section, Statistical Section, and the Other Information Section but does not include the financial statements and our auditor's report thereon. Our opinions on the financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated August 8, 2022 on our consideration of the 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.

*Richels, Cauley + Associates, LLC*

Kennesaw, Georgia  
August 8, 2022

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## Management's Discussion and Analysis (unaudited)

As management of the Atlanta Regional Commission, we offer readers of the Atlanta Regional Commission's financial statements this narrative overview and analysis of the financial activities of the Atlanta Regional Commission (ARC or the Commission) for the fiscal year ended December 31, 2021. We encourage readers to consider the information that we have furnished in our letter of transmittal, which can be found on pages 1 through 11 of this report.

### Financial Highlights

- The assets and deferred outflows of the ARC exceeded its liabilities and deferred inflows at the close of the most recent fiscal year by \$11,533,018 (*net position*). Of this amount, \$10,550,516 (*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 \$1,724,528. The increase \$1,336,052 is attributable to the change in the Commission's net pension and net OPEB liabilities. The remainder of this increase is attributable to the decrease in unrestricted resources required to match grant proceeds and increases in population on which ARC receives local funding of \$1.00 per capita.
- Governmental Activities general revenues for the year were \$5,186,944. Of this amount, \$231,429 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 \$15,042,814, an increase of \$520,761 in comparison with the prior year. Approximately 97 percent of this amount, \$14,812,126, 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 \$15,042,814 or 17.31 percent of total governmental fund expenditures.

### Overview of the Financial Statements

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

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

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

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

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

Both of the government-wide financial statements distinguish functions of the ARC that are principally supported by grants and regional appropriations (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities of the ARC include general government, general government overhead, all grant funded activities and an internal service fund for information technology support. The business-type activities of the ARC include enterprise funds. The government-wide financial statements can be found on pages 33 through 35 of this report.

The ARC has no component units.

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

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

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

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

The ARC adopts an annual budget for its funds. Budgetary comparison statements or schedules have been provided for each governmental fund to demonstrate compliance with this budget. The basic governmental fund financial statements can be found on pages 33 through 40 of this report. Budget comparisons for non-major funds are provided in schedules elsewhere in this report.

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

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

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary funds are combined into a single, aggregated presentation in the proprietary fund financial statements. Conversely, the internal service fund is presented individually. The basic proprietary fund financial statements can be found on pages 45 through 47 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 48 through 49 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 50 through 72 of this report.

**Other information.** In addition to the basic financial statements and accompanying notes, this report also presents certain *required supplementary information* including ARC's progress in funding its obligation to provide pension and other post-employment benefits to its employees, along with other supplementary information. Required and other supplementary information can be found on pages 73 through 76, and pages 77 through 135 of this report.

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

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the ARC, assets and deferred outflows exceeded liabilities and deferred inflows by \$11,533,018 at December 31, 2021, compared with assets and deferred outflows exceeding liabilities and deferred inflows by \$8,238,831 at December 31, 2020. Nine percent of the ARC's net position reflect its net investment in capital assets (vehicles, furniture, fixtures and equipment). The ARC's net investment in capital assets is reported net of depreciation and the ARC's lease liability totaling \$17,312,127. The ARC uses these capital assets to operate and to provide services; consequently, these assets are *not* available for future spending.

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

	Governmental Activities		Business-type Activities		Total	
	2021	2020	2021	2020	2021	2020
Current and other assets	\$ 28,848,341	\$ 32,737,718	\$ -	\$ -	\$ 28,848,341	\$ 32,737,718
Internal balances	(81,218)	(205,420)	81,218	205,420	-	-
Capital Assets	18,294,629	18,882,776	-	-	18,294,629	18,882,776
Total Assets	47,061,752	51,415,074	81,218	205,420	47,142,970	51,620,494
Deferred Outflows of Resources	12,700,232	9,794,521	-	-	12,700,232	9,794,521
Long-term liabilities outstanding	21,751,667	22,045,884	-	-	21,751,667	22,045,884
Other Liabilities	14,631,701	19,079,282	81,218	205,420	14,712,919	19,284,702
Total Liabilities	36,383,368	41,125,166	81,218	205,420	36,464,586	41,330,586
Deferred Inflows of Resources	11,845,598	11,845,598	-	-	11,845,598	11,845,598
Net Position:						
Net invested in capital assets	982,502	1,142,348	-	-	982,502	1,142,348
Restricted	-	-	-	-	-	-
Unrestricted	10,550,516	7,096,483	-	-	10,550,516	7,096,483
Total net position	\$ 11,533,018	\$ 8,238,831	\$ -	\$ -	\$ 11,533,018	\$ 8,238,831

The balance of *unrestricted net position*, \$10,550,516, 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 \$1,724,528 or 17.6%, thereby accounting for 100 percent of the increase of net position of the ARC at year-end. Key elements of this decrease are as follows:

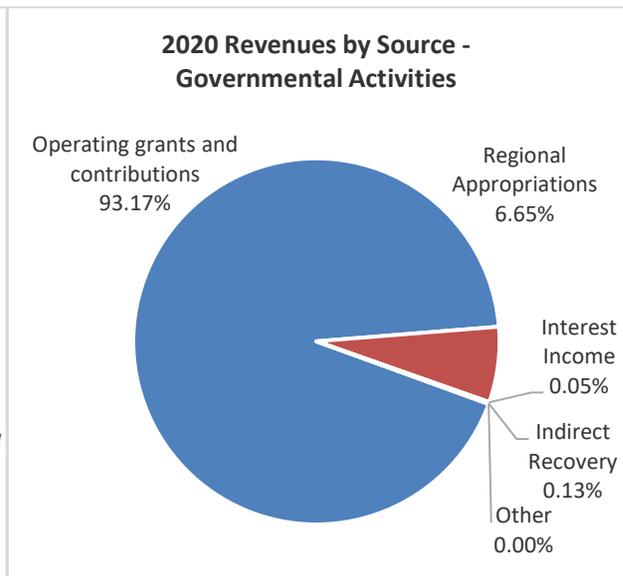
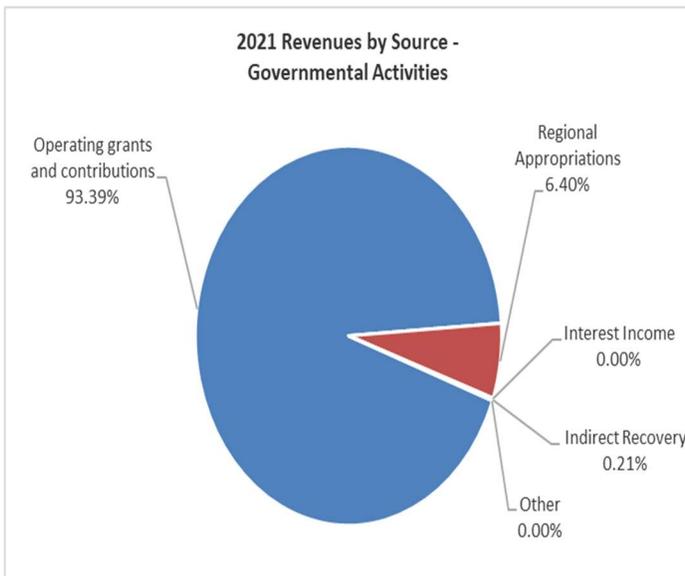
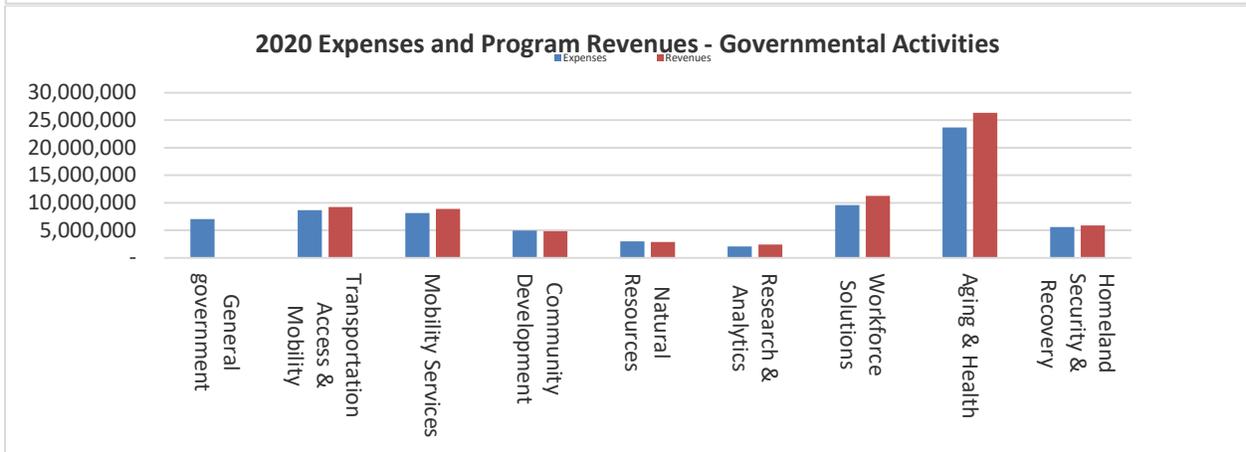
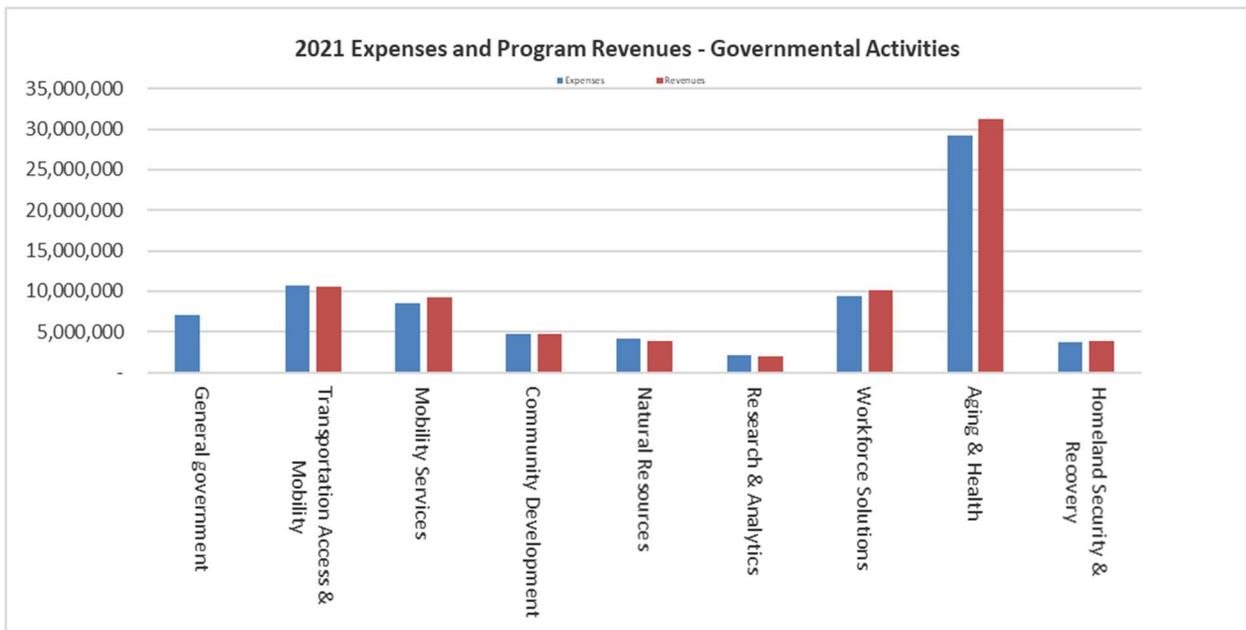
### ARC's Changes in Net Position

	Governmental Activities		Business-type Activities		Total 2021	Total 2020
	2021	2020 (a)	2021	2020		
<b>Revenues</b>						
Charges for services	\$ -	\$ -	\$ 1,170,540	\$ 387,232	\$ 1,170,540	\$ 387,232
Operating grants and contributions	75,271,527	71,601,660	-	-	75,271,527	71,601,660
<b>General Revenues:</b>						
Regional Appropriations	5,183,200	5,113,240	-	-	5,183,200	5,113,240
Interest Income	3,744	39,557	-	-	3,744	39,557
Indirect Recovery	167,785	96,566	-	-	167,785	96,566
Other	-	-	-	-	-	-
<b>Total Revenues</b>	<u>\$ 80,626,256</u>	<u>\$ 76,851,023</u>	<u>\$ 1,170,540</u>	<u>\$ 387,232</u>	<u>\$ 81,796,796</u>	<u>\$ 77,238,255</u>
<b>Expenses</b>						
General government	\$ 6,759,284	\$ 7,027,129	\$ -	\$ -	\$ 6,759,284	\$ 7,027,129
Transportation Access & Mobility	9,940,279	8,638,174	-	22,255	9,940,279	8,660,429
Mobility Services	8,463,449	8,117,586	-	-	8,463,449	8,117,586
Community Development	4,670,300	4,941,947	556,557	102,387	5,226,857	5,044,334
Natural Resources	4,035,590	2,981,021	121,683	122,942	4,157,273	3,103,963
Research & Analytics	1,952,443	2,048,008	1,045	12,041	1,953,488	2,060,049
Workforce Solutions	9,308,143	9,586,501	-	-	9,308,143	9,586,501
Aging & Health	28,762,523	23,675,767	214,441	136,893	28,976,964	23,812,660
Communications	-	-	340,458	235,526	340,458	235,526
Homeland Security & Recovery	3,613,427	5,580,354	-	-	3,613,427	5,580,354
Interest & fiscal charges on long-term debt	1,164,861	1,096,073	-	-	1,164,861	1,096,073
Indirect Expense Allocation	-	-	167,785	96,566	167,785	96,566
<b>Total Expenses</b>	<u>\$ 78,670,299</u>	<u>\$ 73,692,560</u>	<u>\$ 1,401,969</u>	<u>\$ 728,610</u>	<u>\$ 80,072,268</u>	<u>\$ 74,421,170</u>
Increase in net position before transfers	\$ 1,955,957	\$ 3,158,462	\$ (231,429)	\$ (341,378)	\$ 1,724,528	\$ 2,817,085
Transfers	(231,429)	(341,378)	231,429	341,378	-	-
Change in net position	<u>\$ 1,724,528</u>	<u>\$ 2,817,085</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,724,528</u>	<u>\$ 2,817,085</u>
Net Position - beginning	9,808,490	5,421,746	-	-	9,808,490	5,421,746
Restatement		1,569,659				1,569,659
Net Position - ending	<u>\$ 11,533,018</u>	<u>\$ 9,808,490</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 11,533,018</u>	<u>\$ 9,808,490</u>

(a) restated

General government expenses in the amount of \$6,759,284 are net of indirect costs. The general government indirect expense allocation of (\$6,839,585), as shown in the Statement of Activities is the difference between total indirect recovery of \$7,440,547 and general government indirect expense of \$600,961. Total direct and indirect expenses for the general government are \$7,454,147.

The majority of the increase in Net Position in 2020 is a result of the change in the net pension and net OPEB liabilities of \$1,336,052 and net profit from the Internal Service Fund of \$225,661. Aging & Health received COVID-19 funds in 2021. The Commission's funding is predominantly reimbursed grant funds. An increase in revenue will derive an increase in expense and vice-versa.

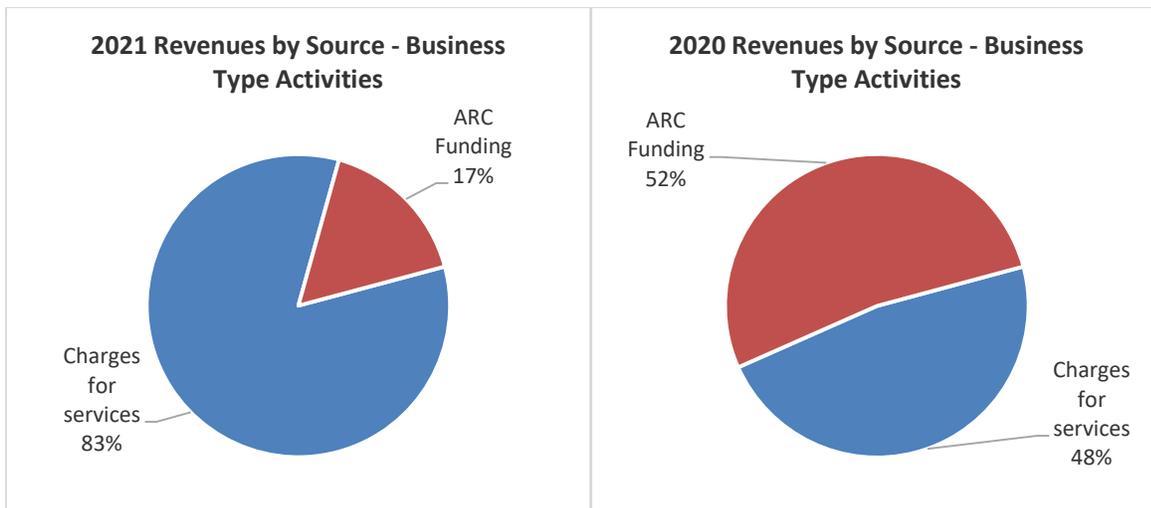


The ARC operates primarily from grant revenues; therefore, increases in expenses closely parallel increases in grant funding for services.

**Business-type activities.** Business-type activities used \$231,429 of ARC’s unrestricted resources during 2021. Funding provided by the ARC is broken down as follows:

<u>Activity</u>	
Communications	\$ (172,545)
Community Development	45,468
Natural Resources	(167,711)
Research & Analytics	6,028
Aging & Health	<u>57,331</u>
Total	<u>(231,429)</u>





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 \$15,042,814, an increase of \$520,761 in comparison with the prior year. Approximately 97 percent of this total amount \$14,522,053 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 \$520,761 during the 2021 fiscal year. The key factor of this increase is as follows:

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

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

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

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

## Budgetary Highlights

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

- In 2021, no significant differences occurred in the General Fund.

## Capital Asset Administration

**Capital assets.** The ARC's investment in capital assets for its governmental activities as of December 31, 2021 was \$18,294,629 (net of accumulated depreciation). This investment in capital assets includes equipment, furniture and fixtures, leasehold improvements and capital leases.

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

	Atlanta Regional Commission's Capital Assets (net of depreciation)		Total Percentage Change 2020-2021
	Governmental Activities		
	2021	2020	
Equipment	\$492,929	\$426,824	15%
Leasehold Improvements	395,429	433,089	-9%
Capital Leases	17,312,127	17,740,428	-2%
Furnishings and Fixtures	<u>94,144</u>	<u>282,435</u>	-67%
Total	<u>\$18,294,629</u>	<u>\$18,882,776</u>	

Additional information on the ARC's capital assets can be found in note III.C on page 58 of this report.

## Long-Term Debt

As of December 31, 2021, ARC had \$17.3 million in lease liabilities outstanding. Additional information on the ARC's long-term debt can be found in notes III.E and III.F on page 60 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 2022 budget results in a decrease of \$561,368 to the general fund balance.
- The per capita rate paid by the local governments as appropriations remained at \$1.10 for 2017. Projected increases for the 2022 budget are in accordance with projected increases of approximately 1.2 percent of population. The 2022 Budget reflects the per capita rate of \$1.10 paid by local governments.
- Financial forecasts prepared by management help anticipate future financial resources needed to maintain critical programs for the ARC service area.

All of these factors were considered in preparing the ARC budget for the 2022 fiscal year.

### **Requests for Information**

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

**Atlanta Regional Commission**  
**Statement of Net Position**  
**December 31, 2021**

	<b>Primary Government</b>		
	<b>Governmental Activities</b>	<b>Business-type Activities</b>	<b>Total</b>
<b>ASSETS</b>			
Cash and cash equivalents	\$ 10,408,760	\$ -	\$ 10,408,760
Receivables from grantors	18,382,793	-	18,382,793
Prepaid items	56,788	-	56,788
Internal balances	(81,218)	81,218	-
Capital assets, net of accumulated depreciation:			
Equipment, furnishings & fixtures	18,294,629	-	18,294,629
Total assets	<u>47,061,752</u>	<u>81,218</u>	<u>47,142,970</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
Pension	12,361,425	-	12,361,425
OPEB	338,807	-	338,807
	<u>12,700,232</u>	<u>-</u>	<u>12,700,232</u>
<b>LIABILITIES</b>			
Salaries payable	928,401	-	928,401
Accounts payable and accrued expenses	6,353,058	76,166	6,429,224
Unearned revenue	2,610,755	1,530	2,612,285
Due to subgrantee agencies	3,079,249	-	3,079,249
Other liabilities	92,842	3,522	96,364
Noncurrent liabilities:			
Due within one year			
Long-term obligation	1,567,396	-	1,567,396
Due in more than one year			
Net pension liability	2,952,737	-	2,952,737
Net OPEB liability	1,124,056	-	1,124,056
Long-term obligation	17,674,874	-	17,674,874
Total liabilities	<u>36,383,368</u>	<u>81,218</u>	<u>36,464,586</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Pension	9,614,715	-	9,614,715
OPEB	2,230,883	-	2,230,883
	<u>11,845,598</u>	<u>-</u>	<u>11,845,598</u>
<b>NET POSITION</b>			
Net investment in capital assets	982,502	-	982,502
Unrestricted	10,550,516	-	10,550,516
Total net position	<u>\$ 11,533,018</u>	<u>\$ -</u>	<u>\$ 11,533,018</u>

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

**Atlanta Regional Commission  
Statement of Activities  
For the Year Ended December 31, 2021**

<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	\$ 6,759,284	\$ (6,839,585)	\$ -
Transportation Access & Mobility	9,940,279	1,096,296	-
Mobility Services	8,463,449	529,220	-
Community Development	4,670,300	747,660	-
Natural Resources	4,035,590	528,195	-
Research & Analytics	1,952,443	654,661	-
Workforce Solutions	9,308,143	734,128	-
Homeland Security & Recovery	3,613,427	193,072	-
Aging & Health	28,762,523	2,188,568	-
Interest & fiscal charges on long-term debt	1,164,861	-	-
Total governmental activities	<u>78,670,299</u>	<u>(167,785)</u>	<u>-</u>
Business-type activities:			
Communications	340,458	70,947	238,860
Community Development	556,557	-	602,025
Natural Resources	121,683	46,028	-
Research & Analytics	1,045	427	7,500
Aging & Health	214,441	50,383	322,155
Total business-type activities	<u>1,234,184</u>	<u>167,785</u>	<u>1,170,540</u>
Total primary government	<u>\$ 79,904,483</u>	<u>\$ -</u>	<u>\$ 1,170,540</u>

General revenues:  
Regional appropriations (unrestricted)  
Interest income  
Transfers  
Total general revenues and transfers  
Change in net position  
Net position-beginning before restatement  
Restatement  
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>
\$ -	\$ 80,301	\$ -	\$ 80,301
9,986,287	(1,050,288)	-	(1,050,288)
9,181,243	188,574	-	188,574
4,805,503	(612,457)	-	(612,457)
3,861,166	(702,619)	-	(702,619)
1,925,776	(681,328)	-	(681,328)
10,458,104	415,833	-	415,833
3,874,544	68,045	-	68,045
31,178,904	227,813	-	227,813
-	(1,164,861)	-	(1,164,861)
<u>75,271,527</u>	<u>(3,230,987)</u>	<u>-</u>	<u>(3,230,987)</u>
-	-	(172,545)	(172,545)
-	-	45,468	45,468
-	-	(167,711)	(167,711)
-	-	6,028	6,028
-	-	57,331	57,331
<u>-</u>	<u>-</u>	<u>(231,429)</u>	<u>(231,429)</u>
<u>\$ 75,271,527</u>	<u>(3,230,987)</u>	<u>(231,429)</u>	<u>(3,462,416)</u>

5,183,200	-	5,183,200
3,744	-	3,744
(231,429)	231,429	-
<u>4,955,515</u>	<u>231,429</u>	<u>5,186,944</u>
1,724,528	-	1,724,528
8,238,831	-	8,238,831
1,569,659	-	1,569,659
<u>9,808,490</u>	<u>-</u>	<u>9,808,490</u>
<u>\$ 11,533,018</u>	<u>\$ -</u>	<u>\$ 11,533,018</u>

**Atlanta Regional Commission  
Balance Sheet  
Governmental Funds  
December 31, 2021**

	<b>General</b>	<b>Transportation Programs</b>	<b>Workforce Development</b>
<b>ASSETS</b>			
Cash and cash equivalents	\$ 10,408,760	\$ -	\$ -
Receivables from grantors	292,825	8,273,523	3,336,168
Prepaid items	47,876	800	8,112
Due from other funds	9,284,314	-	-
Total assets	\$ 20,033,775	\$ 8,274,323	\$ 3,344,280
<b>LIABILITIES AND FUND BALANCES</b>			
Liabilities:			
Salaries payable	\$ 928,401	\$ -	\$ -
Accounts payable	803,790	3,140,395	902,102
Due to other funds	1,906,644	3,988,986	2,343,828
Due to subgrantee agencies	-	966,207	76,980
Unearned revenue	1,259,284	178,735	21,370
Other liabilities	92,842	-	-
Total liabilities	4,990,961	8,274,323	3,344,280
Fund balances:			
Nonspendable:			
Prepays	47,876	800	8,112
Committed for:			
Special Programs	173,900	-	-
Unassigned	14,821,038	(800)	(8,112)
Total fund balances	15,042,814	-	-
Total liabilities and fund balances	\$ 20,033,775	\$ 8,274,323	\$ 3,344,280

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

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

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

<u>Aging Programs</u>	<u>Other Governmental Funds</u>	<u>Total Governmental Funds</u>
\$ -	\$ -	\$ 10,408,760
4,643,902	1,836,375	18,382,793
-	-	56,788
-	1,143,675	10,427,989
<u>\$ 4,643,902</u>	<u>\$ 2,980,050</u>	<u>\$ 39,276,330</u>

\$ -	\$ -	\$ 928,401
609,692	875,332	6,331,311
1,899,043	1,052,457	11,190,958
2,036,062	-	3,079,249
99,105	1,052,261	2,610,755
-	-	92,842
<u>4,643,902</u>	<u>2,980,050</u>	<u>24,233,516</u>

-	-	56,788
-	-	173,900
-	-	14,812,126
-	-	15,042,814
<u>\$ 4,643,902</u>	<u>\$ 2,980,050</u>	

18,294,629

available in the

(1,930,143)  
(2,952,737)  
(1,124,056)  
(9,614,715)  
(2,230,883)  
(17,312,127)

total activities  
available to pay  
available

660,004

12,361,425  
338,807  
\$ 11,533,018

**Atlanta Regional Commission  
Statement of Revenues, Expenditures,  
and Changes in Fund Balances  
Governmental Funds  
For the Year Ended December 31, 2021**

	<u>General</u>	<u>Transportation Programs</u>	<u>Workforce Development</u>
<b>REVENUES</b>			
Regional appropriations	\$ 5,183,200	\$ -	\$ -
From grantor agencies	-	22,803,689	10,458,104
Agencywide central support services			
indirect cost recovery-grantor agencies	6,087,541	-	-
Dept indirect cost recovery-grantor agencies	1,353,006	-	-
Interest income	3,744	-	-
Subgrantee match	-	2,214,394	-
Total revenues	<u>12,627,491</u>	<u>25,018,083</u>	<u>10,458,104</u>
<b>EXPENDITURES</b>			
Current			
General government	7,362,390	-	-
Transportation Access & Mobility	-	11,207,666	-
Mobility Services	-	9,073,027	-
Community Development	-	4,293,075	-
Natural Resources	-	-	-
Research & Analytics	-	2,408,572	-
Workforce Solutions	-	-	9,930,492
Homeland Security & Recovery	-	-	-
Aging & Health	-	118,251	-
Debt service			
Principal, interest and fees	89,654	503,974	527,612
Total expenditures	<u>7,452,044</u>	<u>27,604,565</u>	<u>10,458,104</u>
Excess (deficit) of revenues over (under) expenditures	<u>5,175,447</u>	<u>(2,586,482)</u>	<u>-</u>
<b>OTHER FINANCING SOURCES (USES)</b>			
Transfers in	322,922	2,586,482	-
Transfers out	<u>(4,977,608)</u>	-	-
Total other financing sources (uses)	<u>(4,654,686)</u>	<u>2,586,482</u>	<u>-</u>
Net change in fund balances	520,761	-	-
Fund balances-beginning	<u>14,522,053</u>	<u>-</u>	<u>-</u>
Fund balances-ending	<u>\$ 15,042,814</u>	<u>\$ -</u>	<u>\$ -</u>

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

<u>Aging Programs</u>	<u>Other Governmental Funds</u>	<u>Total Governmental Funds</u>
\$ -	\$ -	\$ 5,183,200
29,391,429	8,734,687	71,387,909
-	-	6,087,541
-	-	1,353,006
-	-	3,744
1,669,225	-	3,883,619
<u>31,060,654</u>	<u>8,734,687</u>	<u>87,899,019</u>
-	-	7,362,390
-	-	11,207,666
-	-	9,073,027
-	1,228,052	5,521,127
-	4,639,360	4,639,360
-	299,834	2,708,406
-	-	9,930,492
-	3,835,073	3,835,073
31,157,874	-	31,276,125
346,301	125,622	1,593,163
<u>31,504,175</u>	<u>10,127,941</u>	<u>87,146,829</u>
<u>(443,521)</u>	<u>(1,393,254)</u>	<u>752,190</u>
443,521	1,393,254	4,746,179
-	-	(4,977,608)
<u>443,521</u>	<u>1,393,254</u>	<u>(231,429)</u>
-	-	520,761
-	-	14,522,053
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 15,042,814</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, 2021**

**Net change in fund balances-total governmental funds** \$ 520,761

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

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

Capital outlay	262,099
Depreciation expense	(850,246)
	(588,147)

Repayment of debt principal is an expenditure in the governmental funds, but the payment reduces long-term liabilities in the statement of net position: 428,301

Internal service fund expenses related to the usage of capital assets are included in the statement of activities. However, these transactions are not reported in governmental funds. In the current period, the effect of internal service fund depreciation expense is:

Internal service fund net revenue	225,660
-----------------------------------	---------

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

Compensated absences	(198,099)
Net pension liability and related deferred inflows/outflows	1,504,224
Net OPEB liability and related deferred inflows/outflows	(168,172)
	1,137,953

**Change in net position of governmental activities** \$ 1,724,528

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

**Atlanta Regional Commission**  
**General Fund**  
**Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual (Budgetary Basis)**  
**For the Year Ended December 31, 2021**

	<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	\$ 5,183,200	\$ 5,183,200	\$ 5,183,200	\$ -
Agencywide central support services				
indirect cost recovery from grantor agencies	6,734,449	6,906,960	6,087,541	(819,419)
Departmental indirect cost recovery				
from grantor agencies	1,539,921	1,583,039	1,353,006	(230,033)
Interest income	45,000	45,000	3,744	(41,256)
Total revenues	<u>13,502,570</u>	<u>13,718,199</u>	<u>12,627,491</u>	<u>(1,090,708)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	3,919,643	3,869,060	3,663,565	205,495
Fringe benefits	2,191,832	2,083,621	1,730,538	353,083
Travel	117,850	101,150	29,462	71,688
Equipment	473,500	473,500	14,091	459,409
Supplies	69,700	66,200	15,154	51,046
Contractual	1,415,450	1,497,450	1,185,958	311,492
Indirect costs	363,074	334,675	337,782	(3,107)
Other expenditures	1,360,259	1,617,659	475,494	1,142,165
Total expenditures	<u>9,911,308</u>	<u>10,043,315</u>	<u>7,452,044</u>	<u>2,591,271</u>
Excess (deficit) of revenues				
over(under) expenditures	<u>3,591,262</u>	<u>3,674,884</u>	<u>5,175,447</u>	<u>1,500,563</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	1,636,939	1,553,316	322,922	(1,230,394)
Transfers out	(5,197,243)	(5,433,721)	(4,977,608)	456,113
Total other financing sources (uses)	<u>(3,560,304)</u>	<u>(3,880,405)</u>	<u>(4,654,686)</u>	<u>(774,281)</u>
Net change in fund balances	<u>\$ 30,958</u>	<u>\$ (205,521)</u>	520,761	<u>\$ 726,282</u>
Fund balances-beginning			<u>14,522,053</u>	
Fund balances-ending			<u>\$ 15,042,814</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, 2021**

	<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	\$ 30,351,406	\$ 32,466,292	\$ 22,803,689	\$ (9,662,603)
Charges for services	50,000	60,000	-	(60,000)
Subgrantee match	2,703,669	2,956,623	2,214,394	(742,229)
Total revenues	<u>33,105,075</u>	<u>35,482,915</u>	<u>25,018,083</u>	<u>(10,464,832)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	5,096,180	5,348,316	4,383,392	964,924
Fringe benefits	2,814,561	2,759,519	2,328,739	430,780
Travel	131,000	82,000	10,411	71,589
Equipment	35,000	30,229	58,080	(27,851)
Supplies	22,400	16,400	419	15,981
Contractual	19,298,629	21,230,550	14,808,220	6,422,330
Subgrantee matching costs	2,558,750	2,811,704	1,618,931	1,192,773
Indirect costs	3,227,610	3,308,025	2,738,549	569,476
Other expenditures	2,401,951	2,349,762	1,657,824	691,938
Total expenditures	<u>35,586,081</u>	<u>37,936,505</u>	<u>27,604,565</u>	<u>10,331,940</u>
Excess (deficit) of revenues over (under) expenditures	<u>(2,481,006)</u>	<u>(2,453,590)</u>	<u>(2,586,482)</u>	<u>(132,892)</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	2,481,006	2,453,590	2,586,482	132,892
Total other financing sources (uses)	<u>2,481,006</u>	<u>2,453,590</u>	<u>2,586,482</u>	<u>132,892</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

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

**Atlanta Regional Commission  
Workforce Development  
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2021**

	Budgeted Amounts		Actual Amounts	Variance with Final Budget- Positive (Negative)
	Original	Final		
<b>REVENUES</b>				
From grantor agencies	\$ 11,343,847	\$ 10,445,203	\$ 10,458,104	\$ 12,901
Total revenues	<u>11,343,847</u>	<u>10,445,203</u>	<u>10,458,104</u>	<u>12,901</u>
<b>EXPENDITURES</b>				
Current				
Personnel	1,426,370	1,426,370	1,366,208	60,162
Fringe benefits	761,395	713,123	690,172	22,951
Travel	20,500	20,500	6,228	14,272
Equipment	34,500	34,500	63,171	(28,671)
Supplies	11,500	11,500	2,848	8,652
Contractual	7,415,000	6,545,000	6,515,231	29,769
Indirect costs	781,049	763,816	734,128	29,688
Other expenditures	893,533	930,394	1,080,118	(149,724)
Total expenditures	<u>11,343,847</u>	<u>10,445,203</u>	<u>10,458,104</u>	<u>(12,901)</u>
Excess (deficit) of revenues over expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

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

**Atlanta Regional Commission  
Aging Programs  
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2021**

	<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	\$ 33,652,078	\$ 35,574,561	\$ 29,391,429	\$ (6,183,132)
Charges for services	40,000	40,000	-	(40,000)
Subgrantee match	1,766,200	1,766,200	1,669,225	(96,975)
Total revenues	<u>35,458,278</u>	<u>37,380,761</u>	<u>31,060,654</u>	<u>(6,320,107)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	4,404,770	5,067,778	4,122,851	944,927
Fringe benefits	2,335,568	2,553,653	2,006,825	546,828
Travel	29,144	49,144	8,664	40,480
Equipment	238	5,238	8,197	(2,959)
Supplies	720,766	1,022,694	27,239	995,455
Contractual	23,618,156	23,777,428	20,164,375	3,613,053
Subgrantee matching costs	1,766,200	1,766,200	1,595,934	170,266
Indirect costs	2,406,352	2,720,897	2,187,851	533,046
Other expenditures	1,002,908	1,362,408	1,382,239	(19,831)
Total expenditures	<u>36,284,102</u>	<u>38,325,440</u>	<u>31,504,175</u>	<u>6,821,265</u>
Excess (deficit) of revenues over (under) expenditures	<u>(825,824)</u>	<u>(944,679)</u>	<u>(443,521)</u>	<u>501,158</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	825,824	944,679	443,521	(501,158)
Total other financing sources (uses)	<u>825,824</u>	<u>944,679</u>	<u>443,521</u>	<u>(501,158)</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

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



**Atlanta Regional Commission**  
**Statement of Revenues, Expenses, and Changes in Fund Net Position**  
**Proprietary Funds**  
**For the Year Ended December 31, 2021**

	<b>Non-Major Business-type Activities Enterprise Funds</b>	<b>Governmental Activities Internal Service Fund</b>
<b>OPERATING REVENUES</b>		
Charges for services	\$ 1,179,852	\$ 1,955,014
Total revenues	<u>1,179,852</u>	<u>1,955,014</u>
<b>OPERATING EXPENSES</b>		
Personnel	341,955	561,422
Fringe benefits	145,546	298,641
Travel	7,704	-
Equipment	-	82,608
Supplies	-	180
Contractual	141,477	42,019
Indirect costs	167,785	263,179
Other operating expenses	606,814	481,305
Total expenses	<u>1,411,281</u>	<u>1,729,354</u>
Operating income (loss) before transfers	<u>(231,429)</u>	<u>225,660</u>
<b>TRANSFERS</b>		
Transfers in	554,351	-
Transfers out	<u>(322,922)</u>	<u>-</u>
Total transfers	<u>231,429</u>	<u>-</u>
Change in net position	-	225,660
Total net position - beginning	<u>-</u>	<u>434,344</u>
Total net position - ending	<u>\$ -</u>	<u>\$ 660,004</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, 2021**

	<b>Non-Major Business-type Activities Enterprise Funds</b>	<b>Governmental Activities Internal Service Fund</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from customers and users	\$ 1,181,382	\$ 1,955,014
Payments to suppliers	(141,477)	(107,674)
Payments to employees	(495,205)	(860,063)
Payments for interfund services used	(167,785)	(505,972)
Other payments	(608,344)	(481,305)
Net cash provided (used) by operating activities	(231,429)	0
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>		
Transfer from other funds	554,351	-
Transfers to other funds	(322,922)	-
Net cash provided (used) by noncapital financing activities	231,429	-
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)	\$ (231,429)	\$225,660
Change in assets and liabilities:		
(Increase) decrease in due from other funds	(263,901)	188,066
(Increase) decrease in unearned revenue	(144,470)	-
Increase (decrease) in accounts payable and other payables	20,995	17,133
Increase (decrease) in due to other funds	387,376	(430,859)
Net cash provided (used) by operating activities	\$ (231,429)	\$ 0

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, 2021**

	<b>Pension/OPEB Trust Funds</b>
<b>ASSETS</b>	
Cash and cash equivalents	\$ 20,352
Total assets	20,352
<b>LIABILITIES</b>	
Unearned revenue	-
Accounts Payable	-
Due to Local governments pursuant to the River/Lake water usage settlement agreement	-
Total liabilities	-
<b>NET POSITION</b>	
Restricted for pension benefits	20,352
	\$ 20,352

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

**Atlanta Regional Commission**  
**Statement of Changes in Fiduciary Net Position**  
**Fiduciary Funds**  
**For the Year Ended December 31, 2021**

	<b>Pension/OPEB Trust Funds</b>
<b>ADDITIONS</b>	
Investment earnings:	
Net appreciation (depreciation) in fair value of investments	\$ 1,605,544
Interest and dividends	20,806
Total additions	1,626,350
<b>DEDUCTIONS</b>	
Plan disbursements:	
Transfer to ACCG	83,690,813
Administrative expenses	613
Total deductions	83,691,426
Net Increase (decrease) in Net Position	(82,065,076)
Net Position - Beginning of year	82,085,428
Net Position - End of year	\$ 20,352

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 41 member Board which consists of: all county commission chairs; two mayors from Fulton County; one mayor from each of the other 10 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 11 counties and 73 municipalities and is one of the 12 regional commissions in Georgia. Counties included in the region are Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Forsyth, Gwinnett, Henry and Rockdale. The accompanying financial statements present the Commission's operations. Using the criteria set forth in GASB's 14, 34, 39 and 61, the Commission has no blended or discretely presented component units.

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

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

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

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

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

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

Atlanta Regional Commission  
NOTES TO FINANCIAL STATEMENTS  
December 31, 2021

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

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

The ARC reports the following major governmental funds:

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

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

- Transportation Access & Mobility
- Mobility Services
- Community Development
- Research & Analytics

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

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

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

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

Additionally, the ARC reports the following fund types:

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

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

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

The *pension and other post employment benefit trust funds* account for the activities of the Employees Retirement System, which accumulates resources for pension and OPEB benefit payments to qualified ARC employees. During 2021, the commission transferred the majority of the assets to the Association County Commissions Pension Trust and Defined Benefit program, a public employee retirement system administered by GEBCorp and affiliated with the Association County Commissions of Georgia (ACCG).

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

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

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

##### *1. Deposits and investments*

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

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

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

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

##### *3. Prepaid items*

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

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December 31, 2021

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	5
Equipment	5
Furniture	7
Fixtures	7
Leasehold Improvements	15

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

5. *Compensated absences*

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

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

6. *Long-term obligations*

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

7. *Categories and classifications of fund balance*

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

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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.

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

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

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

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

### **A. Budgetary information**

Budgets for the general, special revenue funds, and proprietary funds are adopted on a basis consistent with generally accepted accounting principles. A proposed budget and work program for the ensuing fiscal year is submitted by the ARC Director to the Commission's Board during October of each year. The budget is prepared by cost centers within each fund and is organized into a General Fund budget, a budget for each special revenue fund and a combined total budget. The budget must be balanced. The budgets were adopted on a GAAP basis of accounting except debt service expenditures are budgeted as other expenditures the Board votes to adopt the budget for the ensuing fiscal year, subject to amendment or modification, during its November-December meeting. The Director may, without explicit Board approval, authorize budget revisions if: (1) the cumulative absolute value of transfers among object classes within a fund does not exceed five percent of the total disbursements budget; (2) it causes no significant modifications or additions to the work program; and (3) the combined total disbursement budget is not increased. All other revisions are subject to the approval of the Board. In November or December of each year, the Commission adopts the final amendment to its current year budget incorporating all changes made during the year either administratively by the Director or by Board action.

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

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

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

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

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

1. Enterprise Funds. Enterprise Funds account for operations carried out and financed like a business operation, usually designated to be self-supporting through fees for services and generating revenues from outside sources. Enterprise Funds are budgeted as separate cost centers but as integral parts of the work programs.
2. Internal Service Fund (ISF). An ISF accounts for financing goods or services provided by an organizational unit of the ARC to other units of the ARC, on a self-liquidating, fee-for-service basis. The ARC has one ISF, for Information Systems use and support, funded in this manner.

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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, 2021:

In the General fund, indirect costs exceeded budget by \$3,107 due to a correction adjustment in staff allocation.

The Transportation Programs fund exceeded the equipment budget by \$27,851. Equipment expenditures exceeded budget due to purchases of new computers and accessories.

In the Workforce Development fund, equipment and other expenditures exceeded budget by \$28,671 and \$149,724 respectively. Budget was exceeded due to changing work environments in the career resource centers in Rockdale and Douglas counties during COVID-19. Other expenditures exceeded budget due to additional resources needed for field based programs.

Aging Programs fund expenditures exceeded budgets in equipment and other expenditures by \$2,959 and \$19,831 respectively. Equipment expenditures exceeded budget due to increase purchases for assisted technology for clients. Other expenditures exceeded budget due to additional resources needed for field based programs.

Natural Resources fund reflected expenditures over budget in equipment by \$4,390 due to due to changing work environments during COVID-19.

Homeland Security and Recovery fund expenditures exceeded budgets in personnel, fringe benefits and indirect costs by \$16,629, \$9,174 and \$9,198 respectively. These expenditures were due to changes in program staff. Supplies expenditures exceeded budget by \$208 due to changing work environments from the office to home during COVID-19.

**III. Detailed notes on all funds**

**A. Deposits and investments**

On December 31, 2021, the Commission's carrying amount of cash deposits and equivalents for all funds, except for the Pension Trust Fund and OPEB Trust Fund was \$10,408,760. The deposits of the Pension Trust Fund and OPEB Trust Fund are held separately from other Commission funds.

The Commission's investments are made in the State of Georgia's Local Government Investment Pool (Georgia Fund 1). Georgia Fund 1 is regulated by the oversight of the Georgia Office of the State Treasurer. The pool's primary objectives are safety of capital investment income, liquidity and diversification. The pool consists of U. S. Treasury obligations, securities issued or guaranteed by the U. S. Government or any of its agencies or instrumentalities, banker acceptances, overnight and term repurchase agreements with highly rated counterparties, and collateralized bank accounts. Fair value of the investment in Georgia Fund 1 is equal to the value of the pool of shares. As of December 31, 2021,

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the Georgia Fund 1 had a weighted average maturity of 45 days and a credit rating of AA Af by Standard & Poor's. The Commission has classified the Georgia Fund 1 funds as cash and cash equivalents: therefore, at December 31, 2021, cash includes \$6,869,137 in Georgia Fund 1.

*Custodial credit risk – deposits*

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The Commission reduces its exposure to custodial credit risk by requiring deposits to be collateralized in accordance with state law. As of December 31, 2021, the Commission was not exposed to custodial credit risk.

*Credit risk*

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

*Interest Rate risk*

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

**B. Receivables**

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

Receivables:	<u>Due from</u> <u>Grantor</u>
General Fund	\$292,825
Transportation Programs	8,273,523
Workforce Development	3,336,168
Aging Programs	4,643,902
Nonmajor Governmental Funds	1,836,375
Total	<u><u>\$18,382,793</u></u>

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

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	<u>Unearned</u>
Henry County	\$272,492
Research & Analytics	2,794
Community Development	260,791
Natural Resources	785,029
Workforce Solutions	21,370
Transportation Access	178,320
Aging & Independence	103,168
Strategic Relations	1,530
Misc. Programs	1,243
Cumulative net indirect over recovery	<u>985,548</u>
Total unearned revenue	<u><u>\$2,612,285</u></u>

**C. Capital assets**

Capital asset activity for the year ended December 31, 2021 was as follows:

**Primary Government**

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
Equipment	\$2,180,740	\$262,099	\$-	\$2,442,839
Furnishings	1,910,385	-	-	1,910,385
Intangible Lease Asset	18,581,203	-	-	18,581,203
Leasehold Improvements	564,899	-	-	564,899
	<u>\$23,237,227</u>	<u>\$262,099</u>	<u>-</u>	<u>\$23,499,326</u>
Less accumulated depreciation for:				
Equipment	-1,753,916	-195,994	-	-1,949,910
Furnishings	-1,627,950	-188,291	-	-1,816,241
Intangible Lease Asset	-840,775	-428,301	-	-1,269,076
Leasehold Improvements	-131,810	-37,660	-	-169,470
	<u>-4,354,451</u>	<u>-850,246</u>	<u>\$-</u>	<u>-5,204,697</u>
Total accumulated depreciation	-4,354,451	-850,246	\$-	-5,204,697
Governmental activities capital assets, net	<u>\$18,882,776</u>	<u>(\$588,147)</u>	<u>\$-</u>	<u>\$18,294,629</u>

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

Government Activities:

General Government \$850,246

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**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, 2021, is as follows:

<u>Receivable Fund</u>	<u>Payable Fund</u>	<u>Amount</u>
General Fund	Transportation Programs	\$ 3,988,986
General Fund	Workforce Development	2,343,828
General Fund	Aging Programs	1,899,043
General Fund	Nonmajor Governmental Funds	<u>1,052,457</u>
		9,284,314
Nonmajor Governmental Funds	General Fund	1,143,675
Nonmajor Enterprise Funds	General Fund	81,218
Internal Service Fund	General Fund	<u>681,751</u>
		1,906,644
		<u><u>\$ 11,190,958</u></u>

**Inter-fund transfers:**

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

	<u>General</u>	<u>Major</u>	<u>Non-major</u>	<u>Nonmajor</u>	<u>Total</u>
	<u>Fund</u>	<u>Governmental</u>	<u>Governmental</u>	<u>Enterprise</u>	
		<u>Funds</u>	<u>Funds</u>	<u>Funds</u>	
Transfers In:					
From general fund	\$ -	\$ 3,030,003	\$ 1,393,254	\$ 554,351	\$4,977,608
From non-major enterprise funds	322,922	-	-	-	322,922
From aging programs	-	-	-	-	-
Transfers out:	-	-	-	-	-
To general fund	-	-	-	(322,922)	(322,922)
To transportation programs	(2,586,482)	-	-	-	(2,586,482)
To aging programs	(443,521)	-	-	-	(443,521)
To non-major Government Funds	(1,393,254)	-	-	-	(1,393,254)
To non-major Enterprise funds	(554,351)	-	-	-	(554,351)
Total Transfers	<u>(\$4,654,686)</u>	<u>\$3,030,003</u>	<u>\$1,393,254</u>	<u>\$231,429</u>	<u>\$ -</u>

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**E. Leases**

In August 2010, the Commission entered into a lease agreement at an interest rate of 5%. The lease term (Gwinnett) is 13 years with base monthly payments ranging from \$333 to \$24,194 per month beginning on December 1, 2011. As of December 31, 2021, the lease liability outstanding and net leased asset value is \$2,347,271, which includes accumulated amortization of \$361,544.

In September 2016, the Commission entered into a lease agreement at an interest rate of 7%. The lease term (Clayton) is 7 years with base monthly payments ranging from \$3,723 to \$12,129 per month beginning on October 1, 2017. As of December 31, 2021, the lease liability outstanding and net leased asset value is \$593,045, which includes accumulated amortization of \$305,999.

In July 2017, the Commission entered into a lease agreement at an interest rate of 7%. The lease term (PTC) is 20 years with base monthly payments ranging from \$4,919 to \$155,583 per month beginning on August 1, 2017. As of December 31, 2021, the lease liability outstanding and net leased asset value is \$13,875,890, which includes accumulated amortization of \$580,300.

In December 2020, the Commission entered into a lease agreement at an interest rate of 4.75%. The lease term (Douglas) is 12 years with base monthly payments ranging from \$2,051 to \$5,680 per month beginning on December 1, 2020. As of December 31, 2021, the lease liability outstanding and net leased asset value is \$495,921, which includes accumulated amortization of \$21,233.

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

	Principal	Interest	Total
2022	\$512,766	\$1,139,386	1,652,152
2023	601,079	1,104,258	1,705,337
2024	692,595	1,063,270	1,755,865
2025	791,811	1,016,021	1,807,832
2026	899,399	961,979	1,861,378
2027-2031	5,440,478	3,865,311	9,305,789
2032-2036	7,303,683	1,733,737	9,037,420
2037	1,070,318	25,119	1,095,434
	<u>\$17,312,129</u>	<u>\$10,909,081</u>	<u>\$28,221,207</u>

**F. Long-term obligations**

**Changes in long-term liabilities:**

Long-term obligations activity for the year ended December 31, 2021 was as follows:

Obligations	Beginning Balance	<u>Additions</u>	<u>Reductions</u>	Ending Balance	Due within <u>One Year</u>
Compensated Absences	\$1,732,044	\$1,170,159	\$972,060	\$1,930,143	\$1,054,630
Lease Liability	17,740,428	-	428,301	17,312,127	512,766
	<u>\$19,472,472</u>	<u>\$1,170,159</u>	<u>\$1,400,361</u>	<u>\$19,242,270</u>	<u>\$1,567,396</u>

Compensated absences and pension and OPEB liabilities are liquidated by the General Fund.

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**IV. Other information**

**A. Risk management**

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

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

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

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

When applicable, the basis for estimating the liabilities for claims is an incurred but not reported calculation as established by an actuary. The ARC is not aware of any claims that the ARC is liable for the deductible amount, that were outstanding and unpaid as of December 31, 2021. Provisions of \$112,000 have been made in the financial statements of the Commission for the year ended December 31, 2021, for any estimate of potential unpaid claims.

Additionally, the Commission provides health, dental and pharmaceutical coverage to its employees and their dependents.

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

**Basis for Estimating the Reserve for Unemployment Compensation**

a) 1 percent of 2021 budgeted personnel cost	\$173,900
b) Total projected liability	-
c) The sum of a) plus b) above	<u>\$173,900</u>

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

**B. Regional Appropriations**

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

Georgia law stipulates a mandatory annual local funding formula, under which the ARC received the following amounts during 2021 from the local units of government:

Unit	Amount
City of Atlanta	\$ 317,612
Cherokee County	298,450
Clayton County	319,790
Cobb County	854,060
DeKalb County	814,616
Douglas County	163,700
Fayette County	133,340
Fulton County	862,242
Gwinnett County	1,037,430
Henry County	273,480
Rockdale County	108,480
Total	<u>\$5,183,200</u>

**C. Subgrantee match and matching costs**

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

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

Agency-wide central support services costs are recorded in the General Fund as indirect costs in the ARC's accounting system and recovered from the grantor agencies, through the special revenue and proprietary funds based upon a predetermined indirect cost rate. Indirect costs are defined by U.S. Office of Management and Budget Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) Subpart A, as costs "(a) incurred for a common or joint purpose benefiting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefited, without effort disproportionate to the results achieved." Recently, the U.S. Department of Commerce has been designated as the cognizant agency for the federal government with responsibility for negotiation, approval and audit of the Commission's agency-wide central support services cost allocation plan. Previously, the Commission has submitted its plan to Health and Human Services (HHS) annually for approval. Beginning with the cost allocation plan developed in 1983 for use in 1984, HHS notified the Commission that it need no longer submit its plans for approval by HHS. HHS only required that the Commission annually prepare and retain its plan for subsequent HHS review unless directed by HHS to submit the plan for approval. The Commission prepared and is retaining its plan for 2021. The plan established a fixed rate of 30.6 percent of direct salaries, wages and fringe benefits.

Departmental indirect costs for the departments Community Services and Livable Communities are

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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 2021. The plans established a fixed rate with carry-forward of 5.1 percent for the Community Services Department and 10.2 percent for Livable Communities. The indirect cost rates are applied to the labor base, made up of salaries, wages, and fringe benefits charged directly to benefiting cost centers.

Following the end of each year, to the extent that actual indirect costs and collections associated with them differ, an adjustment is made to future year rates. The Commission has a cumulative net indirect over-recovery of \$985,548 as of December 31, 2021. The over-recovery is included in the unearned revenue balance on the Statement of Net Position and the Governmental Funds Balance Sheet.

**E. Committed for Specific Fund Purposes**

*Committed for Unemployment Self-Insurance.* In 1985, the Commission established this commitment to provide for the direct reimbursement to the State of Georgia for unemployment compensation claims. See Note IV.A. for an explanation of the basis for establishing the amount of the designation. The 2021 target amount was \$173,900 (one percent of 2021 budgeted personnel costs).

Committed Fund Balance for Unemployment

	<u>2021</u>	<u>2020</u>
Balance - January 1	\$164,756	\$153,291
Claims processed against reserve	-	-
Increase (Decrease)	<u>9,144</u>	<u>11,465</u>
Balance - December 31	<u>\$173,900</u>	<u>\$164,756</u>

**F. Contingencies**

Use of federal, state, and locally administered federal and other grant funds is subject to review and audit by the grantor agencies. Such audits could lead to requests for reimbursement to the grantor agency for expenditures disallowed under terms of the grant. To the extent that such disallowances involve expenditures under subcontracted arrangements, the ARC generally has the right of recovery from such third parties. Some of these third parties are state or local governmental subrecipients or non-profit subrecipients which are covered by the audit provisions of U.S. Office of Management and Budget Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). The Uniform Guidance requires subrecipients to have made periodic independent audits of their operations. The Uniform Guidance requires the ARC to obtain copies of such audits and permits the ARC to rely on such audits if they meet the requirements of the applicable Uniform Guidance. Many of these subrecipients' audits for or including the year ended December 31, 2021 have not yet been performed. Accordingly, the ARC's compliance with the Uniform Guidance requirement will be established at some future date. The amount, if any, of subrecipient expenditures which may be disallowed by the ARC after reviewing these subrecipients' audits cannot be determined at this time although the ARC expects such amounts, if any, to be immaterial. Based upon prior experience and audit results, management believes that the ARC will not incur significant losses on possible grant disallowances.

In March 2020, the World Health Organization categorized COVID-19 as a pandemic and the President of the United States declared a national emergency. Through December 31, 2021, the COVID-19 pandemic had a limited financial impact on the Commission. Should the COVID-19 pandemic continue for a prolonged period or impact the areas the Commission serves more significantly than it has to date, the Commission's business, operations, financial condition and cash flows could be impacted in more significant ways.

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

The Atlanta Regional Commission, by resolution, adopted the ACCG 401(a), a defined contribution retirement plan, administered by Association County Commissioners of Georgia. 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 Plan provisions and contribution rates may also be amended by resolution. Employees hired prior to January 1, 2021, the Commission provides a 50% match to employee contributions for up to 3% of salaries. Employees hired after or on January 1, 2021, the Commission provides a 100% match to employee contributions to the 457(b) eligible deferred compensation plan for up to 4.5% of salaries. For the year ended December 31, 2021, the Commission's contribution to the Plan was \$232,202 and employee contributions were \$1,161,826.

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

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

*Plan description.* In addition to the pension benefits described in Note IV.I., the Commission provides post-employment health care benefits. Beginning in 2021, ARC's OPEB plan is administered through the Association County Commissioners of Georgia Defined Benefit Plan (the "ACCG Plan"), an agent multiple employer pension plan administered by Association of County Commissioners of Georgia ("ACCG"). These benefits are provided through a single employer, defined benefit plan which was established under the authority of, and may be amended by the ARC Board. Substantially all of the Commission's employees may become eligible for those benefits if they reach normal retirement age while working for the Commission (or reach early retirement age with at least 25 years of service). Those and similar benefits for active employees are to be provided through an insurance company whose premiums will be based on the benefits paid during the year.

Effective January 1, 1988, the Commission began pre-funding those post-employment benefits by accruing the actuarially determined estimated cost of such benefits in the OPEB Trust Fund to the extent permitted under the Internal Revenue Code. The insurance premiums for eligible retirees will be paid by the OPEB Trust Fund. The most recent actuarial valuation of these benefits was as of January 1, 2020. Significant actuarial assumptions used in the valuation include (a) a rate of return on the investment of present and future assets of 7 percent per year, compounded annually, (b) projected salary increases of 3.00 percent per year, compounded annually, and (c) the monthly health and dental insurance premium paid by the plan on behalf of single retirees under age 65 is assumed to be \$667.44 per month and the premium paid on behalf of married retirees under age 65 is assumed to be either \$1,334.88 per month (for current retirees and those future retirees who have earned at least 20 years of service as of January 1, 2004), \$667.44 per month (for those future retirees who have earned at least 12 years of service as of January 1, 2004), or \$667.44 otherwise.

At age 65 and older, the premiums are assumed to be \$250.84 for single retirees and \$501.68 for married retirees. All premiums are assumed to increase at the rate of 7% per year after 2021.

*Funding Policy.* The policy regarding the amount of contributions to the plan is established, and may be amended, by the ARC Board. The ARC Board establishes rates based on an actuarially determined rate. Contributions for the year ended December 31, 2021 were based upon actuarial calculations made from the January 1, 2020 census data. The actuarially determined contribution for 2021 was \$225,179.

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

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

*Actuarial Assumptions.*

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

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

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

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

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

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

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*Changes in the Net OPEB Liability*

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

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

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

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

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

*OPEB plan fiduciary net position.* Detailed information about the OPEB plan's fiduciary net position for 2020 is available in the separately issued report. The plan's fiduciary net position has been determined on the same basis as that used by the plan. The ARC issued a publicly available financial report that included

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

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

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

*OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB.* For the year ended December 31, 2021, the ARC recognized OPEB expense of \$168,172. At December 31, 2021, the ARC reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

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

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

Year ended December 31	
2022	(\$487,214)
2023	(\$312,976)
2024	(\$535,040)
2025	(\$269,634)
2026	(\$117,157)
Thereafter	(\$170,055)

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

**Defined benefit plan**

*Plan description.* The ARC maintains, Atlanta Regional Commission Plan, contributory, defined benefit retirement plan (the Plan) covering substantially all employees. Beginning in 2021, ARC’s pension plan is administered through the Association County Commissioners of Georgia Defined Benefit Plan (the “ACCG Plan”), an agent multiple employer pension plan administered by Association of County Commissioners of Georgia (“ACCG”). The Plan provides retirement, disability, and death benefits to plan members and beneficiaries. The ACCG, in its role as the Plan sponsor, has the sole authority to establish and amend the benefit provisions and the contribution rates of ARC related to the Plan, as provided in Section 19.03 of the ACCG Plan document. ARC has the authority to amend the adoption agreement, which defines the specific benefit provisions of the Plan, as provided in Section 19.02 of the ACCG Plan document. The ARC Board of Directors retains this authority. The ACCG Plan issues a publicly available financial report that includes financial statements and required supplementary information for the pension trust. That report may be obtained at [www.accg.com](http://www.accg.com) or by writing to Association County Commissioners of Georgia, Retirement Services, 191 Peachtree Street, NE, Atlanta, Georgia 30303 or by calling (800) 736-7166. 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.

For the plan year ended December 31, 2021, total plan year payroll for the employees covered by the Plan was \$16,477,997.

As of January 1, 2021, Plan membership consisted of:

(a) Active plan participants	204
(b) Terminated employees entitled to deferred benefits but not yet receiving them	106
(c) Retirees and beneficiaries receiving benefits	<u>55</u>
Total Participants	<u>365</u>

This compares with the number of plan participants at January 1, 2020, as follows:

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

*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. Prior to January 1, 2021, 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. Starting January 1, 2021, the employee is entitled to a lifetime pension equal to 1.25 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.

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After retirement, the lifetime pension is indexed to reflect changes in the Consumer Price Index. An employee vests at the rate of 10 percent per year for the first four years. In each subsequent year, the employee vests at the rate of 20 percent per year to a maximum of 100 percent after seven years. The vesting schedule is extended to a seven-year cliff schedule for participants hired after December 31, 2007.

*Contributions.* Entry age normal actuarial cost method is used to establish the actuarial position of the plan and to determine an appropriate level of contributions for all benefits except 401(h) medical accounts. Employer contributions represented 17.63% of the current year covered payroll. Employees are required to contribute 5% of gross wages. Total employer and employee contributions to the general pension plan for the fiscal year ended December 31, 2021 were \$2,905,711 and \$883,361, respectively.

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

*Actuarial Assumptions.*

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

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

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

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

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

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NOTES TO FINANCIAL STATEMENTS  
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*Changes in the Net Pension Liability*

	<u>Increase (Decrease)</u>		
	<u>Total Pension Liability</u>	<u>Fiduciary Net Position</u>	<u>Net Pension Liability</u>
Balance at 12/31/19	\$68,003,395	\$60,416,214	\$7,587,181
Changes due to:			
Service cost	2,838,532	-	2,838,532
Interest	3,994,719	-	3,994,719
Difference between expected and actual experience	707,511	-	707,511
Employer contributions	-	3,317,488	(3,317,488)
Employee contributions	-	816,392	(816,392)
Net investment income	-	7,853,683	(7,853,683)
Benefit payments & refunds	(2,849,500)	(2,849,500)	-
Administrative expenses/Other	-	(83,715)	83,715
Changes in benefit terms	-	-	-
Assumption changes	(271,358)	-	(271,358)
Balance at 12/31/20	<u>\$72,423,299</u>	<u>\$69,470,562</u>	<u>\$2,952,737</u>

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

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

*Pension plan fiduciary net position.* Detailed information about the pension plan's fiduciary net position for 2020 is available in the separately issued report. The plan's fiduciary net position has been determined on the same basis as that used by the plan. The ARC issued a publicly available financial report that included the applicable financial statements and required supplementary information. This report can be obtained from the Atlanta Regional Commission at the following address:

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

*Summary of significant accounting policies – basis of accounting and valuation of investments.* The ARC financial statements are prepared using the accrual basis of accounting. The ARC's contributions are recognized in the period in which the contributions are due and a formal commitment to provide the contributions has been made. Investment income is recognized as earned by the General Plan. The net appreciation (depreciation) in the fair value of investments held by the General Plan is recorded as an increase (decrease) to investment income based on the valuation of investments as of the date of the

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NOTES TO FINANCIAL STATEMENTS  
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statement of net position. Expenses are recorded when the corresponding liabilities are incurred, regardless of when payment is made. All plan investments are reported at fair value. Securities traded on a national exchange are valued at the last reported sales price on the ARC’s balance sheet date. Securities without an established market are reported at estimated fair value.

*Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions.* For the year ended December 31, 2021, the ARC recognized pension expense of \$1,478,811. At December 31, 2021, the ARC reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	<u>Deferred Outflows Of Resources</u>	<u>Deferred Inflows Of Resources</u>
Net difference between projected & actual earnings on pension plan investment	\$0	\$5,903,504
Differences between expected & actual experiences	3,311,943	2,080,626
Assumption changes	6,143,771	1,630,585
Contributions made after the measurement date	2,905,711	
Total	<u>\$12,361,425</u>	<u>\$9,614,715</u>

The Commission’s contributions subsequent to the measurement date of \$2,905,711 are reported as deferred outflows of resources and will be recognized as reduction of the net pension liability in the year ending December 31, 2022. The other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year ended December 31	
2022	\$ (777,444)
2023	91,239
2024	(884,695)
2025	443,534
2026	634,567
Thereafter	333,798

**J. Restatement**

Beginning in 2021, ARC’s pension and OPEB plan is administered through the Association County Commissioners of Georgia Defined Benefit Plan (the “ACCG Plan”). Due to this change, the measurement date for the total pension liability, total OPEB liability, and the related deferred inflows and outflows of resources was revised to be one year prior to ARC’s fiscal year end.

The effect of this restatement to Governmental Activities beginning net position is as follows:

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NOTES TO FINANCIAL STATEMENTS  
December 31, 2021

	Governmental Activities
Beginning Net Position before Restatement	\$8,238,831
Restatement – Net Pension Liability and related deferrals	1,401,487
Restatement - Net OPEB Liability and related deferrals	<u>168,172</u>
Beginning Net Position after Restatement	<u><u>\$9,808,490</u></u>

The effect of this change to previously reported changes in net position has not been determined.

**Atlanta Regional Commission  
Required Supplementary Information**

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

	2021	2020	2019	2018	2017	2016	2015
<b>Total Pension Liability</b>							
Service cost	\$ 2,838,532	\$ 2,376,853	\$ 2,539,447	\$ 2,140,284	\$ 2,309,795	\$ 2,142,577	\$ 1,968,114
Interest	3,994,719	3,822,029	3,587,607	3,486,631	3,154,070	2,923,933	2,785,920
Changes of benefit terms	-	-	-	-	40,394	151,716	-
Differences between expected and actual experience	707,511	(1,725,522)	219,229	(2,004,676)	4,498,442	(286,874)	-
Change of assumptions	(271,358)	7,131,747	2,211,747	-	(2,428,875)	-	-
Benefit payments, including refunds of employee contributions	(2,849,500)	(2,802,439)	(2,592,815)	(2,426,180)	(2,350,942)	(1,781,615)	(2,492,409)
<b>Net Change in Total Pension Liability</b>	4,419,904	8,802,668	5,965,215	1,196,059	5,222,884	3,149,737	2,261,625
<b>Total Pension Liability – Beginning</b>	68,003,395	59,200,727	53,235,512	52,039,453	46,816,569	43,666,832	41,405,207
<b>Total Pension Liability – Ending (a)</b>	<b>\$72,423,299</b>	<b>\$68,003,395</b>	<b>\$59,200,727</b>	<b>\$53,235,512</b>	<b>\$52,039,453</b>	<b>\$46,816,569</b>	<b>\$43,666,832</b>
<b>Plan Fiduciary Net Position</b>							
Contributions – employer	\$ 3,317,488	\$ 3,171,012	\$ 1,588,128	\$ 1,886,796	\$ 3,023,959	\$ 2,472,050	\$ 1,443,396
Contributions – employees	816,392	777,706	736,646	687,675	641,440	687,622	355,776
Net investment income	7,853,683	10,045,268	(2,391,401)	7,295,716	3,700,025	(472,566)	1,689,420
Benefit payments, including refunds of employee contributions	(2,849,500)	(2,802,439)	(2,592,815)	(2,426,180)	(2,350,942)	(1,781,615)	(1,354,931)
Administrative expense	(83,715)	(85,433)	(44,913)	(40,825)	(51,678)	(14,387)	(26,175)
<b>Net Changes in Plan Fiduciary Net Position</b>	<b>\$ 9,054,348</b>	<b>\$11,106,114</b>	<b>\$ (2,704,355)</b>	<b>\$ 7,403,182</b>	<b>\$ 4,962,804</b>	<b>\$ 891,104</b>	<b>\$ 2,107,486</b>
<b>Plan Fiduciary Net Position – Beginning</b>	60,416,214	49,310,100	52,014,455	44,611,273	39,648,469	38,757,365	36,649,879
<b>Plan Fiduciary Net Position – Ending (b)</b>	<b>\$69,470,562</b>	<b>\$60,416,214</b>	<b>\$49,310,100</b>	<b>\$52,014,455</b>	<b>\$44,611,273</b>	<b>\$39,648,469</b>	<b>\$38,757,365</b>
<b>Net Pension Liability – Ending (a)–(b)</b>	<b>\$ 2,952,737</b>	<b>\$ 7,587,181</b>	<b>\$ 9,890,627</b>	<b>\$ 1,221,057</b>	<b>\$ 7,428,180</b>	<b>\$ 7,168,100</b>	<b>\$ 4,909,467</b>
<b>Plan Fiduciary Net Position as a percentage of the Total Pension Liability</b>	95.92%	88.84%	83.29%	97.71%	85.73%	84.69%	88.76%
<b>Covered payroll</b>	\$14,912,234	\$14,163,265	\$13,515,977	\$11,970,540	\$12,964,900	\$11,114,204	\$10,204,932
<b>Net Pension Liability as a percentage of Covered Payroll</b>	19.80%	53.57%	73.18%	10.20%	57.29%	64.49%	48.11%

Notes to schedule:

During 2021, the measurement date was changed to be one year behind the fiscal year.

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

**Atlanta Regional Commission  
Required Supplementary Information**

**Schedule of Pension Contributions**

	2021	2020	2019	2018	2017	2016	2015	2014
Actuarially determined contribution	\$ 2,905,711	\$ 3,317,488	\$ 3,171,010	\$ 1,588,128	\$ 1,886,796	\$ 3,023,959	\$ 2,472,050	\$ 1,443,396
Contributions in relation to the actuarially determined contribution	2,905,711	3,317,488	3,171,012	1,588,128	1,886,796	3,023,959	2,472,050	1,443,396
Contribution deficiency (excess)	\$ -	\$ -	\$ (2)	\$ -	\$ -	\$ -	\$ -	\$ -
Covered payroll	\$16,477,997	\$14,912,234	\$14,163,265	\$ 13,515,977	\$11,970,540	\$12,964,900	\$11,114,204	\$ 10,204,932
Contributions as a percentage of covered payroll	17.63%	22.25%	22.39%	11.75%	15.76%	23.32%	22.24%	14.14%

**Notes to Schedule:**

Valuation Date: January 1, 2020

Methods and assumptions to determine contribution rates:

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

2014 is the first year that data has been measured in accordance with GASB Statement 68.  
Schedule is intended to display ten years of data. Additional years data will be added as it becomes available.

**Atlanta Regional Commission  
Required Supplementary Information**

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

	2021	2020	2019	2018
<b>Total OPEB Liability</b>				
Service cost	\$ 816,835	\$ 402,193	\$ 387,059	\$ 442,954
Interest	500,982	472,810	501,952	429,429
Changes of benefit terms	-	-	-	-
Differences between expected and actual experience	-	(480,083)	-	-
Change of assumptions	(148,671)	414,433	(859,870)	-
Benefit payments, including refunds of employee contributions	(224,453)	(212,886)	(408,815)	(380,543)
<b>Net Change in Total OPEB Liability</b>	944,693	596,467	(379,674)	491,840
<b>Total OPEB Liability – Beginning</b>	12,794,229	12,197,762	12,577,436	12,085,596
<b>Total OPEB Liability – Ending (a)</b>	<u>\$ 13,738,922</u>	<u>\$ 12,794,229</u>	<u>\$ 12,197,762</u>	<u>\$ 12,577,436</u>
<b>Plan Fiduciary Net Position</b>				
Contributions – employer	\$ -	\$ -	\$ -	\$ -
Contributions – employees	-	-	-	-
Net investment income (expense)	1,440,173	1,904,587	(474,250)	1,473,401
Benefit payments, including refunds of employee contributions	(224,453)	(212,886)	(212,986)	(214,561)
Administrative expense	(15,350)	(16,199)	(8,908)	(8,244)
Other	-	-	-	-
<b>Net Changes in Plan Fiduciary Net Position</b>	<u>\$ 1,200,370</u>	<u>\$ 1,675,502</u>	<u>\$ (696,144)</u>	<u>\$ 1,250,596</u>
<b>Plan Fiduciary Net Position – Beginning</b>	11,414,496	9,738,994	10,435,138	9,184,542
<b>Plan Fiduciary Net Position – Ending (b)</b>	<u>\$ 12,614,866</u>	<u>\$ 11,414,496</u>	<u>\$ 9,738,994</u>	<u>\$ 10,435,138</u>
<b>Net OPEB Liability – Ending (a)–(b)</b>	<u>\$ 1,124,056</u>	<u>\$ 1,379,733</u>	<u>\$ 2,458,768</u>	<u>\$ 2,142,298</u>
<b>Plan Fiduciary Net Position as a percentage of the Total OPEB Liability</b>	91.82%	89.22%	79.84%	82.97%
<b>Covered payroll</b>	\$ 14,912,234	\$ 14,163,265	\$ 13,515,977	\$ 11,970,540
<b>Net OPEB Liability as a percentage of Covered Payroll</b>	7.54%	9.74%	18.19%	17.90%

Notes to schedule:

During 2021, the measurement date was changed to be one year behind the fiscal year.

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

**Atlanta Regional Commission  
Required Supplementary Information**

**Schedule of OPEB Contributions**

	2021	2020	2019	2018	2017
Actuarially determined contribution	\$ 225,179	\$ -	\$ -	\$ -	\$ -
Contributions in relation to the actuarially determined contribution	-	-	-	-	-
Contribution deficiency (excess)	\$ 225,179	\$ -	\$ -	\$ -	\$ -
Covered payroll	\$ 16,477,997	\$ 14,912,234	\$ 14,163,265	\$ 13,515,977	\$ 11,970,540
Contributions as a percentage of covered payroll	0.00%	0.00%	0.00%	0.00%	0.00%

**Notes to Schedule:**

Valuation Date: December 31, 2020

Methods and assumptions to determine contribution rates:

Actuarial cost method Individual Entry Age

Remaining amortization period 15 Years

Asset valuation method Market Value

Salary increases 3.00%

Investment rate of return 6.00%

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

**The Atlanta Regional Commission  
Nonmajor Governmental Funds  
Year Ended December 31, 2021**

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

**Atlanta Regional Commission  
Combining Balance Sheet  
Nonmajor Governmental Funds  
For the Year Ended December 31, 2021**

	<b>Natural Resources</b>	<b>Research &amp; Analytics</b>	<b>Government Services</b>	<b>Homeland Security &amp; Recovery</b>	<b>Total Nonmajor Governmental Funds</b>
<b>ASSETS</b>					
Receivables from grantors	\$ 522,474	\$ 175,266	\$ -	\$ 1,138,635	\$ 1,836,375
Prepaid items	-	-	-	-	-
Due from other funds	882,301	237,480	23,894	-	1,143,675
Total assets	\$ 1,404,775	\$ 412,746	\$ 23,894	\$ 1,138,635	\$ 2,980,050
<b>LIABILITIES AND FUND BALANCES</b>					
Liabilities:					
Accounts payable	\$ 619,746	\$ 169,408	\$ -	\$ 86,178	\$ 875,332
Due to other funds	-	-	-	1,052,457	1,052,457
Unearned revenue	785,029	243,338	23,894	-	1,052,261
Total liabilities	1,404,775	412,746	23,894	1,138,635	2,980,050
<b>DEFERRED INFLOWS OF RESOURCES</b>					
Unavailable revenue - property taxes	-	-	-	-	-
Fund balances:					
Nonspendable:					
Prepays	-	-	-	-	-
Unassigned	-	-	-	-	-
Total fund balances	-	-	-	-	-
Total liabilities and fund balances	\$ 1,404,775	\$ 412,746	\$ 23,894	\$ 1,138,635	\$ 2,980,050

**Atlanta Regional Commission  
Statement of Revenues, Expenditures,  
and Changes in Fund Balances  
Nonmajor Governmental Funds  
For the Year Ended December 31, 2021**

	<u>Natural Resources</u>	<u>Research &amp; Analytics</u>	<u>Homeland Security &amp; Recovery</u>	<u>Total Nonmajor Governmental Funds</u>
<b>REVENUES</b>				
From grantor agencies	\$ 3,861,166	\$ 998,977	\$ 3,874,544	\$ 8,734,687
Total revenues	<u>3,861,166</u>	<u>998,977</u>	<u>3,874,544</u>	<u>8,734,687</u>
<b>EXPENDITURES</b>				
Current				
Community Development	-	1,228,052	-	1,228,052
Natural Resources	4,639,360	-	-	4,639,360
Research & Analytics	-	299,834	-	299,834
Homeland Security & Recovery	-	-	3,835,073	3,835,073
Debt service				
Principal, interest and fees	75,354	-	50,268	125,622
Total expenditures	<u>4,714,714</u>	<u>1,527,886</u>	<u>3,885,341</u>	<u>10,127,941</u>
Excess (deficit) of revenues over (under) expenditures	<u>(853,548)</u>	<u>(528,909)</u>	<u>(10,797)</u>	<u>(1,393,254)</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	853,548	528,909	10,797	1,393,254
Total other financing sources (uses)	<u>853,548</u>	<u>528,909</u>	<u>10,797</u>	<u>1,393,254</u>
Net change in fund balances	-	-	-	-
Fund balances-beginning	-	-	-	-
Fund balances-ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Atlanta Regional Commission  
Natural Resources  
Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2021**

	<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	\$ 4,318,303	\$ 4,609,103	\$ 3,861,166	\$ (747,937)
Total revenues	<u>4,318,303</u>	<u>4,609,103</u>	<u>3,861,166</u>	<u>(747,937)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	871,055	880,676	845,433	35,243
Fringe benefits	492,021	462,167	449,166	13,001
Travel	23,950	20,850	13,298	7,552
Equipment	5,000	-	4,390	(4,390)
Supplies	4,250	4,250	229	4,021
Contractual	2,859,246	3,170,577	2,596,090	574,487
Indirect costs	556,141	547,887	528,194	19,693
Other expenditures	462,187	465,307	277,914	187,393
Total expenditures	<u>5,273,850</u>	<u>5,551,714</u>	<u>4,714,714</u>	<u>837,000</u>
Excess (deficit) of revenues over (under) expenditures	<u>(955,547)</u>	<u>(942,611)</u>	<u>(853,548)</u>	<u>89,063</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	955,547	942,611	853,548	(89,063)
Total other financing sources (uses)	<u>955,547</u>	<u>942,611</u>	<u>853,548</u>	<u>(89,063)</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

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

**Atlanta Regional Commission  
Research & Analytics  
Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2021**

	<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	\$ 1,573,880	\$ 1,652,233	\$ 998,977	\$ (653,256)
Total revenues	<u>1,573,880</u>	<u>1,652,233</u>	<u>998,977</u>	<u>(653,256)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	510,765	530,325	473,972	56,353
Fringe benefits	290,710	266,708	236,825	29,883
Travel	32,300	42,180	15,182	26,998
Supplies	1,200	1,200	11	1,189
Contractual	310,000	802,000	459,106	342,894
Subgrantee matching costs	380,000	-	-	-
Indirect costs	327,013	325,203	290,005	35,198
Other expenditures	229,464	208,740	52,785	155,955
Total expenditures	<u>2,081,452</u>	<u>2,176,356</u>	<u>1,527,886</u>	<u>648,470</u>
Excess (deficit) of revenues over (under) expenditures	<u>(507,572)</u>	<u>(524,123)</u>	<u>(528,909)</u>	<u>(4,786)</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	507,572	524,123	528,909	4,786
Total other financing sources (uses)	<u>507,572</u>	<u>524,123</u>	<u>528,909</u>	<u>4,786</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			<u>-</u>	
Fund balances-ending			<u>\$ -</u>	

**Atlanta Regional Commission  
Homeland Security & Recovery  
Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual  
For the Year Ended December 31, 2021**

	<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	\$ 8,095,643	\$ 4,536,115	\$ 3,874,544	\$ (661,571)
Total revenues	<u>8,095,643</u>	<u>4,536,115</u>	<u>3,874,544</u>	<u>(661,571)</u>
<b>EXPENDITURES</b>				
Current				
Personnel	536,185	331,836	348,465	(16,629)
Fringe benefits	305,017	183,179	192,353	(9,174)
Travel	16,000	14,206	12,246	1,960
Supplies	15,000	4,898	5,106	(208)
Contractual	6,357,970	3,712,773	3,023,857	688,916
Indirect costs	300,323	183,874	193,072	(9,198)
Other expenditures	574,148	113,439	110,242	3,197
Total expenditures	<u>8,107,643</u>	<u>4,544,205</u>	<u>3,885,341</u>	<u>658,864</u>
Excess (deficit) of revenues over (under) expenditures	<u>(12,000)</u>	<u>(8,090)</u>	<u>(10,797)</u>	<u>(2,707)</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	12,000	8,090	10,797	2,707
Transfers out	-	-	-	-
Total other financing sources (uses)	<u>12,000</u>	<u>8,090</u>	<u>10,797</u>	<u>2,707</u>
Net change in fund balances	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
Fund balances-beginning			-	
Fund balances-ending			<u>\$ -</u>	

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**The Atlanta Regional Commission  
Non-Major Enterprise Funds  
Year Ended December 31, 2021**

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

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

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

**Atlanta Regional Commission  
Combining Statement of Net Position  
Non Major Enterprise Funds  
December 31, 2021**

	<u>Aging Programs</u>	<u>State of the Region</u>	<u>Regional Leadership Institute &amp; Memberships</u>	<u>LINK Program</u>	<u>Total</u>
<b>ASSETS</b>					
Due from other funds	\$ 120	\$ 33,836	\$ 5,935	\$ 41,327	\$ 81,218
Total assets	<u>120</u>	<u>33,836</u>	<u>5,935</u>	<u>41,327</u>	<u>81,218</u>
<b>LIABILITIES</b>					
Current liabilities					
Accounts payable and accrued expenses	120	32,306	2,413	41,327	76,166
Unearned revenue	-	1,530	-	-	1,530
Due to other funds	-	-	-	-	-
Other liabilities and customer deposits	-	-	3,522	-	3,522
Total current liabilities	<u>120</u>	<u>33,836</u>	<u>5,935</u>	<u>41,327</u>	<u>81,218</u>
Total liabilities	<u>120</u>	<u>33,836</u>	<u>5,935</u>	<u>41,327</u>	<u>81,218</u>
<b>NET POSITION</b>					
Unrestricted (deficit)	-	-	-	-	-
Total net position	<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, 2021**

	<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	\$ 322,155	\$ -	\$ 208,860	\$ 132,195
Total revenues	<u>322,155</u>	<u>-</u>	<u>208,860</u>	<u>132,195</u>
<b>OPERATING EXPENSES</b>				
Personnel	111,344	72,688	122,670	-
Fringe benefits	30,446	40,124	55,515	-
Travel	-	-	8	2,718
Contractual	69,029	-	17,594	46,704
Indirect costs	50,383	46,028	54,524	-
Other operating expenses	3,626	8,871	100,311	179,498
Total expenses	<u>264,828</u>	<u>167,711</u>	<u>350,622</u>	<u>228,920</u>
Operating Income (Loss)	<u>57,327</u>	<u>(167,711)</u>	<u>(141,762)</u>	<u>(96,725)</u>
<b>NONOPERATING REVENUE(EXPENSES)</b>				
Transfers in	89,134	167,711	157,900	96,725
Transfers out	(146,461)	-	(16,138)	-
Total transfers	<u>(57,327)</u>	<u>167,711</u>	<u>141,762</u>	<u>96,725</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>
\$ 11,493	\$ 458,337	\$ 46,812	\$ 1,179,852
<u>11,493</u>	<u>458,337</u>	<u>46,812</u>	<u>1,179,852</u>
-	-	35,253	341,955
-	-	19,461	145,546
-	4,978	-	7,704
7,050	1,100	-	141,477
-	-	16,850	167,785
<u>2,250</u>	<u>312,258</u>	<u>-</u>	<u>606,814</u>
<u>9,300</u>	<u>318,336</u>	<u>71,564</u>	<u>1,411,281</u>
<u>2,193</u>	<u>140,001</u>	<u>(24,752)</u>	<u>(231,429)</u>
-	2,788	40,093	554,351
<u>(2,193)</u>	<u>(142,789)</u>	<u>(15,341)</u>	<u>(322,922)</u>
<u>(2,193)</u>	<u>(140,001)</u>	<u>24,752</u>	<u>231,429</u>
-	-	-	-
-	-	-	-
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Atlanta Regional Commission  
Combining Statement of Cash Flows  
Non Major Enterprise Funds  
For the Year Ended December 31, 2021**

	<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	\$ 322,155	\$ -	\$ 210,390
Payments to suppliers	(69,029)	-	(17,594)
Payments to employees	(141,790)	(112,812)	(178,193)
Payments for interfund services used	(50,383)	(46,028)	(54,524)
Other payments	(3,626)	(8,871)	(101,841)
Net cash provided (used) by operating activities	57,327	(167,711)	(141,762)
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>			
Transfer from other funds	89,134	167,711	157,900
Transfer to other funds	(146,461)	-	(16,138)
Net cash provided (used) by noncapital financing activities	(57,327)	167,711	141,762
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)	\$ 57,327	\$ (167,711)	\$ (141,762)
Change in assets and liabilities:			
(Increase) decrease in due from other funds	(162,330)	1,633	(23,719)
(Increase) decrease in unearned revenue	-	-	1,530
Increase (decrease) in accounts and other payables	\$848	-	(14,769)
Increase (decrease) in due to other funds	161,482	(1,633)	36,958
Net cash provided (used) by operating activities	\$ 57,327	\$ (167,711)	\$ (141,762)

<b>Regional Leadership Institute &amp; Memberships</b>	<b>Arts &amp; Culture</b>	<b>LINK Program</b>	<b>Miscellaneous Programs</b>	<b>Total</b>
\$ 132,195	\$ 11,493	\$458,337	\$ 46,812	\$ 1,181,382
(46,704)	(7,050)	(1,100)	-	(141,477)
(2,718)	-	(4,978)	(54,714)	(495,205)
-	-	-	(16,850)	(167,785)
<u>(179,498)</u>	<u>(2,250)</u>	<u>(312,258)</u>	<u>-</u>	<u>(608,344)</u>
<u>(96,725)</u>	<u>2,193</u>	<u>140,001</u>	<u>(24,752)</u>	<u>(231,429)</u>
96,725	-	2,788	40,093	554,351
-	(2,193)	(142,789)	(15,341)	(322,922)
<u>96,725</u>	<u>(2,193)</u>	<u>(140,001)</u>	<u>24,752</u>	<u>231,429</u>
-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
\$ (96,725)	\$ 2,193	\$ 140,001	\$ (24,752)	\$ (231,429)
(57,383)	842	(40,411)	17,467	(263,901)
(15,000)	(5,000)	(126,000)	-	(144,470)
2,413	(1,000)	33,503	-	20,995
69,970	5,158	132,908	(17,467)	387,376
<u>\$ (96,725)</u>	<u>\$ 2,193</u>	<u>\$ 140,001</u>	<u>\$ (24,752)</u>	<u>\$ (231,429)</u>

**The Atlanta Regional Commission  
Fiduciary Funds  
Year Ended December 31, 2021**

**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, 2021**

	<b>Pension Trust Fund</b>	<b>OPEB Trust Fund</b>	<b>Total Pension Trust Fund and OPEB Trust Fund</b>
<b>ASSETS</b>			
Cash and cash equivalents	\$ 20,352	\$ -	\$ 20,352
Total assets	20,352	-	20,352
<b>NET POSITION</b>			
Net position restricted for pension benefits	20,352	-	20,352
Net position restricted for OPEB	-	-	-
Total net position	\$ 20,352	\$ -	\$ 20,352

**Atlanta Regional Commission**  
**Combining Statement of Changes in Fiduciary Net Position**  
**Pension Trust Fund**  
**and OPEB Trust Fund**  
**For the Year Ended December 31, 2021**

	<u>Pension Trust Fund</u>	<u>OPEB Trust Fund</u>	<u>Total Pension Trust Fund and OPEB Trust Fund</u>
<b>ADDITIONS</b>			
Investment earnings:			
Net appreciation (depreciation) in fair value of investments	\$ 1,358,804	\$ 246,740	\$ 1,605,544
Interest and dividends	17,609	3,197	20,806
Total investment earnings	<u>1,376,413</u>	<u>249,937</u>	<u>1,626,350</u>
Total additions	<u>1,376,413</u>	<u>249,937</u>	<u>1,626,350</u>
<b>DEDUCTIONS</b>			
Transfer to ACCG	70,826,104	12,864,709	83,690,813
Administrative expenses	519	94	613
Total deductions	<u>70,826,623</u>	<u>12,864,803</u>	<u>83,691,426</u>
Net Increase (decrease) in Net Position	(69,450,210)	(12,614,866)	(82,065,076)
Net Position - Beginning of period	<u>69,470,562</u>	<u>12,614,866</u>	<u>82,085,428</u>
Net Position - End of period	<u>\$ 20,352</u>	<u>\$ -</u>	<u>\$ 20,352</u>

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This part of Atlanta Regional Commission’s Annual Comprehensive 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.	95
<b>Revenue Capacity</b>	
This schedule contains information to help the readers assess the Commission’s General Fund revenues from external sources.	102
<b>Demographic and Economic Information</b>	
These schedules offer demographic and economic indicators to help the reader assess the affordability of the Commissions current levels of debt outstanding.	103
<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.	114
<b>Debt Capacity</b>	
This schedule contains information to help the readers assess the Commission’s current levels of debt.	118

Except where noted, the information in these schedules is derived from the Atlanta Regional Commission’s annual comprehensive financial reports for the relevant year.

Atlanta Regional Commission  
Table 1

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

	2012	2013	2014 (a)	2015	2016	2017 (a)	2018	2019	2020 (a)	2021
<b>Governmental activities</b>										
Net investment in capital assets	\$ 326,133	\$ 352,295	\$ 244,369	\$ 378,567	\$ 188,798	\$ 2,097,268	\$ 1,689,500	\$ 1,214,664	\$ 1,142,348	\$ 982,502
Restricted	-	-	-	-	-	-	-	-	-	-
Unrestricted	6,218,701	6,822,796	2,796,042	3,295,620	6,460,217	2,319,924	2,423,807	4,207,082	9,808,490	10,550,516
<b>Total governmental activities net position</b>	<b>\$ 6,544,834</b>	<b>\$ 7,175,091</b>	<b>\$ 3,040,411</b>	<b>\$ 3,674,187</b>	<b>\$ 6,649,015</b>	<b>\$ 4,417,192</b>	<b>\$ 4,113,307</b>	<b>\$ 5,421,746</b>	<b>\$ 10,950,838</b>	<b>\$ 11,533,018</b>
<b>Business-type activities</b>										
Net investment in capital assets	-	-	-	-	-	-	-	-	-	-
Restricted	-	-	-	-	-	-	-	-	-	-
Unrestricted	-	-	-	-	-	-	-	-	-	-
<b>Total business-type activities net position</b>	<b>\$ -</b>	<b>\$ -</b>								
<b>Commission</b>										
Net investment in capital assets	\$ 326,133	\$ 352,295	\$ 244,369	\$ 378,567	\$ 188,798	\$ 2,097,268	\$ 1,689,500	\$ 1,214,664	\$ 1,142,348	\$ 982,502
Restricted	-	-	-	-	-	-	-	-	-	-
Unrestricted	6,218,701	6,822,796	2,796,042	3,295,620	6,460,217	2,319,924	2,423,807	4,207,082	9,808,490	10,550,516
<b>Total Commission net position</b>	<b>\$ 6,544,834</b>	<b>\$ 7,175,091</b>	<b>\$ 3,040,411</b>	<b>\$ 3,674,187</b>	<b>\$ 6,649,015</b>	<b>\$ 4,417,192</b>	<b>\$ 4,113,307</b>	<b>\$ 5,421,746</b>	<b>\$ 10,950,838</b>	<b>\$ 11,533,018</b>

(a) - as restated

**Atlanta Regional Commission  
Table II**

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

	2012	2013	2014 (a)	2015	2016	2017 (b)	2018	2019	2020	2021 (c)
<b>Expenses</b>										
Governmental activities:										
General government	\$ 7,313,958	\$ 23,221,402	\$ 8,852,799	\$ 408,341	\$ 807,305	\$ 1,384,319	\$ 816,371	\$ 369,002	\$ (58,887)	\$ (80,301)
Transportation Access & Mobility	5,314,942	9,515,139	7,727,112	5,958,353	8,412,767	11,467,059	9,660,286	13,557,216	9,846,848	11,036,575
Mobility Services	3,108,760	1,486,078	1,345,561	1,784,313	1,796,409	5,804,800	10,777,570	10,940,909	8,636,287	8,992,669
Community Development	2,816,244	2,401,616	3,408,180	8,715,983	5,920,111	3,455,257	4,074,074	4,206,770	5,683,478	5,417,960
Natural Resources	2,829,484	3,586,319	4,164,578	7,180,851	6,082,335	5,508,026	4,485,569	3,745,013	3,517,625	4,563,785
Research & Analytics	2,085,371	2,168,051	3,624,262	1,142,599	1,535,339	3,892,831	2,502,904	2,794,033	2,718,627	2,607,104
Workforce Solutions	11,483,015	10,770,978	10,569,900	11,129,353	11,478,215	12,588,661	14,977,314	15,616,590	10,434,354	10,042,271
Geographic information systems	40,340	151,250	-	-	-	-	-	-	-	-
Homeland Security & Recovery	-	-	-	5,110,447	3,413,690	3,204,965	3,735,794	3,192,576	5,792,499	3,806,499
Aging & Health	26,696,479	26,858,367	27,151,552	30,210,858	29,985,666	30,031,089	27,818,369	25,370,666	25,929,090	30,951,091
Governmental and human services	679,061	557,724	-	-	-	-	-	-	-	-
Interest & Fiscal Changes	-	-	-	-	-	-	-	-	-	-
Total governmental activities expenses	<u>62,367,654</u>	<u>80,716,924</u>	<u>66,843,944</u>	<u>71,641,098</u>	<u>69,431,837</u>	<u>77,337,007</u>	<u>78,848,251</u>	<u>80,978,026</u>	<u>73,595,995</u>	<u>78,502,514</u>
Business-type activities:										
Communications	\$ 131,791	\$ 123,968	\$ 153,824	\$ 158,864	\$ 157,626	\$ 162,433	\$ 217,681	\$ 241,578	\$ 260,858	\$ 411,405
Transportation Access & Mobility	3,868	-	5,547	-	-	-	-	16,964	22,255	-
Natural Resources	108,554	114,573	132,125	131,433	144,287	162,353	169,139	163,560	170,344	167,711
Research & Analytics	-	-	-	-	-	-	-	-	17,026	1,472
Aging & Health	135,976	195,202	255,724	149,486	83,434	32,209	5,818	24,715	155,740	264,824
Community Development	597,874	538,567	570,404	564,092	637,845	630,793	525,365	547,577	102,387	556,557
Total business-type activities expenses	<u>978,063</u>	<u>972,310</u>	<u>1,117,624</u>	<u>1,003,875</u>	<u>1,023,192</u>	<u>1,082,646</u>	<u>1,029,950</u>	<u>994,394</u>	<u>728,610</u>	<u>1,401,969</u>
Total primary government expenses	<u>\$ 63,345,717</u>	<u>\$ 81,689,234</u>	<u>\$ 67,961,568</u>	<u>\$ 72,644,973</u>	<u>\$ 70,455,029</u>	<u>\$ 78,419,653</u>	<u>\$ 79,878,201</u>	<u>\$ 81,972,420</u>	<u>\$ 74,324,605</u>	<u>\$ 79,904,483</u>
<b>Program Revenues</b>										
Governmental activities:										
Operating Grants and Contributions	\$ 58,994,526	\$ 77,311,498	\$ 62,955,053	\$ 68,022,983	\$ 65,261,750	\$ 72,973,915	\$ 73,331,472	\$ 76,813,623	\$ 71,601,660	\$ 75,271,527
Total governmental activities program revenues	<u>58,994,526</u>	<u>77,311,498</u>	<u>62,955,053</u>	<u>68,022,983</u>	<u>65,261,750</u>	<u>72,973,915</u>	<u>73,331,472</u>	<u>76,813,623</u>	<u>71,601,660</u>	<u>75,271,527</u>
Business-type activities:										
Charges for services:										
Communications	107,759	98,376	118,835	124,733	162,303	161,227	340,150	361,419	182,488	238,860
Transportation Access & Mobility	5,500	-	5,547	-	-	-	-	-	24,808	-
Mobility Services	-	-	-	-	-	99,092	73,223	-	-	-
Natural Resources	4,250	3,250	15,500	5,224	20,999	6,500	4,500	31,250	1,000	-
Research & Analytics	-	-	-	-	-	-	-	-	-	7,500
Aging & Health	169,087	177,691	170,805	172,647	88,526	203,885	75,076	132,446	143,974	322,155
Community Development	547,912	510,813	523,700	616,041	681,680	551,542	632,264	619,670	34,962	602,025
Total business-type activities program revenues	<u>834,508</u>	<u>790,130</u>	<u>834,387</u>	<u>918,645</u>	<u>953,508</u>	<u>1,022,246</u>	<u>1,125,213</u>	<u>1,144,785</u>	<u>387,232</u>	<u>1,170,540</u>
Total primary government revenues	<u>\$ 59,829,034</u>	<u>\$ 78,101,628</u>	<u>\$ 63,789,440</u>	<u>\$ 68,941,628</u>	<u>\$ 66,215,258</u>	<u>\$ 73,996,161</u>	<u>\$ 74,456,685</u>	<u>\$ 77,958,408</u>	<u>\$ 71,988,892</u>	<u>\$ 76,442,067</u>

	2012	2013	2014 (a)	2015	2016	2017 (b)	2018	2019	2020	2021 (c)
Net (expense)/revenue										
Governmental activities	\$ (3,373,128)	\$ (3,405,426)	\$ (3,888,891)	\$ (3,618,115)	\$ (4,170,087)	\$ (4,363,092)	\$ (5,516,779)	\$ (4,164,403)	\$ (1,994,334)	\$ (3,230,987)
business-type activities	(143,555)	(182,180)	(283,237)	(85,230)	(69,684)	(60,400)	95,263	150,391	(341,378)	(231,429)
Total primary government net expense	\$ (3,516,683)	\$ (3,587,606)	\$ (4,172,128)	\$ (3,703,345)	\$ (4,239,771)	\$ (4,423,492)	\$ (5,421,516)	\$ (4,014,012)	\$ (2,335,712)	\$ (3,462,416)
<b>General Revenues and Other Changes in Net Position</b>										
Governmental activities:										
General revenues:										
Regional Appropriations	\$ 4,164,300	\$ 4,201,500	\$ 4,241,600	\$ 4,294,300	\$ 4,354,600	\$ 4,863,980	\$ 4,950,110	\$ 5,033,490	\$ 5,113,240	\$ 5,183,200
Investment Earnings	21,419	15,576	12,848	16,242	24,317	42,715	29,453	76,981	39,557	3,744
Miscellaneous	1,089	787	95,249	26,579	2,835,682	124,227	138,068	211,980	-	-
Transfers	(143,555)	(182,180)	(283,237)	(85,230)	(69,684)	(60,400)	95,263	150,391	(341,378)	(231,429)
Total Government activities	4,043,253	4,035,683	4,066,460	4,251,891	7,144,915	4,970,522	5,212,894	5,472,842	4,811,419	4,955,515
Business-type activities:										
Transfers	143,555	182,180	283,237	85,230	69,684	60,400	(95,263)	(150,391)	341,378	231,429
Total business-type activities	143,555	182,180	283,237	85,230	69,684	60,400	(95,263)	(150,391)	341,378	231,429
Total primary government	\$ 4,186,808	\$ 4,217,863	\$ 4,349,697	\$ 4,337,121	\$ 7,214,599	\$ 5,030,922	\$ 5,117,631	\$ 5,322,451	\$ 5,152,797	\$ 5,186,944
<b>Change in Net Position</b>										
Governmental activities	\$ 670,125	\$ 630,257	\$ 177,569	\$ 633,776	\$ 2,974,828	\$ 607,430	-	1,308,439	2,817,085	1,724,528
Business-type activities	-	-	-	-	-	-	-	-	-	-
Total primary government	\$ 670,125	\$ 630,257	\$ 177,569	\$ 633,776	\$ 2,974,828	\$ 607,430	\$ (303,885)	\$ 1,308,439	\$ 2,817,085	\$ 1,724,528

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

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

(c) The effect of the change in the Pension and OPEB measurement date to previously reported changes in net position has not been determined.

Atlanta Regional Commission  
Table III

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

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>General fund</b>										
Reserved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nonspendable	86,415	110,216	7,070	273,163	220,469	92,152	1,145	1,176	48,376	47,876
Committed	105,368	109,229	120,480	131,969	139,285	136,662	141,911	153,291	164,756	173,900
Unassigned	6,874,336	7,685,646	8,184,722	8,858,932	11,924,300	10,432,806	12,090,432	13,286,601	14,308,921	14,821,038
Total general fund	\$ 7,066,119	\$ 7,905,091	\$ 8,312,272	\$ 9,264,064	\$ 12,284,054	\$ 10,661,620	\$ 12,233,488	\$ 13,441,068	\$ 14,522,053	\$ 15,042,814
<b>All other governmental funds</b>										
Reserved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nonspendable	-	-	500	800	800	800	800	800	800	8,912
Committed	-	-	-	-	-	-	-	-	-	-
Assigned	243,109	-	(500)	(800)	(800)	(800)	(49,328)	(800)	(800)	-
Unassigned	-	-	-	-	(800)	(800)	(48,528)	-	(800)	(8,912)
Total all other governmental funds	\$ 243,109	\$ -	\$ -	\$ (800)	\$ (800)	\$ (800)	\$ (49,328)	\$ (800)	\$ (800)	\$ (8,912)

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

Last Ten Fiscal Years  
(modified accrual basis of accounting)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Revenues</b>										
Regional Appropriations	\$ 4,164,300	\$ 4,201,500	\$ 4,241,600	\$ 4,294,300	\$ 4,354,600	\$ 4,863,980	\$ 4,950,110	\$ 5,033,490	\$ 5,113,240	\$ 5,183,200
From grantor agencies	57,042,487	74,839,196	60,709,395	65,748,324	62,766,643	69,807,689	70,566,676	73,008,035	68,429,282	71,387,909
Agency wide central support services										
indirect cost recovery	4,262,761	4,421,434	4,693,886	4,941,048	4,736,311	5,583,545	6,672,175	7,002,662	6,282,802	6,087,541
Departmental indirect cost recovery	1,346,982	763,683	835,869	757,816	852,086	1,117,964	1,577,649	1,691,596	1,416,320	1,353,006
Interest Income	21,419	15,576	12,848	16,242	24,317	42,715	29,453	76,981	39,557	3,744
Subgrantee match	1,952,036	2,093,917	2,245,659	2,274,659	2,495,107	3,166,226	2,764,796	3,805,588	3,195,829	3,883,619
Other Income	1,089	379,174	95,249	26,579	2,835,682	124,227	138,068	211,980	-	-
Total governmental activities expenses	68,791,074	86,714,480	72,834,506	78,058,968	78,064,746	84,706,346	86,698,927	90,830,332	84,477,030	87,899,019
<b>Expenditures</b>										
General government	13,033,519	28,440,910	14,152,944	5,943,833	6,303,346	10,067,063	8,371,770	8,670,363	7,294,591	7,362,390
Transportation Access & Mobility	5,314,940	9,515,033	7,727,112	5,937,614	8,423,251	11,520,931	9,412,822	13,622,746	10,108,145	11,207,666
Mobility Services	3,108,760	1,486,078	1,345,561	1,784,313	1,796,409	5,811,906	10,694,792	10,958,563	8,764,936	9,073,027
Community Development	2,816,244	2,353,092	3,408,179	8,678,778	5,928,307	3,478,444	3,958,246	4,238,022	5,869,850	5,521,127
Natural Resources	2,829,484	3,586,319	4,164,578	7,168,410	6,086,221	5,527,832	4,401,189	3,770,500	3,629,029	4,639,360
Research & Analytics	2,085,371	2,168,051	3,550,962	1,134,977	1,538,021	3,924,977	2,429,214	2,822,429	2,896,479	2,708,406
Workforce Solutions	11,483,015	10,770,978	10,589,900	11,112,760	11,483,501	12,618,887	14,832,564	15,549,638	10,895,163	9,930,492
Geographic information systems	40,340	151,250	73,300							
Homeland Security & Recovery				5,110,448	3,415,302	3,212,759	3,689,267	3,203,011	5,839,441	3,835,073
Aging & Health	26,696,478	26,858,476	27,151,552	30,150,813	30,000,714	30,105,581	27,480,986	25,479,526	26,391,734	31,276,125
Governmental & Human Services	679,061	606,250	-	-	-	-	-	-	-	-
Capital outlay	-	-	-	-	-	-	-	-	-	-
Debt service	-	-	-	-	-	-	-	-	-	-
Principal	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Total expenditures	68,087,212	85,936,437	72,144,088	77,021,946	74,975,072	86,268,380	85,270,850	89,724,615	83,054,667	87,146,829
Excess (deficiency) of revenues over (under) expenditures	703,862	778,043	690,418	1,037,022	3,089,674	(1,562,034)	1,428,077	1,105,717	1,422,363	752,190
<b>Other financing sources (uses)</b>										
Transfers in	3,069,418	3,722,513	3,272,781	3,253,490	3,555,382	3,445,534	4,029,002	4,659,052	4,120,353	4,746,179
Transfers out	(3,212,973)	(3,904,693)	(3,556,018)	(3,338,720)	(3,625,066)	(3,505,934)	(3,933,739)	(4,508,661)	(4,461,731)	(4,977,608)
Total other financing sources (uses)	(143,555)	(182,180)	(283,237)	(85,230)	(69,684)	(60,400)	95,263	150,391	(341,378)	(231,429)
Net change in fund balances	\$ 560,307	\$ 595,863	\$ 407,181	\$ 951,792	\$ 3,019,990	\$ (1,622,434)	\$ 1,523,340	\$ 1,256,108	\$ 1,080,985	\$ 520,761
Debt service as a percentage of noncapital expenditures								1.6%	1.7%	1.9%

**Atlanta Regional Commission  
Table V**

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

<u>Element Description</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Base Data for Planning</b>	\$ 2,139,113	\$ 2,333,031	\$ 3,624,262	\$ 3,516,486
<b>Comprehensive Planning</b>	2,817,744	2,401,616	3,089,035	3,235,457
<b>Natural Resources</b>	2,829,484	3,586,319	4,164,578	7,168,410
<b>Workforce Development</b>	11,483,015	10,770,978	10,569,900	11,112,760
<b>Economic Development/Mobility Services</b>	133,358	-	-	-
<b>Transportation Planning</b>	8,026,953	10,816,421	9,072,673	10,752,555
<b>Community Development</b>	93,814	557,724	319,144	-
<b>Aging</b>	27,078,324	27,029,438	27,151,552	30,181,996
<b>Community Services</b>	451,889	-	-	-
<b>Homeland Security</b>	-	-	-	5,110,448
<b>Total</b>	<u>\$ 55,053,694</u>	<u>\$ 57,495,527</u>	<u>\$ 57,991,144</u>	<u>\$ 71,078,112</u>

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

For 2021	\$ 79,694,785
Less Communication Programs Recorded in General Fund	-
	<u>79,694,785</u>
Plus General Fund expenditures	<u>7,452,044</u>
Total Governmental Funds	<u>\$ 87,146,829</u>

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
\$	3,911,326	\$ 3,924,977	\$ 2,963,825	\$ 2,925,919	\$ 3,026,504	\$ 2,818,157
	3,555,001	3,478,444	3,935,389	4,348,717	5,960,392	5,638,915
	6,086,221	5,527,832	4,401,189	3,841,555	3,702,205	4,714,715
	11,483,501	12,618,889	14,832,567	15,954,690	11,225,753	10,458,104
	-	3,655,800	10,694,792	11,083,680	8,893,777	9,205,709
	10,219,661	13,677,034	8,878,211	13,758,668	10,255,524	11,469,667
	-	-	-	-	-	-
	30,000,714	30,105,581	27,503,840	25,806,072	26,720,608	31,504,175
	-	-	-	-	-	-
	3,415,302	3,212,760	3,689,267	3,250,411	5,888,254	3,885,343
\$	<u>68,671,726</u>	<u>\$ 76,201,317</u>	<u>\$ 76,899,080</u>	<u>\$ 80,969,712</u>	<u>\$ 75,673,017</u>	<u>\$ 79,694,785</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>
2012	4,164,300	6,713,967	21,419	1,089	10,900,775
2013	4,201,500	22,732,782	15,576	787	26,950,645
2014	4,241,600	8,236,691	12,848	95,249	12,586,388
2015	4,294,300	-	16,242	26,579	4,337,121
2016	4,354,600	-	24,317	2,835,682	7,214,599
2017	4,863,980	-	42,715	124,227	5,030,922
2018	4,950,110	-	29,453	138,068	5,117,631
2019	5,033,490	-	76,981	211,980	5,322,451
2020	5,113,240	-	39,557	-	5,152,797
2021	5,183,200	-	3,744	-	5,186,944

(1) Total Revenues on this schedule do not include Indirect Recoveries  
For 2021, Revenues from external sources \$ 5,186,944  
Indirect Recoveries 7,440,547  
Revenues as reported in financial statements \$ 12,627,491

**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: 3,271 Square miles, 11 Counties, and 73 Municipalities

POPULATION OF COUNTIES AND MUNICIPALITIES IN THE ATLANTA REGION:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Cherokee County</b>	220,800	223,300	230,985	233,300	240,100	243,100	254,500	262,700	269,500	272,950
<i>Unemployment Rate</i>	7.2%	6.7%	5.6%	4.5%	4.3%	3.3%	3.4%	2.7%	3.8%	2.6%
<i>Personal Income (PI) \$</i>	8,869	8,502	9,223	9,545	10,351	11,250	12,148	12,996	13,703	14,929
<i>Per capita PI \$</i>	40,172	38,417	39,930	40,912	43,878	46,547	49,067	51,137	52,953	56,278
Ball Ground		1,450	1,658	1,675	1,641	1,820	2,085	1,993	2,195	2,131
Canton		23,910	24,801	25,050	26,854	27,410	25,806	27,127	30,528	28,166
Holly Springs		9,670	10,237	10,340	10,600	11,190	10,809	11,469	15,442	12,509
Mountain Park*		10	22	22	22	20	30	24	20	25
Nelson*		562	577	593	610	630	660	665	660	665
Waleska		660	871	880	740	620	688	727	964	740
Woodstock		24,750	27,823	28,102	27,910	28,990	29,227	30,362	33,039	31,437
<b>Clayton County</b>	262,300	263,700	267,542	266,900	270,600	276,300	279,400	283,900	288,900	300,085
<i>Unemployment Rate</i>	11.1%	10.0%	9.8%	7.2%	6.8%	5.2%	5.6%	4.2%	9.5%	6.5%
<i>Personal Income (PI) \$</i>	6,487	7,290	7,182	7,018	7,130	7,507	7,782	8,115	8,377	9,570
<i>Per capita PI \$</i>	24,357	27,417	26,846	26,295	26,025	26,862	27,289	28,020	28,665	32,702
College Park*		1,361	1,308	1,305	1,368	1,370	1,320	1,357	1,390	1,328
Forest Park		18,550	18,949	18,904	18,763	19,350	19,271	19,483	20,020	19,723
Jonesboro		4,720	4,624	4,613	4,954	5,070	4,676	4,737	4,962	4,771
Lake City		2,730	2,671	2,665	2,835	2,920	2,715	2,749	2,829	2,974
Morrow		6,560	7,167	7,150	6,926	7,000	7,076	7,238	7,192	6,965
Riverdale		15,080	15,669	15,631	15,214	15,600	15,931	16,289	15,594	15,291
Lovejoy										6,179

Table VII (continued)

POPULATION: (continued)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Cobb County</b>	699,500	707,500	730,981	727,600	737,500	750,400	758,300	766,400	744,600	772,300
<i>Unemployment Rate</i>	8.1%	7.3%	6.1%	4.8%	4.6%	3.6%	3.8%	3.0%	4.8%	3.3%
<i>Personal Income (PI) \$</i>	31,329	\$ 33,326	\$ 35,038	\$ 36,193	\$ 36,401	\$ 38,386	\$ 40,281	\$ 43,264	\$ 44,995	\$48,229
<i>Per capita PI</i>	\$ 44,260	\$ 47,108	\$ 47,933	\$ 49,743	\$ 49,101	\$ 51,308	\$ 53,300	\$ 57,162	\$ 59,194	\$63,214
Acworth		24,330	21,867	21,766	22,209	22,900	22,163	22,336	22,818	22,534
Austell*		6,690	6,943	6,911	7,310	7,680	7,180	7,232	7,130	7,127
Kennesaw		30,720	32,400	32,250	31,494	32,340	33,433	33,700	34,077	33,960
Marietta		58,270	60,014	59,736	61,224	61,880	11,355	11,665	60,867	60,544
Powder Springs		14,000	14,590	14,523	14,683	15,020	14,765	14,945	15,758	15,163
Smyrna		52,400	54,958	54,704	53,070	54,220	55,467	55,976	56,666	56,268
<b>DeKalb County</b>	700,700	706,600	722,161	718,400	725,000	735,300	744,530	753,030	758,230	769,600
<i>Unemployment Rate</i>	9.3%	8.2%	7.5%	5.7%	5.5%	4.2%	4.6%	3.4%	6.9%	4.6%
<i>Personal Income (PI) \$</i>	27,701	\$ 29,807	\$ 30,018	\$ 31,964	\$ 31,467	\$ 33,644	\$ 35,713	\$ 38,487	\$ 40,308	\$42,999
<i>Per capita PI</i>	\$ 39,090	\$ 42,154	\$ 41,568	\$ 44,493	\$ 42,819	\$ 45,445	\$ 47,412	\$ 50,871	\$ 53,086	\$56,428
Atlanta*	29,110	29,190	30,544	30,018	30,737	31,340	31,420	32,399	34,230	33,017
Avondale Estates		2,910	2,832	2,783	2,888	2,920	3,117	3,135	3,129	3,144
Brookhaven		NA**	NA**	NA**	52,473	2,920	52,382	53,140	55,554	53,819
Chamblee		10,050	16,112	15,835	16,725	17,280	28,433	28,748	30,307	29,232
Clarkston		7,810	7,846	7,711	7,925	8,180	12,702	12,762	12,637	12,750
Decatur		20,150	20,380	20,029	20,729	21,400	22,022	23,054	25,696	24,002
Doraville		8,540	10,714	10,530	10,820	10,900	10,442	10,471	10,265	10,228
Dunwoody		47,210	48,000	47,174	49,036	50,270	48,857	49,016	49,356	49,371
Lithonia		2,090	1,998	1,964	2,122	2,480	2,379	2,445	2,331	2,778
Peachtree Corners		NA**	NA**	NA**	40,565	41,720	41,907	42,463	43,905	43,057
Pine Lake		720	754	741	691	700	630	747	754	749
Stonecrest		NA**	NA**	NA**	NA**	NA**	53,420	53,772	54,903	54,665
Stone Mountain		5,720	6,052	5,948	5,899	6,130	6,209	6,251	6,281	6,285
<b>Douglas County</b>	133,900	134,700	138,776	137,400	139,000	141,900	142,800	144,900	147,000	146,200
<i>Unemployment Rate</i>	9.2%	8.6%	7.7%	6.0%	5.7%	4.3%	4.6%	3.5%	6.4%	4.4%
<i>Personal Income (PI) \$</i>	3,993	\$ 4,136	\$ 4,272	\$ 4,412	\$ 4,516	\$ 4,689	\$ 4,913	\$ 5,120	\$ 5,341	\$5,959
<i>Per capita PI</i>	\$ 29,842	\$ 30,875	\$ 30,789	\$ 32,109	\$ 32,089	\$ 32,966	\$ 34,147	\$ 35,230	\$ 36,797	\$40,264
Austell*		101	42	42	44	50	40	44	40	43
Douglasville		31,570	32,523	32,201	32,086	33,110	32,768	33,210	33,992	33,052
Lithia Springs		NA**	NA**	-	-	-	-	-	-	-
Villa Rica*		5,483	5,924	5,865	5,914	6,050	6,000	6,095	6,470	6,203

Table VII (continued)

POPULATION: (continued)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Fayette</b>	107,500	108,200	109,664	110,700	112,300	112,900	116,200	118,000	119,400	120,700
<i>Unemployment Rate</i>	7.9%	7.1%	6.1%	5.0%	4.7%	3.6%	3.7%	3.0%	4.2%	2.9%
<i>Personal Income (PI)</i>	5325.75	\$ 5,097	\$ 5,309	\$ 5,872	\$ 6,019	\$ 6,336	\$ 6,785	\$ 7,206	\$ 7,720	\$8,268
<i>Per capita PI</i>	49583	\$ 47,406	\$ 48,413	\$ 53,047	\$ 54,361	\$ 56,759	\$ 60,286	\$ 63,515	\$ 67,467	\$71,384
Brooks		550	540	545	546	560	484	509	559	527
Fayetteville		15,900	16,725	16,883	16,331	16,710	17,069	17,349	17,991	17,586
Peachtree City		34,490	35,063	35,394	34,784	35,860	34,988	35,165	36,223	35,443
Tyrone		6,990	7,135	7,202	7,096	7,290	7,199	7,221	7,506	7,295
Woolsey		150	163	165	166	170	186	198	167	193
<b>Fulton County</b>	936,100	945,400	996,319	970,400	985,700	1,022,800	1,020,370	1,037,070	1,049,470	1,076,000
<i>Unemployment Rate</i>	9.6%	8.6%	7.4%	5.7%	5.4%	4.2%	4.5%	3.5%	6.9%	4.7%
<i>Personal Income (PI)</i>	\$ 62,264	\$ 56,259	\$ 57,909	\$ 63,938	\$ 70,716	\$ 75,825	\$ 82,058	\$ 88,615	\$ 94,512	\$103,090
<i>Per capita PI</i>	\$ 63,677	\$ 57,537	\$ 58,123	\$ 65,888	\$ 69,977	\$ 74,095	\$ 78,794	\$ 84,386	\$ 88,832	\$95,683
Alpharetta		66,690	63,038	61,398	62,424	63,970	63,929	64,672	67,213	65,590
Atlanta*	392,490	393,610	425,458	414,390	424,308	432,700	433,810	447,256	472,580	455,783
Chattahoochee Hills		2,430	2,610	2,542	2,543	2,720	2,727	2,867	3,318	2,872
College Park*		12,879	13,290	12,944	13,574	13,600	13,040	13,462	13,770	13,173
East Point		33,380	35,488	34,565	35,301	36,120	35,380	34,977	34,875	34,957
Fairburn		13,670	13,696	13,340	14,003	14,650	14,257	14,708	16,768	15,295
Hapeville		6,650	6,669	6,496	7,034	7,040	6,622	6,581	6,534	6,577
Johns Creek		79,950	83,102	80,940	83,225	84,910	83,397	83,637	84,579	83,999
Milton		34,570	36,662	35,708	37,758	38,770	37,556	38,171	39,587	38,759
Mountain Park*		547	557	543	551	560	670	601	550	624
Palmetto*		3,986	4,437	4,322	4,458	4,440	4,910	4,757	4,530	4,534
Roswell		90,620	94,089	91,641	93,976	95,770	94,239	94,257	94,763	94,498
Sandy Springs		97,550	101,908	99,257	101,799	103,070	103,703	105,411	109,452	107,072
Union City		19,780	20,427	19,896	21,060	22,260	20,793	20,960	22,399	21,396
<b>Forsyth County</b>	NA***	251,283	258,413							
<i>Unemployment Rate</i>	NA***	4.6%	2.5%							
<i>Personal Income (PI)</i>	NA***	\$ 15,881	\$17,022							
<i>Per capita PI</i>	NA***	\$ 64,919	\$67,859							
Cumming	NA***	7,318	6,528							

Table VII (continued)

POPULATION: (continued)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Gwinnett County</b>	823,100	832,200	877,922	859,800	877,100	911,900	920,260	925,800	925,800	970,200
<i>Unemployment Rate</i>	7.8%	7.3%	6.2%	5.0%	4.7%	3.7%	3.9%	3.0%	5.1%	3.5%
<i>Personal Income (PI)</i>	\$ 28,477	\$ 28,766	\$ 29,902	\$ 31,056	\$ 33,240	\$ 35,050	\$ 36,677	\$ 38,464	\$ 40,167	\$44,196
<i>Per capita PI</i>	\$ 33,911	\$ 34,162	\$ 34,061	\$ 36,120	\$ 37,106	\$ 38,638	\$ 39,856	\$ 41,458	\$ 42,902	\$46,886
Auburn*		289	223	218	222	230	220	225	240	230
Berkeley Lake		1,620	1,983	1,942	2,138	2,230	2,005	1,994	2,147	1,839
Braselton*		3,602	3,259	3,259	3,736	4,040	3,670	4,139	5,100	4,510
Buford*		12,532	12,367	12,112	12,484	12,830	13,540	14,023	14,330	14,907
Dacula		4,550	4,971	4,868	5,452	6,140	5,366	5,644	6,350	5,919
Duluth		27,330	28,838	28,243	28,644	30,020	28,988	29,239	29,609	29,370
Grayson		2,800	2,780	2,723	3,461	4,060	3,303	3,658	4,452	3,989
Lawrenceville		29,490	30,212	29,588	31,141	31,650	29,287	29,401	30,834	29,719
Lilburn		11,930	12,543	12,284	12,494	12,850	12,559	12,561	12,810	12,644
Loganville*		2,366	2,663	2,608	2,795	2,870	2,740	2,822	3,120	2,906
Norcross		9,280	16,349	16,012	16,183	16,710	16,474	16,369	16,592	16,458
Rest Haven*		56	34	33	38	40	50	92	30	36
Snellville		18,520	19,439	19,038	19,244	19,710	19,521	19,631	20,077	19,778
Sugar Hill		19,260	20,821	20,391	21,200	21,670	21,644	22,314	24,617	23,121
Suwanee		16,130	18,164	17,789	17,715	18,510	18,655	19,215	20,907	19,743
<b>Henry County</b>	209,500	211,300	213,896	218,700	223,600	224,100	234,800	240,900	240,900	245,900
<i>Unemployment Rate</i>	9.0%	8.1%	7.4%	5.9%	5.6%	4.3%	4.6%	3.5%	6.2%	4.2%
<i>Personal Income (PI)</i>	6603.586	\$ 6,587	\$ 6,682	\$ 7,224	\$ 7,549	\$ 7,980	\$ 8,541	\$ 9,021	\$ 9,425	\$10,477
<i>Per capita PI</i>	31688	\$ 31,509	\$ 31,242	\$ 33,033	\$ 34,671	\$ 35,985	\$ 37,821	\$ 39,184	\$ 40,182	\$43,812
Hampton		4,580	7,305	7,469	7,482	7,630	7,463	7,604	8,073	7,735
Locust Grove		5,780	5,702	5,830	6,336	6,500	6,340	6,540	8,243	6,954
McDonough		22,880	23,004	23,521	25,198	25,920	23,504	24,102	26,768	24,852
Stockbridge		25,870	27,619	28,239	26,893	27,370	28,117	28,648	29,904	29,089
<b>Rockdale County</b>	86,100	86,700	87,754	89,400	90,900	90,100	94,300	95,700	95,700	94,300
<i>Unemployment Rate</i>	10.1%	9.3%	8.2%	6.1%	5.8%	4.6%	4.9%	3.8%	6.7%	4.6%
<i>Personal Income (PI)</i>	\$ 2,587	\$ 2,843	\$ 2,854	\$ 2,759	\$ 2,866	\$ 2,978	\$ 3,099	\$ 3,193	\$ 3,285	\$3,642
<i>Per capita PI</i>	\$ 30,210	\$ 33,122	\$ 32,534	\$ 30,861	\$ 32,259	\$ 33,329	\$ 34,317	\$ 35,244	\$ 36,138	\$40,051
Conyers		15,560	15,718	16,013	15,776	16,100	15,803	15,882	16,256	15,986

\*Part in this county only

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

\*\*\*Forsyth County joined the Regional Commission effective July 2021

Table VII (continued)

POPULATION: (continued)

**MUNICIPALITIES THAT CROSS the ARC BOUNDARY**

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Auburn										
Gwinnett		289	223	223	222	230	220	225	235	230
Barrow		6,741	7,031	7,031	6,993	7,150	7,090	7,078	7,425	7,251
Braselton										
Barrow & Jackson		4,588	5,016	5,016	5,751	6,210	5,650	6,370	7,856	6,942
Gwinnett		3,602	3,259	3,259	3,736	4,040	3,670	4,139	5,105	4,510
Buford										
Gwinnett		12,532	12,367	12,367	12,484	12,830	13,540	14,023	14,334	14,907
Hall		328	1,025	1,025	1,035	1,060	1,120	1,162	1,188	1,236
Loganville										
Gwinnett		2,366	2,668	2,668	2,795	2,870	2,740	2,822	3,116	2,906
Walton		8,444	8,359	8,359	8,758	8,990	8,590	8,843	9,764	9,104
Palmetto										
Fulton		3,986	4,437	4,437	4,458	4,440	4,910	4,757	4,534	4,534
Coweta		594	310	310	312	310	340	332	317	317
Rest Haven										
Gwinnett		56	34	34	38	40	50	92	32	36
Hall		6	32	32	36	40	50	87	31	34
Villa Rica										
Douglas		5,483	5,924	5,924	5,914	6,050	6,000	6,095	6,471	6,203
Carroll		9,067	8,776	8,776	8,761	8,970	8,900	9,029	9,587	9,189
College Park										
Fulton		12,879	13,290	12,944	13,574	13,600	13,040	13,462	13,771	13,173
Clayton		1,361	1,308	1,305	1,368	1,370	1,320	1,357	1,388	1,328
Austell										
Cobb		6,690	6,943	6,911	7,310	7,630	7,180	7,232	7,127	7,127
Douglas		101	42	42	44	50	40	44	43	43
Atlanta										
DeKalb	29,110	29,190	30,544	30,018	30,737	31,340	31,420	32,399	34,233	33,017
Fulton	392,490	393,610	425,458	414,390	424,308	432,700	433,810	447,256	472,578	455,783
Mountain Park										
Cherokee	19	20	22	22	22	20	30	24	22	25
Fulton	547	547	557	543	551	560	670	601	546	624
Nelson										
Cherokee	549	562	577	593	610	630	660	665	665	665
Pickens	807	814	820	826	829	850	900	902	902	902

**Notes:**

*2020 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 millions*

*Due to the*

**Sources:**

*U.S. Bureau of the Census*

*Georgia Department of Labor*

*U.S. Department of Commerce*

*U.S. Bureau of Economic Analysis*

*The Atlanta Regional Commission*

Table VIII

## PRINCIPAL EMPLOYERS IN ATLANTA REGION

		2021			2012		
Employer	Employees	Percentage of Regional Employment	Rank	Employer	Employees	Percentage of Regional Employment	Rank
Delta Air Lines	27,540	1.32%	2	Emory University	23,840	1.21%	2
Northside Hospital	23,600	1.13%	3	Gwinnett County Public Schools	19,920	1.01%	3
Gwinnett County Public Schools	21,490	1.03%	4	AT&T Inc.	18,080	0.92%	4
The Home Depot	18,600	0.89%	5	Cobb County School System	13,630	0.69%	5
WellStar Health System Inc.	17,740	0.85%	6	Fulton County Schools	10,990	0.56%	6
Piedmont Healthcare	16,000	0.77%	7	WellStar Health System	10,580	0.54%	7
Cobb County Public Schools	12,180	0.59%	8	Publix Super Markets Inc.	9,710	0.49%	8
United Parcel Service Inc.	11,300	0.54%	9	United States Postal Service	9,390	0.48%	9
Fulton County Schools	11,170	0.54%	10	The Home Depot, Inc.	9,000	0.46%	10
Publix Super Markets Inc.	10,760	0.52%	11	United Parcel Services Inc.	8,880	0.45%	11
Children's Healthcare of Atlanta	7,710	0.37%	12	Georgia Institute of Technology	8,660	0.44%	12
Cox Enterprises Inc.	7,420	0.36%	13	Piedmont Healthcare	8,580	0.43%	13
Argenbright Holdings LLC	7,410	0.36%	14	Northside Hospital	8,330	0.42%	14
State Farm	7,300	0.35%	15	City of Atlanta	7,680	0.39%	15
Georgia Institute of Technology	7,180	0.35%	16	Cox Enterprises Inc.	7,140	0.36%	16
Northeast Georgia Health System	7,040	0.34%	17	Children's Healthcare of Atlanta	6,160	0.31%	17
Georgia State University	5,550	0.27%	18	Lockheed Martin	6,100	0.31%	18
Cherokee County Schools	5,000	0.24%	19	SunTrust Banks Inc.	5,930	0.30%	19
Grady Health System	4,930	0.24%	20	Wells Fargo & Co.	5,200	0.26%	20
Lockheed Martin Aeronautics Co.	4,700	0.23%	21	Northeast Georgia Health Ssystem Inc.	4,730	0.24%	21
Department of Human Services	4,200	0.20%	22	Grady Health System	4,120	0.21%	22
Fiserv Inc.	4,000	0.19%	23	MARTA	4,040	0.20%	23
Wells Fargo & Co.	3,800	0.18%	24	Verizon Wireless	3,780	0.19%	24
Deloitte LLP & subsidiaries	3,480	0.17%	25	Cobb County School System	3,300	0.17%	25

Source: Metro Atlanta Chamber of Commerce; Atlanta Business Chronicle; ARC; GADOL; Bureau of Labor Statistics, QCEW  
Note: Number of employees are estimates and represents employers with more than 3,000 employees

## TABLE IX

### EDUCATION FACILITIES:

#### School Districts

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

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

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

Source: Georgia Department of Education  
 Atlanta Regional Commission

**TABLE X – AREA HOSPITALS**

**Cherokee County**

Northside Cherokee Hospital  
CHOA at Cherokee

**Clayton County**

Anchor Hospital  
Riverwoods Southern Regional Psychiatric Ctr.  
Southern Regional Medical Center

**Cobb County**

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

**DeKalb County**

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

**Douglas County**

Inner Harbour for Children and Families  
WellStar Douglas Hospital

**Fayette County**

Lafayette Nursing and Rehab Center  
Piedmont Fayette Hospital

**Forsyth County**

Northside Hospital Forsyth  
Children’s Healthcare of Atlanta at Forsyth

**Fulton County**

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

**Gwinnett County**

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

**Henry County**

Piedmont Henry Hospital  
CHOA at Hudson Bridge

**Rockdale County**

Piedmont Rockdale Hospital

Source: Atlanta Regional Commission

**TABLE XI**

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

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Total</u>
<b>A-95/E.O. 12372</b>	0	0	1	6	0	0	0	23	0	0	30
<b>Area Plans</b>	2	0	2	1	0	0	0	0	0	0	5
<b>Developments of Regional Impact</b>	11	8	12	20	30	32	30	25	28	28	224
<b>Certificates of Need (S.H.P.A.)</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Local Comprehensive Plans</b>	27	36	29	21	36	36	49	24	21	41	320
<b>Solid Waste Plans</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Environmental Impact Statements and Notices of Findings of No Significant Effect</b>	0	0	1	1	1	0	0	0	0	0	3
<b>Metropolitan River Protection Act Reviews</b>	8	13	19	9	19	22	17	19	18	12	156
<b>Corps of Engineers Permits</b>	0	0	7	9	6	7	13	9	10	9	70
<b>Total</b>	<u>48</u>	<u>57</u>	<u>71</u>	<u>67</u>	<u>92</u>	<u>97</u>	<u>109</u>	<u>100</u>	<u>77</u>	<u>90</u>	<u>641</u>

Source: ARC Review Database and Files

TABLE XII

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

Function	Full-Time Equivalent Employees as of December 31									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Office of the Executive Director	4	3	3	5	5	4	3	3	5	4
Business Services										
Business Services Director	2	2	2	2	2	-	1	1	2	2
General Services	1	1	1	1	1	1	1	1	1	1
Financial Services	7	7	7	7	7	5	6	6	6	6
Talent Management	3	3	3	4	4	4	4	4	3	5
Information Technology Services	7	7	7	7	7	8	6	6	6	6
Center for Strategic Relations	10	13	14	12	12	13	12	13	13	14
Center for Community Services										
Community Services	-	-	-	-	-	2	2	3	2	2
Aging and Health Resources	50	53	66	60	44	46	56	58	58	62
Department of Homeland Security~	0	0	0	4	3	5	4	4	4	4
Governmental Services*	7	0	0	0	0	0	0	0	0	0
Workforce Solutions	11	12	13	15	14	16	19	19	19	16
Center for Livable Communities										
Livable Communities	3	4	4	4	4	4	4	4	3	4
Community Development*	8	13	14	13	14	13	13	13	15	15
Mobility Services	5	6	10	12	11	14	10	11	12	12
Natural Resources	9	11	12	12	12	10	9	12	12	10
Research & Analytics	11	11	15	14	15	14	13	13	11	12
Transportation Access & Mobility	27	25	19	17	19	16	22	24	24	22
<b>Total</b>	<b>165</b>	<b>171</b>	<b>190</b>	<b>189</b>	<b>174</b>	<b>175</b>	<b>185</b>	<b>195</b>	<b>196</b>	<b>197</b>

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

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

# **ATLANTA REGIONAL COMMISSION**

## **DEVELOPMENT GUIDES: PAST AND PRESENT 2021**

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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 2021:**

- The Atlanta Region's Plan (March 2021)

### **Active:**

- **Aging**
  - Lifelong Communities Principles of Good Design (May 2008).
  - FY2021-2024 Area Plan on Aging
- **Environmental**
  - 1997 Atlanta Regional Water Supply Plan Amendment (August 2000).
  - Atlanta Region Solid Waste Management Plan (May 1992).
  - Green Communities Program (October 2008).
- **Land Use**
  - ARC Alternative DRI Procedures and Thresholds (March 2013)
  - Chattahooche Riverlands Study (August 2020)
  - Area Plan Review-Memorial Drive Bus Rapid Transit Corridor (February 2006).
  - Chattahoochee Corridor Plan, as amended September 1998.
  - Policy on Coordination of Greenway and Trail Planning (September 2005).
  - Policy on Development of Regional Impact Reviews in Small Water Supply Watersheds (April 2005).
  - Land Use Strategy (May 2000).
- **Transportation**
  - Strategic Regional Thoroughfare Plan (July 2011).
  - ARC Strategic Plan (June 2011).
  - HST Plan Update: Managing Mobility in the Atlanta Region (February 2017)

- Regional Trail Plan (February 2017)
- Bike to Ride – Regional Bike-Transit Access Strategies Guide (July 2017)
- Regional Workbook for Complete Streets (October 2019)
- The Atlanta Region’s Plan - TIP Update (September 2020)
- Transportation Systems Management and Operations Strategic Plan (September 2020)
- The Atlanta Regions Plan Regional Transportation Plan (February 2020)
  
- **Studies**
  - Atlanta Regional Freight Mobility Plan (February 2008).
  - Atlanta Strategic Truck Route Master Plan (ASTRoMaP) (June 2010).
  - Buford Highway Multimodal Corridor Study Recommendations (June 2007).
  - I-285 Corridor Transit Feasibility Study Findings Adoption (May 2002).
  - Southern Regional Accessibility Study Recommendations (September 2007).
  - State Route 6 Multimodal (February 2008).
  - Tara Boulevard/US19/41 Multimodal Corridor Study (April 2007).
  - Atlanta Regional Truck Parking Assessment Study (June 2018)

**Archive:**

- The Atlanta Region’s Plan (February 2016)
- PLAN 2040-Regional Plan including the Regional Development Guide and Unified Growth Policy Map, Local Government Plan Implementation, ARC Implementation Program, Regional Implementation Partners, and Regional Resource Plan (December 2013).
- Vision, Goals and Objectives to Guide Development of Plan 2040 (July 2010).
- 2040 Unified Plan Process (February 2009).
- Regional Agenda for the Atlanta Region (March 2007), as used for FY 2011-2015 (June 2010).
- Regional Development Plan (December 1997), as amended through December 2005
- Regional Resource Plan (October 2010)
- A Guide for the Development of Multipurpose Senior Centers in the Atlanta Region (February 1977).
- Envision6- Regional Development Policies, as amended through May 2006, Unified Growth Policy Map, as amended through February 2010, Regional Development Types Matrix (May 2005).
- Recommendations for Services to Non-English Speaking Groups (June 1980).
- Review Criteria for Adult Developmental Disabilities Projects (February 1980).
- Review Criteria for Human Services Planning Review of Federally and State Assisted Human Services Projects (January 1981).

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

- Proposed Nature Preserves for the Atlanta Region (October 1976), as amended February, 1983 and February, 1986.
- Health Policy Plan for the Atlanta Region (December 1976).
- Renal Dialysis Position Paper (June 1974), Repealed (March, 1978).
- Human Services Planning Goals (June 1978)
- Hispanic Policy Recommendations (April 1980).
- Appalachian Regional Commission Priorities (July 1980); Amended (September 1981).
- Environmental - Water Supply Plan (March 1988) as amended April, 1988; August, 1990; February, 1991; and May, 1992. Repealed and replaced with the 1997 Atlanta Region Water Supply Plan (December 1997).
- Areawide Capital Improvements Program, 1989-1993 (February 1989).
- Human Services Investment Strategy (July 1990).
- Project Prioritization Framework for Envision6 RTP (August 2006)
- Envision6 Implementation Strategy (December 2006)
- Standards for Peace Officer Training in Juvenile Law (October 1980).
- Criminal Justice in the Atlanta Region - 1978 Update (October 1977), Amendment (January 1978), 1979 Update to the Plan (September, 1978), Amendment of JJDP Policies (August 1981).
- Regional Transportation Plans –Envision6 2030 RTP adopted in October 2007, the Mobility 2030 RTP adopted in December 2004 and the Transportation Solutions 2025 RTP adopted in July 2000.
- Regional Transit Governance – Proposed Legislative Language (January 2011).
- ARC Position, Draft Criteria for the *Transportation Investment Act* (September 2010).
- Atlanta Metropolitan Transportation Planning Boundary Update following 2000 Census (October 2003).
- Atlanta Urban Area Boundary Update, Highway Functional Classification System Update, National Highway System Update following 2000 Census (August 2003).
- Atlanta Regional Policy for the Allocation of FTA Section 5307 Urbanized Area Formula Funds (January 2003).
- Charter Review Committee Recommendations (December 2007).
- Congestion Mitigation Task Force Recommendations (February 2006).
- GRTA, ARC, and GDOT MOU on Transportation Project Prioritization (December 2007).
- Endorsing IT3 Recommendations (January 2009).
- Managed Lanes Policies for the Atlanta Region (June 2007).
- Quad Party Agreement for Transportation Planning Amended to include RTC Roles and Responsibilities (December 2009).
- Transit Planning Board Concept 3 Recommendations (December 2008).
- Transportation Reauthorization Position Paper (February 2009).

**Atlanta Regional Commission**  
**Table XIII**  
**Ratios of Outstanding Debt by Type**  
**Last Ten Fiscal Years**

<u>Year</u>	<u>Leases</u>	<u>Percentage of Personal Income</u>	<u>Population</u>	<u>Per Capita</u>
<b>2018</b>	17,717,069	1.34%	4,314,000	4.11
<b>2019</b>	17,492,502	1.45%	4,628,400	3.78
<b>2020</b>	17,740,428	1.60%	4,890,783	3.63
<b>2021</b>	17,312,127	1.78%	5,026,648	3.44

(1) Population is disclosed on Table VII.

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**Atlanta Regional Commission**  
**Schedule of Agency Wide Central Support Services and Indirect Expenses**  
**For the Year Ended December 31, 2021**  
**(With comparative totals for the Year Ended December 31, 2020)**

	<b>Administration</b>	<b>Strategic Relations</b>	<b>Talent Management</b>	<b>Finance and Legal</b>
Salaries	\$ 669,642	\$ 1,034,529	\$ 365,014	\$ 775,041
Fringe benefits	369,643	535,667	193,659	400,566
Travel	4,786	2,225	188	903
Equipment	-	-	5,054	5,287
Supplies	167	6,068	2,006	2,230
Contracts	38,212	98,177	240,979	449,705
Depreciation & amortization	-	-	-	-
Other expenditures	89,474	188,547	109,367	191,851
	<u>\$ 1,171,925</u>	<u>\$ 1,865,213</u>	<u>\$ 916,267</u>	<u>\$ 1,825,583</u>

<b>General Services</b>	<b>Non Federal Expenses</b>	<b>December 31, 2021</b>	<b>December 31, 2020</b>
\$ 107,345	\$ 18,965	\$ 2,970,536	\$ 2,860,664
59,254	10,468	1,569,257	1,648,960
17,432	1,442	26,976	15,383
1,100	-	11,441	21,967
4,240	63	14,773	35,201
45,584	315,404	1,188,061	1,055,099
850,246	-	850,246	727,202
(265,119)	28,039	342,159	531,206
<u>\$ 820,082</u>	<u>\$ 374,380</u>	<u>\$ 6,973,450</u>	<u>\$ 6,895,681</u>

**Atlanta Regional Commission  
Schedule of Agency Wide Central Support Services  
Indirect Costs and Recoveries  
For the Year Ended December 31, 2021**

Personnel	\$ 2,970,536	
Fringe benefits	1,569,257	
Travel	26,976	
Equipment	11,441	
Supplies	14,773	
Contractual	1,188,061	
Depreciation & amortization	850,246	
Other	<u>342,159</u>	
Total		\$ 6,973,450
Less: Non federal expenses	<u>(374,380)</u>	
Total under (over) recoveries & non-federal		<u>(374,380)</u>
Net indirect costs allowable adjusted for non-federal		<u>6,599,070</u>
Less: Indirect costs recovered from application of indirect rate		<u>(6,087,541)</u>
General Fund Contribution		<u>-</u>
Indirect costs under (over)-recovery		<u><u>\$ 511,529</u></u>

**Atlanta Regional Commission**  
**Schedule of Fringe Benefits and Recoveries**  
**For the Year Ended December 31, 2021**  
**(With comparative totals for the Year Ended December 31, 2020)**

	<u>Expenditures</u>		<u>% of Regular Salaries</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Health Insurance	\$ 2,856,834	\$ 2,034,278	19.19%	14.01%
Life Insurance	55,722	131,449	0.37%	0.91%
Dental insurance	189,692	152,276	1.27%	1.05%
Long-term disability insurance	45,808	7,081	0.31%	0.05%
Retirement fund contribution	2,983,035	3,300,455	20.04%	22.73%
Unemployment compensation	1,664	3,913	0.01%	0.03%
Medicare (Employer's share)	265,411	243,500	1.78%	1.68%
Social security (Employer's share)	74,600	54,356	0.50%	0.37%
Workers' compensation	89,561	81,708	0.60%	0.56%
Various leave compensation	2,378,474	2,014,160	15.98%	13.87%
Other fringe benefits	519,217	877,857	3.49%	6.05%
Total fringe benefit expenditures	9,460,018	8,901,033	63.54%	61.31%
Less: Fringe benefits recovered from application of fringe benefit rate	<u>(8,298,922)</u>	<u>(8,635,219)</u>	<u>(55.75%)</u>	<u>(59.48%)</u>
Fringe benefits under (over)-recovery (1)	<u>1,161,096</u>	<u>265,814</u>	<u>7.79%</u>	<u>1.83%</u>
Balance	<u>\$ 1,161,096</u>	<u>\$ 265,814</u>	<u>7.79%</u>	<u>1.83%</u>
Regular Salaries (2)	14,885,070	14,518,318		

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

(2) Temporary Salaries are not included in Regular Salaries

**Atlanta Regional Commission  
Schedule of Insurance In Force  
December 31, 2021**

<b>Type of Coverage/Name of Company</b>	<b>Policy Number</b>	<b>Effective Period</b>	<b>Details of Coverage</b>	<b>Liability Limits</b>
General Liability & Law Enforcement Liability/GIRMA	AT-3	Continuous	Includes Personal & Advertising Injury, Products/Completed Operations, Failure to Supply Utilities, Fire Legal Liability and Law Enforcement Liability	\$5,000,000 for each liability line; Unlimited General Aggregate; \$25,000,000 Products/Completed Operations Aggregate; \$25,000,000 Failure to Supply Utilities Aggregate
Public Officials/Errors & Omissions Liability/GIRMA	AT-3	Continuous	Wrongful Acts or Occurrences	\$5,000,000 for each occurrence; \$25,000,000 Aggregate Limit
Automobile Liability/GIRMA	AT-3	Continuous	Single Occurrence, Uninsured Motorists, Hired/Non-Owned	\$5,000,000 for Combined Single Occurrence Limit, Uninsured Motorists and Hire "& Non-Owned. Medical payments are Excluded
Crime & Fidelity/GIRMA	AT-3	Continuous	Blanket Employee Dishonesty, Forgery or Alteration, Computer Crime, Money & Securities	\$500,000 for each coverage line. Includes Blanket Employee Dishonesty, Forgery or Alteration, Computer Crime and Money & Securities
Property/GIRMA	AT-3	Continuous	Total Insured Values, Blanket Building & Contents; Computers (EDP); Flood, Earthquake	\$5,225,127 for Total Insured Values; \$5,215,127 (ea) for, Flood and Earthquake; Replacement Cost for Building & Contents; Actual Cash Value for Mobile Equipment
Cyber/GIRMA	AT-3	Continuous	Security Y Privacy Liability, Regulatory Action Sublimit of Liability, Event Management, Cyber Extortion	\$250,000 Limit of Liability for Each line
Excess Crimes/Berkley Crimes	BGOV-45002831-20	Continuous	Employee Theft, Forgery or Alteration, Theft of Money & Securities, Robbery or Safe Burglary of Other Property, Outside the Premises, Computer and Funds Transfer Fraud, Money Orders & Counterfeit Currency, Government Deception Fraud	\$2,500,000 per occurrence for Employee Theft, Forgery or Alteration, Inside the Premises (Theft of Money & Securities & Robbery or Safe Burglary of Other Property) & Outside the Premises. \$500,000 per occurrence for Computer & Funds Transfer Fraud & Money Orders & Counterfeit Currency. \$15,000 for Government Deception Fraud.

**Atlanta Regional Commission  
Schedule of Insurance in Force  
December 31, 2021**

<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	1/1/21	12/31/21	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	1/1/21	12/31/21	Employees and families - Surgery, Major Medical, Hospitalization	Medical Expense- Unlimited In-Network; Major Medical -\$500 Deductible; 80% of all covered charges using inside the POS Network or 60% of all covered charges outside the Network (after meeting deductible)
Group Dental/ Lincoln National	ARCOMM BL-1554930	1/1/21	12/31/21	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	---	1/01/21	12/31/21	Employees-Medical expenses related to on the job injuries	\$100,000
Chubb Group of Insurance Companies/Federal Insurance Company	6476-38-99	2/2/19	2/2/23	Accidental Loss of Life max. up to \$250,000	All active employees who work a minimum of 30 hours per week except commissioners; \$50,000 commissioners
Basic Group Life Insurance/Guardian Life Ins	492781	1/1/21	12/31/21	Three times annual earnings option to purchase additional 1 to 5 x maximum of \$300,000. Effective upon completion of 6 month introductory period	\$450,000 max.

**ATLANTA REGIONAL COMMISSION**  
**Schedule of Agency Vehicles**  
**As of December 31, 2021**

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

**Atlanta Regional Commission**  
**Salaries of Principal Employees (Exempt Positions)**  
**Pay Ranges and Classifications (Classified Service)**  
**December 31, 2021**

<u>EMPLOYEE</u>	<u>TITLE</u>	<u>ANNUAL RATE AS OF DECEMBER 31, 2021</u>
Doug Hooker	Executive Director	\$308,503
John Hammond	Director of Community Services	\$196,072
Malika Reed Wilkins	Director of Strategic Relations	\$186,945
Mike Alexander	Director of Livable Communities	\$200,092
Kevin Crump	Director of Center for Strategic Operations & Admin	\$188,531

<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>
Driver	\$35,702	\$49,983	Communications and Marketing Analyst, Principal	\$58,604	\$99,627
Management Services Technician	\$37,487	\$52,482	Data Analyst, Principal	\$58,604	\$99,627
Management Services Technician, Senior	\$38,435	\$55,730	Data Scientist, Principal Engineer	\$58,604	\$99,627
Management Services Specialist	\$40,356	\$58,517	Financial Services Analyst, Principal	\$58,604	\$99,627
Financial Services Specialist	\$42,340	\$61,392	Talent Management Generalist, Principal	\$58,604	\$99,627
Management Service Specialist, Senior	\$42,340	\$61,392	Financial Services Administrator	\$58,604	\$99,627
Executive Assistant	\$44,457	\$64,462	Program/Project Analyst, Principal	\$58,604	\$99,627
Financial Services Analyst, Associate	\$48,983	\$71,026	Technology Analyst, Senior	\$58,604	\$99,627
Client Services Liaison	\$49,441	\$84,049	Client Services Coordinator	\$65,188	\$110,819
Communications and Marketing Analyst	\$49,441	\$84,049	Data Analysis Coordinator	\$65,188	\$110,819
Data Scientist	\$49,441	\$84,049	Executive Assistant/Secretary to the Board	\$65,188	\$110,819
Data Analyst	\$49,441	\$84,049	Financial Services Coordinator	\$65,188	\$110,819
Executive Assistant, Senior	\$49,441	\$84,049	GIS Coordinator	\$65,188	\$110,819
Financial Services Analyst	\$49,441	\$84,049	Planning Coordinator	\$65,188	\$110,819
Planner	\$49,441	\$84,049	Program/Project Coordinator	\$65,188	\$110,819
Program/Project Analyst	\$49,441	\$84,049	Staff Attorney	\$65,188	\$110,819
Talent Management Generalist	\$49,441	\$84,049	Talent Management Coordinator	\$65,188	\$110,819
Client Services Liaison, Senior	\$53,828	\$91,507	Data Scientist Coordinator	\$65,188	\$110,819
Communications and Marketing Analyst, Senior	\$53,828	\$91,507	Technology Coordinator	\$65,188	\$110,819
			Client Services Administrator	\$74,063	\$125,908

Data Analyst, Senior	\$53,828	\$91,507	Data Analysis Administrator	\$74,063	\$125,908
Financial Services Analyst, Senior	\$53,828	\$91,507	Talent Management Administrator	\$74,063	\$125,908
GIS Analyst	\$53,828	\$91,507	Financial Services Administrator	\$74,063	\$125,908
Planner, Senior	\$53,828	\$91,507	GIS Administrator	\$74,063	\$125,908
Program/Project Analyst, Senior	\$53,828	\$91,507	Planning Administrator	\$74,063	\$125,908
Registered Nurse	\$53,828	\$91,507	Program/Project Administrator	\$74,063	\$125,908
Senior Video Producer	\$53,828	\$91,507	Technology Administrator	\$74,063	\$125,908
Talent Management Generalist, Senior	\$53,828	\$91,507	Manager	\$87,995	\$149,591
Technology Analyst	\$53,828	\$91,507	Senior Manager	\$95,914	\$163,054
Client Services Liaison, Principal	\$58,604	\$99,627	Operations Director/Managing Director	\$104,546	\$177,729
			Center Director	\$137,886	\$234,407
			Executive Director	\$218,137	\$370,832

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2021**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Akin, Melanie	Client Services Liaison	57,898	0
Akintoye, Olusola A	Financial Svc Analyst, Senior	86,000	0
Alao, Folashade	Program/Project Analyst, Prin	78,507	1,115
Alexander, Michael D	Center Director	208,298	1,904
Alexander, Shari	Temporary	25,413	0
Allen, Julius A	Program/Project Analyst, Prin	63,356	461
Allown, Michael F	Financial Svc Analyst, Senior	50,626	0
Alter, Aaron	Financial Svc Analyst, Assoc	54,221	0
Anderson, Alima	Program/Project Coordinator	76,440	142
Anderson, Jacquelyn l	Financial Svc Analyst, Senior	97,023	0
Anderson, Lauren A	Temporary	3,888	0
Anderson, Stacey	Temporary	64,050	0
Apter, Rebecca	Executive Assistant	57,220	0
Atteberry, Katherine	Planning Coordinator	105,458	388
Baggett, Anna	Planner, Senior	41,670	34
Bailie, Ana L	Registered Nurse	71,974	0
Baldwin, Yoll	Client Services Liaison	59,970	0
Barnett, Bryan	Temporary	3,240	0
Barr, Alex	Talent Mgt Generalist, Senior	40,517	0
Barrett, JeanHee P	Planning Administrator	110,629	0
Barrett, Stephen R	Data Analysis Coordinator	86,578	0
Bashford, Jennifer	Temporary	20,537	0
Battle, Deborah	Financial Services Specialist	49,916	0
Bayalis, John	Manager	140,632	877
Beamer, Jennifer D	Data Analyst, Principal	74,631	0
Bell, Tatiana N	Temporary	14,441	0
Bellows, Layla	Data Analyst, Principal	69,199	0
Benefield, Sheila C	Operations Director	153,750	0
Berg, David	Temporary	259	0
Berry, Haley M	Financial Svc Administrator	119,418	3,236
Betts, Jonathan	Temporary	2,992	0
Beverly, Sylvia E	Client Services Liaison	67,656	0
Bhatt, Akash	Temporary	5,448	0
Blakeney, Roseanne	Management Services Specialist	42,829	0
Blocker, Christopher	Program/Project Analyst, Prin	61,716	0
Blumberg, Mary T	Program/Project Administrator	115,172	0
Bogle, Mollie	Planner, Senior	60,255	822
Bradshaw, Patrick A	Planning Coordinator	87,228	0
Brathwaite, Haydn	Financial Svc Administrator	120,806	0
Bray, Morgan	Management Services Technician	37,487	0
Bromell, Traci	Client Services Liaison	54,769	0
Brown, Danielle D	Client Svc Liaison, Princi	66,039	0
Brown, Tamika B	Program/Project Analyst, Prin	63,534	0
Brunson, Gia L	Client Services Liaison	61,147	0
Bundrage, Marquita	Comm & Mktng Analyst	54,255	0

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2021**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Burgess, Suzanne H	Senior Manager	138,752	0
Burke , Christopher J	Manager	125,539	0
Butts, Wendy Y	Client Svc Liaison, Princi	70,125	0
Byrd, Juanisha L	Temporary	20,305	0
Caraballo, Isabelle	Temporary	6,834	0
Carnathan, Michael N	Senior Manager	143,151	867
Carpenter, Gwendolyn	Temporary	36,859	0
Charlot, Henry	Program/Project Administrator	108,016	256
Christopher, Lisa A	Client Services Liaison	47,186	0
Conner, Linda F	Temporary	7,598	0
Coore, Richard	Program/Project Analyst, Prin	61,946	806
Coppin, Candice	Program/Project Analyst, Prin	61,700	0
Covington, Clinton	Temporary	13,702	0
Coxton, Bernard	Program/Project Coordinator	115,561	1,592
Crawford, Tiwana	Executive Assistant	52,580	175
Crittle, Maxberte	Temporary	9,806	0
Crump, Kevin	Center Director	195,485	8
Cuadrado, Andrew	Management Svc Technic, Senior	48,909	0
Danekes, Brian	Program/Project Coordinator	10,962	0
Davis, Allison M	Program/Project Analyst	65,294	623
Davis, Ce'Anta	Temporary/CC	8,531	0
Davis, Curt S	Technology Administrator	104,999	0
Davis, Lisa N	Program/Project Administrator	90,420	0
Davis, Wendy J	Client Services Liaison	66,051	0
Dickey, Star T	Temporary	58,707	0
DiGirolamo , Paul A	GIS Coordinator	93,332	0
Dixon, Delethia	Temporary	7,743	0
Dixon, Denise A	Program/Project Analyst	60,188	0
Donald, Demetria	Temporary FT Limited	36,291	713
Donsky, Paul M	Senior Manager	129,632	312
Douse III, Sidney	Planner, Principal	79,406	0
Dowell, Natasha	Temporary	6,464	0
Dudley, David M	Administrator, Digital Media	109,702	0
Dunbar, Ashley S	Temporary	38,484	0
Dunn, Cynthia H	Temporary	26,514	0
English, Tonge A	Temporary	8,295	0
Fan, Shichen	Planner, Senior	41,870	0
Foster, Amari	Planner, Senior	53,828	0
Foster, Bennett	Program/Project Coordinator	76,050	95
Foster, Candace M	Temporary	1,036	0
Frederick, Nikaela	Temporary	20,438	0
George, Kathryn	Client Services Liaison	58,620	65
Ghani, Marisa L	Planner, Principal	59,119	0
Giguere, David	GIS Administrator	112,245	0
Giuffrida, Gregory	Temporary- Plan Review Officer	42,205	0

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2021**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Gleaton, Mellonea	Temporary	54,700	492
Glover, Michelle M	Client Services Liaison	62,285	0
Goldberg, Jill	Program/Project Administrator	109,192	0
Golivesky, Barry	Senior Manager	121,066	38
Goodrum-Ellis, Kiah-Simon	Management Services Special	40,212	0
Goodwin, Amy R	Planning Coordinator	103,066	0
Green, Sabrina	Program/Project Administrator	87,097	84
Green, Tamara	Client Services Liaison	53,870	0
Gunn, Danielle	Financial Svc Analyst, Prin.	74,901	85
Gustave-Cason, Kurl D	Program/Project Analyst, Senior	69,200	8
Haas, Olivia	Comm & Mktng Analyst	53,992	8
Hamer, Schnequka	Financial Svc Administrator	86,599	0
Hammond III, John B	Center Director	204,837	0
Hann, Christopher A	Technology Analyst, Senior	69,977	0
Harmon, Sharon	Client Services Liaison	52,373	0
Harper, Robert W	Financial Svc Administrator	50,735	0
Harris, Regina F	Client Services Liaison	65,028	0
Haspel, Moshe	Data Scientist, Principal	17,981	0
Haynes, David W	Planning Administrator	120,275	0
Heyl, Dana L	Program/Project Analyst, Prin	43,638	0
Hill-Attkisson, Erin L	Client Services Liaison	65,861	0
Holder, Pier W	Client Services Liaison	54,114	2,479
Hooker, Douglas R	Executive Director	356,674	3,455
Hudson, Donna	Talent Mgt Generalist, Princip	13,673	0
Hutcherson, Joy	Client Services Liaison	57,699	535
Infantry, Heather	Program/Project Administrator	25,577	0
Interiano, Elizabeth	Client Services Liaison	53,863	0
Jackson, Crystal L	Planner, Principal	80,737	29
Jackson, Felecia A	Financial Svc Analyst	63,002	0
Jackson, Phyllis B	Program/Project Administrator	85,647	967
Jacobs, Carol	Temporary	37,328	0
Jakobsen, Pamela	Client Svc Liaison, Senior	59,612	0
James, Reginald	Planner, Senior	55,620	0
Jaquish, James L	Comm & Mktng Analyst, Princip	100,406	1,521
Jerram, Megan	Client Services Liaison	59,098	0
Johnson, Audrey M	Planner, Senior	69,623	0
Johnson, Daniel E	Planning Administrator	122,188	1,369
Johnson, Kameisha	Talent Mgmt. Administrator	100,111	0
Jones, Faustina	Temporary	19,214	0
Jones, Sequoyah	Management Services Specialist	45,619	0
Jones, Terri Y	Client Services Liaison	73,498	0
Kim, Kyeil	Data Analysis Coordinator	28,087	0
Kim, Kyung-Hwa	Planning Administrator	119,423	20
King, Rosalene D	Temporary	4,563	0
Kirton, Sandra G	Client Services Liaison	64,389	0

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2021**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Knox, Nicole	Financial Svc Analyst, Prin.	74,597	0
Kotak, Tejas	Planner, Senior	57,577	0
Kumar, Ayush	Temporary	595	0
Kurtz, Becky	Managing Director	166,329	466
Kusnierz, Nicole E	Program/Project Analyst	37,269	3,244
Lancelin , Colby T	Data Analysis Coordinator	95,254	0
Lapwood, Bonnie	Planner, Senior	1,904	20
Lassiter, Elisa Y	Client Services Liaison	52,370	0
Leak, Paula S	Program/Project Coordinator	71,831	1,584
LeBeau, Robert	Managing Director	154,000	3,553
Lester, Sythea T	Temporary	19,500	196
Lewandowski, Steven M	Data Analysis Coordinator	82,523	0
Lewis, Erica M	Executive Assistant, Senior	71,927	0
LINDIE, CHRISTINE M	Temporary	37,897	710
Liou, Marian	Program/Project Administrator	86,714	30
Little, Aries C	Senior Planner	66,406	0
Little, Debra A	Executive Assistant, Senior	75,408	0
Lombard, Jared	Planning Administrator	99,794	193
Lucas, Karen A	Client Svc Liaison, Princi	78,040	0
Lupoe, Kynnesha	Driver	38,041	0
MacLeish-White, Odetta	Program/Project Administrator	24,663	0
Malasarte, Megan	Temporary	13,662	0
Mangham, Marquitrice	Planner, Principal	77,993	0
Marinelli, Abigail	Data Analyst, Senior	58,074	0
Mason, Gregory R	Senior Manager	144,301	839
Matrille, Raymery	Client Services Liaison	39,363	0
Matrille, Rossangie	Client Services Liaison	42,507	0
Mayerik, Cheryl T	Senior Manager	114,223	0
McCord, Robert E	Temporary	4,130	0
McFarlane, Clifton	Temporary	4,710	0
McKnight, Elizabeth	Temporary	57,920	0
McRunnels, Lucius	Program/Project Analyst, Prin	66,413	0
Meadows-Dillard, Amber S	Client Services Coordinator	15,810	0
Miller, Bryce	Planner	32,136	0
Mills, William M	Data Analyst, Senior	56,807	0
Mollet Saint Benoit, Celi	Planner	60,442	1,403
Morris, Andrew	Planning Administrator	129,318	2,318
Morrow, Caleah	Management Services Technician	37,487	0
Murphy, Ansley	Temporary	4,178	0
Murphy, Meghan A	Program/Project Analyst	56,938	0
Neequaye, Nii-Kotey	Temporary	23,520	0
Nelson, Karen E	Client Services Coordinator	4,212	0
Newton, Mary S	Client Services Coordinator	79,876	37
Nyman, Tanning	Temporary	4,156	34
O'Connor, Marsharee S	Program/Project Administrator	93,262	0

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2021**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Oquendo, Brittney N	Program/Project Analyst	55,837	0
Orr, John M	Managing Director	159,860	0
Orrego, Alexandra	Data Analyst, Senior	39,133	0
Palmer, Brittney	Program/Project Analyst,Senior	6,352	0
Park, Nokil	Data Analyst, Principal	91,026	0
Parker, Andrew T	Client Svc Liaison, Senior	89,176	0
Pascual, Aixa	Comm & Mktng Analyst, Senior	66,231	385
Patilla, Shane	Financial Svc Administrator	112,112	0
Patterson, Tammy	Program/Project Analyst, Prin	62,324	0
Pearce, James	Data Analysis Administrator	77,622	0
Pearson, Linda	Temporary	32,810	0
Pellino, Cara M	Manager	101,609	0
Perez, Amy	Data Scientist, Principal	46,154	0
Perkins, Alyssa	Client Svc Liaison, Senior	58,884	144
Perumbeti, Katherine S	Program/Project Analyst,Senior	67,144	0
Pettaway, Alyssa	Temporary	5,618	0
Phelan, George	Management Services Specialist	13,455	0
Phillips, Douglas W	Technology Analyst, Sr.	68,140	0
Phillipson, Joshua	Program/Project Analyst, Prin	75,409	419
Pinones, Judy	Client Services Liaison	51,437	0
Portwood, Matthew	Client Services Liaison	52,223	0
Pressley, Mia D	Program/Project Coordinator	104,527	61
Prosser, Rhoberta	Temporary	35,744	0
Ragans, Ginger	Client Services Coordinator	62,157	0
Randolph, Ray L	Operations Director	155,089	0
Reed Wilkins, Malika	Center Director	196,045	714
Reeves, Matthew M	Temporary	16,948	0
Rhude, Ashlyn	Client Services Liaison	15,385	0
Rivera, Ashley C	Temporary	9,840	0
Roberts, Melissa C	Program/Project Administrator	104,346	4,874
Robertson, Tara E	Technology Analyst	86,885	0
Roell, Maria N	Principal, Planner	69,009	0
Rose, Charlie W	Financial Services Specialist	43,500	0
Rosembert, Anne	Client Services Liaison	57,438	0
Rousseau, Guy	Data Analysis Administrator	119,854	0
Rushing, James B	Planner, Principal	82,119	0
Russell, Lance	Temporary	87,453	0
Saintil, Thania	Executive Assistant	42,360	0
Sandlin, Elizabeth	Planner	50,746	899
Sanford, Elizabeth L	Manager	117,401	0
Santo, James M	Planner, Principal	104,947	0
Saunders, Grant	Temporary	37,912	0
Schlom, Ryan	Planner	54,150	291
Schwartz, Justine	Program/Project Analyst	61,169	83
Sharp, Kristie L	Program/Project Administrator	107,831	0

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
**for the Year Ended December 31, 2021**

<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Shenbaga Kaniraj, Samyukt	Managing Director	146,386	1,080
Shockey, Donald	Temporary- Plan Review Officer	20,091	0
Skeen-Grant, Deborah	Client Services Liaison	47,118	0
Skinner, James L	Data Analysis Administrator	112,542	0
Skinner, Sarah A	Planning Coordinator	72,413	2,759
Sloan, Casey A	Data Analysis Administrator	82,321	0
Smith, Andrew N	Planner, Principal	70,128	20
Smith, Damon	Financial Svc Analyst, Senior	74,314	0
Smith, Kelly M	Operations Director	150,218	0
Smith, Molly L	Principal Graphic Designer	94,474	0
Sotnikova, Maria	Data Analyst, Senior	62,449	0
Starckey, Lesa	Program/Project Analyst, Prin	80,356	38
Steele, Monique A	Executive Assistant, Senior	60,146	0
Stevens, Keri	Planning Administrator	102,445	1,393
Stirling, William	Temporary	9,180	0
Stoudemire, Katherine	Financial Services Specialist	54,090	718
Studdard, Daniel J	Planner, Principal	83,638	629
Sung, Hae Seung	Data Analyst, Senior	48,001	0
Sweeney, Katherine	Temporary	67,719	0
Szarowicz, Patricia C	Client Services Liaison	69,902	0
Taylor III, James	Management Services Specialist	43,248	0
Terry, Donald	Client Services Liaison	16,923	0
Trinidad, Jennifer M	Financial Services Analyst	65,000	0
Tucker, Rosalind G	Managing Director	123,217	2,446
Tuitt, Suzette	Program/Project Analyst, Prin	65,540	185
Tyler, Amanda R	Program/Project Analyst	12,040	0
Underwood, Johanna	Comm & Mkting Analyst	52,530	0
Usher, Shantel	Client Services Liaison	52,530	0
Vine, Holly A	Executive Assistant	53,782	41
Waguespack, Patrice M	Temporary	22,944	312
Waidhas, Kelsey	Planner	57,785	1,428
Wakhisi, Kofi O	Planning Administrator	124,138	1,368
Wang, Wei	Data Analysis Administrator	119,394	0
Wascher, Joel	Comm & Mkting Analyst, Senior	73,377	0
Washington, Stephanie P	Data Analyst, Senior	72,145	8
Weir, December B	Temporary	6,098	0
Weis, Craig D	Client Services Liaison	70,975	0
Wender, Rochelle T	Program/Project Analyst	87,143	0
White, Angela M	Client Services Liaison	62,454	2,226
White, Connie M	Program/Project Administrator	107,761	0
White-Fulks, Charissa M	Executive Asst./Sec'y to Board	91,622	0
Will, Rachel	Planner, Senior	58,052	0
Williams, Celia	Client Svc Liaison, Senior	58,711	0
Williams, Nicola	Temporary	52,000	0
Williams, Shannon	Program/Project Analyst	53,630	247

**Atlanta Regional Commission**  
**Schedule of Employee Salary and Travel Expenses**  
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<u>Employee</u>	<u>Title</u>	<u>Wages</u>	<u>Travel</u>
Woodworth, Erik	Data Scientist, Coordinator	88,339	0
Yawn, Joseph	Data Analysis Administrator	76,271	1,864
Yawn, Kim	Executive Assistant	62,216	0
Yu, Weize E	Temporary	412	0
Zhu, Honghong	Technology Administrator	119,767	0
Zitsch, Katherine	Managing Director	160,895	3,383
Zwald, Brittany E	Staff Attorney	104,061	100
		\$18,566,641	\$68,323
(a)			
2021 Salaries (cash basis)			\$18,566,641
Non cash compensation			(114,142)
2020 Accrued salaries for the pay periods ended 12/31/2020 paid in 2021 (excluding fringe withholdings)			-617,859
2021 Accrued salaries for the pay periods ended 12/31/2021 paid in 2022 (excluding fringe withholdings)			697,752
Total Salaries 2021			<u>\$18,532,392</u>
(b)			
Travel paid to employees			\$68,323
Other charges to travel (parking, airline tickets) (itemized records on file in ARC offices)			34,873
Total Travel 2021			<u>\$103,196</u>



Atlanta Regional Commission

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