

Coastal Regional Commission

Darien, Georgia

FY 2015 Annual Work Program & Budget





Table of Contents

Introduction	1
Government Profile	2
Governing Council Members	3
Staff Organizational Chart	6
Executive Management Team	7
Regional Profile	8
Budget Message	11
Budget In Brief	15
Agency Wide Revenues	16
Agency Wide Expenditures	16
Financial Structure	19
Budget Process	23
Budget Summary	27
Agency Wide Budget Summary	28
Operating Revenues	29
Capital Revenues	30
Expenses	32
Fund Balance	35
Governmental Fund Budgets	37
General Fund	38
Aging Services Department	39
Coordinated Transportation Services Department	45
Planning & Government Services Department	49
Economic Development Services Department	55
Proprietary Fund Budgets	59

Table of Contents, cont.

Internal Service Funds	60
Administrative Services Department	61
Information Technology	63
Financial Services Department	65
Fringe Benefit Cost Budget Summary	67
Central Support Cost Budget Summary	69
Appendix	71
Financial Policies	72
Agency Wide Budget Detail	85
Budget Variance from FY2014	86

Introduction



Government Profile

Council Members

Staff Organizational Chart

Executive Management Team

Regional Profile



Government Profile

The Coastal Regional Commission (CRC) is a regional governmental entity with the purpose to create, promote, and foster the orderly growth, economic prosperity, and continuing development of the industrial, civic, commercial, educational, natural, and human resources of the Region and member communities. The enactment of the Georgia State Planning Act of 1989 and the Official Code of Georgia Annotated (OCGA) Section 50-8-31 et al is the basis of the Coastal Regional Commission's existence.

There are 12 Regional Commissions in the state of Georgia. The Commission's boundaries include Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, and Screven counties.

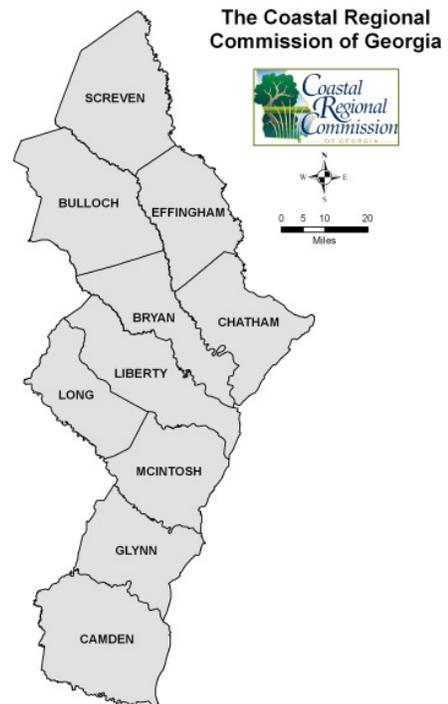
The Commission functions as the regional planning entity for land use, economic development, environmental, transportation, historic preservation planning, coordinated transportation, and services for the elderly, persons with disabilities, and their caregivers.

The Commission is an organization constituted to serve its members and shall be member driven. Membership in the Commission consists of each municipality and county within the territorial boundaries of the Commission.

There are thirty-nine (39) members on the Council that establish policy and direction for the Commission and perform such other functions as may be provided or authorized by law.

The Council appoints an Executive Director, who is the chief administrative officer of the Commission. The Executive Director is responsible to the Council for the administration of the Commission's affairs and

for implementing policy directives of the Council.





The Coastal Regional Commission is governed by ten counties and 35 cities that are known as the Coastal Region of Georgia.

Bryan County

Pembroke
Richmond Hill

Bulloch County

Brooklet
Portal
Register
Statesboro

Camden County

Kingsland
St. Marys
Woodbine

Chatham County

Bloomington
Garden City
Pooler
Port Wentworth
Savannah
Thunderbolt
Tybee Island
Vernonburg

Effingham County

Guyton
Rincon
Springfield

Glynn County

Brunswick

Liberty County

Allenhurst
Flemington
Gumbranch
Hinesville
Midway
Riceboro
Walthourville

Long County

Ludowici

McIntosh County

Darien

Screven County

Hiltonia
Newington
Oliver
Rocky Ford
Sylvania



CRC Council Officers

Mayor Jim Thomas, CRC Council Chairman
Mayor, City of Hinesville

Jason Coley, CRC Council Vice-Chairman
McIntosh County Non-Public Representative

Chairman Jimmy Burnsed, CRC Secretary
Bryan County Commission

CRC Council Members

BRYAN COUNTY

Chairman Jimmy Burnsed
Bryan Co. Commission

Mayor Harold Fowler
City of Richmond Hill

Sean Register
Non-Public

BULLOCH COUNTY

Walter Gibson
Bulloch Co. Commission

Mayor Jan Moore
City of Statesboro

Russell Keen
Post Secondary Education

CAMDEN COUNTY

Chairman Jimmy Starling
Camden Co. Commission

Mayor John F. Morrissey
City of St. Marys

Craig Root
Non-Public

CHATHAM COUNTY

Vice Chairman Pricilla Thomas
Chatham Co. Commission

Mayor Edna Jackson
City of Savannah

Chris Blaine
Non-Public

Two Vacancies

EFFINGHAM COUNTY

Reggie Loper
Effingham Co. Commission

Mayor Ken Lee
City of Rincon

Herb Jones
Non-Public

GLYNN COUNTY

Commissioner Clyde Taylor
Glynn Co. Commission

Commissioner Julie Martin
City of Brunswick

David Boland
Non-Public

Shaw McVeigh
Non-Public

LIBERTY COUNTY

Chairman Donald Lovette
Liberty Co. Commission

Mayor Jim Thomas
City of Hinesville

Matthew Barrow
Non-Public

Allen Brown
Non-Public

LONG COUNTY

Chairman Robert Long
Long Co. Commission

Gwendolyn Davis
City of Ludowici

William Miller
Non-Public

MCINTOSH COUNTY

Chairman Kelly Spratt
McIntosh Co. Commission

Mayor Hugh Hodge
City of Darien

Jason Coley
Non-Public



CRC Council Members

SCREVEN COUNTY

Commissioner J.C. Warren
Screven Co. Commission

Mayor Margaret D. Evans
City of Sylvania

Herb Hill
Non-Public

STATE OF GEORGIA

APPOINTMENTS

Tom Ratcliffe

Dan Coty

Chap Bennett

Linda Barker

Charles Wilson

EX-OFFICIO MEMBERS

Clarence Knight
City of Kingsland

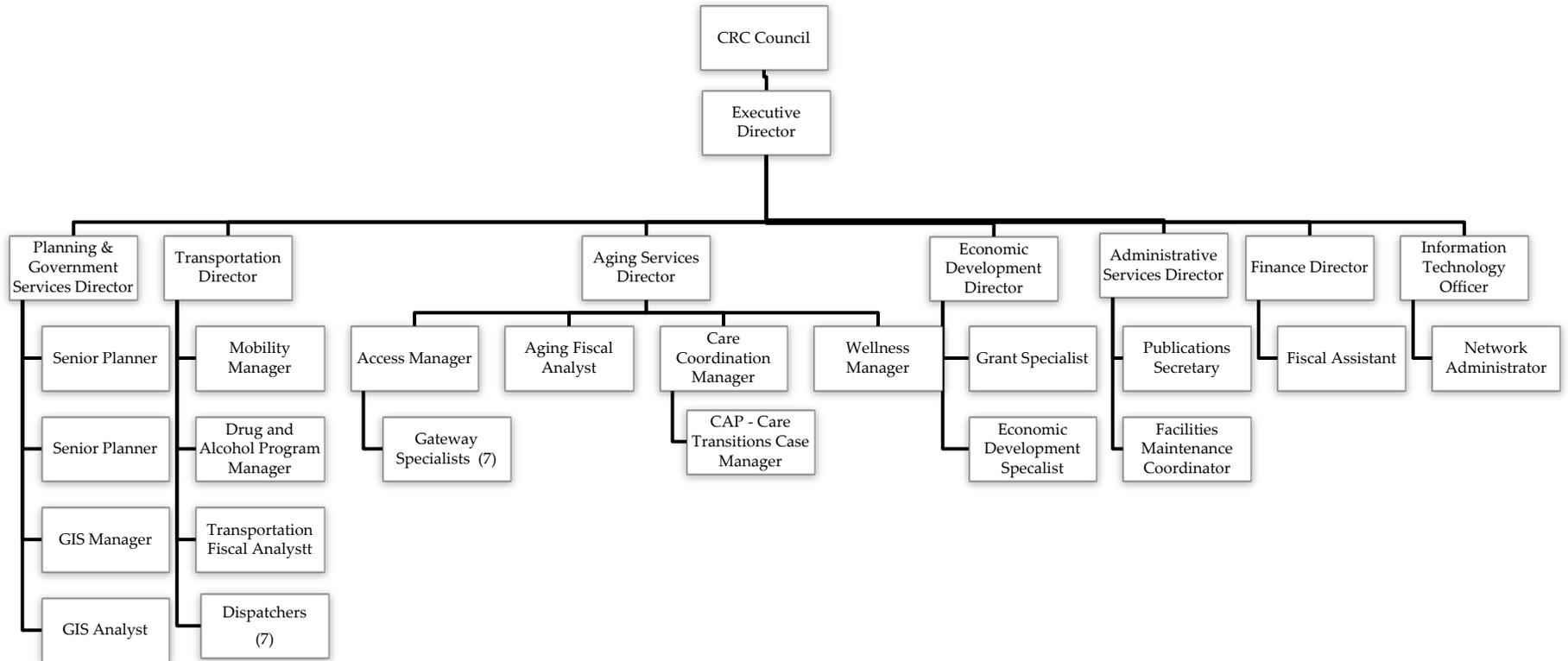
Dina McKain
Fort Stewart

Dorothy Glisson
Screven County

Ron Elliot
Fort Stewart



CRC Staff Organizational Chart





CRC Executive Management Team



Allen Burns, Executive Director
aburns@crc.ga.gov



Colletta Harper, Administrative Services Director
charper@crc.ga.gov



Dionne Lovett, Aging Services Director
dlovett@crc.ga.gov



Lauren Robesky, Economic Development Director
lrobesky@crc.ga.gov



Lena Geiger, Financial Services Director
lgeiger@crc.ga.gov



Brandon Westberry, Chief Technology Officer
bwestberry@crc.ga.gov



Lupita McClenning, Planning & Government
Services Director
lmcclenning@crc.ga.gov



Don Masisak, Transportation Director
dmasisak@crc.ga.gov



Regional Profile

Climate

The coastal region is classified as subtropical. It is favored by both latitude and proximity to the Atlantic Ocean, resulting in a moderate climate. Winter temperatures are in the 50s during the day and the 40s at night, while summer temperatures are usually in the 80s - 90s during the day and the 70s at night. The temperature exceeds 90 degrees about 75 days a year, while freezing temperatures occur about 20 days a year and last only a few hours. Humidity is high, generally between 60% and 75%. Conditions are more moderate closer to the ocean—slightly



cooler in summer and warmer in winter.

Local Economy

Coastal Georgia remains poised as an attractive area for the growth of jobs and investment. The full complement of resources such as leadership, industrial infrastructure, strategic industry focus, strong existing industry presence, international outreach, tourism and film continue to generate interest and opportunities for residents of the Coastal Georgia area.

Coastal Georgia's logistics and transportation network is one of its most formidable assets, undergirding all industry in the state by enabling companies to quickly and seamlessly

reach domestic and international markets through interconnected airports, seaports, rail and roads. Companies in the state can reach 80 percent of the U.S. market within a two-day truck haul or a two-hour flight. Foreign trade zones in Savannah and Brunswick allows firms to delay, reduce, and even eliminate certain U.S. customs duties on imported items.

Port-related distribution is a major economic generator for the area. The Georgia Ports Authority continued to be among the strongest ports in the country. Georgia ports are positioned for unprecedented growth with the upcoming Panama Canal expansion. The \$5.25 billion expansion will build a new lane of traffic, doubling capacity and accommodating longer and wider ships. The Canal's new locks are expected to direct ships with nearly three times the capacity to the Port of Savannah, the fastest-growing container port in the country and the fourth largest port in the U.S. The Port of Brunswick is also expanding, having experienced a 400% growth in tonnage over the past decade. The Georgia's port system also continues to employ many Coastal Georgians and remains among the main reasons that companies look to Georgia's coast for location of new business opportunities.

Leveraging Georgia's coastal resources helped make the area attractive to business development professionals as major corporations considered new operational opportunities. The availability of over 3 dozen industrial and business parks offered flexibility



of location and continued access to national and international customer and supplier audiences. That, coupled with convenient access to the pipeline of talented graduates and research expertise from institutions of higher education gives Coastal Georgia a competitive advantage in the global marketplace. Evidence of this advantage is present in the expansions of manufacturers Gulfstream and Firth Rixson Forgings, part of the growing aerospace industry sector that employs over 80,000 workers in the state.

The University System of Georgia campuses in the region continue to act as economic engines. Georgia Southern University had an estimated fiscal impact of \$487 million on the regional economy in fiscal year 2010, supporting 6,925 jobs.



Enrollment at Georgia Southern University reached an all-time high for the Fall 2011 semester, surpassing 20,000 students. Armstrong Atlantic State University, College of Coastal Georgia, and Savannah State University had a combined enrollment of over 14,000 students, a fiscal impact of \$399 million and an employment impact of 4,461 jobs in the Coastal economy.

The passage of the Georgia Entertainment Investment Act in May 2008 has helped catapult the state into the ranks of the top five film and

TV production locations in the U.S., with more than 274 productions filmed in the state. Georgia's ability to provide a variety of astounding locations, a highly-skilled workforce, significant infrastructure and cutting-edge tax incentives makes Georgia an extremely desirable place to film. The Coastal region has attracted its share of entertainment industry investment, serving as the backdrop for major feature films released such as "X-Men: First Class" and Robert Redford's "The Conspirator". In addition, five counties in the region have been designated "Camera Ready Communities" by the Georgia Department of Economic Development.

Tourism is yet another resource that proved to be very important in the promotion of Georgia's Coast. Treasures such as historic forts King George, Pulaski, and McAllister, state parks, waterfronts and islands, historic Downtown Savannah, various film and motion picture sites throughout the region continued to make Coastal Georgia an attractive and inexpensive destination for tourists.

As in previous years, the installations of Fort Stewart/Hunter Army Airfield (HAAF) and Kings Bay Naval Submarine Base, as well as the Federal Law Enforcement Training Center (FLETC), contribute substantially to the region's economic health. Not only is the military sector relatively sizeable and stable, but it also provides some of the highest paying jobs. These installations serve as catalysts for a wide variety of indirect businesses and industries—improving the overall economic diversification of the region. According to an Economic Impact Statement released in May 2011, the installations at Fort Stewart/HAAF alone have an annual economic impact of over seven billion dollars in southeast Georgia. Fort Stewart/HAAF hosts over 20,000 active duty personnel, over 35,000 active duty family members, and employs over 5,000 civilians. Kings Bay Naval Submarine Base retains over 9,000 military, civilian, and contractor employees with an annual economic impact of

over \$700 million. Many military retirees reside within the ten-county Coastal region, including over 6,200 U.S. Army retirees receiving a payroll of \$137 million.



Federal budget reductions have impacted the employment prospects in the military sector, however. As part of a push to reduce the Department of Defense's budget to FY 2010 levels, the U.S. Army is looking to reduce its force by 27,000 soldiers beginning in 2015 and 8,000 civilian positions nationally by the end of FY 2012. Additional Federal debt reduction strategies will likely result in additional civilian jobs losses across all branches of the U.S. government, undoubtedly impacting Coastal Georgia communities for whom Fort Stewart/HAAF, Kings Bay Naval Submarine Base, and the Federal Law Enforcement Training Center are major centers of employment.

While respecting the natural resources of Georgia's Coast, the region has managed to continue to provide job opportunities and quality of life for many families. While job losses based on declining revenue were present in the area, other activity such as the existing industry focus, the expansion of companies, infrastructure development, and continued development of international relationships make Coastal Georgia poised to continue to attract an extraordinary workforce, job opportunities and investment in the future

Coastal Georgia at a Glance

Climate

The coastal region boasts an attractive subtropical climate with winter temperatures mainly in the 50s during the day and only approximately 20 days of freezing weather. Summer temperatures usually reach between 80 and 90 with 60 – 75% humidity.

Economy

Port-related distribution is a major economic generator with the Georgia Ports Authority listed as one of the strongest ports in the country.

The Universities in the region include Georgia Southern University, Armstrong Atlantic State University, College of Coastal Georgia and Savannah State University. The combined enrollment at these campuses is over 14,000 resulting in a fiscal impact of \$399 million and employment impact of 4,461 jobs for the Coastal economy.

Georgia is ranked as one of the top five film and TV production locations in the US. Recently the Coastal region was the backdrop for two major feature films, "X-Men: First Class" and "The Conspirator".

Military installations such as Fort Stewart / Hunter Army Airfield (HAAF), Kings Bay Naval Submarine Base and the Federal Law Enforcement Training Center continue to contribute substantially to the region's economy.

Budget Message





Budget Message



To: CRC Council Members

It is our pleasure to present a balanced 2015 Work Program and Budget. Included herein is a work program narrative describing the anticipated activities by our respective departments, a budget summary by individual department, and the total proposed FY 2015 Operating and Capital Budget of the Coastal Regional Commission.

The total proposed 2015 Operating and Capital Budget is \$12,857,787 consisting of \$4,737,738 for Aging Services, \$5,369,803 for Coordinated Transportation, \$683,648 for Planning and Local Government Services, \$1,823,013 for Economic Development Services and the General Fund budget of \$243,585. This budget compares to the 2014 Final Budget of \$12,546,691, representing a net increase of 2.4 %.

Anticipated local dues remain at \$654,810 for FY 15, as compared to FY 14, based on the 2010 Census count. The rate of \$1.00 per capita for each city and county will remain the same. This rate is mandated by law in order to qualify for state matching funds. State law requires that all local governments remit the dues established by the CRC Council.

Consistent with last year, the budget includes provision for an annual merit raise, budgeted up to 3%. Merit increases will be effective, based on the employee's evaluation, at the date of each employee's performance review. There is no cost of living (COLA) budgeted for FY 2015. Due to the economy, the CRC has not given employees a COLA since 2008.

Priorities and Issues

The sustainability of the transportation program continues to be a major concern and priority for the Commission. As we move forward in this new fiscal year, the Commission is focused on efficiencies, system safety, reliability and enhanced customer service. It is critical that the Commission strives to restore and maintain a balanced, comprehensive regional transit system to be competitive for economic development, housing, employment and overall quality of life. The Commission looks forward to meeting the challenges of the new budget year, moving beyond them and working with our local partners to develop a reliable and efficient transit system that will help provide more options for the residents of the Coastal region.

The Commission is committed to providing our member governments technical assistance with Planning, GIS and Economic Development services through a variety of projects, such as leadership development, GIS tailored to the member's needs, continuing education, targeted industry analysis for economic development and grant writing/administration.

The Commission is also committed to look for new grant opportunities to support services for the Elderly and Disabled. We have several new projects, such as Care Transitions and are exploring new and innovative ways to offer services.



Items of special note follow:

Aging Department

The Aging Department's budget decreased by \$390,849, as compared to the 2014 Final Budget. This decrease is attributable to sequestration cuts, as well as the Division of Aging's changes in the intrastate funding formula. Aging services will see a reduction in funding of approximately 7.62% over FY14's budget.

Coordinated Transportation

The Transportation Department's budget has a net decrease of \$1,029,056, as compared to the 2014 Final Budget. This decrease is attributable to ARRA funding for vehicle replacement and building renovations received in FY14, as well as costs saving measures.

Economic Development

The Economic Development Department's budget has a net increase of \$1,547,753, as compared to FY 14. This increase is related to the second round of funding for the Brigade Base Remediation project.

Planning, GIS and Local Government Services

The Planning Department's budget has a net increase of \$140,144, as compared to the 2014 Final Budget. This increase is attributable to local projects for technical assistance.

Internal Service Fund (Indirect and Fringe Benefit Costs)

Total indirect costs have increased by \$30,941, as compared to the Final Budget for FY 2014. We continue to make significant efforts to reduce overall costs within the Internal Service Fund and costs are consistent with prior year's history. There are minor line item adjustments, but the majority of the increase is related to building maintenance. The FY15 budget has the full annualized salaries for all staff additions made in FY14 and since the indirect rate is a ratio of indirect cost to chargeable salaries, we will see a decreased rate for FY15. The indirect cost rate,



as presented for FY 2015, is 57.29%. This compares to the budgeted FY 2014 indirect rate of 63.90%.

Total fringe benefits costs have increased by approximately \$82,903, as compared to the Final Budget for FY 2014. The increase is related to the staff additions made in FY14. The fringe benefit rate as presented for FY 2015 is 45.70%. This compares to the budgeted FY 2014 fringe rate of 45.19%.

General Fund

General Fund expenses are those that benefit the CRC specifically rather than the programs administered by the CRC. General Fund expenses are dictated by the uniform federal administrative requirements governing federal financial assistance provided to state and local governmental entities. General fund expenses are largely funded through membership dues.

The general fund budget has a net increase of \$43,105, as compared to the Final Budget for FY 2014.

We have included \$64,235 to build the general reserve. As required by our By-Laws, we have to maintain an unrestricted fund balance greater than 5% budgeted revenues. For budgeted revenues of \$12,857,787, we will need to have a minimum of \$642,889 in our reserve. We estimate that we will have \$1,032,823 in unrestricted funds at the end of FY14. This would equate to 8% of the budgeted revenue for FY 2015.

Conclusion

I would like to take a moment to thank the Council for their guidance and support throughout the year. Even with the economy still slow to respond, we are strategically looking forward. We must remain cautious, but move forward to make our coastal communities the best place to live, work, play and grow old. Going forward, we will continue to engage with our citizens, partner with our stakeholders, and strategically invest in efforts to strengthen our community.

The preparation of this budget has been a collaborative effort involving the Executive Management Team and Finance staff. I would like to thank the Finance Director and all of the employees of the Commission who have contributed to make the FY 2015 budget a reality.

Recommendation of Executive Director

I recommend that the Coastal Regional Commission Council approve the FY 2015 Operating and Capital Budget.

Sincerely,

A handwritten signature in blue ink, appearing to read "Allen Burns", is positioned above the name of the signatory.

Allen Burns, Executive Director

Budget in Brief



Operating & Capital Budget

Agency Wide Revenues

Agency Wide Expenditures



Budget in Brief

Operating & Capital Budget

Agency Wide Revenues

Total projected operating and capital revenues for FY 2015 are \$12,857,787. This represents a net increase of 2.39% from projected revenues for FY 2014. The Aging Department will see reductions, due to the sequestration cuts. Both the Planning and Economic Development Department's budgets have increased, due to additional local contracts and the 2nd round of funding for Brigade Base Remediation. The Transportation Department's budget will decrease, due primarily to capital revenue for vehicle replacement and building renovations, received in FY14. Total Capital revenues for FY15 are \$405,000 in ARRA funding to be used for equipment purchases and Mobility Management for Transportation.

Revenue Source	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Federal	\$ 13,885,208	\$ 8,931,745	\$ 8,582,295	\$ 8,808,363	2.53%
State	2,668,833	2,793,629	2,666,845	2,608,160	-2.10%
Local/Other	629,586	615,822	642,741	786,454	23.34%
Membership Dues	654,808	654,809	654,810	654,810	0.00%
Total Revenues	\$ 17,838,435	\$ 12,996,005	\$ 12,546,691	\$ 12,857,787	2.39%

Agency Wide Expenditures

Total projected expenditures for FY2015 are \$12,815,059. This represents an increase of .28% from the projected expenditures for FY 2014. Personnel costs have increased due primarily to the full annualized salary and benefit costs for the transportation call center staff and other staff additions in FY14. Contractual costs have a net increase for the pass-through funding for Base Remediation. Operating costs have been reduced, due primarily to costs cutting measures in Transportation. Capital expenses have decreased, due to funding, as stated earlier.

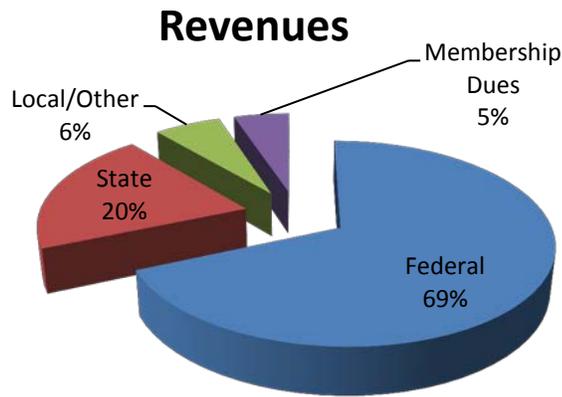
Expenditure Category	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Personnel	\$ 2,411,409	\$ 2,302,294	\$ 2,220,217	\$ 2,467,185	10.73%
Contractual	11,912,369	7,423,575	6,518,098	7,757,777	16.70%
Operating	2,479,540	2,943,710	2,398,384	2,185,096	-7.25%
Capital	860,708	660,625	1,640,727	405,000	-187.05%
Total Expenditures	\$ 17,664,026	\$ 13,330,204	\$ 12,777,427	\$ 12,815,059	0.28%



Budget in Brief

Agency Wide Revenues

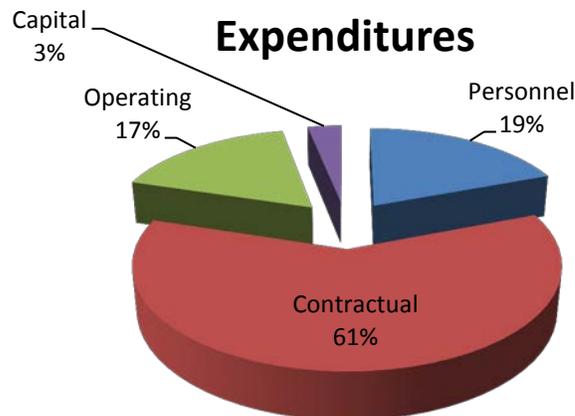
The graph below represents a break-down, by category, of total projected revenues for FY 2015. Federal and state funding account for 89% of the budget.



Agency Wide Expenditures

Contractual expenditures account for 61% of the budget. The majority of this amount is pass-through funding to contracted providers for Aging and Transportation services. Also included in contractual expenses is the funding for our eligible governments for Base Remediation. Operating expenditures include such as supplies, travel, insurance and gasoline.

The graph below represents a break-down, by function, of total projected expenditures for FY 2015.





Financial Structure



Fund Structure

Accounting Basis

Budgetary Basis

Budgetary Fund Structure



Financial Structure

The Commission's financial transactions are budgeted and recorded in separate funds. A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Commission uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The "Uniform Accounting and Financial Management Manual for Georgia's Regional Development Centers" establishes the fund structure of all Regional Commissions in Georgia. In compliance with this manual, the Commission reports two kinds of funds – governmental and proprietary.

Fund Structure

The Commission reports the following governmental funds:

General Fund. The general fund of the CRC accounts for all financial resources except those required to be accounted for in another fund. Specifically, the general fund will account for all activity not associated with a grant and /or contract. Non-contractual services performed by the CRC for a local government may be accounted for in the general fund. Dues from member governments are accounted for in the general fund. Any portion of member dues used as matching funds for grant and contracts are transferred to the special revenue fund. Likewise, any member dues needed to cover indirect costs that are not recovered from revenues earned from grants and contracts are transferred to the internal service fund. The general fund also accounts for any activity of the CRC that is not allowable for reimbursement under a grant or contractual agreement.

Special Revenue Fund. The special revenue fund of the CRC accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. This includes all grants and contracts received by the CRC. The CRC uses cost centers and sub-accounts identified as elements in its accounting system to account for each grant or contract in the special revenue fund.

The Commission reports the following proprietary fund types:

Internal Service Fund. This fund accounts for employee benefits and indirect costs in accordance with the CRC's cost allocation plan. These costs are pooled and billed to the grants and contracts accounted for in the special revenue fund. These reimbursements from the special revenue fund are recognized as revenue in the internal service fund as cost recoveries. Operating expenses for the internal service fund include the cost of services and administrative expenses. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Accounting Basis

Governmental funds are accounted for using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place.



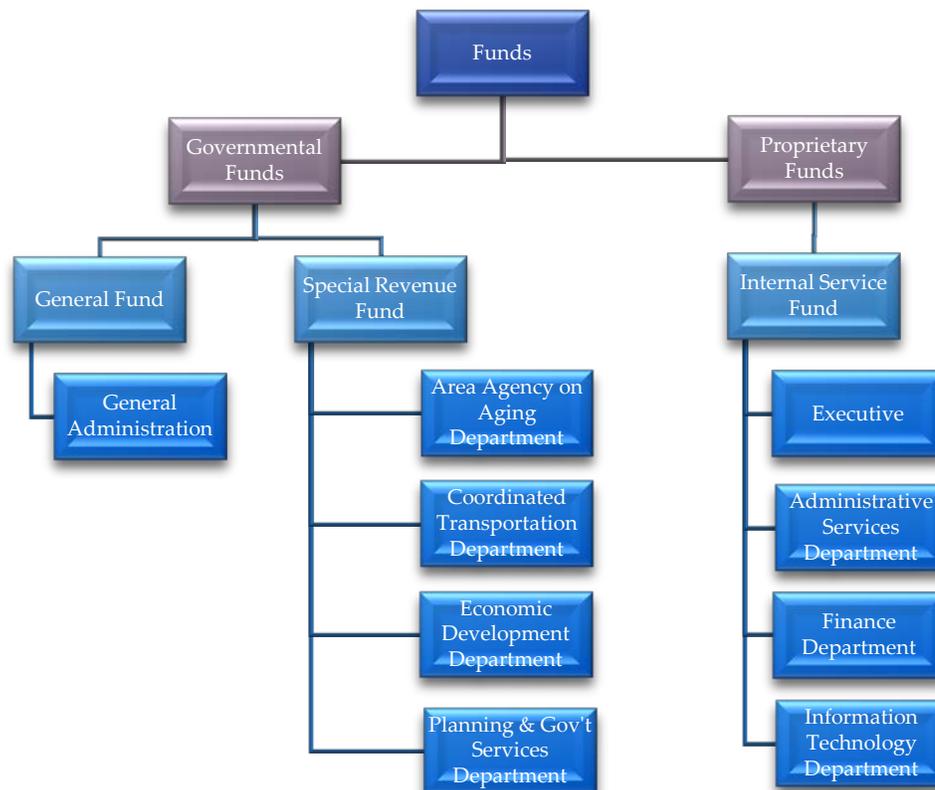
Financial Structure

Budgetary Basis

For Governmental Funds, the basis of budgeting is the same as the accounting basis and is consistent with Generally Accepted Accounting Principles (GAAP).

The budget is formally adopted on an agency-wide, functional expense level, which is the legal level of budgetary control. Appropriations lapse at year-end with the exception of any appropriations for capital projects and grant funds where appropriations are carried forward until such time as the project is completed.

Budgetary Fund Structure





Budget Process



Budget Preparation

Budget Execution

Budget Amendment

Budget Preparation Schedule



Budget Process

The annual budget is a financial plan which presents the programs and services to be provided and describes the resources needed to perform those activities. The overall goal of the budget is to establish and maintain effective management of the Commission's financial resources.

Budget Preparation

The Commission's fiscal year begins July 1st and ends June 30th. On or before June 30 each year, the Executive Director submits a proposed budget for the upcoming fiscal year to the Council. The budget is to be organized by programs showing the funds needed from funding sources; a work program narrative describing the activities anticipated by the respective departments, and a budget summary by individual departments.

Budget Execution

Before June 30 of each year the Council will adopt a final budget for the ensuing fiscal year. Copies of the budget will be available to the public upon request.

In order to provide the necessary timing and flexibility to accommodate various federal and state programs as they become available or deleted, as well as unanticipated needs of the region and its local governments, the Council in adopting the budget, authorizes the Executive Director, subject to any restrictions as may be required by the Budget and Finance Committee, to make revisions as needed to the adopted budget. These revisions may include, but not be limited to: transferring budgeted revenues or disbursements from one program and/or line item to another, supplementing the adopted budget with additional funding from grant awards and/or contracts from federal, state, or local sources, and adjusting overall revenue and disbursement amounts to accommodate any changes in the Commission's Work Plan. However, if additional Commission funds are needed to required match or an overmatch of funds, this will require approval of the Council.

Budget Amendment

No later than January of each year, the Executive Director will present to the Council a statement showing the revision to the adopted budget due to changes in funding sources and expenditures. Before June 30 of each year the Council will adopt a final amended budget for the fiscal year.



Budget Process

Budget Preparation Schedule

The following timeline is provided to detail the schedule of the budget preparation process:

<u>Activity</u>	<u>Date(s)</u>
Conduct Needs Assessment (every 4 years)	October 2010
Conduct Public Hearings/Publish Public Notices	Oct 2013-Apr 2014
Seek input from Commission Council & Advisory Councils	On going
Budget Meetings with Department Directors	Jan – May 2014
Review Data	Jan – May 2014
Prepare Budget	Mar – May 2014
Present Proposed Budget to Budget & Finance Committee	June 3, 2014
Present Final Proposed Budget to Council for Approval	June 11, 2014



Budget Summary



Agency Wide Budget Summary

Operating Revenues

Capital Revenues

Expenses

Fund Balance



Budget Summary

Agency Wide Budget Summary

	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Operating Revenue					
Federal	\$ 13,066,630	\$ 8,376,904	\$ 7,082,610	\$ 8,403,363	18.65%
State	2,668,833	2,740,737	2,596,324	2,608,160	0.46%
Local/Other	525,072	615,822	642,741	786,454	22.36%
Membership Dues	654,808	601,917	584,289	654,810	12.07%
Total Operating Revenues	\$ 16,915,343	\$ 12,335,380	\$ 10,905,964	\$ 12,452,786	14.18%
Capital Revenue					
Federal	\$ 818,578	\$ 554,841	\$ 1,499,685	\$ 405,000	-72.99%
State	-	52,892	70,521	-	-100.00%
Local/Other	104,514	-	-	-	0.00%
Membership Dues	-	52,892	70,521	-	-100.00%
Total Capital Revenues	\$ 923,092	\$ 660,625	\$ 1,640,727	\$ 405,000	-75.32%
Total Operating & Capital Revenue	\$ 17,838,435	\$ 12,996,005	\$ 12,546,691	\$ 12,857,787	2.48%
Operating Expenses					
Salaries & Benefits	\$ 2,411,409	\$ 2,302,294	\$ 2,220,217	\$ 2,467,185	11.12%
Contractual	11,912,369	7,423,575	6,518,098	7,757,777	19.02%
Utilities/Telecommunications	144,393	102,680	212,776	208,776	-1.88%
Insurance & Liability	24,700	52,060	39,000	31,150	-20.13%
Vehicle Expenses	1,530,983	1,576,076	1,405,276	1,318,000	-6.21%
Materials & Supplies	39,904	44,399	38,561	35,207	-8.70%
Travel/Meetings & Seminars	118,601	168,033	152,502	126,837	-16.83%
Other Operating Expenses	620,959	1,000,464	550,269	465,127	-15.47%
Capital	860,708	660,625	1,640,727	405,000	-75.32%
Total Operating & Capital Expenditures	\$ 17,664,026	\$ 13,330,206	\$ 12,777,427	\$ 12,815,059	0.29%
Excess (deficiency) of revenues	\$ 174,409	\$ (334,201)	\$ (230,736)	\$ 42,727	-118.52%
Fund Balance - Beginning of Year	\$ 1,423,350	\$ 1,597,759	\$ 1,263,558	\$ 1,032,823	-18.26%
Fund Balance - End of Year	\$ 1,597,759	\$ 1,263,558	\$ 1,032,823	\$ 1,075,551	4.14%

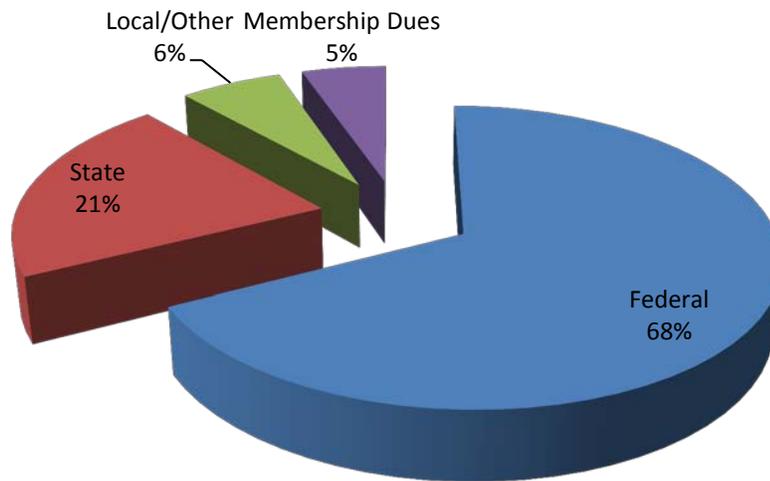


Budget Summary

Operating Revenues

Total operating revenues for FY 2015 are \$12,452,786. This represents an increase of 14.18% from projected revenues for FY 2014. This net increase is primarily due to the Brigade Base Remediation Project for FY15.

Operating Revenues by Funding Source



Operating Revenue	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Federal	\$ 13,066,630	\$ 8,376,904	\$ 7,082,610	\$ 8,403,363	18.65%
State	2,668,833	2,740,737	2,596,324	2,608,160	0.46%
Local/Other	525,072	615,822	642,741	786,454	22.36%
Membership Dues	654,808	601,917	584,289	654,810	12.07%
Total Operating Revenues	\$ 16,915,343	\$ 12,335,380	\$ 10,905,964	\$ 12,452,786	14.18%

Federal Funding

The Commission receives direct federal funding from the U.S. Department of Commerce's Economic Development Administration for Economic Development activities. Funding for Economic Development activities are on-going and contracts are renewed every three years. The Commission's contract will renew again in January 2015.

The Commission will be responsible to administer one-time funding from the Federal Department of Defense's Office of Economic Adjustment for Brigade Base Remediation during FY15.



Budget Summary

The Aging and Transportation Departments receives federal funding that is passed through the state of Georgia's Department of Human Services and the Department of Transportation. This is on-going funding and is subject to the states allocation. The Aging Department received a 13.41% reduction in federal funding, primarily due to sequestration cuts.

State Funding

The Commission receives state funding from several state agencies for Aging, Transportation and Planning services. Georgia funding agencies include:

- Department of Community Affairs for Planning & Government services
- Department of Natural Resources for Historic Preservation services
- Department of Human Services for Aging and Transportation services
- Department of Transportation for Transportation and Planning & Government services

State funding is on-going and subject to the state's allocation.

Local/Other

Local funding consist of local technical assistance contracts for Planning & Government services, Economic Development services, local government support for Public Transportation and required local match for Aging services.

Other funding consists of interest earned on cash and investment accounts, as well as mileage recovery revenue in the General Fund.

Membership Dues

The Official Code of Georgia § 50-8-30 et seq., mandates that all county and municipal governments within Region 12 are members of the Coastal Regional Commission and that the Commission must assess and collect annual dues (minimum of \$1.00 per capita) for each resident within the region. Member governments are required to pay the dues, in order to remain eligible for any supplemental funding from the state of Georgia. Membership dues are assessed at \$1.00 per capita, based on the 2010 census.

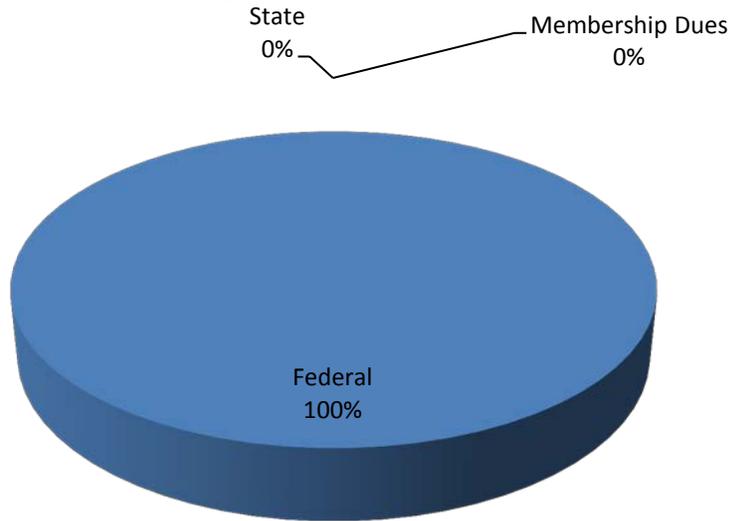
Capital Revenues

Total capital revenues for FY 2015 are \$405,000. This represents a decrease of 73% from projected revenues from FY 2014. This is primarily due to ARRA revenue for vehicle replacements and building renovations for the Transportation Department received in Fy14.



Budget Summary

Capital Revenue



Capital Revenue	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Federal	\$818,578	\$554,841	\$1,499,685	\$405,000	-72.99%
State	-	52,892	70,521	-	-100.00%
Local/Other	104,514	-	-	-	0.00%
Membership Dues	-	52,892	70,521	-	-100.00%
Total Capital Revenues	\$923,092	\$660,625	\$1,640,727	\$405,000	-75.32%

Federal Funding

The Georgia Department of Transportation has notified the Commission that there are ARRA funds available equipment for the Transportation Department. The Commission has requested the funds be used for video surveillance equipment. There is no required match and funding is subject to the state’s allocation.

State Funding

State funding is from the Georgia Department of Transportation and is the state’s required match share of the federal portion. Funding is subject to the State’s allocation.

Membership Dues

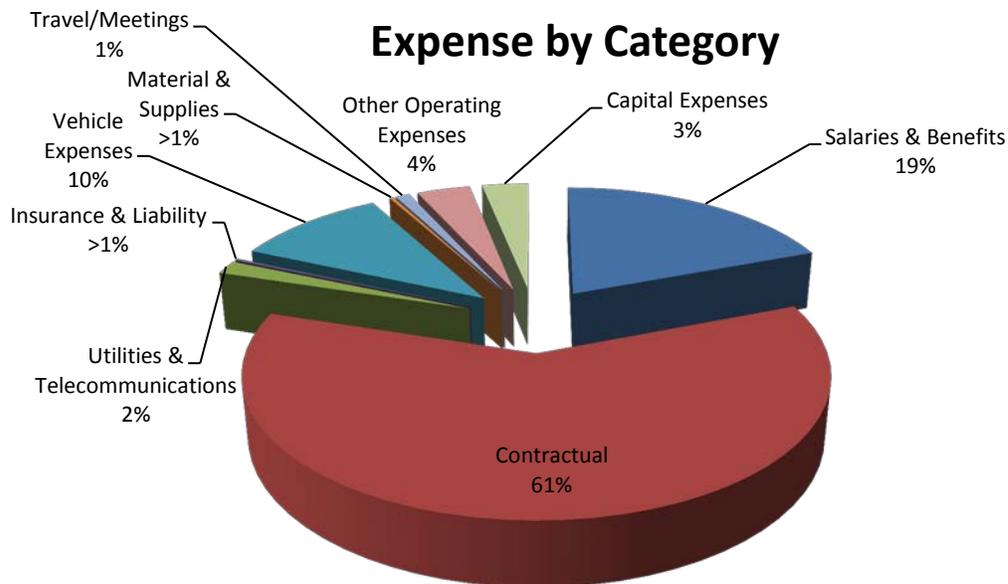
Membership Dues are used to meet the Commission’s required match for federal and state funding.



Budget Summary

Expenses

Total projected expenditures for FY2015 are \$12,815,059, including \$405,000 for capital expenditures. This represents a decrease less than 1% from the projected expenditures for FY 2014.



Salaries & Benefits

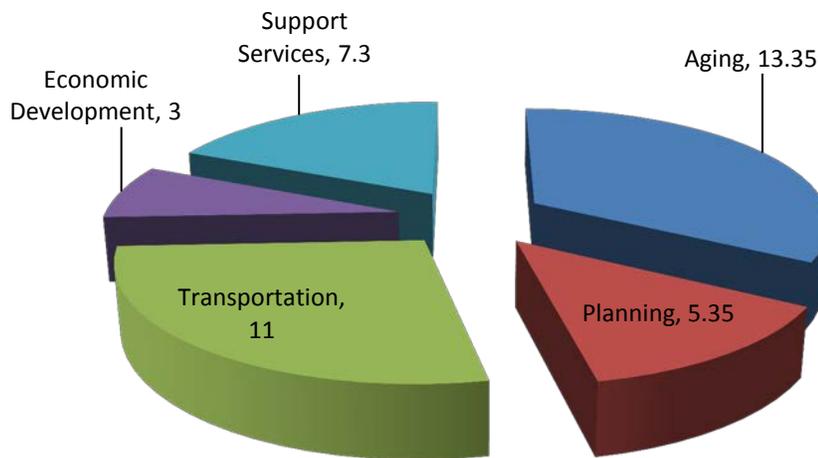
This category includes payroll and benefits for all positions authorized by the council. It includes wages, holiday, vacation and sick leave, payroll taxes and medical and pension benefits. Salaries account for \$1,693,276 and benefits account for \$773,909 of the total. The Aging Department's staff decreased by 1.7 FTE positions, from FY14. Transportation Department staff increased by 3.25 FTE. The department phased in the dispatching positions, during FY14, rather than use a staffing agency. Planning Department staff increased by 1.5 FTE and Economic Development staff by .25 FTE.



Budget Summary

Authorized Positions	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
# of Full-time Equivalent	40	37	37	40	8.81%

The graph below represents a breakdown of staff by department.

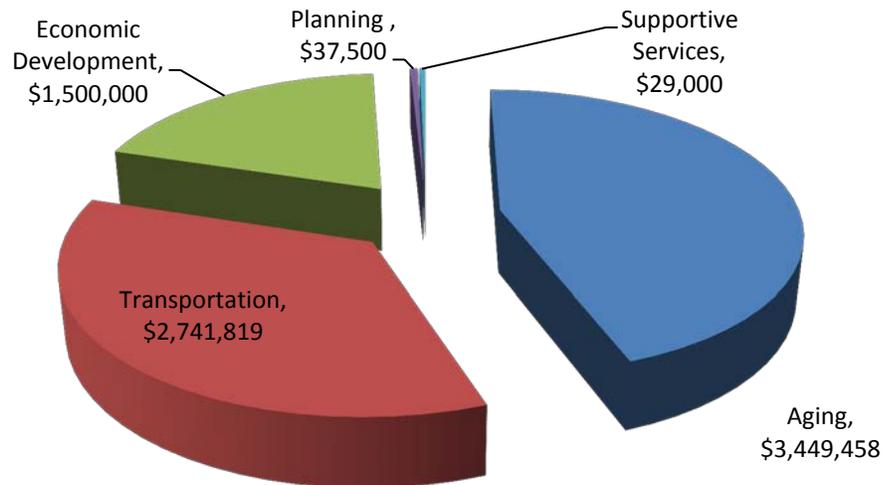




Budget Summary

Contractual

This category represents services that are sub-contracted through providers and consultants. The graph below represents a breakdown by department.



Utilities/Telecommunications

This category represents expenses for electrical, cable, internet service and phone systems.

Insurance & Liability

This category represents liability policies, such as Director & Officer's Policy, Flood and Property insurance and Commercial Crime policies.

Vehicle Expenses

This category represents expenses related to the operation of the public transit fleet, as well as the CRC agency fleet. Included are costs for gasoline, vehicle insurance and vehicle maintenance.

Material & Supplies

This category includes costs for postage, office supplies and miscellaneous supplies.



Budget Summary

Travel/Meeting & Seminars

This category represents costs associated with employee travel, meetings, seminar registration fees, continuing education, per diem and car mileage expenses.

Other Operating Expenses

This category represents various operating expenses, such as outside printing costs, advertising, dues, computer software and other minor miscellaneous expenses.

Capital

This category captures the capital expenses for the Transportation Department.

Fund Balance

Fund balance is a term used to describe the difference between the assets and liabilities reported in a governmental fund. In February 2009, the Governmental Accounting and Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The standard did not change the total amount of fund balance to be reported, but did substantially alter the categories and terminology used to describe its components. A government's financial statements must report the following classifications of fund balance:

- Non-spendable – amounts that cannot be spent because they are either (a) not is spendable form or (b) legally or contractually required to be maintained intact.
- Restricted – amounts are restricted when constraints have been placed on the use of resources by (a) externally imposed by creditors, grantors, contributors or laws and regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.
- Committed – amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Council. The Council approves committed resources through a motion and vote during the voting session of Council meetings.
- Assigned – amounts that are constrained by the Council's intent to be used for specific purposes, but are neither restricted nor committed. The intent is expressed by the Council.
- Unassigned – amounts that have not been assigned to other funds and that are not restricted, committed or assigned to specific purposes within the General Fund.

When both restricted and unrestricted amounts of fund balance are available for use for expenditures incurred, it is the Commission's policy to use restricted amounts first and then unrestricted amounts as they are needed. For unrestricted amounts of fund balance, it is the Commission's policy to use fund balance in the following order:



Budget Summary

- Committed
- Assigned
- Unassigned

The following is a summary of the Commission's fund balances, as of June 30, 2013, the Commission's most recent Comprehensive Annual Financial Report.

Fund Balances	General Fund	Special Revenue Fund	Total
Non-spendable:			
Prepays	\$ 75,208		\$ 75,208
Assigned for:			
Aging Services		\$5,970	5,970
Coordinated Transportation			
Comprehensive Planning		46,600	46,600
EB-5		8,798	8,798
Unassigned	1,126,982		1,126,982
Total Fund Balance	\$ 1,202,190	\$ 61,368	\$ 1,263,558

Governmental Fund Budgets



General Fund

Special Revenue Funds

- Aging Services
- Coordinated Transportation
- Planning & Government Services
- Economic Development Services



General Fund

General Fund

The general fund of the CRC accounts for all financial resources except those required to be accounted for in another fund. Specifically, the general fund will account for all activity not associated with a grant and /or contract. Non-contractual services performed by the CRC for a local government may be accounted for in the general fund. Dues from member governments are accounted for in the general fund. Any portion of member dues used as matching funds for grant and contracts are transferred to the special revenue fund. The general fund also accounts for any activity of the CRC that is not allowable for reimbursement under a grant or contractual agreement.

General Fund Budget Summary

Revenue Source	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Federal	\$ -	\$ -	\$ -	\$ -	0.00%
State	-	-	-	-	0.00%
Local/Other	139,692	184,060	152,276	143,179	-5.97%
Membership Dues	179,751	36,117	48,204	100,406	108.29%
Total Revenues	\$ 319,443	\$ 220,177	\$ 200,480	\$ 243,585	21.50%
Expenditure Category					
Salaries & Benefits	\$ 2,692	\$ 1,929	\$ -	\$ -	0.00%
Contractual	11,250	12,504	5,000	5,000	0.00%
Utilities/Telecommunications	-	7,453	11,000	9,500	-13.64%
Insurance & Liability	-	10,620	14,000	6,150	-56.07%
Vehicle Expenses	39,309	33,437	46,100	43,000	-6.72%
Materials & Supplies	-	-	-	-	0.00%
Travel/Meetings & Seminars	2,539	1,338	3,000	2,500	-16.67%
Other Operating Expenses	39,784	133,360	\$ 121,380	\$113,200	-6.74%
Capital	17,500	-	-	-	0.00%
Total Expenditures	\$ 113,074	\$ 200,641	\$ 200,480	\$ 179,350	-10.54%
Excess (deficiency) of revenues	\$ 206,369	\$ 19,536	\$ -	\$ 64,235	100.00%
Transfers In (Out)	-	(216,937)	(205,642)	-	-100.00%
Fund Balance - Beginning of Year	1,193,220	1,399,589	1,202,188	996,546	-17.11%
Fund Balance - End of Year	\$ 1,399,589	\$ 1,202,188	\$ 996,546	\$ 1,060,781	6.45%



Special Revenue Funds

Aging Services Department

Department Mission Statement

The mission of the Aging Services Department is to foster the development of a comprehensive coordinated system of services which promotes the independence and well-being of coastal area older adults and those with disabilities, and to provide these individuals and their caregivers with information and access to needed services.

Overview

The Coastal Regional Commission is the designated Area Agency on Aging (AAA) for the nine county Coastal Georgia region, offering services in Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Long, Liberty and McIntosh counties. Screven County is not included in the CRC Area Agency on Aging because the county was originally within the boundaries of the Central Savannah River Area Regional Commission and the county's request to transfer aging service administration to the CRC was denied by the Division of Aging Services.

The AAA has the responsibility of addressing aging and long-term care issues within Coastal Georgia's diverse and growing communities. Our priorities and objectives align with the US Administration for Community Living (ACL) and the Georgia Division of Aging Services (DAS) to promote the coordination of services in order to foster dignity, independence, healthy living, and

well-being for seniors, persons with disabilities and their family caregivers. The AAA serves all residents, regardless of income, race or national origin.

The AAA operates on a four-year planning cycle (The Area Plan), and each year this plan is updated to assure that residents have access services. The Area Plan is a comprehensive document that outlines aging programs and services contracted by the AAA for meeting the needs of older persons. In accordance with the Older Americans Act legislation, the AAA has an Advisory Council made up of three representatives from each county in the region, the majority of whom are over age 60. The Council meets quarterly to review AAA programs and to provide input regarding service and training needs in the region. The Council has an Executive Committee made up of a Chair, Co-Chair, and a Secretary, and operates under established By-Laws. On official matters requiring action, the Council takes a vote and makes its recommendations to the CRC Council for approval.



Special Revenue Funds

Aging Services Department

Each planning cycle includes the development of a needs assessment of local older adults and their caregivers. The purpose is to develop a demographic trend analysis to effectively estimate the demand for services and activities through the year 2030. The needs assessment along with input from public hearings held throughout the region, callers to the agency’s “Gateway” information and referral office, members of the service provider network, and members of the Aging Services Advisory Council assists the AAA in developing and updating the Area Plan.



Services provided through the department are funded through federal and state grants, local dues, and other grant funded contracts

Staffing Summary

Staffing in the Department of Area Agency On Aging consist of five administrative staff, including the Aging Services Director, seven ADRC/Gateway staff and one case management staff. Administrative support accounts for .4 FTE. We do not anticipate any changes in the current number of positions for FY 2015.



	Authorized Positions - # of Full-time Equivalent
FY12 Actual	20.2
FY13 Actual	19.0
FY14 Estimate	15.0
FY15 Budget	13.4
Percent Change	-11.10%



Special Revenue Funds

Aging Services Department

Aging Services Operating Budget Summary

Revenue Source	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Federal	\$ 3,728,915	\$ 3,383,980	\$ 2,872,974	\$ 2,487,662	-13.41%
State	2,248,635	2,234,738	2,070,925	2,072,295	0.07%
Local	171,694	181,711	101,142	97,548	-3.55%
Membership Dues	142,289	101,965	83,547	80,233	-3.97%
Total Revenues	\$ 6,291,533	\$ 5,902,394	\$ 5,128,588	\$ 4,737,738	-7.62%
Expenditure Category					
Salaries & Benefits	\$ 1,072,121	\$ 974,642	\$ 757,885	\$ 736,340	-2.84%
Contractual	4,327,197	4,038,963	3,703,612	3,449,458	-6.86%
Utilities/Telecommunications	7,021	6,740	6,084	5,486	-9.83%
Materials & Supplies	32,988	22,704	11,199	11,107	-0.82%
Travel/Meetings & Seminars	114,077	101,061	87,446	46,487	-46.84%
Other Operating Expenses	726,000	752,314	562,362	488,860	-13.07%
Capital	12,130	-	-	-	0.00%
Total Expenditures	\$ 6,291,533	\$ 5,896,424	\$ 5,128,588	\$ 4,737,738	-7.62%
Excess (deficiency) of revenues	\$ -	\$ 5,970	\$ -	\$ -	0.00%
Fund Balance - Beginning of Year	-	-	5,970	5,970	0.00%
Fund Balance - End of Year	\$ -	\$ 5,970	\$ 5,970	\$ 5,970	0.00%



Special Revenue Funds

Aging Services Department

Department Functions

AAA Administration

The AAA roles and responsibilities are outlined in the Older Americans Act of 1965. These responsibilities include both administrative roles and direct service roles. The administrative responsibilities include conducting a needs assessment of the planning and service area in regard to aging services, program development, coordinating a comprehensive network of services, contracting for the provision of services, training and technical assistance and evaluation. The direct service responsibilities include advocacy, outreach Medicare insurance counseling, case management, information and referral and access, and volunteer management. Georgia's Division of Aging Services provides funds for overall planning and administration of the Coastal Area Agency on Aging.

The Coastal AAA provides strong leadership and maintains healthy working relationships among providers of aging programs and human services across the region. In addition to its sub-contracted providers, the AAA engages in a wide variety of coordinated activities in cooperation with many organizations, among them the Coastal Health District, the Alzheimer's Association, Adult Protective Services (APS), Region Five MHDDAD – Savannah, the Department of Family and Children Services (DFCS), Southeast Georgia Health Systems, SOURCE, United Way agencies, AARP-Georgia, Greater Savannah Coalition on Aging, the Coastal Georgia Caregivers Network, Inc. (CARE-NET), Victim Witness Assistance Programs, Chatham County District Attorney's Office, neighborhood associations, and many more. Working with these organizations enables the AAA to stay informed and abreast

of current needs and to work in partnerships in order to facilitate change and make improvements within the local aging and disabilities service system.

For programs and operations that occur in-house, the AAA Quality Assurance Specialist maintains open dialogue with all agency staff focusing on annual goals and meeting performance objectives as outlined in the Area Plan. An annual self-assessment is completed and outcomes are analyzed for operational and programmatic strengths and weaknesses.



Health and Wellness

Health and Wellness activities administered and provided by the AAA are another strength of the Coastal Aging Services network. The Nutrition/Health and Wellness Specialist works regularly with all senior center site managers in the region, bringing education materials, exercise programs, and medication management strategies to seniors throughout all Coastal counties.

Additionally, each year several health fairs are coordinated with other human service organizations throughout the region promoting healthy lifestyles, good nutrition, and mental health. These events not only serve hundreds of seniors each year, they strengthen partnerships and communications between the AAA and participating community agencies.



Special Revenue Funds

Aging Services Department

The Chronic Disease Self-Management Program (CDSMP) is an evidence-based, train-the-trainer program developed by Stanford University to help promote the empowerment of persons with chronic conditions or those caring for persons with chronic conditions to be able to live well and not be consumed by the condition. Participants of a Live Well CDSMP Workshop meet for 2-1/2 hours, once a week, for six weeks and learn techniques to deal with the common symptoms shared across various conditions (pain, fatigue, shortness of breath, depression, difficult emotions, tense muscles, and stress/anxiety).

Case Management

The Caregivers' Assistance Program (CAP) is a multi-faceted support system focusing on caregiver needs that provides access or linkage to resources, services, and information that help to diminish caregiver stress and burden, increases caregivers' knowledge of formal in-home and community care service options, and assists caregivers with planning for service delivery for the care recipients.

Tailored Care (TCARE) is the assessment and referral process utilized through CAP to identify caregiver needs, establish a service goal and identify the appropriate strategies and services needed to accomplish that goal. The program focuses on case management, counseling and education for the caregiver, as well providing direct services for the care receiver.

Coastal AAA was awarded a grant through the Roslyn Carter Institute as a partner in the Georgia Coastal REACH Project. The AAA provides care consultation by home visits and phone to empower family caregivers and care receivers by providing information about health problems and available resources.

Gateway/ADRC

In the role of providing information and access, the AAA serves as the regional Aging and Disability Resource Connection (ADRC). The goal of the service is to empower individuals to make informed choices and to streamline access to long term support including a wide range of in-home, community-based and institutional services and programs that are designed to help individuals with disabilities and chronic conditions.

The ADRC serves as a single point of entry for both public and private-pay individuals to public long term support programs and benefits. The ADRC serves older adults, younger adults with disabilities and chronic conditions, family caregivers, as well as persons planning for future long term support needs. In addition, the ADRC is a resource for health and long term support professionals who provide services to the older adults and to people with disabilities.

Care Transitions

In June 2012, the AAA met with Southeast Georgia Health System (SGHS) to introduce the AAA and the concept of the Bridge Model Care Transitions program. Based on discussions and assessments, the AAA hosted a joint training for both organizations to learn about how to implement the Bridge Model Care Transitions. Training was provided by members of the Illinois Transitional Care Consortium. Attending the training together were eight AAA staff and two Southeast Georgia Health System staff.

After training, an implementation plan was created identifying eligibility criteria, target diagnostic related groups, and geographical service area. Eligibility was determined based on identified hospital readmissions penalty



Special Revenue Funds

Aging Services Department

measures as well as AAA service capacity. Patients discharging from the hospital who meet six basic criteria of 60+ years old, transitioning to home, living alone, receiving Medicaid/Medicare, and living in Glynn or McIntosh counties are eligible to participate in the care transitions program.

The Coastal AAA and SGHS officially entered into partnership by signing a Memorandum of Understanding to provide care transitions to eligible patients using the processes identified above. Since inception, there have been 205 patients referred to the AAA for care transitions. 124 were not enrolled into the care transitions program due to ineligibility or patient/family refusal. Although these patients were not enrolled, the Care Coordinator was able to provide options counseling and resource education; providing patients with important information that will aid them in identifying and problem solving for challenges on their road to a healthy recovery. Of the 81 that were enrolled and accepted into the program, 62 successfully completed the 30-day intervention without re-hospitalization. Patients enrolled in the program were provided with a variety of community based services coordinated by the Care Coordinator.

After a full year of piloting, the SGHS has now engaged Coastal AAA to provide Care Transitions on a fee-for-service basis in order to continue providing patients and their families with quality supports in an effort to reduce the likelihood of readmission.

Core services sub-contracted through the CRC AAA include:

- Congregate Meals
- Home Delivered Meals

- Homemaker Services
- Personal Care Services
- Respite Care Services
- Adult Day Care
- Nutritional Education
- Long Term Care Ombudsman
- Elderly Legal Assistance
- Care Coordination
- GeorgiaCares-State Health Insurance Assistance Program

For more information concerning AAA programs and services, please contact Dionne Lovett, Aging Services Director at 912-437-0840. To refer a senior for services, please contact our Gateway/ADRC office at 800-580-6860.





Special Revenue Funds

Coordinated Transportation Department

Department Mission Statement

The mission of the Coordinated Transportation Department is to provide cost-effective and efficient regional transportation services for employment, medical, and public service needs within the ten counties of the Coastal Georgia region.

Overview

The Transportation Department administers a variety of transportation services to meet the needs of seniors, people with disabilities, low-income households, and the general public simultaneously. All of the services are coordinated on one fleet of vehicles to ensure efficiency and reduce the overall cost of providing the service.

The Transportation Department works directly with the Georgia Department of Human Services, Georgia Department of Transportation, and with elected officials who represent their constituents in the ten counties and 35 municipalities in the coastal Georgia region. Staff communicates daily with human service agencies, senior centers, medical facilities, and private agencies to schedule transportation services, and with transit operators to ensure that these services are provided.

Staffing Summary

Staffing in the Transportation Department consist of four administrative staff, including the Transportation Director and seven staff in the call-center. We do not anticipate any changes in the current number of positions for FY 2015.

	Authorized Positions - # of Full-time Equivalent
FY12 Actual	4.9
FY13 Actual	5.6
FY14 Estimate	7.8
FY15 Budget	11.0
Percent Change	41.94%



Special Revenue Funds

Coordinated Transportation Department

Transportation Services Operating Budget Summary

Revenue Source	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Federal	\$ 5,413,194	\$ 5,262,490	\$ 5,528,234	\$ 4,601,277	-16.77%
State	210,302	349,145.00	383,961	283,705.66	-26.11%
Local	250,423	223,950	238,102	281,727	18.32%
Membership Dues	57,039	253,733	248,561	203,092.79	-18.29%
Total Revenues	\$ 5,930,958	\$ 6,089,317	\$ 6,398,859	\$ 5,369,803	-16.08%
Expenditure Category					
Salaries & Benefits	\$ 297,533	\$ 337,350	\$ 394,839	\$ 499,245	26.44%
Contractual	2,978,684	3,180,998	2,720,786	2,741,819	0.77%
Utilities/Telecommunications	58,364	84,502	80,427	78,000	-3.02%
Vehicle Expenses	1,477,924	1,542,639	1,359,176	1,275,000	-6.19%
Materials & Supplies	1,845	4,420	1,213	1,314	8.33%
Travel/Meetings & Seminars	9,979	11,249	3,687	5,000	35.62%
Other Operating Expenses	262,785	601,542	403,646	364,425	-9.72%
Capital	818,578	660,625	1,640,727	405,000	-75.32%
Total Expenditures	\$ 5,905,692	\$ 6,423,325	\$ 6,604,501	\$ 5,369,803	-18.69%
Excess (deficiency) of revenues	\$ 25,266	\$ (334,008)	\$ (205,642)	\$ -	-100.00%
Fund Balance - Beginning of Year	91,805	117,071	-	-	0.00%
Fund Balance - End of Year	\$ 117,071	\$ (216,937)	\$ (205,642)	\$ -	-100.00%



Special Revenue Funds

Department Functions

Coastal Regional Coaches

A significant part of the transportation department is Coastal Regional Coaches, a demand-response, advance-reservation regional rural public and coordinated human services transit program. The Coaches program coordinates all the various transit options on one fleet of vehicles.



County Boundaries are virtually eliminated and passengers are able to travel regionally for whatever their purpose on rural public transit. Because this is funded with rural transit dollars, one leg of the trip must be in a rural area. Trips originating in Hinesville or Savannah are coordinated with Liberty Transit and Chatham Area Transit, the fixed-route urban systems in those areas.

The fare for ridership on Coastal Regional Coaches is \$3 one-way (\$6 round-trip) within the passenger's county of residence or point of origin. To travel outside of the originating county, there will be an additional \$3 (one-way) for the first county boundary crossed and an additional \$10 (one-way) for each county boundary crossed after that, if traveling

Coordinated Transportation Department

regionally. Currently fares are paid in cash either prior to or at the time of pick up for public transit. Human services trips are paid directly by the Department of Human Services and the consumer is not required to pay for the trip. Purchase of Service trips are also billed to the private agency requesting the service.

Transit Call Center

During FY 2014, the department saw the full implementation of the Transit Call Center. During FY 2012, the Commission received funding from the Georgia Department of Transportation for the purchase of equipment and dispatching software for implementation of the call center. Passengers and agencies are able to call and speak directly with a dispatcher to schedule transit service.

Veterans Transportation and Community Living Initiative (VTCLI)

This project makes funds available for the capital costs of creating, expanding, or increasing access to local One-Call/Once-Click Transportation Resource Centers (One Call/One-Click Centers), as well as some research costs to demonstrate successful implementation of these capital projects. The One-Call/One-Click Centers simplify access to transportation for the public by providing one place to connect veterans, service members, military families, persons with disabilities and other transportation-disadvantaged populations, such as older adults, low-income families or disadvantaged youth, to rides and transportation options provided in their locality by a variety of transportation providers and programs.

For more information concerning transportation services, please contact Don Masisak, Coordinated Transportation Director, at 912-437-0830.





Special Revenue Funds

Planning & Government Services Department

Department Mission Statement

The mission of the Planning and Government Services Department is to provide long-range strategic planning and local technical assistance to CRC member governments to help them identify and support beneficial community and regional growth management policies, plans, and programs.

Overview

The Planning and Local Government Services Department provides a variety of planning and technical services to the ten counties and thirty-five cities of coastal Georgia. This Department's areas of service include regional, comprehensive, solid waste and small area planning; technical assistance; ordinance development; historic preservation planning and assistance; and training and education. Staff continuously responds to a wide array of requests for data, including demographic and socio-economic forecasts, historic and natural resource data, and statutory requirements.

Services provided through the department are funded through federal and state grants, local dues, and locally funded contracts.

Staffing Summary

Staffing in the Department of Planning and Government Services consist of five positions, a Planning Director, two Senior Planners and two Geographic Information Specialist. Administrative support accounts for .4 FTE. We do not anticipate any changes in the current number of positions for FY 2015.

	Authorized Positions - # of Full-time Equivalent
FY12 Actual	6.0
FY13 Actual	4.6
FY14 Estimate	3.9
FY15 Budget	5.4
Percent Change	38.96%



Special Revenue Funds

Planning & Government Services Department

Planning Services Operating Budget Summary

Revenue Source	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Federal	\$ 86,682	\$ 99,733	\$ 105,586	\$ 80,109	-24.13%
State	209,896	209,746	211,959	252,159	18.97%
Local	60,602	19,982	99,721	228,500	129.14%
Membership Dues	127,114	103,039	126,238	122,880	-2.66%
Total Revenues	\$ 484,294	\$ 432,500	\$ 543,505	\$ 683,648	25.79%
Expenditure Category					
Salaries & Benefits	\$ 266,101	\$ 224,883	\$ 269,590	\$ 383,873	42.39%
Contractual	37,880	39,684	58,700	37,500	-36.12%
Utilities/Telecommunications	2,423	2,395	2,275	2,200	-3.30%
Materials & Supplies	5,061	2,110	5,118	2,286	-55.34%
Travel/Meetings & Seminars	43,868	21,591	23,215	33,274	43.33%
Other Operating Expenses	173,355	167,450	209,698	246,023	17.32%
Capital	12,500	-	-	-	0.00%
Total Expenditures	\$ 541,188	\$ 458,113	\$ 568,597	\$ 705,156	24.02%
Excess (deficiency) of revenues	\$ (56,894)	\$ (25,613)	\$ (25,092)	\$ (21,508)	-14.28%
Fund Balance - Beginning of Year	129,107	72,213	46,600	21,508	-53.85%
Fund Balance - End of Year	\$ 72,213	\$ 46,600	\$ 21,508	\$ -	-100.00%



Special Revenue Funds

Planning & Government Services Department

Department Functions

Required Update of the Regional Plan of Coastal Georgia

The Georgia Department of Community Affairs establishes standards and procedures for regional planning by all Regional Commissions in Georgia, to provide a guide to everyday decision-making for use by government officials and other regional leaders in planning for growth and development.

The planning requirements also provide technical guidance to Regional Commissions for advancing the state's planning goals of:

- A growing and balanced economy
- Provision of infrastructure and services to support efficient growth and development patterns
- Coordination of land use planning and transportation planning to support sustainable economic development
- Protection of environmental, natural and cultural resources
- Access to adequate and affordable housing for all residents
- Coordination of local planning efforts with other local service providers and authorities, neighboring communities and state and regional plans

The *Regional Plan of Coastal Georgia* has been created to provide guidance to regional and business leaders, local government, state and federal agencies, and citizens as they help shape coastal Georgia's future. It is the result of a comprehensive review and analysis of coastal Georgia's 10 counties and 35 municipalities' land development trends and patterns that

identified opportunities and challenges facing the region.

The *Regional Plan* is not a static document, nor is it a regulatory document. The Plan discusses principles, strategies and performance standards and serves as the framework for the implementation by local government, state agencies and the Regional Commission's partners. As economic and social conditions evolve in the region, so must the *Regional Plan*. The Coastal Regional Commission is tasked with reviewing, monitoring, evaluating and updating the *Regional Plan* on an annual basis.

The *Regional Plan* is a shift from growth management to growth leadership. Growth leadership is described as a proactive approach to plan for future growth that is both sustainable and environmentally-friendly. Growth leadership requires long-term coordination between land-use controls and public capital investment, on local, regional, and state-wide scales to be effective.

The greatest departure from growth management to growth leadership lies in the geographic scale of interest. Growth leadership proactively addresses land use, infrastructure, and economic development issues from a **regional perspective**, with the recognition that decisions have impacts that extend across local jurisdictional boundaries.

State, local government and citizens can direct the course of development through deliberate growth leadership. The Plan establishes a new paradigm for growth in coastal Georgia—one that accommodates growth and development in ways that improve quality of life for current and future citizens.

These activities are funded by the Department of Community Affairs and matched with dues and local contracts.



Special Revenue Funds

Planning & Government Services Department

Practicum Series-Education, Outreach and Technical Assistance

The Practicum Series links certified planners to training opportunities to keep up-to-date with the latest trends, technologies and best practices.

The Practicum Series is a recognized continuing education activity and highlighted by the Department of Community Affairs as an outstanding initiative and regional practice undertaken by a Regional Commission. Practicums are provided at no-charge to the participant.

Through the Practicum Series, the Commission helps to advance policy reforms; share knowledge of effective strategies and tools; build the capacity of key constituencies; and raise awareness interdisciplinary nature of issues.

Certified Planners can earn 3 CM American Planning Association credits per class, or up to 15 hours per year. Flood plain managers can earn up to 3 CFM credits per year. Local governments can earn up to 1 performance standard per element in the Coastal Georgia Regional Plan.

Funding for these activities is provided by the Department of Community Affairs with local match from dues. The American Planning Association (APA) continuing education credits are sponsored through partnership with the Sapelo Island Estuarine Research Reserve.

Leadership Southeast Georgia (LSEGA)

LSEGA was sponsored by the LSEGA Alumni Board in cooperation with the CRC. The

program provides regional leaders a wide range of learning opportunities including managing one's strengths, values and how best to perform in leadership roles. Class study includes regional issues and best approaches for meeting the challenges of Regional Planning in Coastal Georgia. Funding for these activities is provided by the Department of Community Affairs with local match from dues.

Historic Preservation

Staff assists local governments, historic preservation commissions, and local non-profit preservation organizations in the implementation of the historic preservation sections of local comprehensive plans and historic surveys, as well as with National Register of Historic Places (NRHP) and Georgia Register programs. Staff provides support to local governments in the development and implementation of historic preservation regulations and application for tax incentives. In addition, staff provides support to CRC's Historic Preservation Advisory Council (HPAC) that advises the Council and local governments on matters related to historic preservation. Funding sources for these activities include a grant from the Historic Preservation Division of the Georgia Department of Natural Resources (GDNR) matched with dues and local contracts.

Transportation Planning

The Georgia Department of Transportation (GDOT) contracts with the Commission to provide certain planning services. Staff drafts plans and assists local governments in grant applications and administration under GDOT's Scenic Byways, Rural Transit, Bicycle and Pedestrian and Safe Routes to School programs. Staff also provides field documentation of progress of Transportation Enhancement projects and responds to federal Notifications of Historic Preservation Section 106 Review for



Special Revenue Funds

Planning & Government Services Department

GDOT roadway projects by verifying sites and consulting party contact information against CRC records upon request. Funding for these activities is provided by GDOT with local match from dues.



Land Development and Zoning Codes

As envisioned in the Regional Plan, Coastal Georgia's communities will be striving to promote quality growth and sound development practices in environmentally sensitive areas. To do this, many will have to revisit their zoning codes and land disturbing regulations to remove barriers and enable developers to propose the use of best management practices for stormwater management, mixed use and other innovative techniques. Staff will continue to provide direct services to accomplish this task and have access to the latest in planning and zoning tools. These types of activities can be funded in part as discretionary line items of the Department of Community Affairs or through contacts with local governments.

Comprehensive Asset Database

In order for local governments to develop, implement or incorporate adaptation and mitigation strategies/plans or policies, it is important to know how current developed areas will respond to potential hazardous scenarios. The CRC Regional Work Program

2015-2020 proposes a project that will establish a comprehensive asset database (regional building inventory) that can be used by coastal communities to model hazardous scenarios utilizing a nationally-accepted modeling tool – HAZUS-MH (Hazards United States Multi-Hazards). DCA developed a data translation model, procedures and workflow for county property assessment data to create HAZUS-ready countywide, building inventory maps with details sufficient to model damages and losses due to flood and hurricane winds. DCA translation focused on WinGAP, the primary Computer Assisted Mass Appraisal (CAMA) system used by most counties in the state. A problem, however is that while HAZUS translations exist for migration of CAMA data into the hazard modeling program, two counties in the coastal region, Chatham and Glynn, do not use WinGAP for their property assessment process. The absence of the two largest populated counties of the coastal area, represent most of the building inventory and economy of the coast. The completion of parcel translations for these two counties and the utilization of the WinGAP translations on the remaining coastal counties will enable HAZUS modeling of the entire coast including for the two coastal counties with the most significant potential for loss due to hazards.

Green Infrastructure

Natural lands play an essential role in our communities. Natural areas increase neighboring property values, attract businesses and residents, support tourism, offer opportunities for recreation and provide scenic value. Wetlands, forests, stream buffers, and other critical environmental areas provide additional benefits including water and air filtration, recharge of groundwater resources, protection of drinking water supplies and habitat for plants and animals. Conserving these resources is important to the environmental



Special Revenue Funds

Planning & Government Services Department

health and well-being of any community as it grows or redevelops. The CRC is furthering its Green Infrastructure Mapping & Planning efforts in 2015 with our partner, GA Urban Forestry Council creating and publishing a web service to provide to local governments.

To date the most successful example of the incorporation of climate in urban planning is the design of plans that allow communities to develop and grow while conserving areas and maintaining green infrastructure.

For more information concerning Planning and Government services, please contact Lupita McClenning, Planning Director, at 912-437-0870





Special Revenue Funds

Economic Development Department

Department Mission Statement

The mission of the Economic Development Department is to lead and support the council member governments and economic development authorities in the delivery of programs and services which will facilitate and promote economic growth.

Overview

The Economic Development staff is dedicated to establish recognition and consent within the coastal region that the CRC can be a beneficial resource to facilitate and expedite economic development initiatives. Their commitment to collaboration with the coastal region's counties, cities and economic development authorities has resulted in accomplishment of successful projects, new applications and increased economic planning.

They work daily to fulfill their mission by advancing opportunities to increase access to capital that will create family sustaining jobs, leverage private investments and foster the quality of life that shapes the coastal region as the best place to live, work, play and grow old.

Staffing Summary

Staffing in the Department of Economic Development consist of three positions, the Economic Development Director, an Economic Development Specialist and a Grant Writer/Administrator Specialist. We do not anticipate any changes in the current number of positions for FY 2015.

	Authorized Positions - # of Full-time Equivalent
FY12 Actual	2.0
FY13 Actual	2.0
FY14 Estimate	2.8
FY15 Budget	3.0
Percent Change	9.09%



Special Revenue Funds

Economic Development Department

Economic Development Operating Budget Summary

Revenue Source	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Federal	\$ 4,656,415	\$ 185,542	\$ 75,500	\$ 1,639,314	2071.28%
State	-	-	-	-	0.00%
Local	7,175	6,119	51,500	35,500	-31.07%
Membership Dues	148,615	159,955	148,260	148,199	-0.04%
Total Revenues	\$ 4,812,205	\$ 351,616	\$ 275,260	\$ 1,823,013	562.29%
Expenditure Category					
Salaries & Benefits	\$ 160,686	\$ 136,448	\$ 159,200	\$ 198,509	24.69%
Contractual	4,557,358	119,826	-	1,500,000	100.00%
Utilities/Telecommunications	1,163	967	590	590	0.00%
Materials & Supplies	52	105	1,030	500	-51.47%
Travel/Meetings & Seminars	10,570	5,718	9,454	8,575	-9.29%
Other Operating Expenses	82,707	88,639	104,986	114,839	9.39%
Capital	-	-	-	-	0.00%
Total Expenditures	\$ 4,812,537	\$ 351,703	\$ 275,260	\$ 1,823,013	562.29%
Excess (deficiency) of revenues	\$ (332)	\$ (87)	\$ -	\$ -	0.00%
Fund Balance - Beginning of Year	9,217	8,885	8,798	8,798	0.00%
Fund Balance - End of Year	\$ 8,885	\$ 8,798	\$ 8,798	\$ 8,798	0.00%



Special Revenue Funds

Economic Development Department

Summary of Initiatives

Comprehensive Economic Development

The Economic Development Department provides assistance to local governments, development authorities, and other public sector bodies as requested on a variety of economic development concerns. The Economic Development effort within the Coastal Regional Commission is charged with contributing to the economic success of its member communities. That charge is guided by the Comprehensive Economic Development Strategy (CEDS) and The Commission for a New Georgia's Strategic Industries focus. The CEDS guidance was developed via collaboration of the Economic Development Administration (EDA), The Georgia Department of Community Affairs and The Georgia Department of Economic Development.

A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.

A CEDS integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to



maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents.

Successful economic development efforts are based on CEDS that provide an economic roadmap to diversify and strengthen regional economies. The Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a CEDS in order to apply for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs.

Brigade Base Remediation

The US Office of Economic adjustment (OEA) was authorized by the National Defense Act of FY2010 to provide funding for public entities that were adversely affected by the reversal of the decision to locate a 5th brigade at Fort Stewart, Georgia. The Commission was selected as the entity to work with OEA to administer the funding. Most of the eligible entities have submitted their requests and have been paid during FY 2011-FY2012. Since all of the funding was not distributed, OEA has announced that the eligible entities will be able to submit proposals for any eligible costs, that was not considered in the 1st round.



Special Revenue Funds

Economic Development Department

Targeted Industry Analysis

The Economic Development (ED) Department recently completed an assessment of McIntosh County's Tidewaters Industrial Park culminating in a targeted industry analysis (TIA); the goal of which was to isolate and identify viable industries for the park. The 517 acre industrial park is home to a scattering of businesses, including the CRC, and is located just one mile off of I-95. The project was partially funded through a technical assistance grant from the EDA with matching funds from the McIntosh County Industrial Development Authority. The TIA is an integral piece of the larger McIntosh County Unified Economic Development Plan that is still underway.

The team analyzed cluster industries within the area using a statistical cluster identification process, identified horizontal and vertical relationships, and compared incentives and infrastructure of surrounding areas relative to identified groups. The purpose of the analysis was to gain a deeper understanding of regional economic drivers, identify gaps within the current market environment, and determine competitive advantage. The results provided tangible justification for focused recruitment of industries that rank well due to location quotients and environmental factors. The ED team further enhanced the product by providing a prospect wish list and a marketing component. Utilizing Agile methodology, the team worked concurrently on several areas of the plan making the process more efficient.

This is a new product offering to our member governments and we anticipate that will keep the department quite busy over the years to come.

Grant Writing and Administration

The Economic Development Department provides technical and grant writing assistance to member governments and also collaborates with various nonprofits and authorities to leverage private and public investments in the region. Staff provide grant administration services as well, including performing construction administration responsibilities. Examples of current grant administration projects include a water and sewer infrastructure expansion at an industrial park, a road widening project to accommodate a new employer, and a restoration project of an historic museum.

For more information concerning economic development services, please Lauren Robesky, Economic Development Director, at 912-437-0890.



Proprietary Fund Budgets



Internal Service Funds

- Administrative Services
- Information Technology
- Financial Services
- Fringe Benefit Costs Budget
- Central Support Costs Budget



Proprietary Fund Budgets

Internal Service Funds

The Commission uses a Proprietary Fund, the internal service fund (Central Support Costs) to account for goods and services given to one department, by another on a cost reimbursed basis.

Central support costs are defined as costs that are incurred for a common or joint purpose benefiting more than one cost objective, and not readily assignable to the cost objectives specifically benefited, without effort disproportionate to the results achieved. Pursuant to OMB Circular A-87, central support costs are recorded in the Commission's internal service fund as indirect costs. Indirect costs are allocated to the benefiting cost objectives (departments) by means of an indirect cost rate. Total salaries plus fringe benefits is used as the base to fairly allocate the cost.

The Administrative, Financial and Information Technology Services Departments all provide supportive services to all other departments of the Commission. Costs for these departments are included in the Central Support Costs Budget. The following department descriptions are provided to help better understand the services and support they provide to the Commission.



Proprietary Fund Budgets

Administrative Services

Department Mission Statement

The Mission of the Administrative Services Department is to be the services oriented backbone of the CRC by providing a lasting professional impact through secretarial, public relations and maintenance operations.

Overview

The Administrative Services Department provides staff support services to other departments within the CRC and to the council, which ensure the proficient daily operation of the Commission.

Staffing Summary

Staffing in the Department of Administrative Services consist of the Administrative Services Director, an Administrative Assistant and a Facilities Maintenance Coordinator. The Administrative Assistant is a full-time position, but 70% of her time is direct charged to other departments, for direct support services. We do not anticipate any changes in the current number of positions for FY 2015.

	Authorized Positions - # of Full-time Equivalent
FY12 Actual	2.5
FY13 Actual	2.5
FY14 Estimate	2.3
FY15 Budget	2.3
Percent Change	0%

Department Functions

The department provides staff support for all meetings of the Council; takes notes, tapes records, and prepares minutes of the Council official meetings; publishes and/or records all documents in support of Council action, and ensures compliance with all applicable statutes, policies, or guidelines as pertains to responsibilities.



Staff provides administrative support for other departments within the CRC. Support services



Proprietary Fund Budgets

Administrative Services

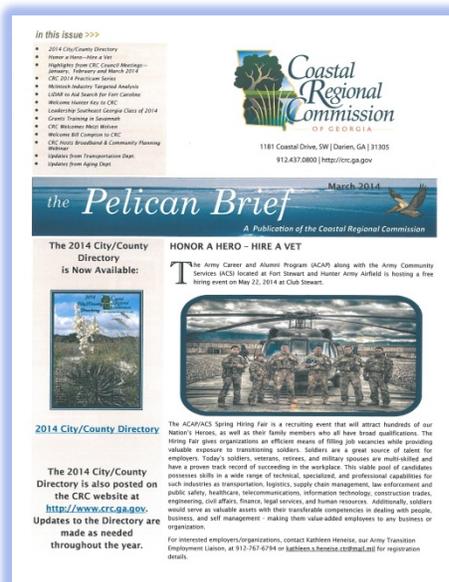
include assistance with meetings, mail-outs and various publication productions. Staff also provides public relation activities including press releases, layout and design of flyers and brochures, as well as assistance in the production of the CRC's Annual Report, the Comprehensive Annual Financial Report, the Annual Work Program and Budget and the Area Plan. Staff also assists in contract development and formatting various documents.

Staff produces the Coastal Region's City/County Directory which is a vital source of information provided to the coastal cities and counties and contains listings for coastal Georgia's city council members, county commissioners, legislators, Georgia Regional Commissions, and the Coastal Regional Commission Council. This is available on our website at www.crc.ga.gov and updated as needed. The Administrative Assistant is responsible for the organization's quarterly newsletter, The Pelican Brief.

new staff and assists in benefit enrollment options. She also ensures that Directors provide timely performance evaluations on each employee.

The Facilities Maintenance Coordinator is responsible for managing and coordinating the maintenance of the agency's fleet of vehicles and the CRC facilities.

For more information concerning Administrative Services, please contact Colletta Harper, Administrative Services Director at 912-437-0811.



The Administrative Services Director also provides Human Resource Support to the Directors and staff. She provides orientation to



Proprietary Fund Budgets

Information Technology

Department Mission Statement

The Mission of the Information Technology Department is to provide high quality, reliable and secure technology services with a focus on innovation, fiscal responsibility and exceptional customer service.

Overview

The Information Technology (IT) Department manages all information technology systems and IT support of the CRC. IT provides application services, network services, mobile services, desktop services and phone services.

Staffing Summary

Staffing in the Information Technology Department include the Chief Technology Officer and the Network Administrator. We do not anticipate any changes in the current number of positions for FY 2015.

	Authorized Positions - # of Full-time Equivalent
FY12 Actual	2.0
FY13 Actual	2.0
FY14 Estimate	2.0
FY15 Budget	2.0
Percent Change	0.0%

Department Functions

IT staff provide application support services for all CRC departments. This includes enterprise wide systems such as SharePoint, Microsoft products, financial and asset management, electronic document management systems for individual departments and database support.

IT staff are responsible for providing technical support for the staff, including the ordering, operations, troubleshooting, and repair of devices and systems. Staff also performs installation, maintenance, and repair of computer software, stand-alone and networked hardware, voice and data networks and peripheral equipment.

The Chief Technology Officer is responsible for providing network services including network infrastructure, engineering and administration, system backup/restore, telephone infrastructure, and technology infrastructure coordination on other projects.

IT staff are responsible for the administration, maintenance and support of all mobile and land



Proprietary Fund Budgets

Information Technology

phone systems, as well as data devices used by all departments of the CRC.

IT provides technology services to CRC employees and assists departments in achieving their IT needs. This includes conducting business analysis to provide solutions that improve productivity and efficiency. On-going support for applications, hardware, installations, maintenance and user-training are also provided. Additionally, IT manages vendor contracts and provides a means for ordering software and equipment.

For more information concerning Information Technology Services, please contact Brandon Westberry, Information Technology Officer at 912-437-0886.



The IT Department was featured in the monthly publication of StateTech magazine for their successful introduction of client virtualization, also known as desktop virtualization. The use of thin clients has resulted in an approximate savings of \$8,000.



Proprietary Fund Budgets

Financial Services

Department Mission Statement

The Mission of the Financial Services Department is to provide professional, responsible fiscal management and stewardship with accurate financial reporting encompassing integrity, accountability, and exceptional customer service.

Overview

The Finance Department manages all internal and external financial activities of the CRC. The Department runs all financial operations required for the day-to-day maintenance of the Commission such as: accounts payable, accounts receivable, payroll, cash management, capital budgeting, financial analysis and reporting, and internal control procedures.

Staffing Summary

Staffing in the Department of Financial Services that are charged to the Internal Service Fund consist of the Finance Director and a Fiscal Assistant. Due to the large number of grants and contracts managed by the Aging and Transportation Departments, each has one full time fiscal staff whose time is direct charged to their department. We do not anticipate any

changes in the current number of positions for FY 2015.

	Authorized Positions - # of Full-time Equivalent
FY12 Actual	2.3
FY13 Actual	2.0
FY14 Estimate	2.0
FY15 Budget	2.0
Percent Change	0.0%

The Finance Department supports other departments in the Commission by tracking the funding status and expenditure levels of grants received, submitting required reports to grantor agencies, and assuring compliance with federal, state, and local regulations for programs and funding received by the Commission.

The Finance Department plays an integral role in reviewing contracts, bids and proposals,

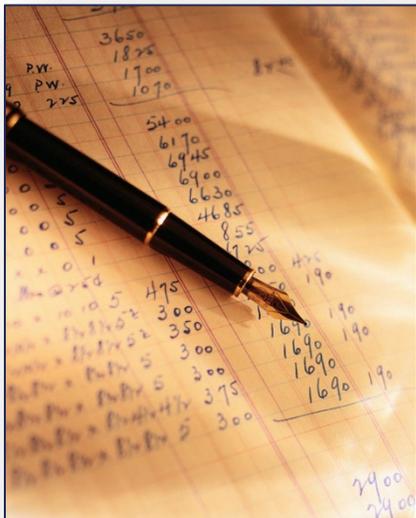


Proprietary Fund Budgets

Financial Services

monitoring the status of grants and programs in relation to contractual commitments, preparing requisite financial reports for grantor agencies, and monitoring the performance of subcontractors and their compliance with required guidelines, procedures and reporting.

The Finance Director is responsible for ensuring the Annual Risk Assessment is completed and reviewed with the Council. The Annual Risk Assessment is a component of the CRC's Anti-Fraud Program. The Commission's fraud policy was established to facilitate the development of controls that will aid in the detection and prevention of fraud against the CRC.



provide the Council, management, staff, the public and other interested parties with detailed information reflecting the CRC's financial condition. The report also satisfies state law to publish a complete set of financial statements presented in conformity with generally accepted accounting principles (GAAP) and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants.



The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the CRC for its CAFR for the fiscal year ended June 30, 2013.

In order to be awarded a Certificate of Achievement, the CRC had to publish an easily readable and efficiently organized CAFR that satisfied both generally accepted accounting principles and applicable legal requirements.

For more information concerning Financial Services, please contact Lena Geiger, Finance Director at 912-437-0820.

The Finance Department is responsible for ensuring compliance with the Anti-Fraud Program. Annually, each employee and subcontractor is required to review the Code of Business Ethics and Conduct, sign the code's Certification form and complete and sign the Code of Conduct Compliance Questionnaire.

The Finance Director is responsible for preparing the Comprehensive Annual Financial Report (CAFR). The purpose of the report is to



Proprietary Fund Budgets

Internal Service Funds

Internal Service Funds

These funds accounts for employee benefits and central support (indirect) costs in accordance with OMB Circular A-87. These costs are pooled and billed to the grants and contracts accounted for in the special revenue fund. These reimbursements from the special revenue fund are recognized as revenue in the internal service fund as cost recoveries. Operating expenses for the internal service fund include the cost of services and administrative expenses. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Fringe Benefit Cost Budget Summary

	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Released Time:					
Annual leave taken and accrued	\$ 93,580	\$ 87,877	\$ 81,066	\$ 91,538	12.92%
Emergency leave	3,218	946	-	-	0.00%
Holiday pay	85,522	82,963	76,665	88,677	15.67%
Jury Duty or Military leave	3,479	1,664	2,800	2,800	0.00%
Sick pay	53,852	62,681	42,893	45,041	5.01%
Total Released Time	\$ 239,651	\$ 236,131	\$ 203,423	\$ 228,056	12.11%
Fringe Benefits Paid:					
Pension	\$ 145,717	\$ 138,724	\$ 160,648	\$ 177,323	10.38%
Employer's FICA and Medicare	137,937	129,535	128,986	143,159	10.99%
Unemployment Insurance	8,569	23,814	4,500	4,500	0.00%
Health Insurance	178,868	191,376	168,513	191,037	13.37%
Dental Insurance	11,404	10,557	10,133	12,187	20.27%
Long-term disability	11,368	11,064	10,013	11,646	16.32%
Worker's Compensation	6,993	5,564	4,790	6,000	25.26%
Total Fringe Benefits Paid	\$ 500,856	\$ 510,634	\$ 487,582	\$ 545,853	11.95%
Allocable Employee Benefits	\$ 740,507	\$ 746,765	\$ 691,005	\$ 773,908	12.00%



Proprietary Fund Budgets

Internal Service Funds

Fringe benefit costs are allocated to the benefiting cost objectives (departments) by means of a fringe benefit cost rate. Total chargeable salaries are used as the base to fairly allocate the costs.

Computation of Fringe Benefit Cost Rate

	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Gross Salaries	\$ 1,907,849	\$ 1,791,744	\$ 1,732,634	\$ 1,921,330	10.89%
Less: Released Time	(239,651)	(236,131)	(203,423)	(228,056)	12.11%
Allocation base - chargeable salaries	\$ 1,668,198	\$ 1,555,613	\$ 1,529,211	\$ 1,693,274	10.73%
Employee Benefit Rate	44.39%	48.00%	45.19%	45.70%	.51%

Fringe Benefit Cost Recovery from:	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Aging Department	\$ 326,862	\$ 316,341	\$ 235,879	\$ 230,975	-2.08%
Planning Department	84,126	72,816	83,905	120,414	43.51%
Transportation Department	91,356	109,568	122,887	156,604	27.44%
Economic Development Department	49,356	44,316	49,548	62,268	25.67%
Internal Service Fund	188,807	203,097	198,786	203,648	2.45%
	-	627		-	0.00%
Total Cost Recovery	\$ 740,507	\$ 746,765	\$ 691,005	\$ 773,908	12.00%



Proprietary Fund Budgets

Internal Service Funds

Central Support Cost Budget Summary

Expenditure Category	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
Salaries & Benefits	\$ 612,276	\$ 627,042	\$ 638,703	\$ 649,219	1.65%
Contractual	25,200	31,600	30,000	24,000	-20.00%
Utilities/Telecommunications	26,846	623	112,400	113,000	0.53%
Insurance & Liability	24,613	41,440	25,000	25,000	0.00%
Materials & Supplies	11,924	15,060	20,000	20,000	0.00%
Travel/Meetings & Seminars	20,850	27,076	25,700	31,000	20.62%
Other Operating Expenses	174,118	276,902	158,797	179,322	12.93%
Capital	-	-	-	-	0.00%
Total Expenditures	\$ 895,826	\$ 1,019,743	\$ 1,010,600	\$ 1,041,541	3.06%
Cost Recovery from:					
Aging Department	\$ 534,629	\$ 593,278	\$ 484,294	\$ 421,860	-12.89%
Planning Department	132,697	136,885	172,270	219,927	27.66%
Transportation Department	148,371	205,348	252,305	286,025	13.36%
Economic Development Department	80,129	83,057	101,730	113,729	11.79%
General Fund		1,175			0.00%
Total Cost Recovery	\$ 895,826	\$ 1,019,743	\$ 1,010,600	\$ 1,041,541	3.06%

Indirect costs are allocated to the benefiting cost objectives (departments) by means of an indirect cost rate. Total salaries plus fringe benefits is used as the base to fairly allocate the cost.

Computation of Indirect Cost Rate

	FY 12 Actual	FY 13 Actual	FY 14 Projected	FY 15 Budget	Percent Change
A. Indirect Cost Pool	\$ 895,826	\$ 1,019,743	\$ 1,010,600	\$ 1,041,541	3.06%
B. Chargeable Salaries plus Fringe Benefits	1,796,429	1,675,250	1,581,513	1,817,964	14.95%
Indirect Cost Rate = A/B	49.87%	60.87%	63.90%	57.29%	-10.34%



Appendix



Financial Policies

Agency Wide Budget Detail

Financial Policies

The Commission's Financial Policies represent a standardized set of principles that guide the Commission in managing its financial and budgetary affairs. The policies are developed by Commission staff and adopted by the Commission's Council. These policies are reviewed during the budget process to ensure continued relevance and to identify any gaps that should be addressed. These policies are to be used to frame major financial initiatives by providing parameters in which to make decisions. They are described as follows:

I. FINANCIAL PLANNING POLICY

A. Strategic Planning

The Commission will develop a strategic plan that will establish its commitment to create, promote, and foster the orderly growth, economic prosperity, and continuing development of the industrial, civic, commercial, educational, natural, and human resources of the Region and member communities by providing services to its member governments and citizens that will make the coastal region the best place to live, work, learn, invest, earn, play and to grow old.

B. Annual Budget

1. The Commission will adopt a balanced budget, by fund, for all funds maintained by the Commission, in which total anticipated operating and unrestricted revenues must equal or exceed the budgeted expenditures for each fund. The Annual Budget will be reviewed at Mid-year and adjusted as necessary to meet changing conditions.
2. The budget will be prepared using the accrual basis of accounting and Generally Accepted Accounting Principles (GAAP).
3. The Commission will establish procedures to ensure sufficient planning and input from interested parties to the proposed annual budget.
4. Basic and essential services provided by the Commission will receive first priority for funding, i.e., Local government technical assistance, aging services, transportation services.
5. A budget will be prepared that contains essential programs and projects needed to support the goals and objectives of the Commission, responds to member and citizen demand, and reflects administrative evaluation of current needs.
6. The Commission will assess the long-term financial implications of current and proposed projects on the operating budget.
7. The Commission will only propose operating expenditures, which can be supported from on-going operating revenues. Before the Commission undertakes any agreements that would create fixed on-going expenses, the cost implications of such agreements will be fully determined for current and future years.

8. Capital expenditures may be funded from one-time revenues, but the impact on current and future operating expenditures will be reviewed for compliance with this policy.
9. The Commission will provide access to medical, dental, vision, life, AD&D, and short-term disability insurance for its employees. The cost for these benefits will be a shared responsibility between the Commission and its employees as outlined in the Commission's Employee Handbook.
10. The Commission will provide access to appropriate retirement plans for its employees. The Commission will make, at a minimum, contributions for eligible employees at the actuarial determined amount for the Defined Benefit Retirement Plan. The Commission will provide \$0.50 for every dollar contributed by an employee, up to a maximum of 6% of the annual salary, to the 401k retirement plan. Retirement plans are subject to the requirements of each plan document.
11. The Commission will maintain a budgetary control system to ensure adherence to the adopted budget and will prepare reports, which compare actual expenditures to budgeted amounts.
12. The Commission will establish performance measurements for all program areas, when feasible.
13. The Commission will seek the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award.

C. Asset Inventory - See Capital Improvement Policy

II. ACCOUNTING POLICY

- A. The Commission will establish and maintain a high standard of accounting practices.
- B. The Commission will maintain accounting records on a basis consistent with Generally Accepted Accounting Principles (GAAP) for local governments.
- C. The Commission will prepare financial statements and reports on an accrual basis of accounting. Revenues will be recognized when earned and expenditures when they occur.
- D. An independent firm of certified public accountants will perform an annual financial and compliance audit and will issue an opinion that will be incorporated into the Comprehensive Annual Financial Report (CAFR).
- E. The Commission will seek the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

III. INTERNAL CONTROL POLICY

- A. The Council and the Budget and Finance Committee will be actively involved and have significant influence over the Commission's internal control environment and its financial reporting.
- B. The Commission will maintain an Anti-Fraud Program that will facilitate the development of controls that will aid in the detection and prevention of fraud.
- C. Management, through its attitudes and actions, will demonstrate character, integrity and ethical values.
- D. The Employee Handbook and Anti-Fraud Program will communicate to employees the expected levels of integrity, ethical behavior and competence.
- E. All aspects of accounting procedures shall be subject to proper internal controls that include:
 - 1. segregation of duties
 - 2. daily processing
 - 3. timely deposits
 - 4. reconciliation to applicable ledgers
 - 5. automated system resources
 - 6. physical security procedures
 - 7. fraud reporting
- F. The Commission will have an information technology strategic planning and risk management process in place to support its financial reporting requirements.
- G. Physical security and access to programs and data will be appropriately controlled to prevent unauthorized use, disclosure, modification, damage or loss of data.
- H. The Commission will maintain a budgetary control system and will prepare reports, which compare actual revenues and expenditures to budgeted amounts. The reports will be formally documented, approved and reviewed on a regular basis.
- I. Capital assets will be properly acquired, reported, safeguarded and disposed.
- J. The Commission will conduct an annual risk assessment to determine the appropriateness/effectiveness of internal controls.
- K. The Commission will mandate in the Employee Handbook that all finance department staff will be required to take one consecutive week (5 business days) of annual leave each year. Due to the small size of the finance department, the staff will not be allowed to take the leave at the same time.

IV. REVENUE POLICY

A. Revenue Diversification:

1. The Commission will strive to maintain a broad and diversified revenue base that will equitably distribute the burden of supporting Commission services and will protect the Commission from short-term fluctuations in any one revenue source.
2. The Commission will project current revenues on a conservative basis so the actual revenues will consistently meet or exceed budgeted revenues.
3. The Commission will limit the designation of General Fund revenues for specified purposes to maximize flexibility in budgeting and revenue utilization.
4. The Commission will refrain from budgeting non-recurring or one-time revenue for ongoing expenses. The use of non-recurring or one time revenue will be based on the limitations of the fund source.

B. Cash Management:

The safety of public funds is an extremely important objective of the Commission. As required by Georgia law, all deposits of public funds will be collateralized through the pledging of appropriate securities or other instruments.

1. The Commission will establish a procurement process that will evaluate the banking service requirements of the Commission, as well as changes in technology, treasury management practices, and banking industry structure. The procurement process will include the requirements of OCGA 45-8-11 concerning the deposit of public funds.
2. The Commission will maintain a separation of duties concerning the billing, depositing and recording of revenues.
3. The Commission will deposit all receipts on a timely basis in interest bearing accounts.
4. Bank reconciliations will be completed monthly and reviewed by management.

C. Fees and Charges/Accounts Receivable:

1. The Commission will establish user fees and charges for services, when feasible, at levels related to the cost of providing the services. The Commission will review the fees and charges every year to determine modifications needed to keep pace with the cost of providing the services.
2. The Commission will prepare annually and adjust at Mid-Year, a cost allocation plan for its internal service funds, according to OMB Circular A-87.
3. The Commission will establish monthly and quarterly billing procedures for all accounts receivable.
4. The Commission will review the accounts receivable balances monthly and implement necessary enforcement strategies to collect revenues from available sources in a timely manner.

5. The Commission will establish procedures for write-offs of doubtful accounts.

V. EXPENDITURE POLICY

In order to provide the necessary timing and flexibility to accommodate various federal and state programs as they become available or deleted, as well as unanticipated needs of the region and its local governments, the Council in adopting the budget, authorizes the Executive Director, subject to any restrictions as may be required by the Budget and Finance Committee, to make revisions as needed to the adopted budget. These revisions may include, but not be limited to: transferring budgeted revenues or disbursements from one program and/or line item to another, supplementing the adopted budget with additional funding from grant awards and/or contracts from federal, state, or local sources, and adjusting overall revenue and disbursement amounts to accommodate any changes in the Commission's Work Plan.

- A.** Department Directors have the authority to make spending decisions within the parameters of the approved department or program budget, subject to the approval of the Executive Director and the Finance Director.
- B.** The Finance Director will develop procedures that are consistent with the policy framework established in this section. These procedures will be approved by the Executive Director.
- C.** All requests for expenditures (requisitions) will be signed for approval by the responsible Department Director or his/her designee.
- D.** The Finance Department will review all expenditure requests for mathematical accuracy, allowability of costs, accurate supporting documentation and proper approvals, before issuing a purchase order.
- E.** The Commission will establish an internal service fund, according to OMB Circular A-87, to allocate costs that are shared by all departments.
- F.** All journal entries made in the accounting system by Finance Department Staff to allocate monthly recurring expenditures such as depreciation, car pool, postage and copier expenses will be reviewed by the Executive Director and Department Directors.
- G.** Any journal entry made in the accounting system by Finance Department Staff to correct a previous entry will be reviewed and approved by the appropriate Department Director and the Executive Director.
- H.** A Petty Cash Fund is authorized from the General Fund in the amount of \$100 for minor disbursements. It will be periodically restored by a check drawn and charged to applicable accounts. Department Directors will review any charges to their respective budgets.
- I.** The Commission will obtain competitive bids/proposals/RFP's/RFQ's for items or services costing in excess of \$25,000 per unit. Selection will be based on cost, service and other elements of the contract. The Commission may award the bid to any provider and is not required to accept the lowest cost proposal, unless stipulated by the fund source.

VI. TRAVEL POLICY

Employees may be reimbursed for reasonable travel-related expenses incurred while on official business for the Commission. Subject to the provisions outlined in these travel policies, the Council, in adopting the budget, has authorized reimbursement for the following expenses associated with employee travel:

- Meals associated with overnight lodging and in certain circumstances where there is no overnight lodging;
- Lodging expenses;
- Mileage for use of a personal motor vehicle;
- Transportation expenses;
- Certain miscellaneous expenses associated with travel, such as parking and toll fees

The specific policies regarding the reimbursement of travel expenses are outlined below.

Employees who are required to travel for their job and are eligible for travel reimbursement should receive authorization from their Department Director prior to performing the travel. Out-of-state travel will require the approval of the Department Director and the Executive Director.

A. Meals:

Employees traveling inside or outside of the state of Georgia may receive meal per diem amounts up to the federal per diem rates. The federal per diem rates (for locations within the continental United States) for meals may be found at the following address:

<http://www.gsa.gov/perdiem>

Employees traveling overnight will be paid a per diem amount designed to cover the cost of meals (including taxes and tips), based on the number of meals per day for which the employee is eligible. There are also instances in which an employee may not receive per diem for the normally eligible number of meals: If any meal is included as a *part* of the cost of conference registration, etc., such meal(s) should not be considered eligible in the calculation of per diem. Specific daily per diem rates are broken down by: 10% for breakfast, 30% for lunch and 60% for dinner.

Employees who are required to travel for their job and do not stay overnight may receive per diem for certain meals under the following situations:

- Employees acting as an official representative for their department may receive per diem for meals that are an integral part of a scheduled, official meeting. Per diem is only authorized, however, if the meeting is with persons outside the employee's department and if the meeting continues during the meal. It should be noted that the Travel Policy does not authorize employees to receive per diem for a "lunch meeting" in which the meal and meeting are one and the same or in which the meal is included in the registration fee for the meeting.

- Employees on Commission business who travel away from headquarters on a work assignment, and are away for more than seven (7) hours may receive per diem for the noon meal, even when there is no overnight lodging. In addition to the noon meal:
 - Employees who depart prior to 6:30 A.M are entitled to per diem for breakfast
 - Employees who return later than 7:30 P.M. are entitled to per diem for dinner

Employees must meet the eligibility requirements outlined above for per diem related to the noon meal before per diem for breakfast and/or dinner will be considered.

B. Lodging:

Employees who travel more than 50 miles from their residence or headquarters may be reimbursed up to the federal per diem rates for lodging expenses associated with approved overnight travel. The federal per diem rates (for locations within the continental United States) for lodging may be found at the following address: <http://www.gsa.gov/perdiem>

On occasion, the Commission is required to sponsor conferences and other functions that require personnel to work at the event. Also on occasion, the Commission sponsors employee retreats that require groups of employees to be present at an off-site location. In many cases, the employees involved in these activities reside or work less than 50 miles from the scheduled event site. The Executive Director is authorized to approve overnight travel for such persons who are engaged in activities as described above, provided the affected employees are required to conduct business activities at the site the following day. In addition to lodging, affected employees may be reimbursed for meals and mileage in accordance with the provisions of the Travel Policies.

It should be noted that this provision only applies to conferences and other Commission sponsored events that occur. This provision does not authorize persons to claim travel reimbursement for activities that are part of their normal responsibilities. In addition, this provision would not apply for persons who are required to attend evening meetings as part of their normal responsibilities.

Employees who stay at a hotel/motel that is holding a scheduled meeting or seminar may incur lodging expenses that exceed the rates generally considered reasonable. The higher cost may be justified in order to avoid excessive transportation costs between a lower cost hotel/motel and the location of the meeting.

C. Travel by agency owned or personal vehicles:

The Commission maintains a fleet of agency vehicles for staff to use while on official Commission business. However, there may be instances when it is more advantageous for staff to use a personal vehicle, in lieu of an agency vehicle.

Mileage rates are comprised of tiers based on a determination of the most advantageous form of travel (see discussion of tiers below). Advantageous use may be determined based on energy conservation, total cost to the Commission (including costs of overtime, lost work time, and actual transportation costs), total distance traveled, number of points visited, and number of travelers. Documentation of the determination of “advantageous use” should be retained for audit purposes.

The mileage reimbursement encompasses all expenses associated with the operation of a personal motor vehicle, with the exception of tolls and parking expenses, which are reimbursed separately.

Tier 1 Rate: When it is determined that a personal motor vehicle is the most advantageous form of travel, the employee will be reimbursed for *business miles traveled* as if no agency vehicle had been available, as listed at www.gsa.gov, for the federal Privately Owned Vehicle (POV) rate.

Tier 2 Rate: If a government-owned (agency-owned) vehicle is available, and its use is determined to be most advantageous to the Commission, but a personal motor vehicle is used, the employee will be reimbursed for *business miles traveled* as listed at www.gsa.gov.

Tier 3 Rate: When a government-owned vehicle is assigned directly to an employee, but that employee utilizes a personal motor vehicle, the employee will not be reimbursed for *business miles traveled*.

Determination of Business Miles Traveled: Employees may be reimbursed for the mileage incurred from the point of departure to the travel destination. If an employee departs from headquarters, mileage is calculated from headquarters to the destination point. If an employee departs from his/her residence, mileage is calculated from the residence to the destination point, **with a reduction** for normal one-way commuting miles. For the return trip, if an employee returns to headquarters, mileage is calculated based on the distance to such headquarters. If an employee returns to his/her residence, mileage is calculated based on the distance to the residence, **with a reduction** for normal one-way commuting miles.

D. Transportation Expenses:

Employees should utilize commercial air transportation when it is more cost effective and efficient to travel by air than by vehicle. Employees who choose to travel by personal vehicle when air travel is more cost effective should only be reimbursed for the cost of the lowest available airfare to the specified destination. In some instances, a higher airfare may be appropriate to accommodate for multiple stops and extended travel time.

Under such circumstances, the Commission may reimburse employees for expenses incurred for air travel, provided these expenses were approved prior to the date of travel. Additionally, the Commission may reimburse employees for reasonable expenses associated with selecting seats or checking bags.

Employees who require air travel should obtain the lowest available airfare to the specified destination by comparing rates. In general, it is the Commission's policy that officials or employees traveling by commercial air carrier travel in the most cost-effective manner and utilize the lowest possible coach fares.

Occasions may arise when airlines overbook, change, delay or cancel flights, thereby imposing travel inconveniences on their passengers. In these instances, airlines often offer the affected passengers indemnification for these inconveniences. Examples of indemnification that may be offered by an airline include vouchers for meals or lodging, upgrades to non-coach travel, and credits toward future flight costs. Employees are authorized to accept such indemnification if the travel inconvenience was imposed *by the airline* and there is no additional cost to the Commission.

The Commission may reimburse employees for the actual cost of rail transportation, provided rail transportation is the most advantageous to the Commission and the appropriate personnel authorized the travel expense in advance. Employees traveling by rail are encouraged to obtain the lowest possible fare.

Employees officially on travel status may be reimbursed for necessary costs of transportation by bus, taxi, or airport vans for the following situations:

- Between the individual's departure point and the common carrier's departure point;
- Between the common carrier's arrival point and the individual's lodging or meeting place; and
- Between the lodging and meeting places if at different locations.

It is expected that airport vans will be utilized when available and practical, and when they are the lowest cost alternative.

The use of commercially leased/rental vehicles when traveling out of State will be left to the discretion of the Executive Director.

E. Miscellaneous Travel Expenses:

Employees may be reimbursed for expenses incurred for work related telephone, telegraph, and FAX messages. Employees must document these claims on the travel expense statement, and indicate the location from which each call was made, the person contacted, and the reason for the communication.

Employees may be reimbursed for work-related internet usage charges.

Reimbursement for stationery, supplies, stenographic, or duplicating services may be reimbursed, provided the expense is directly associated with a work related project and the cost is reasonable. In addition, work related postage expenses may be reimbursed. Employees requesting reimbursement for these expenses must document actual expenses

on the travel statement and explain the purpose for these expenses. Receipts/invoices should accompany the travel expense statement.

The following expenses are *not* reimbursable:

- Laundry (allowable when overnight travel exceeds seven (7) consecutive days)
- Valet services for parking, when self-parking options are available
- Tipping
- Theater
- Entertainment
- Alcoholic beverages

F. Travel Advances/Corporate Charge Cards:

The purpose of travel advances is to minimize the financial burden on employees while traveling on behalf of the Commission. This objective can be accomplished either by the issuance of corporate charge cards or by cash advances to the employees.

Travel advances will only be issued for the estimated meal per diem, as well as incidental expenses, such as shuttle or taxi service. Each employee receiving a cash advance shall sign and date the travel advance authorization form acknowledging receipt of the funds. All employees are fully responsible for funds advanced to them and shall account for the funds in accordance with these Travel Policies. Employees are liable for any advanced funds that are lost or stolen.

When the actual travel expenditures reported on the travel expense statement exceed the amount of the cash advance, the employee shall be reimbursed for the additional travel costs incurred.

When the actual travel expenditures reported on the travel expense statement are less than the amount of the cash advance, the employee shall reimburse the agency for the difference. This reimbursement shall be made at the same time that the travel expense statement is submitted

Corporate charge cards should be used to pay for travel expenses such as lodging, air/rail transportation, baggage fees and parking. The charge card may be used for meals, but employees will only be allowed to charge up to the per diem rates for the specific area. Employees charging more than the allowed per diem rates must reimburse the Commission the difference. Employees must furnish receipts for any expenditure put on the corporate charge cards.

VII. DEBT POLICY

- A. Due to a ruling by the Attorney General of the State of Georgia, Regional Commissions are not allowed to incur debt.

VIII. RESERVE POLICY

- A. ~~The Commission will maintain a minimum reserve, of at least five percent, but no more than ten percent, The Commission's unrestricted fund balance should be maintained in a range of not less than five percent (5%) of the current year operating revenues.~~ The reserve will not be used to balance the operating budget.
- B. Reserve balances in excess of ten percent of the current year operating revenues will require council approval for expenditure.
- C. The Commission will create a Capital Project Fund for Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets.

IX. INVESTMENT POLICY

- A. The Commission will strive to maximize the return on its investment portfolio without jeopardizing principal amounts.
- B. The Commission will limit its investments to the types of securities provided for by Georgia statutes.
- C. The Commission will diversify its investments by maturity date to protect against market fluctuations.
- D. The Commission will purchase securities from qualified institutions based on competitive bids in an effort to obtain the highest available rates.
- E. The Commission will maintain an Investment Policy based on prudent investment practices and will monitor all investment managers' compliance with policy objectives.

X. CAPITAL IMPROVEMENT POLICY

- A. The Commission will prepare and update, as needed, a five-year Capital Improvements Program (CIP) which will provide for the orderly maintenance, replacement, and expansion of capital assets.
- B. The CIP will identify long-range capital projects and capital improvements of all types, which will be coordinated with the annual operating budget to maintain full utilization of available revenue sources.

- C. When preparing the CIP, the Commission will seek to identify all viable capital projects and capital improvements required during the subsequent five-year period. These projects and improvements will be prioritized by year and by funding source.
- D. The Commission will seek Federal, State, and other funding to assist in financing capital projects and capital improvements.

XI. FINANCIAL REPORTING POLICIES

- A. The Commission's accounting system will maintain records in accordance with accounting standards and principles outlined by the Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), and the State of Georgia.
- B. The Commission will employ an independent accounting firm to perform an annual audit of the Commission's finances and make the annual audit available to all required and interested parties.
- C. The Commission will produce monthly and quarterly financial statements reporting the current periods' activity for all funds maintained by the Commission.
- D. The Commission will prepare an annual budget document that provides a basic understanding of the Commission's planned financial operations for the coming fiscal year. Copies of the proposed and final budget will be made available to all interested parties.
- E. The Commission will place continued emphasis on review and maintenance of an accounting system which provides strong internal budgetary and accounting controls designed to provide reasonable, but not absolute assurance, regarding:
 - 1. the safeguarding of assets against loss from unauthorized use or disposition and
 - 2. the reliability of financial records for preparing financial statements and reports, and maintaining the accountability for assets.

