



METROPOLITAN
TRANSPORTATION
COMMISSION

Agenda Item: 4b

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Memorandum

TO: Administration Committee

DATE: October 7, 2015

FR: Executive Director

RE: MTC Financial Statements for August 2015

Attached please find MTC financial statements for the two-month period ending August 31, 2015. Major highlights of the two-month period include:

(1) **Operating Income:** Overall operating income for the two months is trending slightly higher at 18% with 17% of the budget year expired. Revenue from Pavement Management is also trending ahead of budget at 23%.

(2) **Transfers:** Transfers include the annual 1% BATA administration fee in the amount of \$7.1 million.

(3) **Operating Expenditures:** Total operating expenditures, excluding contracts, are at 14% for the two month period, or 17% of the budget year. Contract services are well below budget at 1.2% which is not unusual since most of the contracts will run over multiple years.

(4) **Federal Grants:** There are four new grants in the FY 2015-16 budget that MTC will be applying for in the near future. The Connected Vehicle grant will be amended out of the budget since MTC was not awarded the grant.

If there are any questions, please contact Eva Sun at (510) 817-5795.



Steve Heminger

OPERATING INCOME
MTC OPERATING BUDGET FOR FY 2015-16
As of August 2015 16.6% of year)

	1	2	3	4
Operating Revenue	FY 2015-16 Adopted Budget	Actual Revenue	Budget Balance Over/(Under)	% of Budget (col 2/1)
General Fund Revenue:				
TDA	12,300,000	2,002,322	(10,297,678)	16.3%
Interest	20,000	3,577	(16,423)	17.9%
General Fund Total	12,320,000	2,005,899	(10,314,101)	16.3%
Federal Planning Revenue:				
FHWA	7,546,404	740,405	(6,805,999)	9.8%
Sustainable Transportation Planning Grant	300,000	-	-	0.0%
FTA	3,247,073	398,639	(2,848,434)	12.3%
	11,093,477	1,139,044	(9,954,433)	10.3%
State Funding Revenue:				
STIP	1,142,067	18,000	(1,124,067)	1.6%
State Revenue Total	1,142,067	18,000	(1,124,067)	1.6%
Local Funding Revenue:				
TFCA	1,204,967	-	(1,204,967)	0.0%
HOV	490,000	4,498	(485,502)	0.9%
Pavement Management	800,000	180,439	(619,561)	22.6%
Misc	541,311	645	(540,666)	0.1%
Local Total	3,036,278	185,581	(2,850,697)	6.1%
Transfers:				
BATA Reimbursement	3,797,400	362,603	(3,434,797)	9.5%
RAFC	531,769	54,570	(477,199)	10.3%
SAFE	3,545,386	1,953	(3,543,433)	0.1%
BATA 1%	7,087,000	7,087,000	-	100.0%
2% Transit Transfers	511,254	-	(511,254)	0.0%
Transfers in - STA	2,749,000	13,424	(2,735,576)	0.5%
Exchange Fund Transfer	10,000,000	-	(10,000,000)	0.0%
Transfer from or (to) Reserve/Capital	5,616,545	-	(5,616,545)	0.0%
Transfers Total	33,838,354	7,519,549	(26,318,805)	22.2%
Total Operating Revenue	61,430,176	10,868,074	(50,562,102)	17.7%

OPERATING EXPENDITURES
MTC OPERATING BUDGET FOR FY 2015-16
As of August 2015 16.6% of year)

	3	4	5	6	7
Operating Expenditures	FY 2014-15 Adopted Budget	Actual Expense	Budget Balance Over/(Under)	% of Budget (col 4/3)	Encumbrance
Salaries & Benefits	23,141,789	3,506,104	(19,635,685)	15.2%	-
Travel & Training	402,000	28,644	(373,356)	7.1%	22,278
Commission Expense					
Commissioner Expense	70,000	5,144	(64,856)	7.3%	-
Advisory Committees	15,000	3,150	(11,850)	21.0%	-
Printing & Graphics	134,100	6,154	(127,946)	4.6%	6,496
Computer Services	1,404,500	279,537	(1,124,963)	19.9%	383,692
General Operations	3,708,656	162,325	(3,546,331)	4.4%	485,192
Total operating	28,876,045	3,991,059	(24,884,986)	13.8%	897,657
Contract Services	32,554,131	399,915	(32,154,216)	1.2%	2,599,426
Total Operating Expenditures	61,430,176	4,390,973	(57,039,203)	7.1%	3,497,084

MTC CAPITAL BUDGETS
As of August 2015 16.6% of year)

<u>Capital</u>	Total Budget	Actual	Encumbrance	Balance
Transfer from Reserves	\$1,543,000	-	-	\$1,543,000
Expense	\$1,543,000	-	\$38,876	\$1,504,124

<u>Hub Signage Program</u>	LTD Total Budget	LTD Actual	Encumbrance	LTD Balance
Revenue (Prop 1B)	9,856,450	9,856,450	-	-
Real Time Sign - STA	567,968	409,340	-	158,628
RM2	362,000	158,512	-	203,488
Revenue	\$10,786,418	\$10,424,303	-	\$362,115
Expense	\$10,786,418	\$8,628,776	-	\$2,157,642

Life to Date Federal Grants Budget
As of August 2015 16.6% of year)

Fund Source	Project Description	FY 2015-16 Grant LTD Balance	FY 2015-16 New Grants	FY 2015-16 Total Grants	FY 2015-16 Staff Actual	FY 2015-16 Consultant Actual	FY 2015-16 Encumbrances Includes LGS	Grant Remaining Balance
STP Grants								
1580	Station Area Planning	\$2,159,406	-	\$2,159,406	-	-	-	\$2,159,406
1590	Performance Monitoring	209,014	-	209,014	-	-	-	209,014
1595	Ramp Metering, TOS and FPI Projects	226,795	-	226,795	183,617	-	-	43,179
1801	CMA Planning	16,671,313	-	16,671,313	508	-	-	16,670,805
1803	511 Grant	19,438,448	-	19,438,448	-	103,608	1,955,453	17,379,387
1805	Regional Streets and Roads	595,066	-	595,066	34,410	-	221,325	339,331
1806	Pavement Management	2,662,556	-	2,662,556	-	4,975	44,778	2,612,802
1811	PDA Planning (ABAG)	680,000	-	680,000	-	-	-	680,000
1812	Regional PDA Planning	8,120,451	-	8,120,451	-	-	-	8,120,451
1816	Arterial Operations	2,500,000	-	2,500,000	-	-	-	2,500,000
Total STP Grants		\$53,263,049	-	\$53,263,049	\$218,535	\$108,583	\$2,221,557	\$50,714,375
CMAQ Grants								
1589	Arterial Operations (PASS Program)	5,533,635	-	5,533,635	68,328	-	125,755	5,339,553
1591	Climate Initiatives Program Public Outreach	2,130,376	-	2,130,376	-	5,333	128,293	1,996,751
1592	Climate Initiatives Evaluation	1,959,915	-	1,959,915	-	-	141,788	1,818,127
1596	Freeway Performance Initiative	5,386,636	-	5,386,636	-	-	-	5,386,636
1800	Incident Management	5,027,488	-	5,027,488	40,667	-	-	4,986,821
1804	511 Grant	5,730,350	-	5,730,350	245,621	-	2,619,901	2,864,829
1809	FPI Corridor Studies	3,162,712	-	3,162,712	-	-	-	3,162,712
1814	Regional Bicycle Sharing Program	1,556,747	-	1,556,747	-	-	-	1,556,747
New	Incident Management	-	10,840,000	10,840,000	-	-	-	10,840,000
New	Climate Initiatives Cycle 2	-	7,000,000	7,000,000	-	-	-	7,000,000
Total CMAQ Grants		\$30,487,860	\$17,840,000	\$48,327,860	\$354,616	\$5,333	\$3,015,736	\$44,952,175
FTA GRANTS								
1613	JARC	\$126,594	-	\$126,594	-	-	\$4,549	\$122,045
1614	JARC	347,421	-	347,421	-	-	-	347,421
1623	New Freedom	126,594	-	126,594	-	-	-	126,594
1624	New Freedom	7,093	-	7,093	-	-	-	7,093
1625	JARC	304,533	-	304,533	-	-	-	304,533
1626	New Freedom	195,925	-	195,925	-	-	-	195,925
1627	JARC	287,182	-	287,182	-	-	-	287,182
1628	New Freedom	293,611	-	293,611	-	-	-	293,611
1629	JARC	678,567	-	678,567	3,852	-	-	674,715
1630	JARC	2,154,267	-	2,154,267	-	-	-	2,154,267
1631	FTA 5339	10,506,277	-	10,506,277	-	-	-	10,506,277
1632	New Freedom	950,621	-	950,621	-	-	-	950,621
1633	FTA 5339	12,240,015	11,565,979	23,805,994	-	-	-	23,805,994
Total FTA Grants		\$28,218,700	\$11,565,979	\$39,784,679	\$3,852	\$0	\$4,549	\$39,776,278
HPP/VPP GRANTS								
1739	VPPL Value Pricing	\$119,276	-	\$119,276	-	-	-	\$119,276
Total HPP/VPP Grants		119,276	-	119,276	-	-	-	119,276
Other Grants								
1111	FHWA - Climate Change Adaptation Study	\$132,644	-	\$132,644	-	-	\$105	\$132,539
1112	SHRP2L Travel Analysis	430,000	-	430,000	-	-	-	430,000
New	Connected Vehicle	-	3,870,000	3,870,000	-	-	-	3,870,000
New	Climate Initiatives Cycle 2	-	7,713,000	7,713,000	-	-	-	7,713,000
Total Other Grants		562,644	11,583,000	12,145,644	-	-	105	12,145,539
Total Federal Grants Budget		\$112,651,528	\$40,988,979	\$153,640,507	\$577,002	\$113,916	\$5,241,947	\$147,707,642

CLIPPER OPERATING BUDGET
As of August 2015 16.6% of year)

	Total FY2015-16			
Clipper Operating	Budget	Actual	Encumbrance	Balance
RM2	2,825,000	124,102	-	2,700,898
STA	17,856,667	169,477	-	17,687,190
Transit Operators	17,914,400	12,877	-	17,901,523
Revenue	\$38,596,067	\$306,456	-	\$38,289,611
Expense	\$38,596,067	\$306,457	\$2,719,680	\$35,569,930

CLIPPER CAPITAL BUDGET (Life to Date)
As of August 2015 16.6% of year)

	LTD Budget			Project
Clipper Capital	Thru FY 2015-16	Actual	Encumbrance	Balance
				L-T-D
CMAQ	71,675,201	58,486,474	-	13,188,727
Card Sales	4,851,267	4,342,380	-	-
ARRA	11,167,891	11,167,891	-	-
FTA	25,009,181	21,527,838	-	3,481,343
STP	43,605,002	22,007,147	-	21,597,855
STA	21,207,597	20,332,788	-	874,809
Prop 1B	1,000,000	988,137	-	11,863
SFMTA	3,905,421	3,067,541	-	837,880
GGBHTD	2,975,000	2,638,123	-	336,877
BART	725,000	412,762	-	312,238
MTC Exchange Fund	8,269,158	7,572,638	-	696,520
BATA	27,124,813	24,305,869	-	2,818,944
Transit Operators	11,807,000	657,776	-	11,149,224
WETA	603,707	603,707	-	-
Sales Tax	99,311	890,216	-	(790,905)
Revenue	\$234,025,549	\$179,001,286	-	\$55,024,263
Expense	\$234,025,549	\$174,658,907	\$15,467,259	\$43,899,383

DISBURSEMENT REPORT (Non- Federal Funded)
As of August 2015 16.6% of year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Support to the Commission	150,000			
1051111 - Subtotal	150,000	-	-	150,000
Implement Public Information Program	465,000			
Consultants		44,646	46,418	
1051112 - Subtotal	465,000	44,646	46,418	373,936
Regional Transportation Plan				
Consultants	965,000	2,848		
1051121 - Subtotal	965,000	2,848	-	962,152
Analyze Regional Data using GIS & Travel Models	1,575,000			
ETC Institute		9,994		
1051122 - Subtotal	1,575,000	9,994	-	1,565,006
Airport/Seaport/Freight Planning	600,000			
1051124 - Subtotal	600,000	-	-	600,000
Advocate Legislative Programs	514,000			
Carter, Wetch & Associates		5,767		
Government Relations			87,700	
1051132 - Subtotal	514,000	5,767	87,700	420,533
Agency Financial Management	435,000			
Sungard Opublic Professional		583	80,287	
PWC		99,180	184,421	
1011152 - Subtotal	435,000	99,763	264,708	70,529
Administrative Services	461,000			
Pathways for High School		126,033	35,636	
1011153 - Subtotal	461,000	126,033	35,636	299,331

DISBURSEMENT REPORT (Non- Federal Funded)
As of August 2015 16.6% of year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Information Technology Services	650,000			
DLT Solutions				
1011161 - Subtotal	650,000	-	-	650,000
Performance Measurement and Monitoring	300,000			
Consultants				
1051212 - Subtotal	300,000	-	-	300,000
Regional Rideshare Program	1,200,000			
Parsons Brinkerhoff			1,205,011	
1051222 - Subtotal	1,200,000	-	1,205,011	(5,011)
Operational Support for Regional Programs	350,000			
1051223 - Subtotal	350,000	-	-	350,000
Regional Traveler Information	4,350,400			
Civic Resource Group		13,424	61,399	
1051224 - Subtotal	4,350,400	13,424	61,399	4,275,577
Emergency Response Operations	125,000			
Consultants				
1051228 - Subtotal	125,000	-	-	125,000
Emergency Response Planning	1,834,000			
1051229 - Subtotal	1,834,000	-	-	1,834,000
Pavement Management Program (PMP)	1,343,386			
DevMecca.com, LLC		94,418	305,583	
JG3 Consulting LLC		645	5,802	
Nicholas Consulting Engineers			32,906	
1051233 - Subtotal	1,343,386	95,063	344,291	904,032
Arterial Operations Coordination	100,000			
1051235 - Subtotal	100,000	-	-	100,000
Freeway Performance Initiative	975,000			
1051237 - Subtotal	975,000	-	-	975,000

DISBURSEMENT REPORT (Non- Federal Funded)
As of August 2015 16.6% of year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Implement Lifeline Transportation Programs	1,349,000			
1051311 - Subtotal	1,349,000	-	-	1,349,000
Climate Assessment Initiative	115,000			
Consultants			267,335	
1051413 - Subtotal	115,000	-	267,335	(152,335)
Federal TIP Development	50,000			
CH2M Hill			157,316	
1051512 - Subtotal	50,000	-	157,316	(107,316)
Regional Assistance Program	250,000			
Pieriott & Associates, LLC				
1051514 - Subtotal	250,000	-	-	250,000
Regional Assistance Program	125,000			
Consultants			93,600	
1051515 - Subtotal	125,000	-	93,600	31,400
Transit Sustainability Project	1,061,254			
1051517 - Subtotal	1,061,254	-	-	1,061,254
New Freedom	5,000			
1051518 - Subtotal	5,000	-	-	5,000
Transportation for Livable Communities Program	12,406,091			
1051611 - Subtotal	12,406,091	-	-	12,406,091
Liability Reserve	800,000			
Hanson and Bridgett		-	33,059	
Glynn and Finley		2,378	2,952	
1060000 - Subtotal	800,000	2,378	36,012	761,611
Total Operating Contract Services	32,554,131	399,915	2,599,426	29,554,790

DISBURSEMENT REPORT - (Funded by Federal Grants)
As of August 2015 16.6% of year)

Work Element/Consultant	Expended	Encumbered
Analyze Regional Data using GIS & Travel Models		
Parsons Brinkerhoff		4,535,904
1051222 - Subtotal	-	4,535,904
Regional Traffic Information Services		
Civic Resource Group	103,608	161,076
1051224 - Subtotal	103,608	161,076
Pavement Management Program (PMP)		
JG3 Consulting	4,975	44,778
Nichols Consulting Engieners		221,325
1051233 - Subtotal	4,975	266,103
Climate Initiative		
Consultants	5,333	6,667
1051413 - Subtotal	5,333	6,667
Federal Programming. Monitoring and TIP Development		
CH2M Hill		4,549
1051512 - Subtotal	-	4,549
Total Federal Grant Funded	113,916	4,974,299

CAPITAL PROJECTS DISBURSEMENT REPORT

As of August 2015 16.6% of year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Capital Expenditures	\$1,543,000	-	38,876	
Subtotal	\$1,543,000	-	\$38,876	1,504,124
Hub Signage Program	\$10,786,418			
Staff Costs		1,210,880		
Consultants		1,083,448		
Kimly-Horn and Associates		599,195		
BART		3,803,394		
Wilbur Smith Associates		100,850		
City of Santa Rosa		89,424		
Jacobs Carter Burgess		481,201		
Fluoresco Lighting		448,201		
Parsons Brinkerhoff		188,388		
Nematode Holdings, LLC		223,996		
NCPTA		133,860		
Ghirardelli Association		265,939		
3322650,2651,2652,2654 & 2655 Subtotal	\$10,786,418	\$8,628,776	-	\$2,157,642
Capital Projects Total	\$12,329,418	\$8,628,776	\$38,876	\$3,661,766

CLIPPER PROJECTS DISBURSEMENT REPORT
As of August 2015 16.6% of year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Clipper Operating	38,596,067			
Staff Costs		154,224		
AC Transit			249,800	
Auriga Corporation		6,903	128,510	
Caribou Public Relations		3,250	121,750	
Consultants		108,508	117,684	
Cubic Transportation systems			947,229	
Moore, Iacofano, Goltsman			526,737	
Nematode Holdings LLC		17,500	436,400	
Synapse Strategies		16,072	191,569	
320122116	38,596,067	306,457	2,719,680	35,569,930
Clipper Capital	234,025,549			
Staff costs		13,643,772		
A T & T		77,112	38,000	
AC TRANSIT		397,683		
Acumen Building Enterprise		302,151		
AT&T		13,445		
Auriga Corporation		245,692	80,000	
BART		2,574,547		
BART		1,130,185		
Booz Allen Hamilton		8,082,237		
Booz Allen Hamilton		9,729,004		
CH2M Hill		342,019	2,057,840	
Caporicci & Larson		11,530		
Consultants		1,217,744	71,276	
Cornerstone Transp. Consulting		110,119		
Cubic Transportation Systems		60,241,715	12,891,058	
D-S-P		10,000		
Elmwood Consulting		11,603		
Fleishman-Hillard Inc.		175,760		
Glynn & Finley, LLP		197,673		
Golden Gate BHTD		46,347		
Golden Gate BHTD		38,790		
Golden Gate Transit District		25,270		
Hanson Bridgett Marcus Vlahos		5,000		
Hothouse Interactive		13,104		
Intl. Programming & Systems		29,491		
Invoke Technologies		156,962	66,324	
Karen Antion Consulting		290,397		
Kennison Metal Fabrication		225,361		
Kimley-Horn and Associates		712,420		
Kimley-Horn and Associates		337,390	57,869	
KPMG consulting		1,127,033		
Local Government Services		915,517		
Macias, Gini and Company		47,190		
Moore, Iacofano, Goltsman		114,183	121,373	

CLIPPER PROJECTS DISBURSEMENT REPORT
As of August 2015 16.6% of year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
MOTOROLA (PHASE I)		2,166,458		
MOTOROLA (PHASE II)		37,511,848		
PB CONSULT		193,500		
Peninsula Corr. Joint Powers		2,079,685		
Pricewaterhouse Coopers		40,000		
Samtrans		149,013		
San Francisco Muni		579,882		
Santa Clara VTA		1,636,101		
SBC/MCI		1,128		
SF Muni		431,580		
Shiralian Management Group		83,160		
Synapse Strategies		437,245		
Solano County Transit		65,000	9,520	
Solutions for Transit		65,000	74,000	
Thompson Coburn LLP		19,459		
Valley Transportation Authority		2,235,535		
Water Emergency Transportation Authority		60,000		
RM2 Capital construction		24,305,869		
Grand Total	234,025,549	174,658,907	15,467,259	43,899,383

PURCHASE ORDERS EXECUTED BY EXECUTIVE DIRECTOR

	As of August, 2015
Agility Recovery Solution	\$2,760
Computer Maintenance Services	
Sierra Deli and Market	\$4,000
Catering	
Sierra Deli and Market	\$3,000
Catering	
Telegraph Media	\$7,500
Advertising and Public Awareness	
US Postal Service	\$10,000
Mailing and Postage	
Lunchstop Café	\$5,000
Catering	
Lunchstop Café	\$5,000
Catering	
Lunchstop Café	\$5,000
Catering	
Mail Stream Corporation	\$3,000
Mailing and Postage	
PSPrint LLC	\$3,000
Printing and Reproduction	
Finger Design and Associates	\$3,000
Printing and Reproduction	
Lunchstop Café	\$3,000
Catering	
Nematode Holdings LLC	\$18,000
Advertising and Public Awareness	
ESRI Inc.	\$78,038
Software License Renewal	
PR Newswire Association	\$6,000
Newswire Service	
Info-Tech Research	\$10,335
Software License Renewal	
Sierra Deli and Market	\$2,500
Catering	
County of Ventura	\$44,000
Software License Renewal	
Nextel IT Inc.	\$79,200
Consultant to Develop an IT Roadmap	
Mail Stream Corporation	\$10,000
Mailing and Postage	
West Payment	\$17,000
Software License Renewal	

PURCHASE ORDERS EXECUTED BY EXECUTIVE DIRECTOR

		As of August, 2015
Lunchstop Café		\$3,500
	Catering	
Coast Lithographic		\$6,000
	Printing and Reproductions	
Denise Blake		\$3,500
	Relocation Expense	
AT&T		\$35,000
	Communications Expense	
AT&T		\$25,000
	Communications Expense	
City Carshare		\$5,000
	Auto Expense	
Extra Space Storage		\$16,263
	Storage Unit Rentals	
Accel Employment Services		\$64,998
	Temporary Employment Services	
First Choice Service		\$15,000
	Coffee Expenses	
Xerox Corporation		\$100,000
	FY 15/16 Copier Lease Expenses	
Associated Services Company		\$4,000
	Drinking Water Dispenser Expense	
International Program		\$170,560
	Temporary Employment Services	
Shred-It		\$6,000
	Document Shredding Expenses	
Karl Nielsen		\$5,000
	Printing and Reproduction	
Karl Nielsen		\$15,000
	Printing and Reproduction	
Noah Berger		\$15,000
	Printing and Reproduction	
Kingmond Young		\$5,000
	Printing and Reproduction	
Contoural Inc.		\$76,240
	Sharepoint Deployment Consultant	
Lunchstop Café		\$5,000
	Catering	
Lunchstop Café		\$5,000
	Catering	
Lunchstop Café		\$5,000
	Catering	
Pathways for Students		\$12,000
	High School Spare the Air - Youth Program	

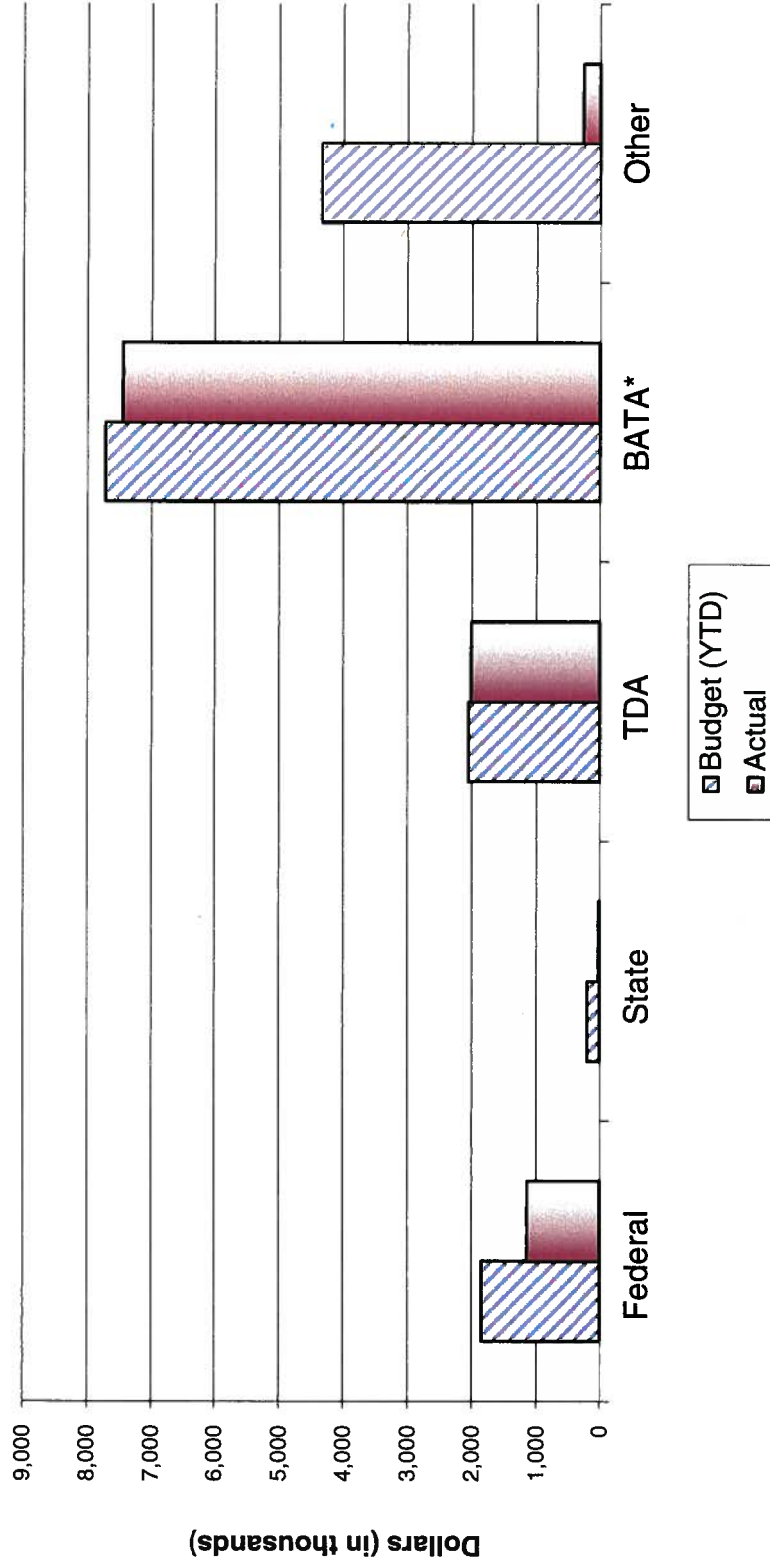
PURCHASE ORDERS EXECUTED BY EXECUTIVE DIRECTOR

		As of August, 2015
Sierra Deli and Market		\$5,000
	Catering	
Lunchstop Café		\$3,000
	Catering	
Schneider Electric		\$4,050
	Equipment Maintenance Expenses	
AT&T		\$92,248
	Communications Expenses	
United Parcel Service		\$15,000
	Mailing and Postage	
Direct TV		\$3,000
	Communications Expenses	
NI Government Service		\$20,599
	FY15/16 Stationary Satellite Communications Expenses	
Down Town Auto Center		\$3,000
	Auto Expense	
The Ford Store		\$3,000
	Auto Expense	
Honda of Oakland		\$3,000
	Auto Expense	
Modern Express Courier		\$3,000
	Mailing and Postage	
The Office City DBA		\$50,000
	Office Supplies	
Amazon.Com LLC		\$90,000
	Software License Renewal	
Protiviti Government		\$99,749
	Temporary Employment Services	
ARC		\$3,000
	Printing and Reproduction	
Group Sharegate Inc.		\$5,351
	Software License Renewal	

**CONTRACTS EXECUTED BY EXECUTIVE DIRECTOR
\$2,500-100,000**

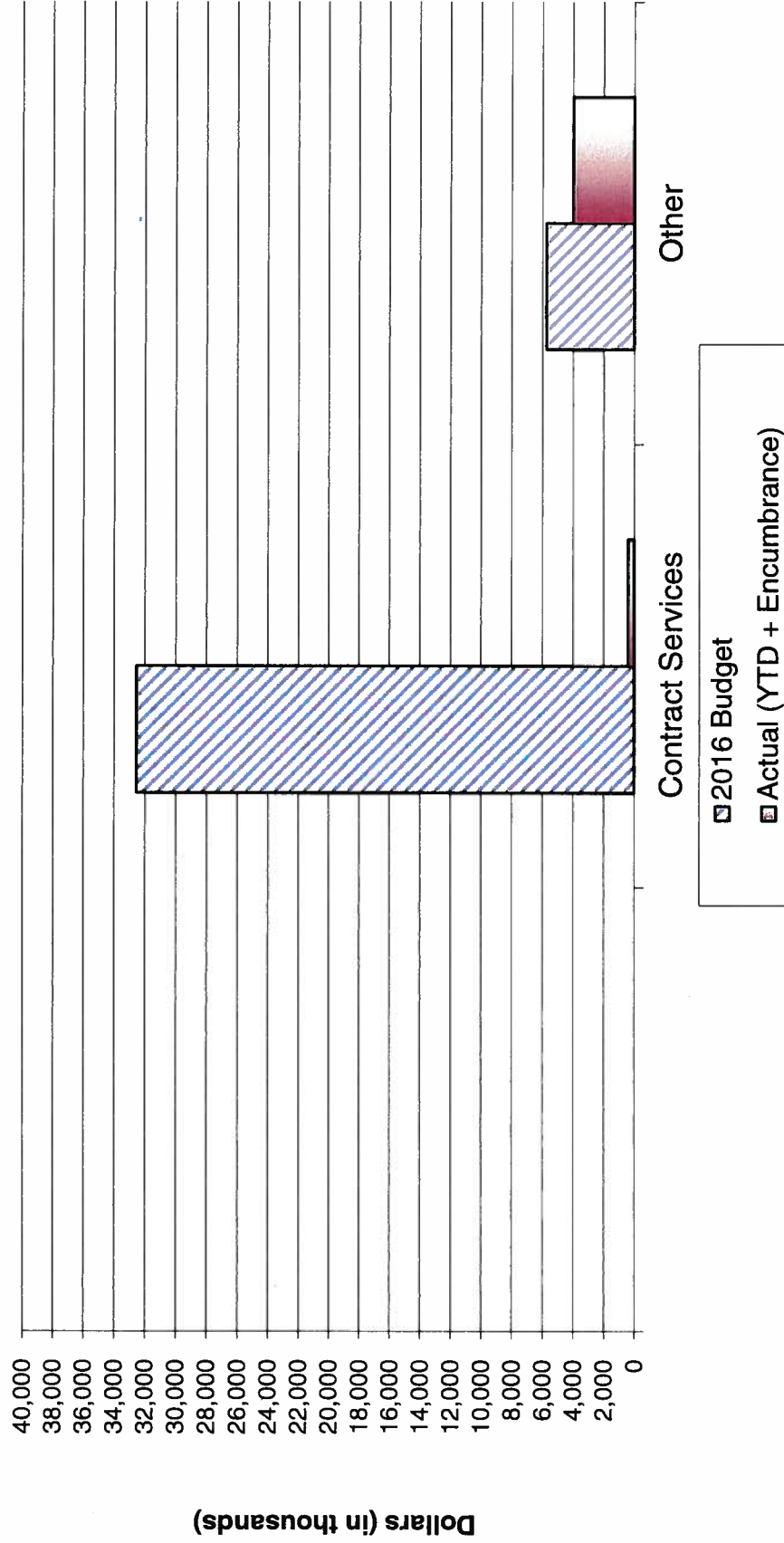
<u>Consultant</u>	<u>Purpose</u>	<u>As of August, 2015</u>
Union Bank	FY15/16 Clipper Annual Service Fee	\$50,000

**Chart 1: Revenue Comparison between Budget and Actual
August 2015**



* Annual

**Chart 2: Expenditure Comparison between Budget to Actual and Encumbrances
August 2015**



**Budget vs Actual Plus Encumbrance
Salaries & Benefits**

