



RESOLUTION ADOPTING THE SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY FISCAL YEAR 2015/16 ANNUAL BUDGET AND WORK PROGRAM

WHEREAS, Pursuant to State statutes (PUC Code Sections 131000 et seq.), the Transportation Authority must adopt an annual budget for Fiscal Year (FY) 2015/16 by June 30, 2015; and

WHEREAS, As called for in the Transportation Authority's Fiscal Policy (Resolution 14-43) and Administrative Code (Ordinance 14-01), it is the responsibility of the Finance Committee to set both the overall budget parameters for administrative and capital expenditures, the spending limits on certain line items, as well as to recommend adoption of the budget to the Board of Commissioners prior to June 30 of each year; and

WHEREAS, The Transportation Authority's proposed FY 2015/16 Work Program includes activities in five major functional areas that are overseen by the Executive Director: 1) Policy and Programming, 2) Capital Projects delivery support and oversight, 3) Planning, 4) Technology, Data & Analysis and 5) Finance and Administration; and

WHEREAS, These categories of activities are organized to efficiently address the Transportation Authority's designated mandates, including overseeing the Prop K Sales Tax Expenditure Plan, functioning as the Congestion Management Agency (CMA) for San Francisco, acting as the Local Program Manager for the Transportation Fund for Clean Air (TFCA) program, administering the \$10 Prop AA vehicle registration fee and operating as the Treasure Island Mobility Management Agency (TIMMA) for San Francisco; and

WHEREAS, The agency's organizational approach also reflects the principle that all activities at the Transportation Authority contribute to the efficient delivery of transportation plans and projects, even though many activities are funded with a combination of revenue sources and in



coordination with a number of San Francisco agencies as well as and federal, state and regional agencies; and

WHEREAS, Attachment A contains a description of the Transportation Authority's proposed Work Program for FY 2015/16; and

WHEREAS, Attachment B displays the proposed budget in a format described in the Transportation Authority's Fiscal Policy; and

WHEREAS, Total revenues are projected to be \$214.8 million and sales tax revenues, net of interest earnings, are projected to be \$101.3 million, or 47.1% of FY 2015/16 revenues; and

WHEREAS, Total expenditures are projected to be about \$273.1 million, and of this amount, capital project costs are \$241.4 million, or 88.4% of total projected expenditures, with 3.6% of expenditures budgeted for administrative operating costs, and 8% for debt service and interest costs; and

WHEREAS, Budgetary expenditures for administrative operating costs are \$10 million, which include \$2.9 million for non-personnel costs, which incorporates a decrease of 7.7% related to one-time costs associated with the implementation of the Enterprise Resource Planning (ERP) software system, which was fully transitioned in September 2014; and

WHEREAS, In May 2014, through Resolution 14-80, the Transportation Authority approved a staff reorganization plan to address staff capacity and sustainability issues given the ongoing ambitious work programs and Board interest in expanding and enhancing certain aspects of the work program, for which \$7 million was budgeted for personnel costs, which increased administrative costs by 7.1%; and

WHEREAS, The division of revenues and expenditures into the sales tax program, CMA program, TFCA program, Prop AA program and TIMMA program on Attachment B reflects the



five distinct Transportation Authority responsibilities and mandates; and

WHEREAS, At its May 27, 2015 meeting, the Citizens Advisory Committee was briefed on the subject request and adopted a motion of support for the staff recommendation; and

WHEREAS, At its June 9, 2015 meeting, the Finance Committee reviewed and unanimously recommended approval of the staff recommendation; now, therefore, be it

RESOLVED, That the attached San Francisco County Transportation Authority FY 2015/16 Budget and Work Program are hereby adopted.

Attachments (2):

- A. FY 2015/16 Annual Work Program
- B. FY 2015/16 Annual Budget



The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 23rd day of June, 2015, by the following votes:

Ayes: Commissioners Avalos, Breed, Campos, Christensen, Cohen, Farrell, Kim, Mar, Tang, Wiener and Yee (11)

Nays: (0)

Absent: (0)

Scott Wiener 6/25/15
Scott Wiener Date
Chair

ATTEST:

Tilly Chang 7/2/15
Tilly Chang Date
Executive Director

Attachment A
Proposed Fiscal Year 2015/16 Annual Work Program



The Transportation Authority's proposed Fiscal Year (FY) 2015/16 Work Program includes activities in five major divisions overseen by the Executive Director: 1) Policy and Programming, 2) Capital Projects, 3) Planning, 4) Technology, Data & Analysis, and 5) Finance & Administration. The Executive Director's office is responsible for directing the agency in keeping with the annual Board-adopted goals, for the development of the annual budget and work program, and for the efficient and effective management of staff and other resources. Further, the Executive Director's office is responsible for regular and effective communications with the Board, the Mayor's Office, San Francisco's elected representatives at the state and federal levels and the public, as well as for coordination and partnering with other city, regional, state and federal agencies, and other county Congestion Management Agencies.

The agency's work program activities address the Transportation Authority's designated mandates and functional roles. These include: serving as the transportation sales tax administrator and Congestion Management Agency (CMA) for San Francisco, acting as the Local Program Manager for the Transportation Fund for Clean Air (TFCA) program, administering the \$10 Prop AA vehicle registration fee and operating as the new Treasure Island Mobility Management Agency (TIMMA). Our work program also reflects the multi-disciplinary and collaborative nature of our roles in planning, funding and delivering transportation projects and programs across the city, while ensuring transparency and accountability in the use of taxpayer funds.

PLAN

In FY 2015/16 we will continue to move forward key planning efforts previously identified through the 2013 San Francisco Transportation Plan (SFTP), as well as undertake new planning efforts meant to inform and respond to emerging trends and policy areas (e.g. shared mobility). We will also continue the planning phase to deliver the Treasure Island Transportation Implementation Plan as the recently designated TIMMA. Most of the FY 2015/16 activities listed below are strong multi-divisional efforts, often lead by the Planning Division in close coordination with Transportation, Data & Analysis; Capital Projects; and the Policy and Programming Divisions. Proposed activities include:

TIMMA: Continue advancing the Treasure Island Transportation Implementation Plan, which includes transit planning, congestion pricing and travel demand management on Treasure Island. Efforts this year will focus on implementing governance arrangements and advancing both program-wide planning and systems engineering in response to the development program schedule for Treasure Island. This effort will require integration of policies with the San Francisco Municipal Transportation Agency (SFMTA) and the Bay Area Tolling Authority (BATA) and coordination of project scope, schedule and implementation with a number of local partners.

Geary Corridor Bus Rapid Transit (BRT) Environmental Clearance and Design Support, Geneva Harney BRT Feasibility Study: Complete environmental review of the Geary BRT study, transition project lead to the SFMTA, support the SFMTA's efforts to enter the project into the Federal Transit Administration's Small Starts program to secure federal funds, and provide engineering support and oversight as SFMTA advances design of the near-term and core BRT projects. Complete the Geneva Harney BRT Feasibility Study looking at multi-modal east-west BRT and light rail options through Daly City, San Francisco and Brisbane with community and agency partners on both sides of the San Francisco/San Mateo county line. Transition project lead to the SFMTA and support SFMTA as it advances the project to the environmental review phase.

Freeway Corridor Management Study (FCMS): Start Phase 2 corridor planning study efforts in close coordination with city, regional and State agencies to determine a feasible set of near-term freeway management projects for US 101 and I-280 corridors, as well as a strategic network of managed lanes for the future. Participate in Metropolitan Transportation Commission's (MTC's) Managed Lanes

Attachment A
Proposed Fiscal Year 2015/16 Annual Work Program



Implementation Study. This work will also include a Freeway Ramp Vision Zero Safety Assessment of pedestrian, bicycle, and vehicle conflicts and road safety on local San Francisco streets associated with US 101, I-280, and possibly I-80 on- and off- ramps, as part of the FCMS.

Regional Core Capacity Transit Study: As part of the multi-agency project team, support the launch and execution of this two-year MTC-led effort, looking at major transit capacity improvements for the core of San Francisco and the Transbay corridor. Includes participation in BART's Embarcadero and Montgomery Station Study and Muni Rail Capacity Study.

San Francisco Transportation Plan (SFTP) Update: In collaboration with San Francisco agencies and regional partners, update the SFTP in parallel with the Plan Bay Area update that is underway. As part of this effort, a white paper on the Shared Mobility/Commercial Transportation Services sector will be produced to reflect evolving conditions within the city and to support development of a policy framework for this sector.

Congestion Management Program (CMP): Update the CMP, incorporating new traffic volumes in addition to speed monitoring efforts, and an updated set of performance metrics for multi-modal travel. Incorporate the latest thinking on transportation demand management (TDM) based on the Transportation Sustainability Project (TSP) and TDM Partnership Project. Work closely with state and regional stakeholders to revamp CMP statutes to modernize them and bring them in line with SB 375 and other relevant planning and policy changes that have come to pass since the CMP statutes were first developed.

Neighborhood Transportation Planning: Continue implementation of the sales tax-funded Neighborhood Transportation Improvement Program (NTIP), identified as a new equity initiative in the previous SFTP. In some cases the Transportation Authority will carry out neighborhood transportation plans directly but for the most part, we will provide support to other agencies delivering planning studies and capital projects. NTIP planning studies have been approved in the Western Addition and Richmond. We anticipate Board approval of a NTIP planning study and NTIP capital project this month in Districts 2 (Lombard "Crooked") and 10 (I-280 "Hairball" Interchange), with other proposals currently in active pre-development.

Sector Plans/Policy Studies: Complete the Parking Utilization Study and assist city agencies with the Transportation Sustainability Project. Complete the West Side Strategic Analysis Report (SAR) and work with Commissioner Cohen's office to scope a potential District 10 SAR. Coordinate with SFMTA to provide policy framework and advice on jitney transit services per the request of Commissioner Farrell. Complete San Francisco Public-Private Travel Demand Management Partnership Project and initiate Late Night Transportation Study Part II.

Corridor Studies and Plans: Continue to support city agencies on the Better Market Street Project through environmental review phase. Support finalization of designs and the Caltrans approval process for the 19th Avenue Pedestrian and Transit Bulb-outs Project.

San Francisco Travel Incentives Pilot: In partnership with BART, the Transportation Authority will conduct employer outreach in anticipation of a travel incentives pilot to explore the potential for cost-effective peak period shifts in travel behavior to mitigate the capacity-constrained BART and MUNI Embarcadero and Montgomery systems in the San Francisco core. The pilot will use gamification and technology to generate changes in travel patterns, testing this new approach and its potential impacts.

Travel Forecasting and Analysis for Transportation Authority Studies: Provide modeling, data analysis, technical advice and graphics services to support efforts such as Geneva BRT Feasibility Study, Parking Pricing and Utilization Study, SFTP, FCMS, Balboa I-280 Interchange improvements, CMP, Core Capacity Transit Study, and the Geary Corridor BRT environmental analysis.

Attachment A
Proposed Fiscal Year 2015/16 Annual Work Program



Modeling Service Bureau: Provide modeling, data analysis, and technical advice to city agencies and consultants in support of many projects and studies. Expected service bureau support this year will be provided for the 16th Street Busway, Better Market Street Study, provide in-kind technical support to Transit Sustainability Program and Caltrain Railyard/Boulevard Study.

Data Warehouse and Research Support: Continue to serve as a data resource for city agencies, consultants, and the public and enhance data management and dissemination capabilities by developing web-based tools such as the “Count Dracula” portal for organizing, mapping, and analyzing traffic, bike, and pedestrian counts. Analyze and publish important results from the 2012 California Household Travel Survey. Support researchers working on topics that complement and enhance our understanding of travel behavior. Potential topics include: explore the potential use of new data sources from Transportation Network Companies (TNC’s) and private big data sources; explore the fusion of multiple geographic data sources such as cell phone data with transit fare card, vehicle location, and passenger data; investigate bicycle route choice data before and after the implementation of bicycle infrastructure projects.

Model Consistency/Land Use Allocation: Complete the requirements for model consistency in coordination with MTC as a part of the CMP update. Participate in Bay Area Model Users Group. Continue supporting the refinement of the Bay Area land use growth allocation model with the Planning Department, the Association of Bay Area Governments (ABAG) and MTC. Coordinate land use analysis activities in cooperation with these same agencies.

Travel Demand Model Enhancements: Implement numerous SF-CHAMP and Dynamic Traffic Assignment model improvements, with special emphasis on transit reliability and model performance. In conjunction with MTC and the Puget Sound Regional Council, continue development of a dynamic transit assignment model that will enhance our ability to analyze the impacts of service reliability and crowding on transit trip-making.

FUND

One of the agency’s core functions is to serve as the administrator of the Prop K half-cent sales tax (which superseded Prop B). This funding role complements the agency’s other core roles (e.g. Prop AA administrator and CMA). We serve as funding and financing strategist for San Francisco projects; we advocate for discretionary funds and legislative changes to advance San Francisco project priorities; provide support to enable sponsors to comply with timely-use-of-funds and other grant requirements; and seek to secure new sources of revenues. The work program activities highlighted below are typically led by the Policy and Programming Division with support from all agency divisions.

Fund Programming and Allocations: Administer the Prop K sales tax, Prop AA vehicle registration fee, TFCA, Lifeline, OneBayArea Grant, and Regional Improvement Program funds which the agency directly allocates or prioritizes projects for grant funding. Provide technical, strategic and advocacy support for a host of other fund programs such as the State’s Cap-and-Trade and Active Transportation Programs and federal competitive grant programs. Notable special initiatives for FY 2015/16 include:

- **Prop K Customer Service and Efficiency Improvements:** This multi-division initiative will continue to improve the Transportation Authority’s grants administration process and the Portal – a web-based grants management database – in terms of efficiency and user-friendliness.
- **Federal-Aid Streamlining Advocacy and Sponsor Support:** The Transportation Authority will continue to provide expertise in grants administration for federally funded projects and is playing a leadership role supporting regional efforts to streamline the current federal-aid grant process.

Attachment A
Proposed Fiscal Year 2015/16 Annual Work Program



Capital Financing Program Management: Provide monitoring of financial performance, maintain the cash flow model, analyzing finance options, developing recommendations, issuing and managing debt to enable accelerated delivery of sales-tax funded projects.

Plan Bay Area Update: As CMA, coordinate San Francisco's input to the 2017 Plan Bay Area update, drawing upon the 2013 SFTP recommendations and the update that is now underway. This includes: conducting the call for projects, providing San Francisco's input on changes to regional fund program guidelines and policy frameworks, new revenue advocacy and other policy initiatives. This involves close coordination with San Francisco agencies, the Mayor's office, and our ABAG and MTC Commissioners, as well as coordination with Bay Area CMAs, the "big 3 cities" (San Francisco, Oakland, and San Jose), transit agencies and other community stakeholders.

New Revenue Advocacy: Advocate for San Francisco priorities and new regional, state and federal funds by providing Board member staffing, issue advocacy at various venues (such as at MTC committees, Bay Area CMA meetings, and SPUR) and ongoing coordination with, and appearances before, the MTC, California Transportation Commission, and federal agencies. Locally, we continue to support efforts related to the Mayor's Transportation 2030 Task Force, which include targeting the 2016 ballot for consideration of a vehicle license fee and shaping San Francisco's input to BART's anticipated 2016 revenue measure. We will develop revenue advocacy white papers as part of the SFTP update.

Legislative Advocacy: We will continue to monitor and take positions on state legislation affecting San Francisco's transportation programs, and develop strategies for advancing legislative initiatives beneficial to San Francisco's transportation programs. This advocacy builds off of SFTP recommendations, the agency's adopted legislative program (e.g. includes Vision Zero, new revenue, and project delivery advocacy), and is done in coordination with the Mayor's office, the Self Help Counties Coalition, and other city and regional agencies.

Funding and Financing Strategy: Provide funding and financing strategy support for Prop K signature projects which are also included in MTC's Regional Transit Expansion Agreement: i.e. Caltrain Electrification, Central Subway, Transbay Transit Center/Downtown Extension and Van Ness BRT. Continue to serve as a funding resource for all San Francisco project sponsors, including brokering fund swaps, as needed.

Fiscal Agent/Advisor: Continue to serve as fiscal agent for City CarShare's eFleet: Carsharing Electrified Project, which will deploy a fleet of electric vehicles with supportive infrastructure and operations. Provide ongoing funding and technical support to Bayview Mobility Study community group exploring van-sharing operations in the Bayview.

DELIVER

The timely and cost-effective delivery of Transportation Authority-funded transportation projects and programs requires a multi-divisional effort, led primarily by the Capital Projects Division with support from other divisions. As in past years, the agency focuses on providing engineering support and overseeing the delivery of the Prop K sales tax major capital projects, such as the Presidio Parkway, the SFMTA's Central Subway, Radio Replacement and facility upgrade projects; the Transbay Transit Center/Caltrain Downtown Extension; and Caltrain Electrification. The agency is also serving as lead agency for the delivery of certain projects, such as the Yerba Buena Island Interchange Improvement Project and I-280/Balboa Park Area Freeway Ramps projects, which typically are multijurisdictional in nature and often involve significant coordination with the California Department of Transportation (Caltrans). Key delivery activities for FY 2015/16 include the following:



TA – Lead Construction:

- **I-80/Yerba Buena Island (YBI) Interchange Improvement Project and Yerba Buena Island Bridge Structures:** Continue to lead construction of the East Side Ramps. Continue final engineering and design of the West Side Bridges and prepare for construction. Includes consideration of alternative delivery methods for the West Side Bridges project. Continue coordination activities with Caltrans, Bay Area Toll Authority, the Office of Economic and Workforce Development and the Treasure Island Development Authority.

Folsom Off-Ramp Realignment Project: Complete construction of the Folsom Off-Ramp Realignment Project for the Office of Community Investment and Infrastructure, providing pedestrian safety improvements and supporting the goals of the Transbay Redevelopment Project Area.

- **Presidio Parkway Project:** Continue supporting Caltrans with construction management and design support during construction; serve as lead for various components of the public private partnership (P3) contract; work with Caltrans to ensure compliance with conditions associated with prior allocations of federal economic stimulus funds; actively assist Caltrans with oversight of the P3 contract including implementation of various programs outlined in the contract such as the Workforce Development Program and the Underutilized Disadvantaged Business Enterprise Program. In FY 15/16, we anticipate completing the P3 study that is comparing the effectiveness of delivering Phase 1 of the project using the more traditional design-bid-build model with Phase 2 which is being delivered as a P3.

TA – Lead Project Development:

- **I-280 Interchange Modifications at Balboa Park Ramps:** Lead next steps for implementing recommendations from the recently completed Balboa Park Circulation Study. This includes working towards achieving Caltrans approval and environmental clearance of the realignment of the southbound I-280 off-ramp to Ocean Avenue (to improve safety at the ramp/local street interface) by July 2016, and preparing a Ramp Closure Analysis for the northbound I-280 on-ramp from Geneva Avenue, anticipated to be completed by early 2016.
- **Quint-Jerrold Connector Road:** Advance design and support the Quint Street Bridge Replacement.

TA – Project Delivery Support:

- **Caltrain Early Investment Program and California High-Speed Rail Program:** Coordinate with the California High-Speed Rail Authority (CHSRA) and San Francisco agencies on high-speed rail issues affecting the city; work with Caltrain, MTC, the Mayor’s Office and other Peninsula and regional stakeholders to monitor and support delivery of the Caltrain Early Investment Program including the Communications Based Overlay Signal System and Electrification projects. Continue to work closely with aforementioned stakeholders to fully fund electrification and support delivery of the blended system to the Peninsula corridor that extends to the new Transbay Transit Center.

- **Central Subway:** Project management oversight; scope/cost/schedule and funding assessment and strategy.

Transbay Transit Center/Caltrain Downtown Extension: Project management oversight and provide support for Board member participation on other oversight bodies (IJPA, Board of Supervisors), assist with funding assessment and strategy and participate on Planning Department-led Railyard/Boulevard Study.

- **Van Ness Avenue Bus Rapid Transit (BRT):** Project engineering support, environmental compliance, and

Attachment A
Proposed Fiscal Year 2015/16 Annual Work Program



general project oversight. Work closely with SFMTA and an interagency project team to maintain project integrity and quality while controlling budget and schedule. Assist SFMTA in implementing a Construction Manager/General Contractor (CM/GC) approach to construction.

- **Engineering Support:** Support for SFMTA-led 19th Avenue/M-Ocean View Project Pre-Environmental Study, including support for Caltrans coordination during the production of a Project Study Report-Project Development Support document. Provide engineering support, as needed, for other Transportation Authority-led planning and programming efforts.

TRANSPARENCY & ACCOUNTABILITY

This section of the work program highlights ongoing agency operational activities, and administrative processes to ensure transparency and accountability in the use of taxpayer funds. It includes ongoing efforts lead by the Finance & Administration Division (e.g. accounting, human resources, procurement support), by the Transportation, Data & Analysis Division (e.g. IT and systems integration support), and by the Executive Office (e.g. Board operations and support, budgeting and communications) as listed below:

- **Board Operations and Support.** Staff Transportation Authority Board meetings including standing and ad hoc committees, Vision Zero Committee and Treasure Island Mobility Management Agency meetings.
- **Audits:** Prepare, procure, and manage fiscal compliance and management audits.
- **Budget, Reports and Financial Statements:** Develop and administer Transportation Authority budget, including performance monitoring, internal program and project tracking. Monitor internal controls and prepare reports and financial statements.
- **Accounting and Grants Management:** Maintain payroll functions, general ledger and accounting system, including paying, receiving and recording functions. Manage grants and prepare invoices for reimbursement.
- **Systems Integration:** Ongoing enhancement and maintenance of the new enterprise resource planning system (business management and accounting software) to improve accounting functions, general ledger reconciliations and financial reporting, as well as enabling improved data sharing with Portal (web-based grants management database used by agency staff and project sponsors).
- **Contract Support:** Oversee procurement process for professional consultant contracts, prepare contracts, and manage compliance for contracts and associated Memoranda of Agreement and Understanding.
- **Disadvantaged Business Enterprise and Local Business Enterprise:** Administer program, review and update policy for any new state and federal requirements, conduct outreach and review applications and award certifications.
- **Communications and Community Relations:** Execute the agency's communications strategy with the general public, the agency's board, various interest groups and other government agencies. This is accomplished through various means, including fostering media and community relations, developing strategic communications plans for projects and policy initiatives, disseminating agency news and updates through 'The Messenger' newsletter, supporting public outreach and helping coordinate events to promote the agency's work. In this second half the 25th Anniversary year of the agency, the Executive Director's office will continue to lead special commemorative activities to highlight major Prop K accomplishments and program management activities.

Attachment A
Proposed Fiscal Year 2015/16 Annual Work Program



- **Website Maintenance:** Update content and maintain and enhance interactive project delivery reporting features such as the mystreetsf.com project map.
- **Policies:** Maintain and update Administrative Code, fiscal, debt, procurement, investment, and travel policies.
- **Human Resources:** Administer recruitment, personnel and benefits management and office procedures. Conduct or provide training for staff.
- **Office Management and Administrative Support:** Maintain facilities and provide procurement of goods and services and administration of services contracts. Staff front desk reception duties. Provide assistance to the Clerk of the Authority as required with preparation of agenda packets and minutes, updates to website and clerking meetings.
- **Legal Issues:** Manage routine legal issues, claims and public records requests.
- **Information Technology:** Provide internal development and support; maintain existing technology systems including phone and data networks; develop new collaboration tools to further enhance efficiency and technological capabilities; and expand contact management capabilities.

**San Francisco County Transportation Authority
Attachment B
Proposed Fiscal Year 2015/16 Annual Budget**



Proposed Budget by Fund

	Sales Tax Program	Congestion Management Agency Programs	Transportation Fund For Clean Air Program	Vehicle Registration Fee For Transportation Improvements Program	Treasure Island Mobility Management Agency Program	Proposed Budget Fiscal Year 2015/16	Increase (Decrease) from Prior Year	Amended Budget Fiscal Year 2014/15
Revenues:								
Sales Tax Revenues	\$ 101,293,575	\$ -	\$ -	\$ -	\$ -	\$ 101,293,575	\$ 2,470,575	\$ 98,823,000
Vehicle Registration Fee	-	-	-	4,776,540	-	4,776,540	48,822	4,727,718
Interest Income	328,196	-	2,140	4,370	-	334,706	(11,484)	346,190
Federal/State/Regional Revenues	75,000,000	29,041,216	772,398	-	650,000	105,463,614	56,114,694	49,348,920
Other Revenues	2,909,880	6,210	-	-	-	2,916,090	(2,754,527)	5,670,617
Total Revenues	179,531,651	29,047,426	774,538	4,780,910	650,000	214,784,525	55,868,080	158,916,445
Expenditures:								
Capital Project Costs	201,816,864	28,943,668	1,225,593	9,108,958	274,400	241,369,483	56,001,882	185,367,601
Administrative Operating Costs	7,143,980	2,065,647	37,486	228,830	475,600	9,951,543	220,839	9,730,704
Debt Service	21,760,000	-	-	-	-	21,760,000	19,973,400	1,786,600
Total Expenditures	230,720,844	31,009,315	1,263,079	9,337,788	750,000	273,081,026	76,196,121	196,884,905
Other Financing Sources (Uses):	(2,061,889)	1,961,889	-	-	100,000	-	-	-
Net Change in Fund Balance	\$ (53,251,082)	\$ -	\$ (488,541)	\$ (4,556,878)	\$ -	\$ (58,296,501)	\$ (20,328,041)	\$ (37,968,460)
Budgetary Fund Balance, as of July 1	\$ (87,859,874)	\$ -	\$ 488,541	\$ 5,011,347	\$ -	\$ (82,359,986)	N/A	\$ (44,391,526)
Budgetary Fund Balance, as of June 30	\$ (141,110,956)	\$ -	\$ -	\$ 454,469	\$ -	\$ (140,656,487)	N/A	\$ (82,359,986)