OPERATING INCOME
MTC OPERATING BUDGET FOR FY 2011-12
As of December 2011 (50.0% of Year)

Operating Revenue	FY 2011 - 2012 Adopted Budget	FY11-12 Amended Budget	Actual YTD Revenue	Budget Balance Over/(Under)	% of Budget
General Fund Revenue:					
TDA	9,000,000	9,000,000	5,243,451	(3,756,549)	58%
Interest	50,000	50,000	4,502	(45,498)	9%
General Fund Total	9,050,000	9,050,000	5,247,953	(3,802,047)	58%
Federal Planning Revenue:					
FHWA:					
FHWA	8,113,313	9,321,568	1,820,855	(7,500,713)	20%
FTA	3,049,328	5,302,410	2,232,769	(3,069,641)	42%
	11,162,641	14,623,978	4,053,624	(10,570,354)	28%
Other Federal Revenue:					
FTA (JARC, NEW FREEDOM)	8,924,052	16,274,490	378,253	(15,896,237)	2%
STP	23,178,854	36,598,844	5,613,653	(30,985,191)	15%
CMAQ	21,702,359	28,821,433	2,052,412	(26,769,021)	7%
HUD Regional Planning Grant	-	4,991,336	-	(4,991,336)	0%
FEMA	506,250	506,250	-	(506,250)	0%
VPP/HPPL	-	622,235	43,868	(578,367)	7%
STRDDL (FHWA)	-	278,610	278,610	-	100%
Federal Total	54,311,515	88,093,198	8,366,796	(79,726,402)	9%
State Funding Revenue:					
STIP	655,200	675,200	308,075	(367,125)	46%
Proposition 84	1,000,000	1,280,442	101,319	(1,179,123)	8%
State Revenue Total	1,655,200	1,955,642	409,394	(1,546,248)	21%
Local Funding Revenue:					
TFCA	1,062,500	3,001,615	243,152	(2,758,463)	8%
HOV	350,000	350,000	189,309	(160,691)	54%
Pavement Management	500,000	500,000	111,835	(388,165)	22%
Exchange	-	225,000	-	(225,000)	0%
Misc	187,246	366,878	262,103	(104,775)	71%
Local Total	2,099,746	4,443,493	806,399	(3,637,094)	18%
Transfers:					
BATA Reimbursement	675,250	857,927	388,242	(469,685)	45%
RAFC	300,000	300,000	142,002	(157,998)	47%
SAFE	2,265,944	3,257,143	378,142	(2,879,000)	12%
BATA 1%	6,062,233	6,062,233	6,577,043	514,810	108%
BAIFA	60,000	60,000	-	(60,000)	0%
Transfers in - STA	1,348,433	2,901,331	186,047	(2,715,284)	6%
2% Transit Transfers	445,000	553,709	45,497	(508,212)	8%
AB664	11,000	25,519	18,594	(6,925)	73%
AB 1171	-	933,597	-	(933,597)	0%
Transfer from or (to) Reserve/Capital	560,631	1,954,779	-	(1,954,779)	0%
Transfers Total	11,728,491	16,906,237	7,735,567	(9,170,669)	46%
Total Operating Revenue	**90,007,593**	**135,072,547**	**26,619,733**	**(108,452,814)**	**20%**

OPERATING EXPENDITURES
MTC OPERATING BUDGET FOR FY 2011-12
As of December 2011 (50.0% of Year)

Expenditures	FY 2011-12 Adopted Budget	FY 2011-12 Amended Budget	Actual YTD Expense	Budget Balance Over/(Under)	% Budget	Encumbrance
Salaries & Benefits	20,480,132	20,544,843	9,012,319	(11,532,524)	43.9%	2,154,850
Travel & Training	308,125	308,125	93,077	(215,048)	30.2%	18,578
Commission Expense						
Commissioner Expense	121,500	121,500	39,025	(82,475)	32.1%	-
Advisory Committees	40,000	40,000	7,650	(32,350)	19.1%	-
Printing & Graphics	344,500	344,500	26,436	(318,064)	7.7%	53,460
Computer Services	759,000	759,000	463,568	(295,432)	61.1%	125,080
General Operations	2,144,607	2,144,607	847,384	(1,297,223)	39.5%	815,368
Total operating	**24,197,864**	**24,262,575**	**10,489,459**	**(13,773,116)**	**43.3%**	**3,167,336**
Contributions to Other Agency	12,094,480	14,856,717	2,123,028	(12,733,689)	14.3%	13,523,665
Contract Services	53,715,248	95,953,256	8,776,934	(87,176,322)	9.1%	44,049,562
Total Operating Expenditures	**90,007,593**	**135,072,547**	**21,389,422**	**(113,683,127)**	**23.8%**	**60,740,563**

MTC CAPITAL BUDGETS
As of December 2011

	Prior Years Budget	2011-2012 Budget	Total Budget	Actual Life-to-Date	Encumbrance	Project Balance L-T-D
Capital Assets						
Transfer from Reserves	-	500,000	500,000	40,320	-	459,680
Expense	-	500,000	500,000	40,320	58,773	400,907

	LTD Budget Thru FY2011-12 Budget	2011-2012 Budget	Total Budget	Actual Life-to-Date	Encumbrance	Project Balance L-T-D
Urban Partnership Program						
Revenue (UPP), STP	6,040,000	-	6,040,000	3,603,697	-	2,436,303
BATA	250,000	-	250,000	237,040	-	12,960
SAFE	1,044,531	-	1,044,531	893,643	-	150,888
STA	400,000	-	400,000	357,428	-	42,572
Revenue	7,734,531	-	7,734,531	5,091,809	-	2,642,722
Expense	7,734,531	-	7,734,531	4,784,454	2,650,776	299,302
Hub Signage Program						
Revenue (Prop 1B)	9,856,450	-	9,856,450	9,856,450	-	-
RM2	350,000	12,000	362,000	4,000	-	358,000
Revenue	10,206,450	12,000	10,218,450	9,860,450	-	358,000
Expense	10,206,450	12,000	10,218,450	2,825,817	5,813,137	1,579,496

CLIPPER OPERATING BUDGET
As of December 2011

	2011- 2012 Budget	Prior Year	Total Budget	Actual	Encumbrance	Balance
Clipper Operating						
CMAQ	9,251,457	-	9,251,457	3,082,610		6,168,847
RM2	4,381,224	9,093	4,390,317	1,083,368		3,306,949
STA	45,346	725	46,071	-		46,071
Transit Operators	14,115,135	-	14,115,135	3,187,985		10,927,150
Revenue	27,793,162	9,818	27,802,980	7,353,963	-	20,449,018
Expense	27,793,162	9,818	27,802,980	7,353,963	12,474,805	7,974,213

CLIPPER CAPITAL BUDGET
As of December 2011

	LTD Budget Thru FY2011-12 Budget	Actual Life-to-Date	Encumbrance	Project Balance L-T-D
Clipper Capital				
CMAQ	55,146,723	54,607,053		539,670
ARRA	11,000,000	11,000,000		0
FTA	22,770,368	19,598,525		3,171,843
STP	21,310,368	11,695,163		9,615,205
STA	9,256,695	6,623,419		2,633,276
Prop 1B	1,000,000	988,137		11,863
SFMTA	1,553,603	879,495		674,108
GGGHTD	2,975,000	2,573,705		401,295
BART	725,000	25,000		700,000
MTC Exchange Fund	8,269,158	7,457,950		811,208
BATA	30,256,631	19,927,034		10,329,597
WETA	500,000	-		500,000
Sales Tax	99,311	890,216		-790,905
Revenue	164,862,857	136,265,697		28,597,160
Expense	164,862,857	135,912,321	23,030,660	5,919,876

DISBURSEMENT REPORT

As of December 2011 (50.0% of Year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Support to the Commission	225,000			
1051111 - Subtotal	**225,000**	**0**	**0**	**225,000**
Implement Public Information Program	600,130			
Consultants		3,500	7,500	
LAVTA				
Finger Design Associates			161,968	
Nematode Holdings, LLC				
Career Alliance		100,099	23,261	
League of Women Voters		8,333	16,667	
Bridge Media		7,450	2,942	
1051112 - Subtotal	**600,130**	**119,382**	**212,338**	**268,410**
Regional Transportation Plan	2,659,567			
Consultants		6,000	55,000	
BART			300,000	
Cambridge Systematics		9,493	135,016	
Pacific Municipal Consultants		4,078	9,884	
San Francisco County Transportation Authority			249,650	
Dyett & Bhatia			300,000	
San Francisco Muni			6,101	
Marin County Transit district		12,966	35,662	
City of Rio Vista			22,380	
West Contra Costa Transportation Agency			124,422	
Moore Iacofano Goltsman		17,614	92,981	
Davis & Associates Communication		18,694	57,577	
Corey, Canapary & Galanis		12,164	132,836	
TY LIN International			15,970	
Marin County Transit district			76,000	
1051121 - Subtotal	**2,659,567**	**81,009**	**1,613,479**	**965,080**
Analyze Regional Data using GIS & Travel Models	2,794,467			
Consultants		425	25,000	
Resource Systems Group			15,000	
Parsons Brinkerhoff Quad		54,124	63,347	
PB Consultant		24,100	228,665	
SAIC		12,646		
1051122 - Subtotal	**2,794,467**	**91,295**	**332,012**	**2,371,161**
Airport/Seaport/Freight Planning	104,000			
San Francisco International			44,000	
SH&E, an ICF International Co.		1,421	12,190	
1051124 - Subtotal	**104,000**	**1,421**	**56,190**	**46,389**
Non-motorized transportation	487,522			
BART			477,522	
1051125 - Subtotal	**487,522**	**0**	**477,522**	**10,000**
Advocate Legislative Programs	362,110			
Government Relations, Inc		87,700	175,400	
Carter, Wetch & Associates		46,585	65,100	
1051132 - Subtotal	**362,110**	**134,285**	**240,500**	**-12,675**
Agency Financial Management	928,836			
PWC		19,954	125,480	
Sungard Bi-Tech Inc.		112,835	40,001	
1011152 - Subtotal	**928,836**	**132,789**	**165,481**	**630,566**

DISBURSEMENT REPORT

As of December 2011 (50.0% of Year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Administrative Services	30,000			
Global Compliance Services		2,250		
1011153 - Subtotal	**30,000**	**2,250**	**0**	**27,750**
Information Technology Services	175,000			
KIS Computer Center		23,362	26,638	
1011161 - Subtotal	**175,000**	**23,362**	**26,638**	**125,000**
Regional Rideshare Program	4,642,876			
Parsons Brinkerhoff		723,269	3,084,230	
San Mateo Association of Government			70,000	
Solano Transportation Authority		76,185	163,815	
Contra Costa Transportation Authority			70,000	
1051222 - Subtotal	**4,642,876**	**799,454**	**3,388,045**	**455,377**
Operational Support for Regional Programs	1,249,986			
Kimley-Horn and Associates		137,367	602,272	
Swirl, Inc.		138,311	114,416	
Civic Resource Group			236,000	
1051223 - Subtotal	**1,249,986**	**275,678**	**952,688**	**21,620**
Regional Traveler information	10,425,049			
Consultants		30,260		
Macias, Gini and Company		14,900	12,260	
SAIC		1,656,150	7,717,330	
1051224 - Subtotal	**10,425,049**	**1,701,310**	**7,729,590**	**994,148**
Regional Transit Info Sys	4,889,926			
SAIC bd Systems Inc.		524,977	2,747,730	
Swirl, Inc.			10	
Consultants		36,000		
1051225 - Subtotal	**4,889,926**	**560,977**	**2,747,740**	**1,581,209**
Regional Bicycle information	334,000			
Bay Area Bicycle Coalition		10,000	150,000	
1051226 - Subtotal	**334,000**	**10,000**	**150,000**	**174,000**
Emergency Responose Operations	35,000			
Consultants		11,573	11,398	
1051228 - Subtotal	**35,000**	**11,573**	**11,398**	**12,029**
Emergency Response Planning	755,160			
Consultants		10,060	33,631	
URS Corporation			129,654	
1051229 - Subtotal	**755,160**	**10,060**	**163,285**	**581,815**

DISBURSEMENT REPORT

As of December 2011 (50.0% of Year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Pavement Management Program (PMP)	4,195,176			
DevMecca.com, LLC		268,196	11,489	
AMS Consulting		80,130	100,163	
Adhara Systems, Inc.		116,160	16,560	
Nicholas Consulting Engineers		74,446	93,053	
Pavement Engineering Inc.		79,310	120,175	
Associated Engineering		12,615	25,914	
Capital Asset & Pavement		86,703	142,747	
Nicholas Consulting Engineers		132,560	199,600	
Harris & Associates		107,022	179,168	
1051233 - Subtotal	**4,195,176**	**957,142**	**888,867**	**2,349,167**
Arterial Operations Coordination	2,086,666			
LGS			133,500	
Kimley Horn and Associates		102,135	376,361	
URS Corporation		79,880	339,552	
TJKM Transportation Consultant		95,777	221,660	
Santa Clara County		48,080		
Mccain Inc.			46,212	
Consultants			8,575	
1051234 - Subtotal	**2,086,666**	**325,872**	**1,125,860**	**634,934**
Implement Freeway Management	3,158,895			
Cambridge Systematics		16,343	190,384	
Alameda County			891,546	
Valley Transportation Authority			783,772	
Televent Farradyne Inc.		136,181	165,407	
Light River Technologies, Inc.		660	11,005	
Jeffrey A. Parker		173,399	43,534	
KPMG LLP			100,000	
Hallcrow Inc.			111,201	
Parsons Brinkerhoff		168,372	153,068	
Department of Transportation		33,173	180,850	
1051236 - Subtotal	**3,158,895**	**528,128**	**2,630,766**	**(0)**
Implement Lifeline Transportation Programs	7,576,920			
Nelson Nygard		30,475		
Contra Costa County		18,355		
Center for Neighborhood Studies			18,364	
Cycles of Change		35,695	14,781	
City of East Palo Alto		4,028	51,322	
Eastern Contra Costa Transportation Agency			96,759	
Bayview Hunters Point Foundation		73,599		
City of San Jose			66,147	
City of San Leandro			286,719	
Marin County		22,495	254,873	
Shelter Network			40,558	
Outreach & Escort Inc.		28,023	1,654,331	
Solano Tranpsortation			60,000	
San Mateo Association		15,920	41,000	
San Francisco Transportation			20,000	
Santa Clara VTA			60,000	
WestCAT			91,520	
1051311 - Subtotal	**7,576,920**	**228,591**	**2,756,374**	**4,591,956**

DISBURSEMENT REPORT

As of December 2011 (50.0% of Year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Climate Initiative	7,260,769			
AECOM		282,460	8,150	
AC Transit			1,917,241	
1051412 - Subtotal	**7,260,769**	**282,460**	**1,925,391**	**5,052,918**
Climate Asessment Initiative	10,058,432			
Fehr & Peers Associates		10,000	81,000	
ICF Consulting		71,323	1,666,017	
Riezebos Holhaur Group, LLC		194,160	19,248	
UC Regents		225,000	235,000	
Alta Planning and Design		89,550	2,726,620	
Elmwood Consulting/B. Riordan		51,896	73,104	
Field of Vision			100,000	
1051413 - Subtotal	**10,058,432**	**641,929**	**4,900,989**	**4,515,514**
Conduct Financial Planning and Analysis	75,775			
CH2M Hill		38,804	36,971	
1051511 - Subtotal	**75,775**	**38,804**	**36,971**	**0**
Federal Programming, Monitoring and TIP Development	5,207,296			
AC Transit			1,164,000	
Center for Independent Living		16,400	40,609	
Central Contra Costa			115,000	
City CarShare		43,869	578,366	
City of Benicia			15,000	
City of Santa Rosa			59,405	
City of Santa Rosa			147,520	
CH2M Hill		99,500		
LAVTA			7,563	
County Connection			62,500	
Lighthouse for the Blind		10,255	295,863	
Marine County Transit District		24,488	67,387	
Marine County Transit District			28,778	
Outreach			240,000	
Outreach			688,868	
Outreach			54,631	
Peninsula Jewish Community Center		14,821	86,689	
Rehab Services of Northern California		30,096	30,108	
Samtrans			288,136	
San Francisco Muni			700,624	
San Francisco Muni			225,059	
Santa Clara VTA			65,613	
1051512 - Subtotal	**5,207,296**	**239,431**	**4,961,719**	**6,146**
Administer Regional Transit Assistance	333,000			
Mundle and Associates, Inc.			333,000	
1051514 - Subtotal	**333,000**	**0**	**333,000**	**(0)**
State Programming, Monitoringt and STIP Development	20,000			
DevMecca , LLC			20,000	
1051515 - Subtotal	**20,000**	**0**	**20,000**	**0**

DISBURSEMENT REPORT

As of December 2011 (50.0% of Year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Transit Sustainability Project	3,275,702			
Parsons Brinkerhoff Quad		17,615	212,983	
Moore, Iacofano, Goltsman		18,028	26,360	
Booz Allen and Hamilton, Inc.			100,000	
Nelson/Nygaard Consulting			99,233	
Arup North America, Ltd.		125,722	131,592	
Redhill Group, Inc.			694,876	
Transportation Management & Design		167,800	130,418	
Cambridge Systematics		67,502	148,569	
EMC Research			135,500	
1051517 - Subtotal	**3,275,702**	**396,668**	**1,679,531**	**1,199,503**
New Freedom Program	5,028,095			
1051518 - Subtotal	**5,028,095**	**0**	**0**	**5,028,095**
Transportation for Livable Communities Program (TLC)	16,075,256			
ABAG				
AECOM		76,700	24,200	
City of Petaluma		71,905	144,886	
City of Berkely		67,200	118,400	
City of Dublin		10,000		
City of Lafayette			5,000	
City of East Palo Alto			237,522	
City of Santa Rosa		56,000	288,000	
City of San Rafael		182,400	148,800	
City of Oakland			1,120,000	
City of San Leandro			124,375	
City of Newark			544,000	
City of San Jose			200,000	
City of Pittsburg		175,000		
City of Union City		68,750		
City of San Pablo		33,333		
Design, Community & Environment		100,819	59,160	
Eisen Letunic		15,510	52,986	
San Mateo County		48,000	202,000	
San Francisco Transportation		99,801	10,763	
San Francisco MUNI			427,753	
San Francisco County Transportation Authority		82,100	51,700	
Town of Windsor			232,500	
Strategic Economics		50,722	101,136	
1051611 - Subtotal	**16,075,256**	**1,138,240**	**4,093,181**	**10,843,836**

DISBURSEMENT REPORT

As of December 2011 (50.0% of Year)

Work Element/Consultant		Budgeted	Expended	Encumbered	Balance
FOCUS/Joint Policy Committee		420,000			
	UC Regents			100,000	
	1051612 - Subtotal	**420,000**	**0**	**100,000**	**320,000**
Liability Reserve		482,644			
	Hanson Bridgett		20,523	66,209	
	Remy Thomas		2,275	187,001	
	Meyers Nave		22,028	76,796	
	1060000 - Subtotal	**482,644**	**44,826**	**330,006**	**107,811**
	Total Operating Contract Services	**95,953,256**	**8,776,934**	**44,049,562**	**43,126,759**
Capital Expenditures		500,000	40,320	58,773	
	Subtotal	**500,000**	**40,320**	**58,773**	**400,907**
Urban Partnership Program		7,734,531			
	Staff Costs		1,260,339		
	Parsons Brinkerhoff		200,585		
	Parsons Brinkerhoff		272,343		
	SAIC (bd Systems)		2,264,254	1,287,867	
	Mixon/Hill, Inc.		49,807		
	Booz Allen		27,992		
	San Francisco Muni		20,277	556,723	
	Cubic Transportation Systems		688,858	806,185	
	3310000-3312654 Subtotal	**7,734,531**	**4,784,454**	**2,650,776**	**299,302**
Hub Signage Program		10,218,450			
	Staff Costs		444,041		
	Consultants			3,200	
	Kimly-Horn and Associates		413,991	133,766	
	BART		682,263	42,000	
	BART		94,339	4,800,000	
	Wilbur Smith Associates		88,542	146,558	
	City of Santa Rosa		40,000	227,000	
	Jacobs Carter Burgess		478,844		
	Fluoresco Lighting		275,479		
	Parsons Brinkerhoff		292,347	146,613	
	SAIC		15,972		
	Nematode Holdings, LLC		4,000	51,000	
	NCPTA			263,000	
	3322650,2651,2652,2654 & 2655 Subtotal	**10,218,450**	**2,825,817**	**5,813,137**	**1,579,496**
	Capital Projects Total	**18,452,981**	**7,650,591**	**8,522,686**	**2,279,705**

DISBURSEMENT REPORT

As of December 2011 (50.0% of Year)

Work Element/Consultant	Budgeted	Expended	Encumbered	Balance
Clipper Operating	27,802,980			
Consultants		129,482	225,882	
Hanson Bridgett			725	
BART			156,093	
SWIRL			350,000	
Nematode Holdings LLC		238,223	213,777	
Nematode Holdings LLC		92,940	95,940	
Caribou Public Relations		140,970	100,030	
Promogus Marketing		67,118	32,882	
Synapse Strategies		129,846	111,154	
Cubic Transportation systems		6,555,384	11,188,322	
320122106	**27,802,980**	**7,353,963**	**12,474,805**	**7,974,213**
Clipper Capital	164,862,857			
Staff Costs		5,503,390		
AC Transit		415,820	45,800	
Acumen Building		231,993	112,832	
AT&T		90,558	11,705	
Auriga		245,691		
Bank of America Fees		4,820		
BART		3,370,826	230,967	
Booz Allen		13,752,922		
Booz Allen and Hamilton, Inc.		125,663	1,812,418	
Caporicci & Larson			13,000	
Coin Security		414		
Consultants		139,486		
Cornerstone		110,634		
Cubic Transportation Systems		27,136,616	7,296,692	
Data Communications		19,398		
DSI (Iron Mountain)		131,000		
DSP Business Solutions		10,000		
Fleishman		175,759		
Gilbertson		230		
Glyn & Finley		133,244	66,756	
Golden Gate Bridge		111,054	38,507	
Graybar Electric		12,826		
Hanson Bridgett		2,132		
Hot House		13,101		
International Program		29,491		
K. Antion		290,397		
Kennisons		225,361		
Kimley Horn		451,872	120,349	
KPMG		1,026,502	100,680	
Local Government Services		545,651	266,500	
Macias, Gini and company		27,940	3,440	
Metropolitan Electric		4,131		
Motorola Phase II		40,578,819		
Muni		1,011,880	451,000	
PB Consultant		193,500		
Peninsula Corridor		2,077,836		
Pricewaterhouse		40,000		
Riordan		11,602		
RM2 Capital Construction		17,267,832		
Samtrans		136,415	68,439	
San Francisco		19,501		
Santa Clara Valley		3,196,802	689,853	
SBC		1,129		
Shiralian Management		83,160		
Synapse (Lysa)		262,944		
Synapse Strategies		169,870		
Thompson Coburn LLP		25,576		
Travel Reimbursement		290		
Valley Relocation		13,251	5,153	
Valley Transportation Authority		520,321		
Verisign		2,480		
RM2 Capital Construction		15,960,192	11,696,570	
310270000 Sub Total	**164,862,857**	**135,912,321**	**23,030,660**	**5,919,876**

*Budgeted and expended figures for Capital Projects are life-to-date.

PURCHASE ORDERS EXECUTED BY EXECUTIVE DIRECTOR

December, 2011

CDW Government Inc.	4,759
Annual Computer Maintenance Services	
CDW Government Inc.	7,527
SQL Server	
Compucom Systems Inc.	9,000
Transit Subsidy Benefits	
Les Copains D'Abord	3,828
MTC/ABAG All Staff Holiday Event	
Joshua Smith	2,500
Temporary Staff - TIP Development	
Noah Berger	3,000
Printing and Reproduction	
Karl Nielsen	3,000
2011 Annual Report Printing and Reproduction	
McCain Inc.	34,957
GPS Clocks with Data and Power Cables	
CDW Government Inc.	15,656
HP Printer/Plotter	
Andy's Painting	3,000
Repairs and Maintenance at MTC	
CDW Government Inc.	2,713
Computer Hardware Upgrade	

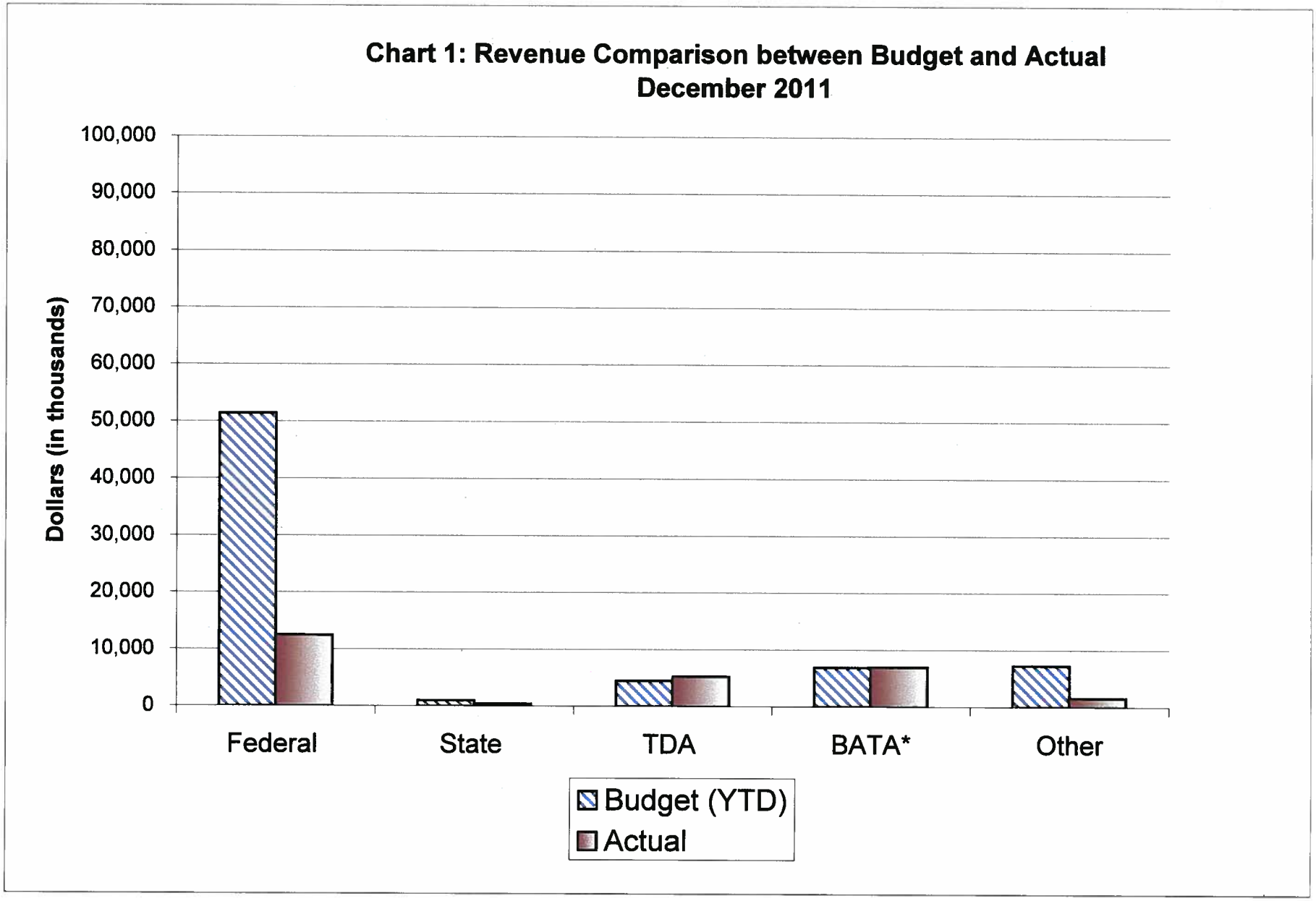


Chart 1: Revenue Comparison between Budget and Actual
December 2011
Dollars (in thousands)
100,000
90,000
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
Federal
State
TDA
BATA*
Other
Budget (YTD)
Actual

* Annual

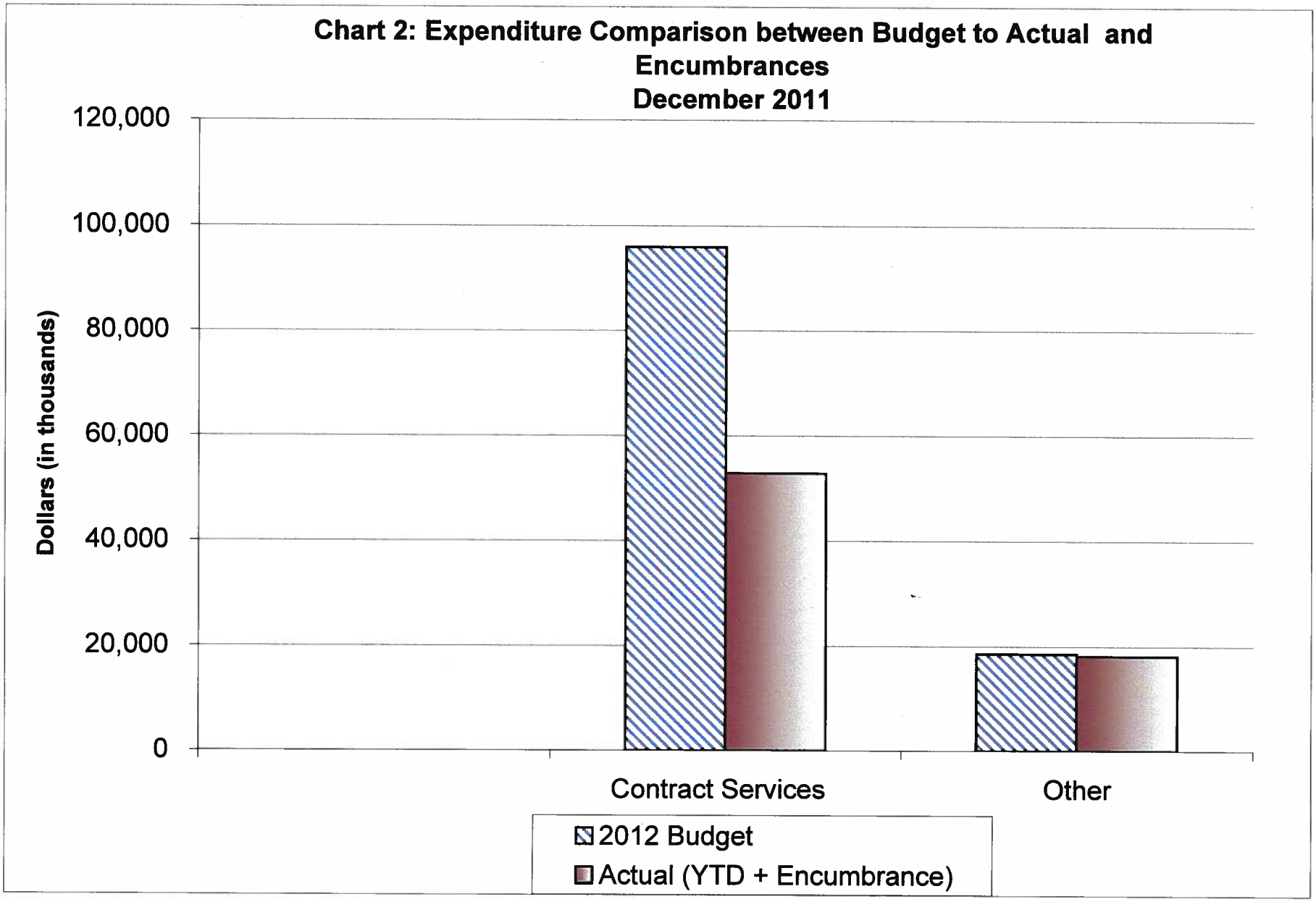
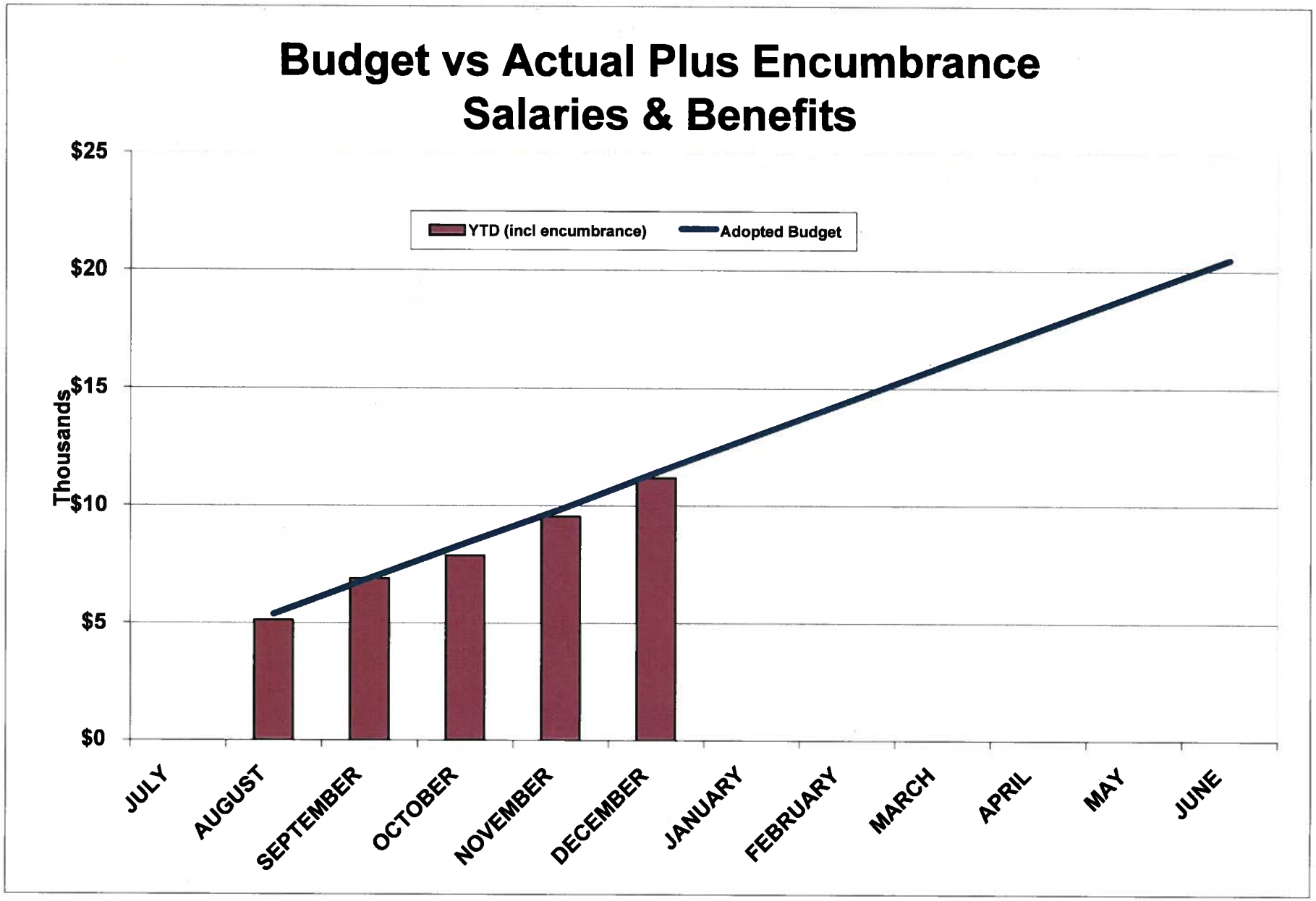


Chart 2: Expenditure Comparison between Budget to Actual and Encumbrances
December 2011
Dollars (in thousands)
120,000
100,000
80,000
60,000
40,000
20,000
0
Contract Services
Other
2012 Budget
Actual (YTD + Encumbrance)


Budget vs Actual Plus Encumbrance
Salaries & Benefits
YTD (incl encumbrance)
Adopted Budget
Thousands
$25
$20
$15
$10
$5
$0
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER
JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE