



Memo

Date: October 3, 2013
To: State Coastal Conservancy Board
From: Sam Schuchat, Executive Officer
Mary Small, Deputy Executive Officer
CC: Oversight Members
RE: Coastal Conservancy Financial Report

The state's fiscal year began on July 1st. This report is the annual financial report to the Coastal Conservancy that provides an overview of the past year's expenditures and an overall picture of the agency's funding. In the spring, we will provide the Coastal Conservancy with a budget update focusing on implementation of the longterm funding plan and any changes proposed in the Governor's Budget for the coming year.

Project Funding

Project funds are appropriated to the Conservancy for the purposes of making grants and entering into contracts; they are not used for operating costs. There are three types of funding available to the Conservancy to fund projects: Bond Funds, Annual Appropriations and Coastal Trust Funds. A detailed description of each of the funds is provided in Attachment 1.

How much funding do we have?

Over the past decade, the vast majority of the funds available for Conservancy projects have come from voter approved bond measures. As shown below, the four bond measures approved by the voters since 2000 included nearly \$1 billion for Conservancy projects. The remaining balances are based on an estimate of the balance in the bond rather than current appropriations; we have included anticipated future appropriations of bond funds in these totals.

There is good news in this report, the Conservancy has more remaining funding than estimated in last year's report. This is good news as there is more funding available for projects. There are two main reasons that I have increased the estimated remaining balances. First, there have been some reversions of older appropriations, this is funding that was unspent. The largest reversion was from the 2009 Prop 84 appropriation. Due to the stop work order and the bond freeze, more than \$40 million from that appropriation reverted. The second reason is reimbursements. As discussed in this memo,

the Conservancy has done an excellent job obtaining matching funds for its projects. In many cases, this requires that we initially spend our funds and then get reimbursed. For Propositions 40, 50 and 84, the Conservancy has recovered significant reimbursements and has significant outstanding reimbursements. When reimbursements are collected, they are essentially repaid to the fund and can be used for new projects.

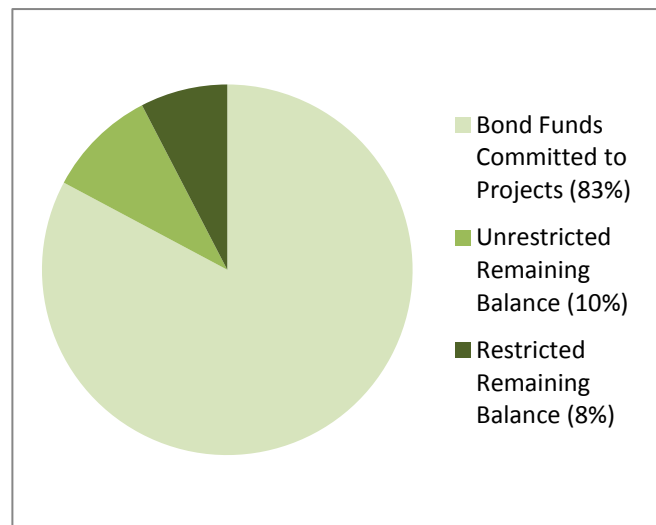
Here is a table summarizing the Conservancy's remaining balances for each of the four bond acts.

Bond	Total Available to Conservancy	Estimated Balance as of 8/31/13
Prop 12	\$250,400,000	20,000,000
Prop 40	\$240,000,000	16,000,000
Prop 50	\$140,000,000	16,000,000
Prop 84	\$360,000,000	118,500,000
<i>TOTAL</i>	<i>\$990,400,000</i>	<i>170,500,000</i>

Each bond act included specific language governing the use of its funds. In many cases, funds are restricted to specific geographic areas or specific projects. Almost half of the remaining funds must be used for specific purposes; the bond allocation balances are provided in detail in Attachment 1.

In addition to the bond funds, the Conservancy receives annual appropriations from other sources for its projects. These sources include the Habitat Conservation Fund (HCF), the Coastal Access Account, the California Beach and Coastal Enhancement Account and the Sea Otter Funds.

The Conservancy receives occasional appropriations from the Violation Remediation Account which is funded by fines levied by the Coastal Commission against violators of the Coastal Act. The table below shows the uncommitted appropriations of these funds as of August 31, 2013.



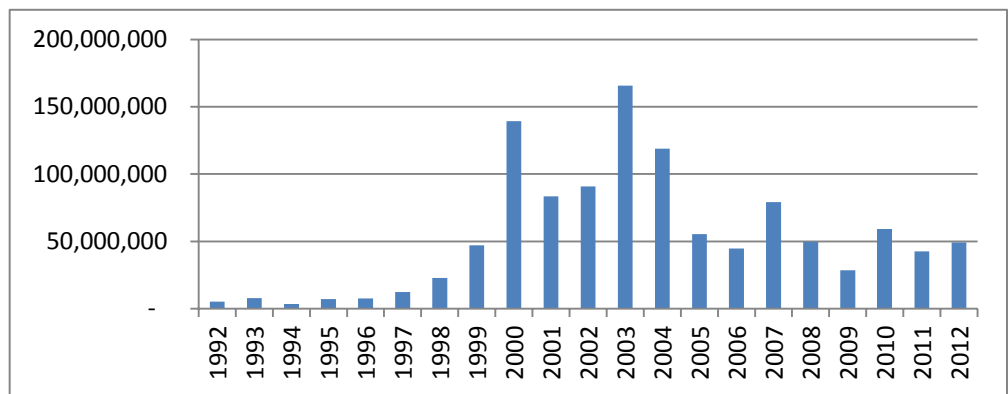
	Current Unallocated Appropriation
Habitat Conservation Fund	19,200,000
Coastal Access Account	960,000
California Beach and Coastal Enhancement Account	430,000
Violation Remediation Account	1,340,000
Sea Otter Fund	130,000
<i>TOTAL</i>	<i>22,060,000</i>

How much did we spend last year?

Bond Funds		
	Proposition 12	2,000,000
	Proposition 40	14,200,000
	Proposition 50	1,200,000
	Proposition 84	25,100,000
Annual Appropriations		
	Habitat Conservation Fund	630,000
	Coastal Access Account	220,000
	California Beach & Coastal Enhancement Account	140,000
	California Sea Otter Fund	120,000
Coastal Trust Funds		
	Coastal Trust Fund	3,800,000
	San Francisco Bay Conservancy Account	1,090,000
	TOTAL	48,500,000

What is our annual spending rate?

This chart shows the total amount that the Conservancy has authorized each fiscal year for the past 20 years. Although not included in the chart, the Conservancy authorized less than \$20 million a year in the decade between 1986 and 1996. The chart shows that the Conservancy's total authorizations have decreased from their peak in 2003. The Conservancy awarded about \$48.5 million for projects last fiscal year.

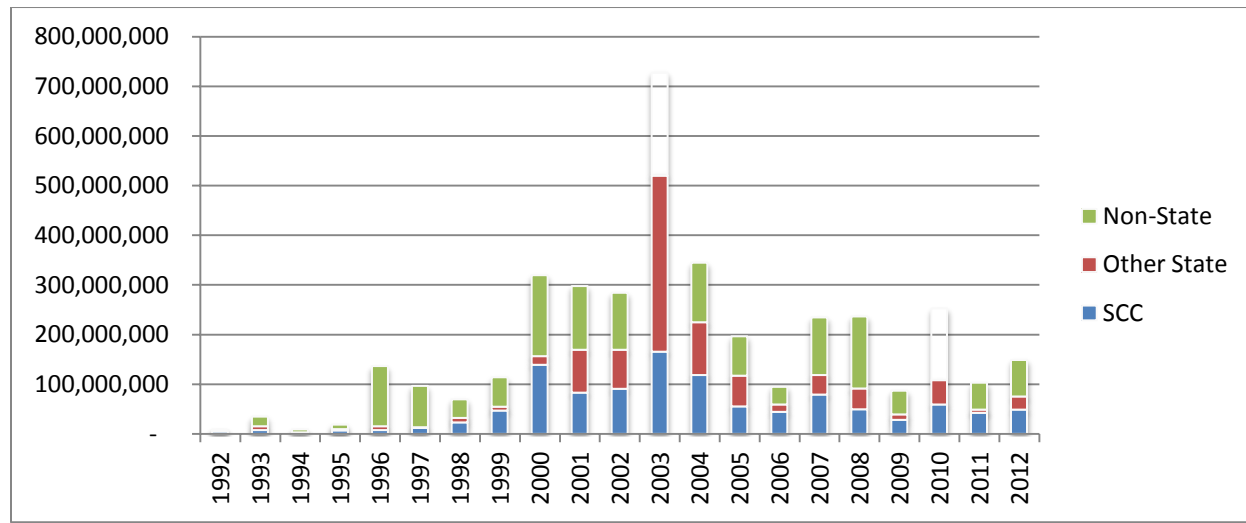


How much matching funding have we leveraged?

Over the past fifteen fiscal years (ending with FY 11), the Conservancy authorized \$1,052,521,838 for its projects. Those funds have been matched by a total of \$2,546,539,993. Matching funds came from other state sources (\$888,152,579) as well as non-state sources including local, federal and private partners (\$1,658,387,414). For every dollar the Conservancy provided, our projects received more than \$2.50 in matching funds. Over the past 25 years, Conservancy funds have been matched on average \$2.80 to \$1. Last fiscal year, Conservancy funds were leveraged 2:1. The \$48.5 million

authorized by the Conservancy was matched by \$26 million in other state funds and \$73.6 million in non-state funds.

Matching Funds - Conservancy Projects 1997-2012



The Conservancy was awarded a number of grants to fund our projects and our staff work implementing important projects. The table below summarizes the grants awarded last year.

<i>Project Name</i>	<i>Funder</i>	<i>Staff</i>	<i>Amt for Staff</i>	<i>Total Award</i>
Bair Island and Sears Point Restoration	Bay Area Clean Water Agencies/DWR	B.Buxton, B. Wilson	\$221,470	\$3,795,000
S.F. Bay Creosote Piling Removal	National Fish and Wildlife Foundation	M. Latta	\$200,000	\$2,000,000
S.F. Estuary Invasive Spartina Eradication	Dept. of Fish & Wildlife/WCB	M. Latta	\$0	\$1,500,000
Ryan Creek	US Fish and Wildlife	J. Gerwin	\$50,000	\$1,000,000
Los Cerritos Acquisition	US Fish and Wildlife	C. Kroll	\$45,000	\$1,000,000
Elkhorn Slough	National Oceanic and Atmospheric Admin.	T. Chapman	\$0	\$552,436
Sea Level Rise Planning	Federal Emergency Management Agency	M. McEnespy	\$200,000	\$200,000

Support Budget

The support budget is the annual budget for the operation of the Conservancy including salaries, benefits, operational expenses (rent, utilities, supplies, computers) and any contracts that are related to operation (i.e. project database programming).

At the direction of the legislature, the Conservancy developed a funding plan for the operation of the agency over the next ten years, absent any new bond funds. That long-term funding plan is provided as Attachment 2. The plan assumes that the Conservancy will develop new sources of funding to pay for our operation and that we will reduce our operational expenses. This report provides a brief update on our progress to achieve both of these goals.

How much does it cost to operate the Conservancy?

The table below shows the actual expenditures for the operation of the Conservancy over the past five fiscal years. About 2/3 of our operating expenditures are staff salaries and benefits. All of the categories of expenditure were lower last year than the year before, except for interdepartmental consulting. That category was significantly higher because SCC entered into a one-time interagency agreement to transfer \$418,500 of unspent Environmental License Plate Funds to the Natural Resource Agency as part of the transfer of the Ocean Protection Council.

Coastal Conservancy Operating Budget 2008–2012

(Dollars in 1,000s)

	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual
Staff					
Salaries	5,138	4,595	4,674	4,883	4,618
Benefits	1,728	1,772	2,206	2,446	2,008
<i>subtotal - Staff</i>	<i>6,866</i>	<i>6,367</i>	<i>6,880</i>	<i>7,329</i>	<i>6,626</i>
Expenses					
Travel In State	320	288	217	231	181
Travel Out of State	12	10	4	4	4
Training	3	15	4	3	2
Facilities & Utilities	570	495	467	449	435
General Expense & Equipment	160	195	201	193	142
Printing, Commun. & Postage	170	161	116	110	85
Consulting interdept.	294	364	238	274	687
Consulting external	3,055	1,013	715	837	276
<i>Centralized Costs</i>					
Data Processing	114	157	165	152	97
Pro Rata	313	356	706	644	621
SWCAP	6	38	12	8	-
<i>subtotal OE&E</i>	<i>5,016</i>	<i>3,090</i>	<i>2,846</i>	<i>2,905</i>	<i>2,530</i>
Total	11,882	9,457	9,726	10,234	9,156

Where does the funding for the Conservancy's operation come from?

The Coastal Conservancy does not receive any money from the State General Fund to pay for its operation. Since its creation, the Conservancy has generally paid its support expenses from other sources although General Funds have been appropriated to the Conservancy in the past when bond funds were limited or not available. Over the past decade, the Conservancy has received funding for its operation out of a small percentage of the bond funds. Over the next few years, the Conservancy will receive diminishing amounts of support funding from Propositions 12, 40 and 50 and rely more heavily on Proposition 84. If there is no new bond measure the Conservancy will reduce its staff as it finishes administering these bonds.

The Conservancy's long-term funding plan identifies a strategy for obtaining future funding for the Conservancy's operation from a variety of sources, including incoming grants, carbon revenues and other sources, as shown in Attachment 2 and described below.

What progress have we made in implementing our long-term funding plan?

The Conservancy has made significant progress implementing the long-term funding plan. We expect to meet or achieve the goals for support funding for FY 2013/14 identified in the plan.

Violation Remediation Account and Habitat Conservation Fund:

In the FY 2013/14 budget, the Conservancy received approval to use 5% of the Habitat Conservation Fund and 10% of the Violation Remediation Account for its support budget. This change has been approved for future years as well. As a result, the Conservancy will have \$200,000 in support funds from Habitat Conservation Fund this year and every year until the fund sunsets in fiscal year 2020/21. The Conservancy received \$144,000 in support funds from the Violation and Remediation Account (VRA) this year and we expect to receive at least \$50,000 in funds in future years. The actual amount of future VRA will depend on what fines are levied by the Coastal Commission.

Carbon Revenue:

The Conservancy has made significant progress towards its goals of obtaining carbon revenue from multi-benefit forest conservation projects. This year we received a \$1,000,000 payment from The Conservation Fund as a result of our revenue sharing agreement for the Garcia Forest Project. In April 2013, the Conservancy approved funding for the 19,000 acre Preservation Ranch project in Sonoma County and the acquisition was completed on May 31. As a part of that transaction, The Conservation Fund entered into a revenue sharing agreement with the Conservancy that provides for 60% of net revenues from the property to be remitted to the Conservancy. The Conservation Fund has submitted an application to the California Air Resource Board (CARB) to list the project as an Improved Forest Management U.S. Forest Offset Project, and the project is now under review at CARB.

The actual revenues generated from both these projects depend on the future carbon market, which is very uncertain. We will continue to monitor these projects and their revenue expectations, but currently we expect the revenue from these projects to achieve the long-term funding plan goals for carbon revenue.

Grants for Staff:

Conservancy staff have done an outstanding job obtaining outside grant funds to pay for our projects and our staff this year. The grants received last year included more than \$700,000 to pay for the Conservancy's operation and to support our staff in providing important technical assistance to implement projects over the next few years. We have increased the total amount of funding collected from outside grants to pay for operating expenses over the last few years. In 2009/10, we collected \$150,000 and last year we collected \$402,000. We expect to increase the recovery of these costs from outside grants again this fiscal year.

Management of Mitigation and Other Funds:

The Conservancy has continued to pursue management of in-lieu fee funds as a future source of funding for our projects and our operation. The \$190,000 identified in the long-term funding plan for management of mitigation funds this year will be taken from mitigation funds already received from Caltrans for work in the San Francisco Bay Area. The Conservancy is also working to increase the amount of mitigation funding that it manages. The Southern California Wetland Recovery Project has developed a prospectus for a regional wetland in-lieu fee program that would be managed by the Conservancy. This prospectus is currently out for public comment. In addition, the Coastal Conservancy is named in the State Water Board's once-through cooling policy as the entity to manage funds for any utilities that chose to pay a fee and defer compliance. There is the possibility that a similar structure could be used for mitigation of desalination plants although that policy is still being drafted.

Fee for Service:

In a few instances, the Conservancy is providing services to other state agencies. These "fee for service" arrangements are limited to areas where we have existing capacity so that the arrangement benefits both the Conservancy and the other agency. The Conservancy has entered into three of these agreements for a total of \$239,000 this fiscal year. That total exceeds the target of \$74,000 identified in the plan. This year, the Conservancy has a one year agreement with the Natural Resource Agency for \$150,000 to continue administration of existing Ocean Protection Council contracts. We do not expect that agreement to continue after this fiscal year. The other two agreements are with the Tahoe Conservancy to provide human resource services and an agreement with the Sierra Nevada Conservancy to provide limited legal assistance.

One Time Deposits

In April 2013, the Conservancy received \$2,453,337 from the settlement of litigation over the border fence in Tijuana. A portion of the settlement (\$481,764) was returned to the Wildlife Conservation Board and the remainder (\$1,971,573) was deposited into the Coastal Conservancy Fund. On October 23, 2013 the Conservancy will receive bids for the sale of the Victorine Ranch property and transferrable development credits in Big Sur. This property sale marks the completion of a transfer of development program in Big Sur. The minimum expected bid is \$3.9 million, the final sale price will depend on the bids received at the auction.

Expenses

Salaries and Benefits

This fiscal year, we expect to reduce salary expenses by about \$440,000 and we are looking at opportunities to reduce other operating costs. Eight positions were moved from the Conservancy to the Natural Resources Agency on July 1st, when the CNRA took over management of the Ocean Protection Council. This will reduce our salary expenses by \$544,000. The Conservancy has given up two vacant positions, starting this fiscal year, which result in an additional \$200,000 in savings. However, these savings are partially offset by the end of the 5% furloughs on July 1st, which will increase salary expenses by about \$300,000 this year. As discussed in our long-term funding plan, we are currently not filling vacant positions. Absent a new bond act, we expect that the SCC staff will continue to shrink over the next few years.

Attachment 1: Fund Descriptions

Bond Funds

Proposition 12 (2000)

The Safe Neighborhood Parks, Clean Water, Clean Air, And Coastal Protection Bond of 2000 (Proposition 12) made available a total of \$250,400,000 for appropriation by the legislature for the Coastal Conservancy. In the language of the Bond Act, funds were designated to specific purposes. The table below shows the allocations within the Bond Act and the unspent balances.

	Total in Prop 12	Uncommitted Balance
Coastal Conservancy (undesignated)	22,900,000	2,424,000
San Francisco Bay Conservancy	55,000,000	683,000
Central Coast (Santa Cruz to Santa Barbara)	25,000,000	4,000,000
Coastal Salmon	25,000,000	0
Ballona Wetlands	25,000,000	3,652,000
Santa Monica Bay	25,000,000	7,956,000
North of Gualala	15,000,000	1,139,000
Upper Newport Bay	13,000,000	0
Laguna Coast Wilderness	12,500,000	146,000
Fish and Wildlife projects	11,200,000	0
Wildlife projects north of Gualala River	10,000,000	0
Coastal Trail	5,000,000	0
Regional Beach Erosion	3,000,000	0
San Francisco Bay Area Ridge Trail	2,000,000	0
Steelhead - North San Diego Co.	800,000	0
TOTAL	250,400,000	20,000,000

Proposition 40 (2002)

The California Clean Water, Clean Air, Safe Neighborhood Parks and Coastal Protection Act of 2002 (Proposition 40) made available a total of \$240,000,000 for appropriation by the legislature for the general purposes of the Coastal Conservancy and the San Francisco Bay Conservancy.

	Total in Prop 40	Uncommitted Balance
Coastal Conservancy	200,000,000	10,000,000
San Francisco Bay Conservancy	40,000,000	6,000,000
TOTAL	240,000,000	16,000,000

Proposition 50 (2002)

The Water Security, Clean Drinking Water, Coastal and Beach Protection Act of 2002 (Proposition 50) made available a total of \$140,000,000 for appropriation by the legislature for the general purposes of the Coastal Conservancy and the San Francisco Bay Conservancy. Ten percent of the funds in each

allocation were required to be spent on “acquisition and development of facilities to promote public access to and participation in the conservation of land, water, and wildlife resources.”

	Total in Prop 50	Uncommitted Balance
Coastal Conservancy	108,000,000	14,000,000
Coastal Conservancy – Public Access/Interp	12,000,000	400,000
San Francisco Bay Conservancy	18,000,000	1,500,000
San Francisco Bay Conservancy – Public Access/Int.	2,000,000	0
TOTAL	140,000,000	15,900,000

Proposition 84 (2006)

The Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006 (Proposition 84) made available a total of \$360,000,000 for appropriation by the legislature to the Coastal Conservancy, and an additional \$90,000,000 for the Ocean Protection Council. This report does not include the Ocean Protection Council.

	Total in Prop 84	Uncommitted Balance
Coastal Conservancy	135,000,000	41,000,000
San Francisco Bay Conservancy	108,000,000	19,000,000
Monterey Bay & Watersheds	45,000,000	17,000,000
Santa Ana River Parkway	45,000,000	34,000,000
San Diego Bay & Watersheds	27,000,000	7,500,000
TOTAL	360,000,000	119,500,000

Annual Appropriations

Habitat Conservation Fund (Proposition 117, 1990)

Proposition 117 of 1990 created the Habitat Conservation Fund (HCF) and requires an annual commitment of funds into the HCF for thirty years. Proposition 117 did not create a new source of funding; the money transferred into HCF come from other sources within the state budget. The purpose of Proposition 117 is to protect fish, wildlife and native plant resources. Allowable uses of HCF include: acquisition of habitat necessary to protect deer and mountain lions or to protect rare, endangered, threatened or fully protected species; acquisition, enhancement or restoration of wetlands, riparian habitat or aquatic habitat for anadromous fish. The Legislature may appropriate up to \$4 million dollars a year to the Conservancy from HCF until 2020. The Conservancy currently has \$19.2 million of this funding available for projects.

Coastal Access Account

The Coastal Access Account provides funds for grants to public agencies and nonprofit organizations for development, maintenance and operation of new or existing facilities that provide public access to

the shoreline of the sea. These funds come from permit fees from the Coastal Commission and cannot be used for projects along the San Francisco Bay shoreline. The Conservancy receives \$500,000 per year for this fund. The Conservancy currently has \$960,000 of this funding available for projects.

California Beach and Coastal Enhancement Account (Whale Tail Environmental License Plate)

The California Beach and Coastal Enhancement Account was established under California Vehicle Code section 5067 within the California Environmental License Plate Fund to be used by the Coastal Commission and the Coastal Conservancy for various coastal programs. Funds are provided to the State Coastal Conservancy for coastal natural resource restoration and enhancement projects and for other projects consistent with the provisions of Division 21 of the Public Resources Code. The amount that the Conservancy receives from this fund depends on the revenues from the Whale Tail License Plates, which are divided between DMV, the general environmental license plate funds, the Coastal Commission and the Conservancy. The Conservancy typically receives \$400,000 per year in this fund. The Conservancy currently has \$430,000 of this funding available for projects.

Sea Otter Fund

In 2006, the legislature created the California Sea Otter Fund for sea otter research through a voluntary tax donation check-off box on state tax forms. The check off appeared on tax forms for the first time in 2007 and will continue as long as enough tax payers elect to participate. Funds generated from the tax check off are divided between the Coastal Conservancy and the Department of Fish and Game. The Conservancy currently has \$130,000 of this funding available for projects.

Violation Remediation Account

The Violation Remediation Account (VRA) was established to ensure that funds derived from violations of the Coastal Act are spent to implement the provisions of the Coastal Act. These funds are spent pursuant to a Memorandum of Agreement between the Coastal Conservancy and the Coastal Commission to ensure that funds are spent on priority projects that further the goals of the Coastal Act. The amount of money deposited in the VRA fluctuates depending on enforcement activity, funds deposited in the VRA are available for future appropriation to the Conservancy by the Legislature. The Conservancy currently has about \$1,400,000 of this funding available for projects.

Coastal Trust Fund

California Public Resources Code Section 31012 established the Coastal Trust Fund in the State Treasury, to receive and disburse funds paid to the Conservancy in trust. The funds within the Coastal Trust Fund include gifts, mitigation funds, in-lieu fees and other funds which have been given to the Conservancy in trust for specific purpose. Because of the inherent restrictions on these funds, these funds are not subject to appropriation by the legislature as part of the annual budget process. The Conservancy has about 50 subaccounts with a total of about \$11.3 million deposited in the Coastal Trust Fund. The Conservancy is required to obtain approval from the Department of Finance to create a new account within the Coastal Trust Fund. These funds can only be used for specific types of

projects, and the majority of the funds are set aside to satisfy mitigation or permit conditions. Below is a list of the accounts and subaccounts and their current balance.

Name	Balance
Bay Conservation and Development Commission Permits	3,810,000
Resource Enhancement Special Projects	2,950,000
Coastal Commission In-Lieu Fees	2,190,000
Carlsbad Agricultural Improvement Fees	740,000
Malibu Access Fund	680,000
El Nido Restoration Project Account	260,000
San Francisco Bay Conservancy Account	220,000
Los Penasquitos Lagoon Enhancement Fund	180,000
San Joaquin Gnatcatcher Habitat	150,000
Malibu Beach Access Account	80,000
Coastal Resource Development Fund	55,000
<i>TOTAL</i>	<i>11,315,000</i>

Some of the funds are quite recent, such as the account from Bay Conservation and Development Commission permits. However, some of these funds, such as the Malibu Access accounts, have been held in trust by the Conservancy for decades because we have been unable to implement a project that is consistent with the conditions on the money.

Reporting and Reconciling Trust Funds

When contributions to the Coastal Trust Fund are received by the Conservancy, we deposit them in the bank which transmits them to the state treasury. The Conservancy remits the funds to the State Controller's Office, specifying the Coastal Trust Fund subaccount to receive the deposit. The State Controller sends a journal entry to the Conservancy confirming the deposit and the Conservancy posts this information onto Department of Finance's CALSTARS database. At the end of every month, our accounting office reconciles the balances in the Coastal Trust Fund between the State Controller's Office and CALSTARS and our internal record, the Fund Balance Summary. This reconciliation checks our records of deposits, interest and expenditures against the State Controller's Office and the Department of Finance's. At the end of each fiscal year, the Conservancy verifies the balances with the State Controller's Office and CALSTARS to generate a year-end report which is submitted to the State Controller.

Attachment 2 - State Coastal Conservancy's Ten Year Funding Plan

(\$ in 1,000)

		FY 11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
	FUNDING												
Bond Funds	2000 Park Bond (Prop.12) for Support	1,510	2,009	1,750	750	775	0	0	0	0	0	0	0
	2002 Park Bond (Prop.40) for Support	2,019	1,011	1,000	339	0	0	0	0	0	0	0	0
	2002 Water Bond (Prop.50) for Support	716	1,054	750	750	250	0	0	0	0	0	0	0
	2006 Water/Park Bond (Prop 84)for Support	1,650	2,954	3,300	4,200	4,000	3,200	2,500	1,800	0	0	0	0
	2006 Water/Park Bond (Prop 84)for Support(OP	1,080	590	0	0	0	0	0	0	0	0	0	0
New Revenue	Environmental License Plate Fund	1,495	1,562	0	1,500	1,500	1,500	1,500	1,500	3,000	3,000	3,000	3,000
	Violation Remediation Account	0	0	144	50	50	50	50	50	50	50	50	50
	Carbon Revenue: Forests	0	1,000	0	0	0	0	750	750	750	1,000	1,500	1,500
	Management of Mitigation and Other Funds	0	0	190	200	200	200	200	200	200	200	200	200
	Grants for Conservancy Staff	471	350	350	500	500	500	500	500	500	500	500	500
	Fee for Service	0	74	74	74	74	150	150	150	150	150	150	150
	Habitat Conservation Fund (Prop 117)	0	0	200	200	200	200	200	200	200	0	0	0
	Joint Ventures	0	0	0	0	0	0	0	50	50	150	150	150
	Bay Restoration Authority	0	0	0	0	0	0	0	0	0	0	0	0
Deposits	Tijuana Settlement		1,900										
	Victorine Ranch Property Sale			3,000									
	Caspar Headlands				400								
	El Nido Property Sale					1,000							
	TOTAL	8,941	12,504	10,758	8,963	8,549	5,800	5,850	5,200	4,900	5,050	5,550	5,550
	OPERATING COSTS												
	Salaries & Benefits	6,895	6,830	6,270	6,270	6,080	6,080	5,890	5,890	5,700	4,275	4,275	4,275
	Facilities & Utilities	449	450	450	450	450	450	450	450	450	450	450	450
	Other OE&E	702	542	488	488	473	473	459	459	445	343	343	343
	Contracts	1,111	1,111	650	650	500	500	500	500	300	300	300	275
	ProRata (Assume 7% of total budget)	644	621	190	550	525	525	511	511	483	376	376	374
	TOTAL	9,801	9,554	8,048	8,408	8,029	8,028	7,810	7,810	7,378	5,744	5,744	5,717
	AVAILABLE RESOURCES												
	TOTAL FUND RESOURCES		12,504	10,758	8,963	8,549	5,800	5,850	5,200	4,900	5,050	5,550	5,550
	TOTAL EXPENSE		9,554	8,048	8,408	8,029	8,028	7,810	7,810	7,378	5,744	5,744	5,717
	NET		2,950	2,710	555	520	(2,228)	(1,960)	(2,610)	(2,478)	(694)	(194)	(167)
	BALANCE	3,618	6,568	9,278	9,833	10,354	8,125	6,166	3,556	1,078	384	190	23
	EXPENSE ASSUMPTIONS												
	Total Staff	78	76	66	66	64	64	62	62	60	45	45	45
	\$/staff (in thousands)			95	95	95	95	95	95	95	95	95	95
	subtotal w/o prorata	9,157	8,933	7,858	7,858	7,503	7,503	7,299	7,299	6,895	5,368	5,368	5,343
	ProRata = 7% of total	644	621	190	550	525	525	511	511	483	376	376	374