



## SACOG Board of Directors

Thursday, March 21, 2024 at 10:00 AM  
SACOG Board Room, 1415 L Street, Suite 300, Sacramento, CA 95814

*The Board may take up any agenda item at any time, regardless of the order listed. Public comment will be taken on the item at the time that it is taken up by the Board. We ask that members of the public complete a request to speak form, submit it to the Clerk of the Board, and keep their remarks brief. If several persons wish to address the board on a single item, the chair may impose a time limit on individual remarks at the beginning of the discussion. Action may be taken on any item on this agenda.*

**Note: Time durations are estimates only.**

18. Fiscal Year 2023-2024 Quarterly Financial Report ( ) (Est. Time: )



Fiscal Year 2023-2024 Quarterly Financial Report

Receive and File

**Author:** Loretta Su

**Attachments:** Yes

**Approved by:** James Corless

**Referring Committee:** Policy & Innovation

**Issue:**

This report summarizes the material variances between the budget and revenues and expenses for the six months ended December 31, 2023.

**Recommendation:**

None; this is for information only.

**Background/Analysis:**

The SACOG Board of Directors adopts an annual budget for the SACOG Planning and Administration General Fund (General Fund Budget) which includes the Overall Work Program activities (OWP), Board of Directors and Advocacy budget, capital assets, and other related functions/activities not associated with the OWP. The Capitol Valley Regional Service Authority for Freeways and Expressways (CVR-SAFE) Board of Directors adopts its annual budget which includes expenses related to motorist aid services and its activities are also included in the OWP.

SACOG's Planning and Administration General Fund Budget is separated out into two functional budgets for tracking and reporting purposes. The first budget is the Operations Budget which includes OWP activities, capital assets and other related activities not associated with the OWP and is mainly funded through a combination of formula-based federal and state revenue sources, supplemented by short term specific discretionary and non-discretionary grants and contract funds. The second budget is the Board and Advocacy Budget which includes a portion of technical assistance SACOG provides to its members, the agency's state and federal advocacy efforts, as well as board costs such as per diem and mileage expenses. The Board and Advocacy Budget is primarily funded by annual dues payments from SACOG member cities and counties.

The Capital Valley SAFE budget (CVR-SAFE) includes activities for implementing, operating, and maintaining the motorist aid system of call boxes and 511 operations within the counties of El Dorado, Sacramento, San Joaquin, Sutter, Yolo, Yuba, and Glenn (which contracts with CVR-SAFE).

The Board of Directors adopted the General Fund Budget which includes the Operations Budget/OWP and Board and Advocacy Budget for Fiscal Year 2023-2024 on May 18, 2023, and the CVR-SAFE Board of Directors adopted the CVR-SAFE budget on June 15, 2023, respectively. Amendments to the Budget/OWP are typical throughout the year to modify projects, add new projects or revenues, change project descriptions, or adjust

staff and expenditures between OWP work elements and/or operating activities.

#### Discussion/Analysis:

The attached financial reports contain the cumulative effect of SACOG Operations, Board and Advocacy and CVR-SAFE Budgets from July 1, 2023, to December 31, 2023, as well as budget-to-actual comparison. The budget comparison reflected Amendment #1 to the Budget/OWP for Fiscal Year 2023-2024 which was approved by the board on October 19, 2023. The budget reflects a linear programming of funds while actual work is contingent on various factors so there will be fluctuations of budget-to-actual. Since SACOG funding is primarily on a reimbursement basis, any deviation in expenditure also results in a corresponding deviation in revenue.

The table below shows a combined summary of revenues and expenditures for SACOG Operations and Board & Advocacy Budgets, as well as budget-to-actual comparison for the six months ended December 31, 2023.

<b>SACOG Financial Summary</b>				
<b>Budget-to-Actual (unaudited)</b>				
<b>July 1, 2023 through December 31, 2023</b>				<b>Budget YTD - 50%</b>
<b>REVENUES</b>	<b>Annual Budget, Amend #1</b>	<b>Actual</b>	<b>Budget Remaining</b>	<b>% of Budget</b>
Federal	\$ 13,054,876	\$ 3,691,701	\$ 9,363,175	28%
State	14,275,498	1,802,201	12,473,297	13%
Local	5,472,807	5,472,807	-	100%
Member Dues	1,001,164	1,001,167	(3)	100%
Other/Use of designated funds	2,883,639	195,672	2,687,967	7%
<b>TOTAL REVENUES</b>	<b>\$ 36,687,984</b>	<b>\$ 12,163,548</b>	<b>\$ 24,524,436</b>	<b>33%</b>
<b>EXPENDITURES:</b>				
Salaries & Benefits	\$ 12,993,176	\$ 5,994,732	\$ 6,998,444	46%
Consulting Costs	5,388,284	1,001,177	4,387,107	19%
Pass-Through Costs	14,009,869	413,322	13,596,547	3%
Other Direct Services	1,946,784	94,954	1,851,830	5%
Other Costs	2,349,871	1,247,612	1,102,259	53%
<b>TOTAL EXPENDITURES</b>	<b>\$ 36,687,984</b>	<b>\$ 8,751,797</b>	<b>\$ 27,936,187</b>	<b>24%</b>

As noted above, the budget reflects a linear programming of funds but the actual work is contingent on various factors. For the six months ended December 31, 2023, some of the major projects/grants were under budget due to the timing of work by consultants and member jurisdictions:

- **Regional Early Action Planning (Housing):** Member jurisdiction's housing projects/tasks were delayed which resulted in lower than budgeted pass-through costs. SACOG received approval from HCD to extend the grant through 2024 which allows member jurisdictions more time to complete their work/project.
- **Green Means Go:** The board has awarded over \$34 million in projects in the Early Activation, Planning and Capital categories. These awards reflect the vast majority of the variance in pass-through costs since these awards were recently made and are reimbursement-based. Following the Governor's proposed \$300 million cut from the statewide REAP 2 funds, the Housing and

Community Development (HCD) provided notice to all grantees that HCD will “pause reimbursements above 25 percent of any individual award pending final budget negotiations”. Staff have notified all awardees and asked that they reach out to SACOG staff prior to initiating additional phases of reimbursable work.

- **Raise Grant:** The project is delayed due to the execution of the funding agreement and consultant contract. Work is expected to begin in January 2024.
- **Discretionary Grants:** These discretionary grants are still at the beginning stage of implementation, so consulting costs are under budget. Projects include Leveraging Road Pricing & Shared Use Mobility Incentives, Northern CA Megaregion Zero-Emission Vehicles, Truxel Bridge Concept and Feasibility Study, Mobility Zone, Carbon Reduction Program, Trail Plan Implementation, U.S. 50 Comprehensive Multimodal Corridor Plan and Del Paso Multimodal Transit Network & Land Use Action Plan.
- **Advocacy:** There was a staff vacancy in advocacy, which contributed to expenses in Board & Advocacy being lower. That position has now been filled. Additionally, due to the timing of planned board trips (upcoming cap to cap and peer region tour) and legislative breaks, the expenses for the first two quarters are typically lower than budgeted.

The table below shows a combined summary of revenues and expenditures for the CVR-SAFE, as well as budget-to-actual comparison for the six months ended December 31, 2023.

<b>CVR-SAFE Financial Summary</b>				
<b>Budget-to-Actual (unaudited)</b>				
<b>July 1, 2023 through December 31, 2023</b>				<b>Budget YTD - 50%</b>
<b>REVENUES</b>	<b>Annual Budget, Amend #1</b>	<b>Actual</b>	<b>Budget Remaining</b>	<b>% of Budget</b>
Federal	\$ 352,343	\$ -	\$ 352,343	0%
Local	23,000	-	23,000	0%
DMV Fees/Service to Others	2,672,400	1,287,917	1,384,483	48%
Other/use of designated funds	344,186	-	344,186	0%
<b>TOTAL REVENUES</b>	<b>\$ 3,391,929</b>	<b>\$ 1,287,917</b>	<b>\$ 2,104,012</b>	<b>38%</b>
<b>EXPENDITURES:</b>				
Salaries and Benefits	\$ 556,204	\$ 168,212	\$ 387,992	30%
Consulting Costs	567,775	206,728	361,047	36%
Pass-Through Costs	1,334,000	920,325	413,675	69%
Other Direct Services	388,361	65,022	323,339	17%
Other Costs	545,589	147,383	398,206	27%
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,391,929</b>	<b>\$ 1,507,670</b>	<b>\$ 1,884,259</b>	<b>44%</b>

#### **Fiscal Impact/Grant Information:**

The fiscal impact is noted above.

# SACOG Financial Summary

## Budget-to-Actual (unaudited)

July 1, 2023 through December 31, 2023

Budget YTD - 50%

REVENUES	Annual Budget, Amend #1	Actual	Budget Remaining	% of Budget
Federal	\$ 13,054,876	\$ 3,691,701	\$ 9,363,175	28%
State	14,275,498	1,802,201	12,473,297	13%
Local	5,472,807	5,472,807	-	100%
Member Dues	1,001,164	1,001,167	(3)	100%
Other/Use of designated funds	2,883,639	195,672	2,687,967	7%
<b>TOTAL REVENUES</b>	<b>\$ 36,687,984</b>	<b>\$ 12,163,548</b>	<b>\$ 24,524,436</b>	<b>33%</b>
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Other Costs	2,349,871	1,247,612	1,102,259	53%
<b>TOTAL EXPENDITURES</b>	<b>\$ 36,687,984</b>	<b>\$ 8,751,797</b>	<b>\$ 27,936,187</b>	<b>24%</b>

# CVR-SAFE Financial Summary

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Budget YTD - 50%

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**SACRAMENTO AREA COUNCIL OF GOVERNMENTS**  
**SUMMARY OF REVENUES AND EXPENDITURES**  
**For July 1, 2023 through December 31, 2023 (unaudited)**

Budget Percentage YTD      **50%**

	SACOG OPERATIONS				BOARD & ADVOCACY				CVR-SAFE				TOTAL			
	Annual Budget, Amend#1	Actual	Budget Remaining	% of Budget	Annual Budget, Amend#1	Actual	Budget Remaining	% of Budget	Annual Budget, Amend#1	Actual	Budget Remaining	% of Budget	Annual Budget, Amend#1	Actual	Budget Remaining	% of Budget
<b>REVENUES:</b>																
Federal	\$ 13,054,876	\$ 3,691,701	\$ 9,363,175	28%	\$ -	\$ -	\$ -	-	\$ 352,343	\$ -	\$ 352,343	0.0%	\$ 13,407,219	\$ 3,691,701	\$ 9,715,518	27.5%
State	14,275,498	1,802,201	12,473,297	13%	-	-	-	-	-	-	-	-	14,275,498	1,802,201	12,473,297	12.6%
Local/TDA	5,472,807	5,472,807	-	100%	-	-	-	-	23,000	-	23,000	0.0%	5,495,807	5,472,807	23,000	99.6%
DMV Fees/Services to Others	-	-	-	-	-	-	-	-	2,672,400	1,287,917	1,384,483	48.2%	2,672,400	1,287,917	1,384,483	48.2%
Member Dues	-	-	-	-	1,001,164	1,001,167	(3)	100%	-	-	-	-	1,001,164	1,001,167	(3)	100.0%
Other Miscellaneous	270,633	185,062	85,571	68%	32,331	10,000	22,331	31%	-	-	-	-	302,964	195,062	107,902	64.4%
Interest Income	90,569	-	90,569	0%	-	-	-	-	8,000	-	8,000	0.0%	98,569	-	98,569	0.0%
In-Kind & Matching Funds from Others	111,100	610	110,490	1%	-	-	-	-	-	-	-	-	111,100	610	110,490	0.5%
SACOG Managed Fund	1,333,171	-	1,333,171	0%	-	-	-	-	-	-	-	-	1,333,171	-	1,333,171	0.0%
Use of Designated/Reserve Fund Balance	942,877	-	942,877	0%	102,958	-	102,958	0%	336,186	-	336,186	0.0%	1,382,021	-	1,382,021	0.0%
<b>TOTAL REVENUES</b>	<b>35,551,531</b>	<b>11,152,381</b>	<b>24,399,150</b>	<b>31%</b>	<b>1,136,453</b>	<b>1,011,167</b>	<b>125,286</b>	<b>89%</b>	<b>3,391,929</b>	<b>1,287,917</b>	<b>2,104,012</b>	<b>-</b>	<b>40,079,913</b>	<b>13,451,465</b>	<b>26,628,448</b>	<b>33.6%</b>
<b>EXPENDITURES:</b>																
Salaries	6,575,365	2,818,894	3,756,471	43%	138,335	44,259	94,076	32%	237,552	71,841	165,711	30%	6,951,252	2,934,994	4,016,258	42.2%
Fringe Benefits	6,093,913	3,072,210	3,021,703	50%	185,563	59,369	126,194	32%	318,652	96,371	222,281	30%	6,598,128	3,227,950	3,370,178	48.9%
Direct Consulting Costs	5,193,284	942,425	4,250,859	18%	195,000	58,752	136,248	30%	567,775	206,728	361,047	36.4%	5,956,059	1,207,905	4,748,154	20.3%
Pass - through to Other Agencies	12,676,698	374,537	12,302,161	3%	-	-	-	-	1,334,000	920,325	413,675	69.0%	14,010,698	1,294,862	12,715,836	9.2%
Pass - through SACOG Managed Fund Project	1,333,171	38,785	1,294,386	3%	-	-	-	-	-	-	-	-	1,333,171	38,785	1,294,386	2.9%
Other Direct Services	1,734,566	57,234	1,677,332	3%	212,218	37,720	174,498	18%	388,361	65,022	323,339	16.7%	2,335,145	159,976	2,175,169	6.9%
Other Costs	1,944,535	1,143,261	801,274	59%	405,336	104,351	300,985	26%	545,589	147,383	398,206	27%	2,895,460	1,394,995	1,500,465	48.2%
<b>TOTAL EXPENDITURES</b>	<b>35,551,532</b>	<b>8,447,346</b>	<b>27,104,186</b>	<b>24%</b>	<b>1,136,452</b>	<b>304,451</b>	<b>832,001</b>	<b>27%</b>	<b>3,391,929</b>	<b>1,507,670</b>	<b>1,884,259</b>	<b>44.4%</b>	<b>40,079,913</b>	<b>10,259,467</b>	<b>29,820,446</b>	<b>25.6%</b>
<b>NET CHANGE</b>	<b>\$ -</b>	<b>\$ 2,705,035</b>			<b>\$ -</b>	<b>\$ 706,716</b>			<b>\$ -</b>	<b>\$ (219,753)</b>			<b>\$ -</b>	<b>\$ 3,191,998</b>		

**SACRAMENTO AREA COUNCIL OF GOVERNMENTS**  
**BUDGET VS. ACTUAL BY PROJECT**  
**For July 1, 2023 through December 31, 2023 (unaudited)**

Budget Percentage YTD **50%**

Project	SALARIES & BENEFITS				NON-STAFF COSTS				TOTAL COSTS			
	Budget	Actual	Budget Remaining	% Spent	Budget	Actual	Budget Remaining	% Spent	Budget	Actual	Budget Remaining	% Spent
SAC100 - PROGRAM MANAGEMENT	877,371	429,234	448,137	49%	417,838	194,921	222,917	47%	1,295,209	624,155	671,055	48%
SAC101 - EDUCATION AND OUTREACH	677,477	302,631	374,846	45%	354,424	141,944	212,480	40%	1,031,901	444,574	587,326	43%
SAC104 - SACOG CIVIC LAB IMPLEMENTATION	27,700	5,416	22,285	20%	10,035	1,962	8,073	20%	37,735	7,378	30,357	20%
SAC105 - OVERALL WORK PROGRAM	22,899	5,843	17,055	26%	8,295	2,117	6,178	26%	31,194	7,960	23,234	26%
SAC106 - LEGISLATIVE ANALYSIS	778,788	306,210	472,578	39%	323,545	110,928	212,617	34%	1,102,334	417,138	685,196	38%
SAC107 - MODEL DEVELOPMENT AND SUPPORT	1,039,625	499,033	540,592	48%	463,119	264,588	198,531	57%	1,502,744	763,621	739,123	51%
SAC108 - MODEL DEVELOPMENT AND SUPPORT - PCTPA	170,716	75,299	95,417	44%	62,893	27,278	0	0%	233,609	102,577	131,031	44%
SAC109 - PEDESTRIAN AND BICYCLE PLANNING	110,645	43,916	66,729	40%	133,674	15,909	117,764	12%	244,319	59,826	184,493	24%
SAC113 - REGIONAL AIR QUALITY (AND CLIMATE) PLANNING	255,313	91,102	164,210	36%	96,490	33,003	63,487	34%	351,803	124,105	227,697	35%
SAC114 - PROGRAMMING, PROJECT DELIVERY, AND THE MTIP	309,585	242,810	66,775	78%	112,151	102,631	9,520	92%	421,736	345,441	76,295	82%
SAC115 - METROPOLITAN TRANSPORTATION IMPROVEMENT PROGRAM	323,395	92,355	231,040	29%	281,391	65,586	215,805	23%	604,786	157,941	446,845	26%
SAC116 - TRANSIT TECHNICAL ASSISTANCE AND PROGRAMMING	286,066	164,605	121,461	58%	153,631	59,955	93,676	39%	439,697	224,560	215,136	51%
SAC117 - TRANSIT ASSET MANAGEMENT PLAN	46,072	-	46,072	0%	87,829	-	87,829	0%	133,901	-	133,901	0%
SAC118 - DATA DEVELOPMENT, MONITORING, AND SUPPORT	742,114	382,577	359,538	52%	304,539	140,976	163,563	46%	1,046,653	523,553	523,100	50%
SAC119 - DATA DEVELOPMENT, MONITORING, AND SUPPORT - PCTPA	108,840	24,580	84,261	23%	39,429	8,904	30,524	23%	148,269	33,484	114,785	23%
SAC120 - REGIONAL HOUSING NEEDS PLANNING	43,077	19,102	23,975	44%	15,605	7,107	8,498	46%	58,682	26,210	32,473	45%
SAC122 - AIRPORT LAND USE COMMISSION - GENERAL	7,862	8,804	(942)	112%	22,848	9,389	13,459	41%	30,710	18,194	12,516	59%
SAC125 - BLUEPRINT AND MTP/SCS IMPLEMENTATION	29,811	19,969	9,842	67%	10,799	7,234	3,565	67%	40,610	27,203	13,407	67%
SAC126 - MTP/SCS UPDATE	1,371,315	630,978	740,337	46%	830,027	329,758	500,270	40%	2,201,342	960,736	1,240,607	44%
SAC127 - MTP/SCS UPDATE - PCTPA	55,059	35,324	19,735	64%	19,946	12,797	7,149	64%	75,005	48,120	26,884	64%
SAC129 - PERFORMANCE-BASED PLANNING AND PROGRAMMING	126,342	22,716	103,626	18%	45,769	8,229	37,540	18%	172,111	30,945	141,166	18%
SAC130 - PERFORMANCE-BASED PLANNING AND PROGRAMMING -PCTPA	13,470	6,585	6,885	49%	4,880	2,385	2,495	49%	18,349	8,970	9,379	49%
SAC132 - TRANSPORTATION DEVELOPMENT ACT ADMINISTRATION	176,811	124,499	52,312	70%	1,284,235	159,538	1,124,698	12%	1,461,047	284,037	1,177,010	19%
SAC133 - TRANSPORTATION DEMAND MANAGEMENT	707,968	285,023	422,945	40%	1,512,970	311,277	1,201,693	21%	2,220,938	596,300	1,624,638	27%
SAC135 - SHARED SERVICES	32,361	4,507	27,854	14%	23,723	12,016	11,707	51%	56,084	16,523	39,561	29%
SAC139 - RACE, EQUITY & INCLUSION INITIATIVE	63,175	25,209	37,967	40%	85,386	27,337	58,049	32%	148,561	52,546	96,016	35%
SAC140 - ENGAGE, EMPOWER, & IMPLEMENT	132,695	51,000	81,695	38%	87,821	42,425	45,396	48%	220,516	93,425	127,091	42%
SAC141 - BLUEPRINT INVIRONMENTAL IMPACT REPORT	160,476	3,144	157,331	2%	178,134	5,514	172,620	3%	338,610	8,658	329,951	3%
SAC142 - TRANSFORMATIVE MOBILITY TEAM	220,368	61,997	158,371	28%	79,831	22,459	57,372	28%	300,199	84,456	215,743	28%
SAC144 - REGIONAL MONITORING AND REPORTING	460,936	184,888	276,047	40%	195,169	70,190	124,979	0%	656,105	255,078	401,027	39%
SAC208 - TRANSIT ROUTE OPTIMIZATION PROJECT	22,536	1,197	21,339	5%	101,866	434	101,432	0%	124,402	1,631	122,771	1%
SAC213 - REGIONAL BIKE SHARE PILOT PROJECT	53,833	5,639	48,194	10%	509,289	30,112	479,177	6%	563,122	35,752	527,371	6%
SAC215 - CONNECT CARD IMPLEMENTATION	2,555	3,490	(936)	137%	130,524	1,264	129,260	1%	133,079	4,755	128,324	4%
SAC217 - REGIONAL EARLY ACTION PLANNING FUNDS (REAP)	78,619	18,002	60,618	23%	1,449,398	229,364	1,220,033	16%	1,528,017	247,366	1,280,651	16%
SAC218 - GIS PROJECTS/DATA	-	-	-	-	6,400	6,400	0	100%	6,400	6,400	0	100%
SAC220 - PARATRANSIT AND SACTR 4-PARTY AGREEMENT	9,434	314	9,120	3%	27,043	114	26,929	0%	36,477	428	36,049	1%
SAC223 - COORDINATED RURAL OPPORTUNITIES PLAN (CROP)	19,456	10,625	8,831	55%	60,285	31,171	29,114	52%	79,741	41,796	37,945	52%
SAC226 - LEVERAGING ROAD PRICING & SHARED USE MOBILITY INC*	54,416	9,760	44,655	18%	570,713	3,953	566,759	1%	625,128	13,714	611,415	2%
SAC227 - REGIONAL TRANSIT STUDY AND TRANSIT RECOVERY ACTIVITIES	51,762	14,543	37,219	28%	268,751	112,167	156,584	42%	320,514	126,711	193,803	40%
SAC228 - GREEN MEANS GO - SGC	112,018	96,396	15,622	86%	2,224,580	135,190	2,089,390	6%	2,336,598	231,586	2,105,013	10%

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	Budget	Actual	Budget Remaining	% Spent	Budget	Actual	Budget Remaining	% Spent	Budget	Actual	Budget Remaining	% Spent
SAC229 - GREEN MEANS GO - REAP 2	247,019	129,011	118,008	52%	8,162,486	61,396	8,101,090	1%	8,409,505	190,408	8,219,098	2%
SAC230 - NO. CA MEGAREGION ZERO-EMISSION VEHICLES BLUEPRINT*	38,049	7,588	30,461	20%	446,562	83,797	362,765	19%	484,611	91,385	393,226	19%
SAC231 - TRUXEL BRIDGE CONCEPT AND FEASIBILITY STUDY*	5,986	-	5,986	0%	172,169	5,321	166,848	3%	178,155	5,321	172,834	3%
SAC232 - NEXT GEN REGIONAL MOBILITY HUB DESIGN AND IMPLEMENT*	58,401	5,572	52,828	10%	421,156	2,314	418,843	0%	479,557	7,886	471,671	2%
SAC233 - MOBILITY ZONE*	501,364	82,917	418,447	17%	1,481,625	30,510	1,451,115	2%	1,982,990	113,427	1,869,562	6%
SAC234 - CARBON REDUCTION PROGRAM (CRP)	38,061	-	38,061	0%	13,788	-	0	0%	51,849	-	51,849	0%
SAC235 - TRAIL PLAN IMPLEMENTATION*	13,923	-	13,923	0%	225,044	-	225,044	0%	238,967	-	238,967	0%
SAC236 - U.S. 50 COMPREHENSIVE MULTIMODAL CORRIDOR PLAN*	39,323	-	39,323	0%	239,245	-	239,245	0%	278,569	-	278,569	0%
SAC237 - DEL PASO MULTIMODAL TRANS NETWORK & LAND USE ACTION	11,973	-	11,973	0%	239,437	-	239,437	0%	251,410	-	251,410	0%
SAC400 - SACOG MANAGED FUND (SMF)	-	-	-	-	705,181	38,932	666,249	6%	705,181	38,932	666,249	6%
SAC600 - OTHER LOCAL EXPENSES	-	-	-	-	112,500	84,934	27,566	75%	112,500	84,934	27,566	75%
SAC700 - INDIRECT COSTS, NET OF RECOVERY	-	365,041	(365,041)	-100%	-	-	-	-	-	365,041	(365,041)	-100%
SAC701 - FRINGE COSTS, NET OF RECOVERY	-	492,161	(492,161)	-100%	-	-	-	-	-	492,161	(492,161)	-100%
<b>OPERATIONS Total</b>	<b>10,737,064</b>	<b>5,391,616</b>	<b>5,345,448</b>	<b>50%</b>	<b>24,814,468</b>	<b>3,055,729</b>	<b>21,709,336</b>	<b>12%</b>	<b>35,551,531</b>	<b>8,447,345</b>	<b>27,104,186</b>	<b>24%</b>
SAC300 - BOARD OF DIRECTORS AND ADVOCACY	323,898	103,629	220,270	32%	812,554	200,823	611,732	25%	1,136,453	304,451	832,001	27%
<b>BOARD AND ADVOCACY Total</b>	<b>323,898</b>	<b>103,629</b>	<b>220,270</b>	<b>32%</b>	<b>812,554</b>	<b>200,823</b>	<b>611,732</b>	<b>25%</b>	<b>1,136,453</b>	<b>304,451</b>	<b>832,001</b>	<b>27%</b>
SAF100 - SERVICE AUTHORITY FOR FREEWAYS AND EXPRESSWAYS	163,009	65,203	97,806	0%	2,095,969	1,109,900	986,069	53%	2,258,978	1,175,102	1,083,875	52%
SAF200 - GLENN COUNTY SAFE	-	-	-	-	18,250	7,687	10,563	42%	18,250	7,687	10,563	42%
SAF201 - DATA ACCESS LICENSE	106,584	27,015	79,569	0%	117,679	9,786	107,893	8%	224,264	36,802	187,462	16%
SAF300 - ITS PLANNING AND OPS	286,610	75,997	210,613	0%	103,828	29,030	74,798	28%	390,438	105,027	285,411	27%
SAF400 - 511/STARNET OPERATIONS	-	-	-	-	500,000	181,613	318,387	36%	500,000	181,613	318,387	36%
SAF430 - PLACER SAFE	-	-	-	-	-	1,439	(1,439)	-100%	0	1,439	(1,439)	-100%
<b>SAFE Total</b>	<b>556,203.30</b>	<b>168,214.87</b>	<b>387,988.43</b>	<b>-</b>	<b>2,835,726</b>	<b>1,339,456</b>	<b>1,496,271</b>	<b>47%</b>	<b>3,391,930</b>	<b>1,507,670</b>	<b>1,884,259</b>	<b>44%</b>
<b>Grand Total</b>	<b>\$ 11,617,165</b>	<b>\$ 5,663,459</b>	<b>\$ 5,953,706</b>	<b>49%</b>	<b>\$ 28,462,748</b>	<b>\$ 4,596,008</b>	<b>\$ 23,817,338</b>	<b>16%</b>	<b>\$ 40,079,913</b>	<b>\$ 10,259,467</b>	<b>\$ 29,820,447</b>	<b>26%</b>

\*Early stage of implementation; minimal consulting and/or pass-through costs.