## WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE BASIC FINANCIAL STATEMENTS

For the Year Ended June 30, 2015

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## WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE Basic Financial Statements For the Year Ended June 30, 2015

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### INDEPENDENT AUDITOR'S REPORT

Board of Directors West Contra Costa Transportation Advisory Committee El Cerrito, California

#### **Report on Financial Statements**

We have audited the accompanying financial statements of the governmental activities and the major fund of the West Contra Costa Transportation Advisory Committee (WCCTAC) as of and for the year ended June 30, 2015, and the related notes to the financial statements, which collectively comprise the WCCTAC's basic financial statements as listed in the Table of Contents.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the WCCTAC's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the WCCTAC's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### **Opinions**

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of the WCCTAC as of June 30, 2015, and the respective changes in financial position and the budgetary comparison listed as part of the basic financial statements for the year then ended in conformity with accounting principles generally accepted in the United States of America.

### **Change in Accounting Principles**

Management adopted the provisions of the following Governmental Accounting Standards Board Statements, which became effective during the year ended June 30, 2015 and required the restatement of net position as discussed in Notes 4 and 6E:

Statement No. 68 – Accounting and Financial Reporting for Pensions

Statement No. 71 – Pension Transition for Contributions Made Subsequent to the Measurement Date

The emphasis of this matter does not constitute a modification to our opinions.

### **Other Matters**

### Required Supplementary Information

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis and the other Required Supplementary Information listed in the Table of Contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Mane & associates

Pleasant Hill, California April 25, 2017

### MANAGEMENT'S DISCUSSION & ANALYSIS (MD&A)

The MD&A is a discussion and analysis of WCCTAC's financial activities for the fiscal year ended June 30, 2015. Please read this document in conjunction with the accompanying Basic Financial Statements.

## **Organization**

This MD&A provides a discussion and analysis of the following:

- Overview of the Financial Report
- WCCTAC's Programs and Projects, and Activities and Accomplishments
- Entity-Wide Financial Statements Statement of Net Position and Statement of Activities
- Fund Financial Statements Balance Sheet, Revenues & Expenditures by Program and Agency-wide Budget vs. Actual
- Looking Ahead

### Questions Regarding WCCTAC's Financial Management

This Financial Report is intended to provide citizens, members, investors, and creditors with a general overview of WCCTAC's finances. Questions about this Report should be directed to the WCCTAC at 6333 Potrero Avenue, El Cerrito, CA 94806.

# **OVERVIEW OF THE FINANCIAL REPORT**

This Financial Report is presented in two parts:

- 1) Management's Discussion & Analysis (this part), and
- 2) The Basic Financial Statements, which include the Entity-wide and the Fund Financial Statements, along with the Notes to these financial statements.

### The Basic Financial Statements

The Basic Financial Statements comprise the Entity-wide Financial Statements and the Fund Financial Statements, which provide two different views of WCCTAC's financial activities and financial position – long-term and short-term, respectively.

The <u>Entity-wide Financial Statements</u> provide a longer-term view of WCCTAC's activities and comprise the *Statement of Net Position* and the *Statement of Activities*. The Statement of Net Position provides information about the financial position of WCCTAC, including all of its capital assets and long-term liabilities on the full accrual basis, which means the flow of all economic resources, are measured. The Statement of Activities provides information about all of WCCTAC's revenues and expenses, also on the full accrual basis, with emphasis on measuring net revenues or expenses of each of WCCTAC's programs. The Statement of Activities explains in detail the change in Net Position for the year.

All WCCTAC's programs are considered to be governmental activities. These programs are supported by program revenues such as grants and member contributions, as well as general revenues such as investment earnings.

The <u>Fund Financial Statements</u> report WCCTAC's operations in more detail than the entity-wide statements, and focus primarily on the short-term activities of WCCTAC's General Fund. The Fund Financial Statements measure only current revenues and expenditures, current assets, liabilities, deferred outflows/inflows of resources and fund balances; they exclude capital assets, long-term debt, and other long-term amounts. Governmental Fund Financial Statements are prepared on a modified accrual basis, which means only current financial resources and uses are measured. Comparisons of Budget and Actual financial information are also presented for the General Fund.

# WCCTAC'S PROGRAMS AND PROJECTS, AND ACTIVITIES AND ACCOMPLISHMENTS

The following provides a description of WCCTAC's programs that are analyzed in this Financial Report, and lists the major activities and accomplishments during FY 2014-2015.

### Programs

WCCTAC's finances are organized around four major functions, all part of the General Fund, but each with its unique accounting needs:

<u>Advisory Committee:</u> This includes all work related to WCCTAC's function as the Regional Transportation Planning Committee for West County under Measure J, as well as local transportation planning efforts resulting from the agency's functions as a Joint Powers Authority (JPA). This program is funded with annual member agency contributions.

<u>Transportation Demand Management (TDM)</u>: This includes all work aimed at reducing solo vehicle driving and promoting walking, bicycling, transit, carpooling, and vanpooling, which is coordinated with the larger countywide 511 Contra Costa Program. The program is funded on a reimbursement basis with Measure J and grants from the Air District that are administered by the countywide transportation authority.

<u>Subregional Transportation Mitigation Fee Program (STMP)</u>: WCCTAC acts as the trustee for the developer impact fees collected by the West County cities and the unincorporated areas of the County to fund regionally significant transportation projects necessitated by new development. The STMP is a requirement under Measure J's Growth Management Element. WCCTAC administers the program, which comprises eleven capital projects that are managed by others.

<u>Other Reimbursable Projects:</u> As a JPA, WCCTAC is able to apply for and receive grants that facilitate various elements of transportation in West County. These grants usually flow on a reimbursement basis, and WCCTAC typically retains consultants to perform the work.

# FY 2014-2015

FY 2014-2015
Advisory Committee
• Finalized update of the Action Plan for inclusion in the Countywide Transportation Plan.
<ul> <li>Reviewed and approved Measure J claims for the Student Bus Pass Program,</li> </ul>
Transportation for Seniors & People with Disabilities, and Bus Services.
• Conducted a five-year review of the Student Bus Pass Program and increased recipients.
<ul> <li>Created the West County Mobility Management Group to expand and improve the</li> </ul>
delivery of services for seniors and the disabled.
• Developed the written agreement to secure operating funding for the Richmond Ferry and
coordinated with CCTA, Richmond, Hercules, and the Water Emergency Transit
Authority (WETA) on implementation issues.
Provided support to member agencies for Active Transportation Program (ATP) grants.
• Coordinated with member cities and CCTA to approve the Operations and Maintenance
agreements for the I-80 ICM Smart Corridor project.
<ul> <li>Returned Measure J 28b funds to cities as part of a one-time distribution of funds.</li> </ul>
• Collected West County-specific polling data on the transportation habits and preferences
of local residents.
<ul> <li>Served on a variety of advisory committees, such as: the Rumrill Complete Streets</li> </ul>
Technical Advisory Committee, Countywide Transportation Plan Task Force, AC Transit
Major Corridors Study.
• Relocated the WCCTAC office to a building that is ADA accessible and more proximate
to transit and a bicycle path.
<ul> <li>Supported the City of San Pablo with paratransit hiring and a paratransit study.</li> </ul>
• Finalized direct contract with PERS, instead of participating in PERS through the City of
San Pablo.
<ul> <li>Hired a new Project Manager (Leah Greenblat).</li> </ul>
<ul> <li>Completed a new, draft WCCTAC website.</li> </ul>
Transportation Demand Management (TDM)
<ul> <li>Commute Incentives: Supported the WCCUSD's efforts to promote the Youth Clipper</li> </ul>
Card and helped to promote the WestCAT Summer Youth Bus Pass.
<ul> <li>Developed a marketing program with WestCAT to promote the "Pass to Class", which</li> </ul>
offered free multi-ride tickets to school-age youth.
• Employer Outreach: Coordinated with the Bay Area Air Quality Management District
and the Metropolitan Transportation Commission to provide business community
outreach for the "Bay Area Commuter Benefit Program" (SB 1339) Regulation 14, Rule
1; coordinated with the same agenda and 511 Contra Costa to update outreach activities
and disseminated communications regarding the program to the business community in
Contra Costa County.
<ul> <li>Measure C/J: Coordinated with the West Contra Costa County jurisdictions to provide</li> </ul>
Climate Action Plan to the City of Richmond.
<ul> <li>WCCTAC TDM staff encouraged employer participation in Bike to Work and helped to</li> </ul>
support that event in West Contra Costa County.
- Extension of the mole installation manager with a near terms focus on Son Dahla Assessed

• Established a bike rack installation process with a near-term focus on San Pablo Avenue.

### Transportation Demand Management (TDM) (Continued)

- Upgraded the Guaranteed Ride Home Program to allow registration and submittal of reimbursement requests online, and acceptance of app-based and car-share services.
- Established agreement with SolTrans for the Buy One Get One (BOGO) Monthly transit pass on express routes to and from West County.
- Installed bike racks at Contra Costa College and implemented a carpool incentive program.

## Subregional Transportation Mitigation Fee Program (STMP)

- Continued administration of the grant for the Pinole Shores Trail project through an agreement with the East Bay Regional Park District.
- Continued administration of the grant for intermodal improvements at the Richmond BART Station through an agreement with BART.
- Conducted an internal evaluation of the STMP program; determined the need for a new STMP Nexus study and for improved procedures and record-keeping.

# Other Reimbursable Projects

 Launched West County High Capacity Transit Study and leveraged \$700,000 from study partners for the effort.

# **ENTITY-WIDE FINANCIAL STATEMENTS**

### Statement of Net Position

WCCTAC's net position increased by \$492,079 in FY 2014-15. This increase is explained in detail in the discussion of the Statement of Activities below. Financial highlights are as follows:

- Cash and investments available for WCCTAC's operations were \$2,121,377, an increase of \$640,344 from the prior year primarily due to the Transit Enhancement Strategic Plan funded by MTC. All cash was invested with the City of San Pablo's investment pool.
- The Net Other Post-Employment Benefits (OPEB) Asset was \$81,651 at year end, a decrease of \$1,616 from the prior year. The Net OPEB Asset represents the contributions to prefund WCCTAC's post-employment health care benefits of its employees. See Note 5 to the financial statements for further information.
- The Net Pension Liability of \$366,376 and related deferred outflows/inflows of resources are new balances related to the implementation of Governmental Accounting Standards Board (GASB) Statement No. 68 as discussed in Note 4 to the financial statements.
- Other assets and liabilities included normal business receivables and payables.

### Statement of Activities

The Statement of Activities presents program revenues and program expenses in detail, followed by general revenues.

WCCTAC's main revenue sources are member operating contributions, operating grants from the Contra Costa Transportation Authority (CCTA) for the Transportation Demand Management Program, STMP developer impact fees for capital projects, and other grant sources. In FY 2014-15, WCCTAC received \$387,068 in member contributions, \$555,299 in TDM grants, \$782,624 in STMP fees, and \$116,062 in other grants. Total program revenues in FY 2014-15 increased \$908,342 from the prior year to \$1,841,053, due to increases in all programs, but especially in collections of STMP fees.

WCCTAC's expenses increased from \$853,048 in FY 2013-14 to \$1,362,485, as increases in consultants related to program costs resulting from increased administrative and accounting costs and increased STMP developer impact fees collected in the current year as discussed in the Fund Financials Section below, as well as an increase of \$209,445 in pension expense related to the implementation of GASB Statement No. 68 discussed in Note 4 to the financial statements.

In FY 2014-15, WCCTAC's program revenues of \$1,841,053 were more than the program expenditures of \$1,362,485 which, when combined with the general revenues of \$13,511, resulted in an increase to net position of \$492,079. In FY 2013-14, the change in net position was an increase of \$84,754.

# FUND FINANCIAL STATEMENTS

# **Balance** Sheet

		Year	Ended		n	fference
	PY:	6/30/2014	C	Y: 6/30/2015		
ASSETS						
Cash & investments	\$	1,481,033	\$	2,121,377	\$	640,344
Revenue receivable	\$	324,809		487,177	\$	162,368
Total Assets		1,805,842		2,608,554		802,712
LIABILITIES						
Accounts payable	\$	10,130	\$	98,978	\$	88,848
Unearned revenue	\$	42,001	\$	42,000		(1)
Total Liabilities	_\$	52,131	\$	140,978		88,847
DEFERRED INFLOWS OF RESOUR	RCES					
Unavailable revenue	_\$	140,127		178,011	_\$	37,884
NET POSITION						
Restricted for:						
STMP	\$	1,353,733	\$	2,112,479	\$	758,746
Assigned to:						
Equipment Replacement	\$	1,800	\$	-	\$	(1,800)
Unused Accumulated Vacation	\$	11,177	\$	11,565	\$	388
Unassigned	\$	246,874	\$	165,521	\$	81,353
Total Fund Equity	\$	1,613,584		2,289,565	\$	675,981
Total Liabilities, Deferred						
Inflows of Resources &						
Fund Equity	\$	1,805,842	\$	2,608,554	\$	802,712

- Cash and investments increased because of increased STMP fees received due to increase development.
- Revenue receivables in FY 15 included TDM revenue, grants for a residential study and a high capacity transit survey.
- Revenue receivables in FY 14 included AC Transit's dues, TDM reimbursements, STMP receipts from San Pablo, and Lifeline Student Bus Pass Program reimbursements.

Advisory Committee Program		Year	Ended		Difference	
Advisory Committee Program	PY:	6/30/2014	CY:	6/30/2015	L	
REVENUES						
Intergovernmental						
Member contributions	\$	265,460	\$	425,359	\$	159,899
Measure C/J & TFCA	\$	-	\$	-	\$	-
Subregional Trans. Fees	\$	-	\$	-	\$	-
Other grants	\$	-	\$	-	\$	-
Other contributions	\$	-	\$	-	\$	-
Interest	\$	492	\$	1,219	\$	727
Total Revenues	\$	265,952	\$	426,578	\$	160,626
EXPENDITURES						
Salary and benefits	\$	190,820	\$	325,766	\$	134,946
Consultants	\$	137,803	\$	73,627	\$	(64,176)
Training & transportation	\$	2,050	\$	3,450	\$	1,400
Office expenses & supplies	\$	25,030	\$	46,788	\$	21,758
Publications & communications	\$	1,352	\$		\$	(1,352)
Total Expenditures	\$	357,055	\$	449,631	\$	92,576
EXCESS (DEFICIENCY) OF REVENUES						
OVER (UNDER) EXPENDITURES	\$	(91,103)	\$	(23,053)	\$	68,050
OTHER FINANCING SOURCES (USES)						
Transfers in	\$	-	\$	-	\$	-
Transfers (out)	\$	(23,689)	\$		\$	23,689
Total Other Financing Sources (Uses)		(23,689)	\$	-	\$	23,689
NET CHANGE IN FUND BALANCE	\$	(114,792)	\$	(23,053)	\$	91,739
Fund Balance (deficit) at beginning of year	\$	462,192	\$	347,400	\$	(114,792)
Fund Balance (deficit) at end of year	\$	347,400	\$	324,347	\$	(23,053)

# Revenues, Expenditures, and Fund Balances by Program

- Member contributions for FY 15 were increased back to previous levels after being reduced in FY 14 for one year by the Board of Directors.
- Salaries and benefits increased in FY 15 due to a full year's salary and benefit for the new Executive Director and TDM Manager plus six months of a 2<sup>nd</sup> Program Manager being on board for a full year.
- Consultant contracts in FY 15 include Legal Counsel, Accounting, contracted IT and website services. The reduction was due to the elimination of the Interim Executive Director.
- The increase in Office Expense and Supplies in FY 15 was primarily related to the office move.
- Transfers out in FY 14 were to the Other Reimbursable Projects Program to fund costs not covered by grants.

Transportation Demand Management (TDM)	ent (TDM) Year Ended				n	ifference
Program	PY:	6/30/2014	CY:	6/30/2015	D	
REVENUES						
Intergovernmental						
Member contributions	\$	-	\$	-	\$	-
Measure C/J & TFCA	\$	321,707	\$	480,740	\$	159,033
Subregional Trans. Fees	\$	-	\$	-	\$	-
Other grants	\$	-	\$	-	\$	-
Other contributions	\$	-	\$	-	\$	-
Interest	\$	_	\$		\$	-
Total Revenues	\$	321,707	\$	480,740	\$	159,033
EXPENDITURES						
Salary and benefits	\$	237,474	\$	318,585	\$	81,111
Consultants and special department expense	\$	116,025	\$	191,571	\$	75,546
Training & transportation	\$	3,012	\$	2,280	\$	(732)
Office expenses & supplies	\$	30,503	\$	28,016	\$	(2,487)
Publications & communications	\$	175	\$	-	\$	(175)
Total Expenditures	\$	387,189	\$	540,452	\$	153,263
EXCESS (DEFICIENCY) OF REVENUES						
OVER (UNDER) EXPENDITURES	\$	(65,482)	\$	(59,712)	\$	5,770
OTHER FINANCING SOURCES (USES)						
Transfers in	\$	-	\$	-	\$	-
Transfers (out)	\$		\$	-	\$	-
Total Other Financing Sources (Uses)	\$	-	\$	-	\$	-
NET CHANGE IN FUND BALANCE	\$	(65,482)	\$	(59,712)	\$	5,770
Fund Balance (deficit) at beginning of year	\$	(22,067)	\$	(87,549)	_\$	(65,482)
Fund Balance (deficit) at end of year	\$	(87,549)	\$	(147,261)	\$	(59,712)

# Revenues, Expenditures, and Fund Balances by Program (cont'd.)

- TDM revenues increased in FY 15 because of the improved economy. The decrease in FY14 was a continuing result of the recession.
- Salary and Benefits increased in FY 15 as a result of the new Executive Director and TDM Manager.
- The consultant costs in FY 15 reflect the increase in resources available for increased services because of the improve economy.
- The special department expense budget includes transit incentives, marketing and promotional work, and taxi vouchers for Guaranteed Ride Home Program (GRH) participants. The total costs are expected to fluctuate year by year in large part due to the unpredictability of the number of GRH participants.
- The negative fund balance in FY 15 is a result of unreimbursed costs associated with the TDM invoices received late after the end of FY15.

Subregional Transportation Mitigation Fee		Year	D	Difference		
Program (STMP)	PY:	6/30/2014	CY	06/30/2015	ע 	
REVENUES						
Intergovernmental						
Member contributions	\$	-	\$	-	\$	-
Measure C/J & TFCA	\$	-	\$	-	\$	-
Subregional Trans. Fees	\$	181,897	\$	782,624	\$	600,727
Other grants	\$	-	\$	-	\$	-
Other contributions	\$	-	\$	-	\$	-
Interest	\$	4,465	\$	12,292	\$	7,827
Total Revenues	\$	186,362	\$	794,916	\$	608,554
EXPENDITURES						
Salary and benefits	\$	1,500	\$	2,400	\$	900
Consultants	\$	72,307	\$	33,770	\$	(38,537)
Training & transportation	\$	-	\$	-	\$	-
Office expenses & supplies	\$	-	\$	-	\$	-
Publications & communications	\$		\$		\$	-
Total Expenditures	\$	73,807	\$	36,170	\$	(37,637)
EXCESS (DEFICIENCY) OF REVENUES						
OVER (UNDER) EXPENDITURES	\$	112,555	\$	758,746	\$	646,191
OTHER FINANCING SOURCES (USES)						
Transfers in	\$	-	\$	-	\$	-
Transfers (out)	_\$	-	_\$		\$	
Total Other Financing Sources (Uses)	\$		\$		\$	-
NET CHANGE IN FUND BALANCE	\$	112,555	\$	758,746	\$	646,191
Fund Balance (deficit) at beginning of year	\$	1,241,178	_\$	1,353,733	\$	112,555
Fund Balance (deficit) at end of year	\$	1,353,733	\$	2,112,479	\$	758,746

# Revenues, Expenditures, and Fund Balances by Program (cont'd.)

# Discussion

 STMP revenues increased significantly in FY 15 due to increased development in Contra Costa County, City of Richmond, City of Hercules and City of San Pablo.

 Consultant expenses in FY 15 include payments for continued planning costs for the Richmond BART Intermodal Project which were invoiced at a slower rate than anticipated.

Other Deimhungehle Dregner		Year	Difference			
Other Reimbursable Program	PY:	6/30/2014	CY:	6/30/2015	U	
REVENUES						
Intergovernmental			·			
Member contributions	\$	-	\$	-	\$	-
Measure C/J & TFCA	\$	20,375	\$	36,000	\$	15,625
Subregional Trans. Fees	\$	-	\$	-	\$	-
Other grants	\$	39,820	\$	80,062	\$	40,242
Other contributions	\$	-	\$	-	\$	-
Interest	\$	134	\$		\$	(134)
Total Revenues	\$	60,329	\$	116,062	\$	55,733
EXPENDITURES						
Salary and benefits	\$	-	\$	-	\$	-
Consultants and special department expense	\$	36,350	\$	116,062	\$	79,712
Training & transportation	\$	-	\$	-	\$	-
Office expenses & supplies	\$	-	\$	-	\$	-
Publications & communications	\$	-	\$		\$	-
Total Expenditures	\$	36,350	\$	116,062	\$	79,712
EXCESS (DEFICIENCY) OF REVENUES						
OVER (UNDER) EXPENDITURES	\$	23,979	\$	-	\$	(23,979)
OTHER FINANCING SOURCES (USES)						
Transfers in	\$	23,689	\$	-	\$	(23,689)
Transfers (out)	_\$	-	\$	-	\$	-
Total Other Financing Sources (Uses)	\$	23,689	\$		\$	(23,689)
NET CHANGE IN FUND BALANCE	\$	47,668	\$	-	\$	(47,668)
Fund Balance (deficit) at beginning of year	\$	(47,668)	\$		\$	47,668
Fund Balance (deficit) at end of year	\$	-	\$	<u> </u>	\$	-

# Revenues, Expenditures, and Fund Balances by Program (cont'd.)

- Reimbursable projects in FY 15 included Student Bus Pass Program, Residential survey and the High Capacity Transit study.
- All activity in FY 14 was comprised of the Student Bus Pass Program and the Smart Corridor project.
- Transfers in FY 14 were from the Advisory Committee Program to eliminate the program deficit.

		Year Ended				oifference
	PY: 6/30/2014		CY: 6/30/2015		Difference	
REVENUES						
Original	\$	1,139,451	\$	1,262,080	\$	122,629
Final	\$	1,023,351	\$	1,262,080	\$	238,729
Actual	\$	834,350	\$	1,818,296	\$	983,946
Variance with Final Budget +/(-)		(189,001)	_\$	556,216		
EXPENDITURES						
Original	\$	1,266,144	\$	1,212,194	\$	(53,950)
Final	\$	1,266,144	\$	1,212,194	\$	(53,950)
Actual	\$	854,401	_\$	1,142,315	\$	287,914
Variance with Final Budget +/(-)		411,743	_\$	69,879		
CHANGE IN FUND BALANCE - ACTUAL	\$	(20,051)	\$	675,981		
Fund Balance (deficit) at beginning of year	\$	1,633,635	_\$	1,613,584		
Fund Balance (deficit) at end of year	\$	1,613,584	\$	2,289,565		

# Revenues, Expenditures, and Fund Balances – Agency-Wide Budget and Actual

- In the FY 15 budget, STMP revenues and expenditures increased due to increased development
- The original budget decreased in FY 15 from FY 14 as a result of the elimination of the Interim Executive Director position.

# LOOKING AHEAD

### Financial Outlook by Program

WCCTAC suffered from the long recession but fortunately remains financially solid with stable dues. Available funding in some categories is expected to increase with improvements in the economy, which could allow for increased activity in the upcoming year. The specific outlook by program for next year (Fiscal Year 2016) is as follows:

<u>Advisory Committee:</u> No new positions are projected to be needed in the near future. Increases in expenditures are expected because of salary adjustments, increases in the costs of benefits, and the new (and higher) costs charged by the City of San Pablo for financial services. The higher financial costs will be offset by a decrease in the IT expenses as WCCTAC makes use of a private vendor rather than the City of San Pablo. Rents will be slightly higher than in years past given WCCTAC's new office location.

<u>TDM</u>: Revenues are expected to increase in the upcoming year as the economy continues to recover. Given the improving funding picture and given the availability of unspent program funds from previous years, there may be new efforts launched in this program area. This increased activity could include the addition of temporary, part-time staff to provide assistance.

<u>STMP</u>: Like TDM, revenues are expected to recover with an improved economy. The agency may begin to disburse funds to eligible projects, consistent with the intent of the program.

<u>Other Reimbursable Projects:</u> The agency will continue to develop its West County High Capacity Transit Study, with funding contributions from three different agencies (CCTA, BART and MTC). WCCTAC will continue to serve as a pass-thru for Measure J Student Bus Pass Program funds set aside for the administration of the program by WCCUSD.

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### WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE

### STATEMENT OF NET POSITION AND STATEMENT OF ACTIVITIES

The Statement of Net Position and the Statement of Activities summarize WCCTAC's entire financial activities and financial position. They are prepared on the same basis as is used by most businesses, which means they include all of WCCTAC's assets and deferred outflows of resources and all its liabilities and deferred inflows of resources, as well as all its revenues and expenses. This is known as the full accrual basis—the effect of all of WCCTAC's transactions are taken into account, regardless of whether or when cash changes hands.

The Statement of Net Position reports the difference between WCCTAC's total assets and deferred outflows of resources and WCCTAC's total liabilities and deferred inflows of resources, including all WCCTAC's capital assets and all its long-term debt. The Statement of Net Position focuses the reader on the composition of WCCTAC's net position, by subtracting total liabilities and deferred inflows of resources from total assets and deferred outflows of resources.

The Statement of Net Position summarizes the financial position of all WCCTAC's Governmental Activities in a single column. WCCTAC's Governmental Activities include the activities of its General Fund.

The Statement of Activities reports increases and decreases in WCCTAC's net position. It is also prepared on the full accrual basis, which means it includes all WCCTAC's revenues and all its expenses, regardless of when cash changes hands. This differs from the "modified accrual" basis used in the Fund financial statements, which reflect only current assets, current liabilities, current deferred inflows/outflows, available revenues and measurable expenditures.

The Statement of Activities presents WCCTAC's expenses first, listed by program. Program revenues—that is, revenues which are generated directly by these programs—are then deducted from program expenses to arrive at the net expense of each governmental program. WCCTAC's general revenues are then listed in the Governmental Activities column, as appropriate, and the Change in Net Position is computed and reconciled with the Statement of Net Position.

# WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE STATEMENT OF NET POSITION JUNE 30, 2015

	Governmental Activities
ASSETS	
Cash and investments (Note 2)	\$2,121,377
Program revenue receivable	487,177
Net OPEB asset (Note 5)	81,651
Total Assets	2,690,205
DEFERRED OUTFLOWS OF RESOURCES	
Related to pensions (Note 4)	91,383
LIABILITIES	
Accounts payable	98,978
Unearned revenue	42,000
Accrued compensated absences (Note 1 H)	22,290
Net pension liability (Note 4)	366,376
Total Liabilities	529,644
DEFERRED INFLOWS OF RESOURCES	
Related to pensions (Note 4)	123,120
NET POSITION (Note 6)	
Restricted for:	
Advisory Committee	253,974
STMP	2,112,032
Unrestricted	(237,182)
Total Net Position	\$2,128,824

See accompanying notes to financial statements

# WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE STATEMENT OF ACTIVITIES FOR THE YEAR ENDED JUNE 30, 2015

		Program	Revenues	Net (Expense) Revenue and Changes in Net Position
		Operating	Capital	
		Grants and	Grants and	Governmental
Functions/Programs	Expenses	Contributions	Contributions	Activities
Governmental Activities:				
Advisory Committee	\$563,123	\$387,068		(\$176,055)
Transportation Demand Management	646,484	555,299		(91,185)
STMP	36,816		\$782,624	745,808
Other reimbursable projects	116,062		116,062	
Total Governmental Activities	\$1,362,485	\$942,367	\$898,686	478,568
General revenues:				
Investment earnings				13,511
Total General Revenues				13,511
Change in Net Position				492,079
Net Position - Beginning, as restated (Note 6E)				1,636,745
Net Position - Ending				\$2,128,824

See accompanying notes to financial statements

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# WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE

# FUND FINANCIAL STATEMENTS

Major funds are defined generally as having significant activities or balances in the current year.

WCCTAC's **General Fund**, which accounts for all administrative, operating and other expenditures incurred by WCCTAC, and to account for member charges and project reimbursements, is its only fund and is therefore a major fund.

# WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE GENERAL FUND BALANCE SHEET JUNE 30, 2015

ASSETS	
ASSEIS	

Cash and investments (Note 2)	\$2,121,377
Program revenue receivable	487,177
Total Assets	\$2,608,554
LIABILITIES	
Accounts payable	\$98,978
Unearned revenue	42,000
Total Liabilities	140,978
DEFERRED INFLOWS OF RESOURCES	
Unavailable revenue - program revenue receivable	178,011
FUND EQUITY	
Fund Balance (Note 6)	
Restricted for: STMP	2,112,479
Assigned to: Unused Accumulated Vacation	11,565
Unassigned	165,521
Total Fund Equity	2,289,565
Total Liabilities, Deferred Inflows of Resources and Fund Equity	\$2,608,554
Amounts reported for Governmental Activities in the Statement of Net Position are different from those reported in the Governmental Funds above because of the following:	
FUND EQUITY	\$2,289,565
ACCRUAL OF NON-CURRENT REVENUES Revenues which are unavailable on the Fund Balance Sheet, because they are not available currently, are taken into revenue in the Statement of Activities.	178,011
LONG TERM ASSETS AND LIABILITIES The assets and liabilities below are not due and payable in the current period and therefore are not reported in the Fund: Net OPEB asset Non-current portion of compensated absences Net pension liability and deferred outflows/inflows related to pensions	81,651 (22,290) (398,113)
NET POSITION OF GOVERNMENTAL ACTIVITIES	\$2,128,824

See accompanying notes to the financial statements

# WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE GENERAL FUND STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES FOR THE YEAR ENDED JUNE 30, 2015

	Programs				
	Transportation		Other	General	
	Advisory	Demand		Reimbursable	Fund
	Committee	Management	STMP	Projects	Total
REVENUES					
Intergovernmental (Note 1B):					
Member contributions	\$425,359				\$425,359
Measure C/J and AB434/TFCA		\$480,740		\$36,000	516,740
Subregional Transportation Fees			\$782,624		782,624
Other grants				80,062	80,062
Interest	1,219		12,292		13,511
Total Revenues	426,578	480,740	794,916	116,062	1,818,296
EXPENDITURES					
Current:					
Salary and benefits	325,766	318,585	2,400		646,751
Consultants	73,627	191,571	33,770	116,062	415,030
Training	3,450	2,280			5,730
Office expense and supplies	46,788	28,016			74,804
Total Expenditures	449,631	540,452	36,170	116,062	1,142,315
NET CHANGE IN FUND BALANCES	(23,053)	(59,712)	758,746		675,981
Program/Fund balances (deficits) at beginning of year	347,400	(87,549)	1,353,733		1,613,584
Program/Fund balances (deficits) at end of year	\$324,347	(\$147,261)	\$2,112,479		\$2,289,565

See accompanying notes to the financial statements

# WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE Reconciliation of the NET CHANGE IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS with the STATEMENT OF ACTIVITIES JUNE 30, 2015

The schedule below reconciles the Net Changes in Fund Balances reported on the Governmental Funds Statement of Revenues, Expenditures and Changes in Fund Balance, which measures only changes in current assets and current liabilities on the modified accrual basis, with the Change in Net Position of Governmental Activities reported in the Statement of Activities, which is prepared on the full accrual basis.

# NET CHANGE IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS \$675,981

Amounts reported for governmental activities in the Statement of Activities are different because of the following:

#### ACCRUAL OF NON-CURRENT ITEMS

The amounts below included in the Statement of Activities do not provide or (require) the use of	
current financial resources and therefore are not reported as revenue or expenditures in	
governmental funds (net change):	
Unavailable revenue	37,884
Net OPEB asset	(1,616)
Compensated absences	(10,725)
Net pension liability and deferred outflows/inflows of resources related to pensions	(209,445)
CHANGE IN NET POSITION OF GOVERNMENTAL ACTIVITIES	\$492,079

See accompanying notes to financial statements

# WEST CONTRA COSTA TRANSPORTATION ADVISORY COMMITTEE GENERAL FUND STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES BUDGET AND ACTUAL FOR THE YEAR ENDED JUNE 30, 2015

	Budgeted Amounts			Variance with Final Budget Positive	
	Original	Final	Actual	(Negative)	
REVENUES					
Intergovernmental:					
Member contributions	\$388,464	\$388,464	\$425,359	\$36,895	
Measure C and AB434/TFCA	494,451	494,451	516,740	22,289	
Subregional Transportation Fees	253,047	253,047	782,624	529,577	
Other grants	122,318	122,318	80,062	(42,256)	
Interest	3,800	3,800	13,511	9,711	
Total Revenues	1,262,080	1,262,080	1,818,296	556,216	
EXPENDITURES					
Current:					
Salary and benefits	646,819	646,819	646,751	68	
Consultants	480,043	480,043	415,030	65,013	
Training	7,000	7,000	5,730	1,270	
Office expense and supplies	78,332	78,332	74,804	3,528	
Total Expenditures	1,212,194	1,212,194	1,142,315	69,879	
CHANGE IN FUND BALANCE	\$49,886	\$49,886	675,981	\$626,095	
Fund balance at beginning of year			1,613,584		
Fund balance at end of year			\$2,289,565		

See accompanying notes to financial statements

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### NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### A. Organization

The West Contra Costa Transportation Advisory Committee (WCCTAC) was formed in 1990 for the purpose of creating a city, county and transit district transportation advisory committee which would protect and advance the interests of the West Contra Costa County communities with regard to transportation issues in general and the utilization of Measure "C" and State Assembly Bill 434 funds in particular; and State Transportation funds for the Richmond Intermodal Station Project. Measure "C" expired in March 2009 and was replaced by Measure "J." The current members of WCCTAC are the Cities of El Cerrito, Hercules, Pinole, Richmond, and San Pablo; Alameda - Contra Costa Transit District, County of Contra Costa, San Francisco Bay Area Rapid Transit District, and the Western Contra Costa Transit Authority.

WCCTAC is controlled by a Governing Board consisting of eleven members--three members of the City Council of the City of Richmond, one member each of the City Councils of the Cities of El Cerrito, Hercules, Pinole and San Pablo, one member from Contra Costa County Board of Supervisors, one member of the governing body of rail transit districts operating within WCCTAC's boundaries, and one member of the governing body of each of the bus transit districts operating within WCCTAC's boundaries.

Oversight responsibility and control of WCCTAC's affairs is exercised by its Governing Board. Officers of WCCTAC include the Chair, Vice Chair, Treasurer and Secretary. The Finance Director of the City of Pablo serves as WCCTAC's Treasurer. The City of San Pablo maintains custody of all monies and funds, and maintains related accounting records.

#### B. Programs

WCCTAC's General Fund activity is separated into five programs.

WCCTAC general operations, including transportation planning, congestion management and project oversight, are accounted for in the Advisory Committee Program. These activities are funded through WCCTAC member contributions, which are a proportionate share of expenses incurred based upon a formula/dollar amount outlined in the Joint Exercise of Powers Agreement. No additional charges may be assessed without the written consent of the members. \$388,684 in charges were assessed for fiscal year 2014/2015.

The Transportation Demand Management (TDM) Program is responsible for educating local employers, residents and retailers on transportation issues and alternatives. The TDM Program assists with developing, marketing and implementing alternative transportation programs. The TDM Program is funded by State of California Assembly Bill 434 funds distributed by the Bay Area Air Quality Management District through the Program Manager through the Transportation Fund for Clean Air (TFCA) by Contra Costa County Measures "C" and "J" transportation sales tax funds. Prior to fiscal year 2008, this program was called the Transportation System Management Program.

The Subregional Transportation Mitigation Program (STMP) is a new program for WCCTAC. This program was established in 1997 and, until fiscal year 2007, it was administered by the Contra Costa Transportation Authority. During fiscal year 2007 the administration for the program was transferred to WCCTAC. STMP fees are collected by Contra Costa County along with the cities of El Cerrito, Hercules, Pinole, Richmond and San Pablo and remitted to WCCTAC. The fees are to be used for transportation improvements to serve the WCCTAC area.

### NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

The **Other Reimbursable Projects Program** is used for projects administered by WCCTAC that are fully reimbursed by other agencies.

### C. Reporting Entity

WCCTAC is the only entity included in these financial statements.

### D. Basis of Presentation

WCCTAC's Basic Financial Statements are prepared in conformity with accounting principles generally accepted in the United States of America. The Government Accounting Standards Board is the acknowledged standard setting body for establishing accounting and financial reporting standards followed by governmental entities in the United States of America.

These Standards require that the financial statements described below be presented.

*Government-wide Statements:* The Statement of Net Position and the Statement of Activities display information about the primary government (WCCTAC). These statements include the financial activities of the overall government. Governmental activities generally are financed through intergovernmental revenues.

The Statement of Activities presents a comparison between direct expenses and program revenues of each function of WCCTAC's governmental activities. Direct expenses are those that are specifically associated with a program or function and, therefore, are clearly identifiable to a particular function. Program revenues include (a) charges paid by the recipients of goods or services offered by the programs, (b) grants and contributions that are restricted to meeting the operational needs of a particular program and (c) fees, grants and contributions that are restricted to financing the acquisition or construction of capital assets. Revenues that are not classified as program revenues are presented as general revenues.

*Fund Financial Statements:* The fund financial statements provide information about WCCTAC's funds. The emphasis of fund financial statements is on major individual governmental funds.

### E. Major Fund

WCCTAC's major governmental-type funds are required to be identified and presented separately in the fund financial statements. WCCTAC's **General Fund**, which accounts for all administrative, operating and other expenditures incurred by WCCTAC, and to account for member charges and project reimbursements, is its only fund and is therefore a major fund.

### F. Basis of Accounting

The government-wide financial statements are reported using the *economic resources measurement focus* and the full *accrual basis* of accounting. Revenues are recorded when *earned* and expenses are recorded at the time liabilities are *incurred*, regardless of when the related cash flows take place.

### NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Governmental funds are reported using the *current financial resources* measurement focus and the *modified accrual* basis of accounting. Under this method, revenues are recognized when *measurable and available*. WCCTAC considers all revenues reported in the governmental funds to be available if the revenues are collected within forty-five days after year-end. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as *expenditures* in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as *other financing sources*.

h

Those revenues susceptible to accrual are interest and intergovernmental revenues.

Grant revenues are recognized in the fiscal year in which all eligibility requirements are met. Under the terms of grant agreements, WCCTAC may fund certain programs with a combination of cost-reimbursement grants and general revenues. Thus, both restricted and unrestricted net position may be available to finance program expenditures. WCCTAC's policy is to first apply restricted grant resources to such programs, followed by general revenues if necessary.

### G. Deferred Outflows/Inflows of Resources

In addition to assets, the statement of net position or balance sheet report a separate section for deferred outflows of resources. This separate financial statement element, *deferred outflows of resources*, represents a consumption of net position or fund balance that applies to a future period(s) and so will *not* be recognized as an outflow of resources (expense/expenditure) until then. WCCTAC only has one item that qualifies for reporting in this category related to pensions as discussed in Note 4.

In addition to liabilities, the statement of net position and balance sheet report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. WCCTAC has one item that qualifies for reporting in this category, unavailable revenue, which arises only under a modified accrual basis of accounting. Accordingly, unavailable revenue is reported only in the governmental funds balance sheet. The governmental funds report unavailable revenues from due from program revenues receivable. WCCTAC also has deferred inflows of resources related to pensions as discussed in Note 4. These amounts are deferred and recognized as an inflow of resources in the period that the amounts become available.

### NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### H. Compensated Absences

Compensated absences comprise unpaid vacation leave, which is accrued as earned. Sick pay does not vest and therefore is not accrued. The liability for compensated absences is determined annually and is recorded in the Statement of Net Position.

The changes in compensated absences were as follows:

Beginning Balance	\$11,565
Additions	25,567
Payments	(14,842)
Ending Balance	\$22,290

#### I. Estimates and Assumptions

The preparation of financial statements in conformity with generally accepted accounting principles (GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

### NOTE 2 – CASH AND INVESTMENTS

WCCTAC's cash is controlled and invested by the City of San Pablo, which also provides working capital when required. WCCTAC pools cash from all sources and all funds with the City of San Pablo so that it can be invested at the maximum yield, consistent with safety and liquidity, while individual funds can make expenditures at any time. The City's Investment Policy and the California Government Code permits investments in Securities of the U.S. Government and its Agencies, State Notes and Bonds, Municipal Notes and Bonds, Certificates of Deposit (Time Deposits with Commercial Banks or Savings and Loans), Bankers Acceptances, Commercial Paper, State of California Local Agency Investment Fund (LAIF Pool), Repurchase Agreements (Collateralized by U.S. Treasury Securities), and Money Market and Mutual Funds. The details of the City of San Pablo's investment pool can be found in the City's Basic Financial Statements.

WCCTAC's investment in the City of San Pablo investment pool is stated at fair value, as required by generally accepted accounting principles. Each program's cash and investment (overdraft) balance at June 30, 2015 was as follows:

Advisory Committee	\$310,965
Transportation Demand Management	(111,433)
STMP	1 <b>,919,8</b> 44
Other Reimbursable Projects	2,001
	\$2,121,377

### NOTE 3 – CAPITAL ASSETS

Capital assets used in governmental fund type operations are accounted for in the Statement of Net Position, rather than in governmental funds. All capital assets are valued at historical cost or estimated historical cost if actual historical cost is not available.

All capital assets with limited useful lives are depreciated over their estimated useful lives. The purpose of depreciation is to spread the cost of capital assets equitably among all users over the life of these assets. The amount charged to depreciation expense each year represents that year's pro rata share of the cost of capital assets. Depreciation of all capital assets is charged as an expense against operations each year and the total amount of depreciation taken over the years, called accumulated depreciation, is reported on the balance sheet as a reduction in the book value of capital assets.

Depreciation is provided using the straight line method, which means the cost of the asset is divided by its expected useful life in years and the result is charged to expense each year until the asset is fully depreciated. The WCCTAC has assigned the useful lives and capitalization thresholds listed below to capital assets.

	Useful Lives	Capitalization	
	Years	Threshold	
Equipment	5	\$5,000	
Furniture	5	5,000	

There were no additions to WCCTAC's capital assets during fiscal year 2015, and since July 1, 2003 WCCTAC's capital assets have been fully depreciated. With its move to new administrative offices, all of WCCTAC's prior capital assets were retired during fiscal year 2015 and the assets purchased to replace those retired assets did not meet the capitalization thresholds above. Capital assets at June 30 comprise:

	Balance at		Balance at
	June 30, 2014	Retirements	June 30, 2015
Governmental activities			
Capital assets being depreciated:			
Equipment	\$9,327	(\$9,327)	
Furniture	4,729	(4,729)	
Total capital assets being depreciated	14,056	(14,056)	
Less accumulated depreciation for:			
Equipment	(9,327)	9,327	
Furniture	(4,729)	4,729	
Total accumulated depreciation	(14,056)	14,056	
Governmental activity capital assets, net			

### NOTE 4 – PENSION PLAN

#### A. General Information about the Pension Plans

*Plan Descriptions* – Prior to January 1, 2014, WCCTAC's employees participated in the City of San Pablo's Miscellaneous Employee Pension Plan offered by California Public Employees Retirement System (CalPERS), an agent multiple employer defined benefit pension plan which acts as a common investment and administrative agent for its participating member employers. CalPERS provides retirement and disability benefits, annual cost of living adjustments and death benefits to plan members, who must be public employees and beneficiaries. Benefit provisions under the Plan were established by State statute and City resolution.

In September 2013, WCCTAC adopted a Resolution of Intention to separate from the City of San Pablo retirement system and enter into a separate contract with CalPERS for a retirement program. The contract was executed in October 2013 and as of January 1, 2014, WCCTAC's employees transferred to a cost-sharing multiple employer defined benefit pension plan administered by CalPERS.

All qualified permanent, probationary and part-time employees are eligible to participate in the WCCTAC's Miscellaneous Employee Pension Rate Plan. WCCTAC's Miscellaneous Rate Plan is part of the public agency cost-sharing multiple-employer defined benefit pension plan (PERF C), which is administered by the CalPERS. PERF C consists of a miscellaneous pool and a safety pool (also referred to as "risk pools"), which are comprised of individual employer miscellaneous and safety rate plans, respectively. Individual employers may sponsor more than one miscellaneous and safety rate plan. The employer participates in one cost-sharing multiple-employer defined benefit pension plan regardless of the number of rate plans the employer sponsors. WCCTAC sponsors two miscellaneous rate plans. Benefit provisions under the Plan are established by State statute and WCCTAC Resolution. CalPERS issues publicly available reports that include a full description of the pension plan regarding benefit provisions, assumptions and membership information that can be found on the CalPERS website.

**Benefits Provided** – CalPERS provides service retirement and disability benefits, annual cost of living adjustments and death benefits to plan members, who must be public employees and beneficiaries. Benefits are based on years of credited service, equal to one year of full time employment. Members with five years of total service are eligible to retire at age 50 with statutorily reduced benefits. All members are eligible for non-duty disability benefits after 10 years of service. The death benefit is one of the following: the Basic Death Benefit, the 1957 Survivor Benefit, or the Optional Settlement 2W Death Benefit. The cost of living adjustments for the plan are applied as specified by the Public Employees' Retirement Law. The Pension Reform Act of 2013 (PEPRA), Assembly Bill 340, is applicable to employees new to CALPERS, and hired after December 31, 2012, and not subject to grandfathering into the previously existing Plan.

## NOTE 4 – PENSION PLAN (Continued)

The Plan's provisions and benefits in effect at June 30, 2015, are summarized as follows:

	Miscellaneous		
	Classic Tier	PEPRA Tier	
	Prior to	On or after	
Hire date	January 1, 2013	January 1, 2013	
Benefit formula	2.5% @ 55	2% @ 62	
Benefit vesting schedule	5 years service	5 years service	
Benefit payments	monthly for life	monthly for life	
Retirement age	50 - 55	52 - 67	
Monthly benefits, as a % of eligible compensation	2.0% to 2.5%	1.0% to 2.5%	
Required employee contribution rates	8%	6.25%	
Required employer contribution rates	15.701%	6.25%	

**Contributions** – Section 20814(c) of the California Public Employees' Retirement Law requires that the employer contribution rates for all public employers be determined on an annual basis by the actuary and shall be effective on the July 1 following notice of a change in the rate. Funding contributions for both Plans are determined annually on an actuarial basis as of June 30 by CalPERS. The actuarially determined rate is the estimated amount necessary to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. WCCTAC is required to contribute the difference between the actuarially determined rate and the contribution rate of employees.

For the year ended June 30, 2015, WCCTAC made contributions to the Plan of \$78,336.

## B. Pension Liabilities, Pension Expenses and Deferred Outflows/Inflows of Resources Related to Pensions

For purposes of measuring the net pension liability and deferred outflows/inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Plan and additions to/deductions from the Plan's fiduciary net position have been determined on the same basis as they are reported by the CalPERS Financial Office. For this purpose, benefit payments (including refunds of employee contributions) are recognized when currently due and payable in accordance with the benefit terms. Investments are reported at fair value.

As of June 30, 2015, WCCTAC reported a net pension liability for its proportionate share of the net pension liability of the Plan in the amount of \$366,376.

#### NOTE 4 – PENSION PLAN (Continued)

WCCTAC's net pension liability for the Plan is measured as the proportionate share of the of the net pension liability of the Plan. The net pension liability of the Plan is measured as of June 30, 2014, and the total pension liability for the Plan used to calculate the net pension liability was determined by an actuarial valuation as of June 30, 2013 rolled forward to June 30, 2014 using standard update procedures. WCCTAC's proportion of the net pension liability was based on a projection of WCCTAC's long-term share of contributions to the pension plan relative to the projected contributions of all participating employers, actuarially determined. WCCTAC's proportionate share of the net pension liability for the Plan as of June 30, 2013 and 2014 was as follows:

	Miscellaneous
Proportion - June 30, 2013	2.03008%
Proportion - June 30, 2014	0.58900%
Change - Increase (Decrease)	-1.44108%

WCCTAC's net pension liability as of June 30, 2013 was measured as the proportionate share of the City of San Pablo's Miscellaneous Plan, because WCCTAC still participated in that Plan as of that measurement date.

For the year ended June 30, 2015, WCCTAC recognized pension expense of \$165,480. At June 30, 2015, WCCTAC reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Pension contributions subsequent to measurement date	\$78,336	-
Differences between actual and expected experience	-	-
Changes in assumptions Change in employer's proportion and differences between the employer's contributions and the employer's	-	-
proportionate share of contributions Net differences between projected and actual earnings	13,047	-
on plan investments	<u> </u>	(\$123,120)
Total	\$91,383	(\$123,120)

#### NOTE 4 – PENSION PLAN (Continued)

\$78,336 reported as deferred outflows of resources related to contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the year ended June 30, 2016. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized as pension expense as follows:

Year Ended	Annual
June 30	Amortization
2016	(\$26,121)
2017	(26,121)
2018	(27,051)
2019	(30,780)
2020	-
Thereafter	-

Actuarial Assumptions – For the measurement period ended June 30, 2014, the total pension liabilities were determined by rolling forward the June 30, 2013 total pension liability. The June 30, 2013 and June 30, 2014 total pension liabilities were based on the following actuarial methods and assumptions for all benefit tiers:

	Miscellaneous	
Valuation Date	June 30, 2013	
Measurement Date	June 30, 2014	
Actuarial Cost Method	Entry-Age Normal Cost Method	
Actuarial Assumptions:		
Discount Rate	7.5%	
Inflation	2.75%	
Payroll Growth	3.0%	
Projected Salary Increase	3.3% - 14.2% (1)	
Investment Rate of Return	7.5% (2)	
Mortality Rate Table	Derived using CalPERS Membership	
	Data for all Funds (3)	
Post Retirement Benefit Increase	Contract COLA up to 2.75% until Purchasing Power Protection Allowance Floor on Purchasing Power applies, 2.75% thereafter	

(1) Depending on age, service and type of employment

(2) Net of pension plan investment and administrative expenses; includes inflation

(3) The mortality table used was developed based on CalPERS' specific data. The table includes 20 years of mortality improvements using Society of Actuaries Scale BB. For more details on this table, please refer to the CalPERS 2014 experience study report available on the CalPERS website.

### NOTE 4 – PENSION PLAN (Continued)

All other actuarial assumptions used in the June 30, 2013 valuation were based on the results of a January 2014 actuarial experience study for the period 1997 to 2011, including updates to salary increase, mortality and retirement rates. Further details of the Experience Study can be found on the CalPERS website under Forms and Publications.

**Discount Rate** – The discount rate used to measure the total pension liability was 7.50% for the Plan. To determine whether the municipal bond rate should be used in the calculation of a discount rate for the plan, CalPERS stress tested plans that would most likely result in a discount rate that would be different from the actuarially assumed discount rate. Based on the testing, none of the tested plans run out of assets. Therefore, the current 7.50% discount rate is adequate and the use of the municipal bond rate calculation is not necessary. The long term expected discount rate of 7.50% will be applied to all plans in the Public Employees Retirement Fund (PERF). The stress test results are presented in a detailed report that can be obtained from the CalPERS website.

According to Paragraph 30 of Statement 68, the long-term discount rate should be determined without reduction for pension plan administrative expense. The 7.50% investment return assumption used in this accounting valuation is net of administrative expenses. Administrative expenses are assumed to be 15 basis points. An investment return excluding administrative expenses would have been 7.65%. Using this lower discount rate has resulted in a slightly higher Total Pension Liability and Net Pension Liability. CalPERS deemed this difference immaterial to the Public Agency Cost-Sharing Multiple-Employer Defined Benefit Pension Plan.

CalPERS is scheduled to review all actuarial assumptions as part of its regular Asset Liability Management (ALM) review cycle that is scheduled to be completed in February 2018. Any changes to the discount rate will require Board action and proper stakeholder outreach. For these reasons, CalPERS expects to continue using a discount rate net of administrative expenses for GASB 67 and 68 calculations through at least the 2017-18 fiscal year. CalPERS will continue to check the materiality of the difference in calculation until such time as they have changed their methodology.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class.

In determining the long-term expected rate of return, CalPERS took into account both short-term and long-term market return expectations as well as the expected pension fund cash flows. Such cash flows were developed assuming that both members and employers will make their required contributions on time and as scheduled in all future years. Using historical returns of all the funds' asset classes, expected compound (geometric) returns were calculated over the short-term (first 10 years) and the long-term (11-60 years) using a building-block approach. Using the expected nominal returns for both short-term and long-term, the present value of benefits was calculated for each fund. The expected rate of return was set by calculating the single equivalent expected return that arrived at the same present value of benefits for cash flows as the one calculated using both short-term and long-term returns. The expected rate of return was then set equivalent to the single equivalent rate calculated above and rounded down to the nearest one quarter of one percent.

## NOTE 4 – PENSION PLAN (Continued)

The table below reflects the long-term expected real rate of return by asset class. The rate of return was calculated using the capital market assumptions applied to determine the discount rate and asset allocation. These geometric rates of return are net of administrative expenses.

	New		
	Strategic	Real Return	Real Return
Asset Class	Allocation	Years 1 - 10(a)	Years 11+(b)
Global Equity	47.0%	5.25%	5.71%
Global Fixed Income	19.0%	0.99%	2.43%
Inflation Sensitive	6.0%	0.45%	3.36%
Private Equity	12.0%	6.83%	6.95%
Real Estate	11.0%	4.50%	5.13%
Infrastructure and Forestland	3.0%	4.50%	5.09%
Liquidity	2.0%	-0.55%	-1.05%
Total	100.0%		

(a) An expected inflation of 2.5% used for this period.

(b) An expected inflation of 3.0% used for this period.

Sensitivity of the Proportionate Share of the Net Pension Liability to Changes in the Discount Rate – The following presents WCCTAC's proportionate share of the net pension liability for the Plan, calculated using the discount rate for the Plan, as well as what the WCCTAC's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage point lower or 1-percentage point higher than the current rate:

	Miscellaneous		
	Classic	PEPRA	
1% Decrease	6.50%	6.50%	
Net Pension Liability	\$652,769	\$0	
Current Discount Rate	7.50%	7.50%	
Net Pension Liability	\$366,376	\$0	
1% Increase	8.50%	8.50%	
Net Pension Liability	\$128,697	\$0	

**Pension Plan Fiduciary Net Position** – Detailed information about the pension plan's fiduciary net position is available in the separately issued CalPERS financial reports.

#### NOTE 5 – POST RETIREMENT HEALTHCARE BENEFITS

Prior to January 1, 2015, WCCTAC's employees participated in the City of San Pablo's Retiree Health Savings Plan, an agent multiple-employer defined benefit healthcare plan. Coverage is also provided for spouses of employees having a minimum of 20 years of service at retirement. As of June 30, 2015, there were two WCCTAC participants receiving these health care benefits.

As of January 1, 2015, WCCTAC established its own Health Savings Plan (the Plan), but the assets of the Plan continue to be administered by the City of San Pablo. The Plan provisions and benefits in effect at June 30, 2015 are summarized as follows:

Benefit Types Provided	Medical only
Duration of Benefits	To age 65
Required Service	15 years
Minimum Age	50
Dependent Coverage	Yes
Employer Contribution	100% to cap
Contribution Cap per Month (Basic)	\$135

During fiscal year 2006, WCCTAC early-implemented the provisions of Governmental Accounting Standards Board Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. This Statement establishes uniform financial reporting standards for employers providing postemployment benefits (OPEB). As part of the implementation, WCCTAC elected to participate in an irrevocable trust established to provide a funding mechanism for the OPEB and to apply the provisions of the statement on a prospective basis. The activities of the Trust are accounted for in the City of San Pablo's (the Plan Administrator) Retiree Health Savings Plan Trust Fund.

### **Funding Policy and Actuarial Assumptions**

WCCTAC prefunds these benefits by accumulating assets in the Trust Fund discussed above. The annual required contribution (ARC) was determined as part of a January 1, 2015 actuarial valuation using the entry age normal actuarial cost method. This is a projected benefit cost method, which takes into account those benefits that are expected to be earned in the future as well as those already accrued. The actuarial assumptions included (a) 6.8% investment rate of return, (b) 2.5% projected annual salary increase, and (c) 4% health inflation increases. The actuarial methods and assumptions used include techniques that smooth the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets. Actuarial calculations reflect a long-term perspective and actuarial valuations involve estimates of the value of reported amounts and assumptions about the probability of events far into the future. Actuarially determined amounts are subject to revision at least biannually as results are compared to past expectations and new estimates are made about the future. WCCTAC's OPEB unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll using a 15 year amortization period.

#### **NOTE 5 – POST RETIREMENT HEALTHCARE BENEFITS (Continued)**

WCCTAC's annual contributions to the Plan are based on pay-as-you-go financing. Generally accepted accounting principles permit assets to be treated as OPEB assets and deducted from the Actuarial Accrued Liability when such assets are placed in an irrevocable trust or equivalent arrangement. Contributions to the Plan's Trust did not begin until April 20, 2006. During the fiscal year ended June 30, 2015, WCCTAC contributed \$3,489 to the Plan, representing pay-as-you-go premiums. As a result, WCCTAC has calculated and recorded the Net OPEB Asset, representing the difference between the ARC and contributions, as presented below:

Annual required contribution	\$187
Interest on net OPEB obligation (asset)	(5,662)
Adjustment to annual required contribution	10,580
Annual OPEB cost	5,105
Contributions made	(3,489)
(Decrease) increase in net OPEB obligations	1,616
Net OPEB obligation (asset) June 30, 2014	(83,267)
Net OPEB obligation (asset) June 30, 2015	(\$81,651)

The Plan's annual required contributions and actual contributions for the last three fiscal years are set forth below:

			Percentage of	
			Annual OPEB	Net OPEB
	Annual OPEB	Actual	Cost	Obligation
Fiscal Year	Cost	Contribution	Contributed	(Asset)
6/30/2013	\$5,719	\$1,128	19.72%	(\$82,627)
6/30/2014	1,886	2,526	133.93%	(83,267)
6/30/2015	5,105	3,489	68.34%	(81,651)

The Schedule of Funding Progress below and the required supplementary information immediately following the notes to the financial statements presents trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Trend data from the three most recent actuarial studies is presented below:

						Overfunded
			Overfunded			(Underfunded)
		Entry Age	(Underfunded)			Actuarial
	Actuarial	Actuarial	Actuarial			Liability as
Actuarial	Value of	Accrued	Accrued	Funded	Covered	Percentage of
Valuation	Assets	Liability	Liability	Ratio	Payroll	Covered Payroll
Date	(A) ·	<u>(B)</u>	(A - B)	(A/B)	(C)	[(A - B)/C]
1/1/2015	\$108,828	\$76,167	\$32,661	142.88%	\$281,224	11.6%

WCCTAC's Plan does not issue separate financial statements. Audited annual financial statements for the City of San Pablo's Retiree Health Savings Plan Trust Fund are available from the City of San Pablo, Finance Department, 13831 San Pablo Avenue, San Pablo, CA 94806

## NOTE 6 – NET POSITION AND FUND BALANCES

Governmental fund balances represent the net current assets of each fund. Net current assets generally represent a fund's cash, receivables and deferred outflows of resources, less its liabilities and deferred inflows of resources.

Net Position is measured on the full accrual basis while Fund Balance is measured on the modified accrual basis, as explained in Note 1D.

#### A. Net Position

Net Position is the excess of all WCCTAC's assets and deferred outflows of resources over all its liabilities and deferred inflows of resources, regardless of fund. Net Position is divided into two captions. These captions apply only to Net Position, which is determined only at the Government-wide level, and are described below:

*Restricted* describes the portion of Net Position which is restricted as to use by the terms and conditions of agreements with outside parties, governmental regulations, laws, or other restrictions which WCCTAC cannot unilaterally alter.

Unrestricted describes the portion of Net Position which is not restricted as to use.

#### **B.** Fund Balances

Governmental fund balances represent the net current assets of each fund. Net current assets generally represent a fund's cash, receivables and deferred outflows of resources, less its liabilities and deferred inflows of resources.

WCCTAC's fund balances are classified based on spending constraints imposed on the use of resources. For programs with multiple funding sources, WCCTAC prioritizes and expends funds in the following order: Restricted, Committed, Assigned, and Unassigned. Each category in the following hierarchy is ranked according to the degree of spending constraint:

*Nonspendable* represents balances set aside to indicate items do not represent available, spendable resources even though they are a component of assets. Fund balances required to be maintained intact, such as Permanent Funds, and assets not expected to be converted to cash, such as prepaids, are included. However, if proceeds realized from the sale or collection of nonspendable assets are restricted, committed or assigned, then Nonspendable amounts are required to be presented as a component of the applicable category.

*Restricted* fund balances have external restrictions imposed by creditors, grantors, contributors, laws, regulations, or enabling legislation which requires the resources to be used only for a specific purpose. Encumbrances and nonspendable amounts subject to restrictions are included along with spendable resources.

*Committed* fund balances have constraints imposed by formal action of the Board of Directors which may be altered only by formal action of the Board of Directors. Encumbrances and nonspendable amounts subject to Board commitments are included along with spendable resources.

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### NOTE 6 – NET POSITION AND FUND BALANCES (Continued)

Assigned fund balances are amounts constrained by WCCTAC's intent to be used for a specific purpose, but are neither restricted nor committed. Intent is expressed by the Board or its designee, the Executive Director, and may be changed at the discretion of the Board or its designee. This category includes encumbrances and nonspendables when it is WCCTAC's intent to use proceeds or collections for a specific purpose.

*Unassigned* fund balance represents residual amounts that have not been restricted, committed, or assigned. This includes the residual general fund balance.

#### C. Contingency Arrangement

WCCTAC's General Fund Reserve Policy requires WCCTAC to maintain an Emergency Reserve of \$10,000 to handle any unforeseen contingencies in the future to be used only upon approval of the Executive Director. As of June 30, 2015, the Emergency Reserve balance, which is reported within the unassigned fund balance of the General Fund, was \$10,000.

#### **D.** Minimum Fund Balance Policy

WCCTAC's General Fund Reserve Policy requires WCCTAC to strive to maintain \$120,000, or the equivalent of two months of expenses, in the General Fund's Unassigned Fund Balance to mitigate current and future risks and preserve service levels. The balance of Unassigned Fund Balance, including the Emergency Reserve discussed above, comprised the following as of June 30, 2015:

Advisory Committee:	•
Emergency Reserve	\$10,000
Unassigned	303,181
Program Deficits:	
Transportation Demand Management	(147,261)
Other Reimbursable Projects	(399)
Unassigned Fund Balance	\$165,521

#### **NOTE 6 – NET POSITION AND FUND BALANCES (Continued)**

#### E. Prior Period Adjustments

Management adopted the provisions of the following Governmental Accounting Standards Board (GASB) Statements, which became effective during the year ended June 30, 2015.

GASB Statement No. 68 – In June 2012, GASB issued Statement No. 68, Accounting and Financial Reporting for Pensions—an amendment of GASB Statement No. 27. The intension of this Statement is to improve the decision-usefulness of information in employer and governmental non-employer contributing entity financial reports and enhance its value for assessing accountability and inter-period equity by requiring recognition of the entire net pension liability and a more comprehensive measure of pension expense.

GASB Statement No. 71 – In 2014, GASB issued Statement No. 71, Pension Transition for Contributions Made Subsequent to the Measurement Date—an amendment of GASB Statement No. 68. The intension of this Statement is to eliminate the source of a potential significant understatement of restated beginning net position and expense in the first year of implementation of Statement 68 in the accrual-basis financial statements of employers and non-employer contributing entities.

The implementation of the above Statements required WCCTAC to make prior period adjustments. As a result, the beginning net position of the Governmental Activities was reduced by \$188,668. See Note 4 for additional information.

#### **NOTE 7 - INSURANCE**

Prior to January 31, 2014, WCCTAC maintained insurance coverage through its administrative services agreement with the City of San Pablo, which is a member of the Municipal Pooling Authority.

Beginning January 31, 2014, WCCTAC entered into an agreement with Special Districts Risk Management Authority. The Authority provides coverage against the following types of loss risks under the terms of a joint-powers agreement with WCCTAC and several other governmental agencies as follows:

Type of Coverage (Deductible)	Coverage Limits
Liability (None, except \$500 on property damage, per occurrence and \$1,000 on auto damage, per occurrence)	\$2,500,000 per occurrence
Employer's Liability (no deductible)	\$5,000,000
Worker's Compensation (no deductible)	Statutory Limit
Property (\$1,000 per occurrence)	1,000,000,000
Boiler & Machinery (\$1,000 per occurrence)	100,000,000
Employee Dishonesty (no deductible)	\$400,000 per loss
Public Officials Personal Liability (\$500 per claim)	\$500,000 per occurrence, with annual aggregate of \$500,000 per elected/appointed official

#### **NOTE 7 – INSURANCE (Continued)**

SDRMA is governed by a Board consisting of representatives from member municipalities. The Board of Directors' responsibilities include establishing policy, providing oversight, and setting direction and vision to ensure SDRMA meets its mission, obligations and commitment to its members.

WCCTAC's deposits with the SDRMA are in accordance with formulas established by SDRMA. Actual surpluses or losses are shared according to a formula developed from overall loss costs and spread to member entities on a percentage basis after a retrospective rating.

Audited financial statements for SDRMA are available from SDRMA, 1112 I Street, Suite 300, Sacramento, CA 95814.

No claims have been filed against WCCTAC to date.

### NOTE 8 – COMMITMENTS AND CONTINGENCIES

#### A. Use of STMP Funds for the Bay Trail Project and Hercules Intermodal Transit Center

The WCCTAC Board approved the use of up to \$500,000 of STMP funds to pay planning, studies and preliminary engineering costs for the Bay Trail Project managed by the East Bay Regional Park District. These costs totaled \$138,728 for fiscal year 2012, \$20,000 in fiscal year 2013 and \$73,807 in fiscal year 2014 and \$33,771 in fiscal year 2015.

#### B. Office Lease

WCCTAC rented office space in the City of San Pablo City Hall through July 2014. WCCTAC entered into an office lease in June 2014 that was effective August 1, 2014. The lease is effective through July 31, 2019 with the option to extend the lease for one year. Monthly base rent for the first year is \$1,958, increasing annually to \$2,120 per month in the last year of the lease. Under the terms of the lease, WCCTAC is responsible for 69% of the office space's monthly electrical and water utilities during the term of the lease.

#### NOTE 9 – SUBSEQUENT EVENT

In December 2016, CalPERS' Board of Directors voted to lower the discount rate used in its actuarial valuations from 7.5% to 7.0% over three fiscal years, beginning in fiscal year 2018. The change in the discount rate will affect the contribution rates for employers beginning in fiscal year 2019, and result in increases to employers' normal costs and unfunded actuarial liabilities.

# **Required Supplementary Information**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Entry Age Actuarial Accrued Liability (B)	Overfunded (Underfunded) Actuarial Accrued Liability (A – B)	Funded Ratio (A/B)	Covered Payroll (C)	Overfunded (Underfunded) Actuarial Liability as Percentage of Covered Payroll [(A – B)/C]
7/1/2008	\$49,421	\$42,907	\$6,514	115.18%	\$407,608	1.6%
7/1/2011	18,762	18,571	191	101.03%	389,524	0.0%
1/1/2015	108,828	76,167	32,661	142.88%	281,224	11.6%

## POST RETIREMENT HEALTH CARE DEFINED BENEFIT PLAN SCHEDULE OF FUNDING PROGRESS

## Miscellaneous Plan, a Cost Sharing-Employer Defined Benefit Pension Plan As of fiscal year ending June 30, 2015 Last 10 Years\*

# SCHEDULE OF WCCTAC'S PROPORTIONATE SHARE OF THE NET PENSION LIABILITY

Measurement Date	6/30/2014	
Plan's Proportion of the Net Pension Liability (Asset)	0.58900%	
Plan's Proportionate Share of the Net Pension Liability/(Asset) =	\$366,376	
Plan's Covered-Employee Payroll =	\$266,841	
Plan's Proportionate Share of the Net Pension Liability/(Asset) as a Percentage of its Covered-Employee Payroll	137.30%	
Plan's Proportionate Share of the Fiduciary Net Position as a Percentage of the Plan's Total Pension Liability	83.03%	

\* Fiscal year 2015 was the 1st year of implementation, therefore only one year is shown.

## **Required Supplementary Information**

## Miscellaneous Plan, a Cost Sharing-Employer Defined Benefit Pension Plan As of fiscal year ending June 30, 2015 Last 10 Years\* SCHEDULE OF CONTRIBUTIONS

	2015
Actuarially determined contribution Contributions in relation to the actuarially	\$55,366
determined contributions	(55,366)
Contribution deficiency (excess)	\$0
Covered-employee payroll	\$352,689
Contributions as a percentage of covered- employee payroll	15.70%

\* Fiscal year 2015 was the 1st year of implementation, therefore only one year is shown.