

CITY OF EMERYVILLE MEMORANDUM



TO: Mayor and City Council
FROM: Patrick D. O’Keeffe, City Manager
SUBJECT: Progress Report –April 2012

The following provides the City Council and staff with a summary of the activities of each department for the prior month.

CITY MANAGER

- Staff concluded this year’s (fiscal year) annual meetings with individual departments with a presentation to the Police Department mid April.
- Staff participated in the graduation ceremony for two of our employees from the Alameda County Leadership Academy. This academy was sponsored by the Alameda County City Managers Association, and most of our cities participated by sending one or two management candidates each. The candidates were divided into several groups to work as teams on five different topics that were in the ACCMA work plan, including joint/shared services and enhancing the image of local government (topics that our candidates worked on). The academy is designed to train future leaders of organizations for greater leadership roles. In addition to the graduation ceremony each team is making a presentation over the next three months to the City managers on their work product. So far the quality of the work is excellent.
- Staff participated in the State of the City neighborhood meeting with the Mayor for the Triangle neighborhood. The turn out was disappointing so we may concentrate the final meetings around Homeowner Association Board meetings where we have experienced stronger participation.
- Staff participated in a webinar on using surveys as a method of citizen participation. Materials from the session were distributed to Council.

- The Emeryville Oversight Board met on April 10 and 24 (2nd and 4th Tuesday of the month). Major topics included obtaining the services of legal counsel and approving the January-June Recognized Obligations Payment Schedule (ROPS). The ROPS is the basis by which the Oversight Board will determine what property tax based revenue the City will receive to conduct its role as successor agency. ROPS payments include obligations such as bond debt service as well as contractual obligations for existing economic development, asset maintenance, and capital improvement projects. Obligations that are not approved by the Oversight Board will not be enforceable (such as for work that was planned and approved but not yet started) and will have to be funded with City General Fund monies in order to take place. Any remaining assets of the defunct Redevelopment Agency are then to be handed over to the County Auditor for disbursement to the taxing entities providing services in Emeryville. The Oversight Board's meetings are broadcast live and rebroadcast on ETV-Channel 27, the City's cable television channel and are podcast live as well as archived through the City's website homepage: www.emeryville.org (see Oversight Board link to left of City website homepage). Meeting agendas and agenda packets will be posted on the Friday before each Board meeting and minutes will be posted the Friday after they are approved by the Board.
- The Emeryville Transportation Management Association (TMA) Board, which consists of representatives of the property owners that fund the Emery Go Round shuttle) submitted its 2011 annual report and 2010 and 2011 financial statements to the City in late April (attached). Highlights during this period include the expansion of shuttle services to the West Berkeley Bowl during weekdays; connection to the West Berkeley Shuttle; and continued operation of the 8 To Go free senior/disabled Dial-a-Ride service. The Emery Go Round shuttle is funded by a Property Based Business Improvement District (PBID) that includes commercial/industrial/public agency property owners and rental housing property owners (in mixed-used or commercially zoned areas only), with assessment based upon the structural square foot built upon each parcel. Public agency payments represent approximately 3% of the total annual \$2.5 million Emery Go-Round shuttle budget. In addition, the City has also required recent condominium developments to pay into the shuttle service through developer agreements (approximately \$120 per unit per year, representing slightly more than 1% of the shuttle budget). The TMA annual general membership (all property owners that pay PBID assessments) meeting is scheduled for May 17 and is open to the public.

CITY CLERK/ PUBLIC INFORMATION

- City Clerk staff continued making the transition from a paper-based manual process for developing the City Council agenda packet to an electronic-based automated process. Starting with the April 24th agenda packet, the City Council was able to download the packet on an electronic computer

tablet/notebook instead of receiving a paper copy. Department heads are expected to transition to a paperless agenda packet in May. In addition, staff has begun using new software to upload the agenda packet to the City's website that makes downloading the agenda much easier and efficient.

- City Clerk staff continues to work on several other organizational improvement projects, including the following: analyzing the feasibility and costs of installing electronic bulletin boards/kiosks for city notices and other public information; developing an "Emeryville 101" interactive workshop for City staff; developing an electronic work management system for the City Clerk's Office; expanding and improving the City's community outreach initiatives and procedures; and converting the City's paper-based records management system to an electronic-based system.
- The April 10 ENEWS, the City's electronic newsletter featured articles regarding the City's annual Earth Day event; World Shortest Triathlon; Berkeley-Oakland Greenway Connection; School Parcel Tax Senior Exemptions; the State of the City Address; and solicited community members to become poll workers for the upcoming June 5th election. The April 24 ENEWS featured articles on the City obtaining more than \$800,000 in grant funds to complete the Emeryville Greenway; Bike to Work Day; Dancing for the Arts Fundraiser; City budget schedule; elicited community members to apply to the Planning Commission; and the first Emeryville Oversight Board meeting (State-created body with authority to determine the existing obligations of the defunct Emeryville Redevelopment Agency). Both newsletters announced that the Emeryville Child Development Center was accepting applications for enrollment. Interested community members can read the electronic newsletter on-line from the City's website: www.emeryville.org or subscribe and have the newsletter sent directly to their email address. Information on how to subscribe/unsubscribe is listed at the bottom of each ENEWS. The ENEWS currently has 984 individual subscribers and is also sent to the Park Avenue Neighborhood Association (PANA), Oliver Lofts, Key Route Lofts e-trees, all City employees, and is posted on the City's website homepage.



EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

April 23, 2012

Mr. Pat O'Keeffe
City Manager
City of Emeryville
1333 Park Avenue
Emeryville, CA 94608

Dear Mr. O'Keeffe:

Under the terms of the contract between the City and the Emeryville Transportation Management Association (ETMA), the ETMA is to provide the City an annual financial and operations report of the preceding year. In addition, the ETMA is to provide the City, by June 30, an audit of ETMA.

Please find enclosed two documents:

- Emeryville Transportation Management Association Financial Statements for the Years Ended December 31, 2011 and 2010.
- 2011 ETMA Annual Report to City of Emeryville.

The first document is the ETMA's Independent Auditor's Report and contains all of the ETMA's financial reporting for the 2011 year.

The second document is an extract from our soon to be released document--our 2011 Annual Report to Members of the Property Based Improvement District (PBID), which is required under the PBID Management Plan. This document highlights our operational activities for the 2011 year.

If you require any additional information, or have questions regarding the submitted documents, please feel free to call me.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter R. Oswald", is written over a light blue horizontal line.

Peter R. Oswald
Executive Director

2011 ETMA ANNUAL REPORT TO CITY of EMERYVILLE

Executive Director's Summary

2011 was a successful year for the ETMA. We acquired two new transit coaches bringing our fleet to a total of 13. We also expanded service to the Berkeley Bowl, and we now operate the West Berkeley Shuttle under contract from the Berkeley Gateway Transportation Management Association. We are continuously looking for ways to improve the Emery Go-Round service and identify other ways to reduce vehicle trips within the City of Emeryville. Looking forward, the ETMA Board has begun exploring options such as electric vehicle Charging Stations and Bike Share facilities throughout the City in effort to further reduce carbon emissions.

The 2011 Governing Board was as follows:

Corporate Members:

Denise Pinkston, Chair, TMG Partners
Geoff Sears, Secretary/Treasurer, Wareham Development
Sandy Brownstone, Hines
Lisa Finnin-Ciccoli, IKEA
Al DeGroot, Novartis
Ron Weller, MMRS/Bay Street
Michael Cullen, Pixar

Public Member:

Bob Canter, Vice Chair, Emeryville Chamber of Commerce

Residential Member:

Paula Hertel, AgeSong

At-Large Member:

Andrew Allen, Small Business Community

Long Term Priorities and Challenges

- The Emery Go-Round Fleet continues to age and maintenance and fuel costs have increased significantly over the past year. The annual budget for the Emeryville Transportation Management Association provides sufficient budget to maintain the shuttle service operation, however current financial levels provide very little budget for capital expenses, such as bus acquisitions. Staff continues to seek grants opportunities to acquire new buses, however due to the current economic conditions and the requirements of the various funding grants, we have not been successful.
- In coordination with the City, we continue to seek long term stability over facilities costs by establishing a more permanent site for our bus yard. We have identified a site under the 580 freeway in Oakland at the end of Eddy Street that we could lease from Caltrans. We are currently doing engineering work to specifically layout the site and specify the requirements to Caltrans. The City of Oakland is favorable to this site. The strategy is to have the City lease the site from Caltrans and sub-lease the site to ETMA. An original lease term of five years is

- An astounding 97% of riders said we were easy to use- attesting to our schedule and route guide, our bus stop signage, and our on-line NextBus real-time information system.
- 94% of riders said we were very reliable or reliable—an outstanding record for a transit service.
- 92% said our drivers were courteous and helpful.
- Almost half the riders resided in Emeryville with the remaining scattered throughout the Bay Area.
- When asked how satisfied they were with the EGR service, 91% of riders were extremely, very, and satisfied with the service—a remarkable opinion of a transit service.
- When asked where riders would like to see improvements in the EGR service and how we can encourage people to ride EGR, a third asked for more frequent service and expanded hours of service-- a request that is directly related to finding additional resources. EGR is currently operating at maximum capacity.

New Buses:

In 2011, the ETMA acquired two lightly used transit coaches. These two buses were previously used as demonstration models by their manufacturer. Aside from the practical features these buses offer, such as low kneeling floors, LED signs, doors in the front and rear of the bus, as well as two wheelchair ramps, they are more sustainable, in that they have less maintenance costs and a significantly longer life expectancy than the “cutaway” shuttles that are also being used. It is our goal to begin phasing out the existing fleet of “cutaways” with a new fleet of transit coaches.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2011 AND 2010

with
Independent Auditor's Report

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2011 AND 2010

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Low
Accountancy
David M. Low, CPA

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Emeryville Transportation
Management Association
Emeryville, California

I have audited the accompanying statements of financial position of Emeryville Transportation Management Association as of December 31, 2011 and 2010, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Organization's management. My responsibility is to express an opinion on these financial statements based on my audits.

I conducted my audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audits provide a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Emeryville Transportation Management Association as of December 31, 2011 and 2010, and the changes in its net assets and cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Low Accountancy

Low Accountancy
David M. Low, CPA

February 10, 2012

236 Latera Court, San Ramon, CA 94582-4680
(925) 828-7203 (925) 828-7204 Fax
davelow54@sbcglobal.net

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2011 AND 2010

	<u>2011</u>	<u>2010</u>
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 732,103	\$ 871,881
Accounts receivable	101,938	60,763
Prepaid expenses	8,890	7,215
Total Current Assets	<u>842,931</u>	<u>939,859</u>
Fixed Assets		
Fixed Assets	1,738,998	1,251,168
Less: Accumulated Depreciation	<u>(850,981)</u>	<u>(600,015)</u>
Net Fixed Assets	<u>888,017</u>	<u>651,153</u>
TOTAL ASSETS	<u>\$1,730,948</u>	<u>\$1,591,012</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued expenses	\$ 168,881	\$ 184,098
Current portion of notes payable	188,368	92,506
Total Current Liabilities	<u>357,249</u>	<u>276,604</u>
Long-Term Liabilities		
Notes Payable	<u>280,119</u>	<u>98,868</u>
Total Liabilities	<u>637,368</u>	<u>375,472</u>
Net Assets		
Unrestricted		
Designated	277,020	856,191
Undesignated	816,560	359,349
Total Net Assets	<u>1,093,580</u>	<u>1,215,540</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$1,730,948</u>	<u>\$1,591,012</u>

The accompanying notes are an integral
part of these financial statements.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED
DECEMBER 31, 2011 AND 2010

	<u>2011</u>	<u>2010</u>
Support and Revenues		
PBID proceeds	\$2,314,480	\$2,346,650
Nexbus sign revenue	5,800	-
Direct billed revenue	64,113	59,943
West Berkeley shuttle services	123,600	-
Paratransit 8 To Go	57,723	48,478
Interest income	5,747	10,414
Total Support and Revenues	<u>2,571,463</u>	<u>2,465,485</u>
Expenses		
Shuttle Services		
Contract Services-Shuttle Buses	1,432,629	1,430,151
Bus maintenance and other	423,824	274,153
West Berkeley shuttle services	107,494	-
Paratransit 8 To Go	49,111	41,447
Management contract	256,319	308,596
Depreciation	250,966	154,451
Total Program Services	<u>2,520,343</u>	<u>2,208,798</u>
Supporting Services:		
Office expense	3,469	7,246
Dues and subscriptions	464	694
Insurance	1,438	8,116
Interest	23,135	14,718
Janitorial	4,120	3,502
Professional fees	41,532	75,496
Rent	70,653	69,781
Moving and repairs	214	445
Taxes, fees and licenses	181	12,944
TMA promotional - general	19,060	16,234
Telephone and utilities	6,124	4,267
Travel and conferences	2,690	417
Total Supporting Services	<u>173,080</u>	<u>213,860</u>
Total Expenses	<u>2,693,423</u>	<u>2,422,658</u>
CHANGE IN UNRESTRICTED NET ASSETS	(121,960)	42,827
UNRESTRICTED NET ASSETS-BEGINNING OF YEAR	<u>1,215,540</u>	<u>1,172,713</u>
UNRESTRICTED NET ASSETS-END OF YEAR	<u>\$1,093,580</u>	<u>\$1,215,540</u>

The accompanying notes are an integral
part of these financial statements.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
DECEMBER 31, 2011 AND 2010

	<u>2011</u>	<u>2010</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Increase (decrease) in net assets from unrestricted net assets	\$ (121,960)	\$ 42,827
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:		
Depreciation	250,966	154,451
(Increase) decrease in current assets:		
Accounts receivable	(41,175)	(52,038)
Prepaid expenses	(1,675)	(7,215)
Increase (decrease) in current Liabilities:		
Accounts payable and accrued Expenses	<u>(15,217)</u>	<u>87,101</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>70,939</u>	<u>225,126</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of fixed assets	(487,830)	(84,600)
Trade In value of fixed assets	<u>-</u>	<u>-</u>
NET CASH USED FOR INVESTING ACTIVITIES	<u>(487,830)</u>	<u>(84,600)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Notes payable on purchase of buses	415,066	-
Notes payable and advance billing repayments	<u>(137,953)</u>	<u>(123,827)</u>
NET CASH PROVIDED FROM FINANCING ACTIVITIES	<u>277,113</u>	<u>(123,827)</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(139,778)	16,699
BEGINNING CASH AND CASH EQUIVALENTS	<u>871,881</u>	<u>855,182</u>
ENDING CASH AND CASH EQUIVALENTS	\$ <u>732,103</u>	\$ <u>871,881</u>
Supplemental: Interest Paid	\$ <u>23,135</u>	\$ <u>14,718</u>

The accompanying notes are an integral part of these financial statements.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2011 AND 2010

NOTE 1 - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

Organization

Emery Go Round is a shuttle bus service of the Emeryville Transportation Management Association (the Association), a nonprofit organization, whose primary purpose is to increase access and mobility to, from, and within the City of Emeryville (the City), while alleviating congestion through operation of a shuttle program. The Association's Board of Directors, who also serve as the official representative of property owners for the City formed Emeryville Property Based Business Improvement District (PBID), determines tax assessment rates as well as the level of shuttle service on an annual basis.

The Association entered into a "Shuttle Bus Service Funding Agreement" with the City effective January 1, 2007 through December 31, 2016, so that the City can continue to provide the Association with funding for the Shuttle via the PBID in return for the Association operating the Shuttle as contemplated in the PBID Management District Plan.

Significant Accounting Policies:

Basis of Accounting and Financial Statement Presentation

The financial statements of the Association have been prepared on an accrual basis. The significant accounting policies are described below to enhance the usefulness of the financial statements to the reader. The Association has adopted Statement of Financial Accounting Standards (SFAS) No. 117, "Financial Statements of Not-for-Profit Organizations". Under SFAS No. 117, the Association is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. As of December 31, 2011 and 2010, the Association did not have any permanently restricted or temporarily net assets.

Designated Unrestricted Net Assets

Certain amounts of unrestricted net assets have been designated by the Board of Directors as follows:

<u>Designation</u>	<u>Balance</u> <u>12/31/10</u>	<u>Increases</u>	<u>Decreases</u>	<u>Balance</u> <u>12/31/11</u>
Non PBID Activities	\$ 137,443	\$ 477	\$ -	\$ 137,920
Deferred Equipment Purchases	550,100	-	550,100	-
Operating Reserve (7% of operating expenses)	168,648	-	29,548	139,100
Totals	<u>\$ 856,191</u>	<u>\$ 477</u>	<u>\$ 579,648</u>	<u>\$ 277,020</u>

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2011 AND 2010

Significant Accounting Policies:

Subsequent Events

Association management has evaluated subsequent events through February 10, 2012, the date the accompanying financial statements were available to be issued.

Reclassifications

Certain accounts in the prior-year financial statements have been reclassified for comparative purposes to conform with presentations in the current-year financial statements.

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Association considers all highly liquid investments available for current use with an initial maturity of less than one month to be cash equivalents. Cash and cash equivalents consist of cash on hand and cash held in checking and money market accounts.

Accounts Receivable

All trade receivables are shown net of an allowance for uncollectible.

Prepaid and Deposits

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items or deposits depending on the nature of the payment.

Income Taxes

The Association is a California nonprofit corporation, exempt from Federal income taxes under Section 501 (C) (4) of the Internal Revenue Code, and State income taxes under Section 23701(f) of the California Revenue and Taxation Code.

Pervasiveness of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles 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.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2011 AND 2010

NOTE 2 - CASH AND CASH EQUIVALENTS AND CREDIT RISK

Cash and cash equivalents at December 31, 2011 and 2010, consisted of the following:

	<u>12/31/11</u>	<u>12/31/10</u>
Petty Cash	\$ 10	\$ 10
Checking Accounts	29,226	2,044
Money Market Accounts	<u>702,867</u>	<u>869,827</u>
Totals	<u>\$732,103</u>	<u>\$ 871,881</u>

Of the Money Market Accounts, on December 31, 2011, \$387,920 was insured by the Federal Deposit Insurance Corporation, with the remainder balance being uninsured and uncollateralized.

NOTE 3 - FIXED ASSETS

Fixed Assets activity is comprised of the following:

	<u>Balance</u> <u>12/31/10</u>	<u>Additions</u>	<u>Deletions</u>	<u>Balance</u> <u>12/31/11</u>
Depreciated Fixed Assets				
Buildings & Improvements	\$ 161,246	\$ -	\$ -	\$ 161,246
Transportation Equipment	872,948	486,280	-	1,359,228
Furniture & Fixtures	9,308	1,550	-	10,858
Equipment	207,666	-	-	207,666
Total Fixed Assets	<u>1,251,168</u>	<u>487,830</u>	<u>-</u>	<u>1,738,998</u>
Less accumulated depreciation				
Buildings & Improvements	49,915	8,820	-	58,735
Transportation Equipment	370,570	225,166	-	595,736
Furniture & Fixtures	8,601	679	-	9,280
Equipment	170,929	16,301	-	187,230
Total accumulated depreciation	<u>600,015</u>	<u>250,966</u>	<u>-</u>	<u>850,981</u>
Fixed assets, Net	<u>\$ 651,153</u>	<u>\$236,864</u>	<u>\$ -</u>	<u>\$ 888,017</u>

Depreciated fixed assets include the above categories (e.g., buses, mobile office building, bus equipment and similar items), and are reported in the statement of net assets. The Association capitalizes assets with a cost or donated value of more than \$2,500 and an estimated useful life in excess of five years. Depreciation is calculated using the straight-line method in lives ranging from five to forty years.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2011 AND 2010

NOTE 4 - NOTES PAYABLE

On February 17, 2009 the Association purchased two 2009 International Hybrid Buses for \$467,278 with a down payment of \$100,000 and trade in value of two other buses of \$22,000. 48 monthly payments of \$7,889, including sales tax and interest @6.862%, began February 17, 2009. On March 20, 2011 the Association purchased a 2007 E-Z Rider II Bus for \$192,798, with a loan of \$175,000, and 48 monthly payments of \$4,123 @ 6.00% interest. On June 10, 2011 the Association purchased a 2009 E-Z Rider II Bus for \$293,482, with a loan of \$240,066, and 48 monthly payments of \$5,644 @ 6.00% interest. Future Principal payments are as follows:

December 31, 2012	\$188,368
December 31, 2013	120,412
December 31, 2014	110,564
December 31, 2015	<u>49,143</u>
Totals	<u>\$468,487</u>

NOTE 5 - RENT AGREEMENTS

Effective July 1, 2008, a ground lease was executed for 36 months with an option to extend it for 24 months through June 30, 2013. The ground lease includes fixed escalating rent charges and property tax charges. During 2011, the former landlord was foreclosed on, and the Association is currently in negotiations with the new landlord. Currently, the new landlord is charging the Association a month-to-month rent of \$5,990. For the years ended December 31, 2011 and 2010, the Association paid \$70,653 and \$69,781 in rents, respectively. During 2009, the Association entered into two bus leases with 48-60 month terms effective January, 2009 through February, 2014, and monthly payments of \$8,141 plus sales taxes. Future minimum lease payments are as follows:

December 31, 2012	\$ 97,691
December 31, 2013	57,542
December 31, 2014	<u>4,126</u>
Totals	<u>\$159,359</u>

NOTE 6 - COMMITMENTS

Effective January 1, 2007 through December 31, 2012 with options to extend through December 31, 2014, the Association entered into an agreement with the SFO ShuttleBus Company to provide bus driver services to the Association. The agreement calls for the Association to reimburse such services on a cost plus fixed fee basis. Effective December 2, 2008, the Association entered into a Paratransit Shuttle Service Agreement with the City of Emeryville for a total budget of \$210,000 (Paratransit 8 To Go). During 2009, the Association purchased the Bus for \$51,000, and is being reimbursed monthly for operating expenses.