

**Emeryville Transportation Management Association**  
**Primary Revenue & Cost Forecast - UPDATED TO 2021 ACTUALS & 2023 PRELIM BUDGET**

Revenue	Actual (Per Accrued Financial Statements)						Revenue & Cost Projection									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
PBID (3% Increase/Year)	3,250,988	3,298,681	3,476,248	3,581,271	4,039,222	4,083,012	4,245,453	4,373,552	4,504,759	4,639,901	4,779,098	4,922,471	5,070,145	5,222,250	5,378,917	
City (12.29%)	455,531	522,632	547,397	637,728	560,301	556,368	564,726	634,164	642,767	674,721	709,133	781,644	828,346	868,903	912,533	
City CIP - Bus yard	-	-	-	-	1,000,000	-	-	-	-	-	-	-	-	-	-	
Other	213,888	113,883	230,043	146,436	155,338	145,606	132,578	155,865	160,541	165,358	170,318	175,428	180,691	186,111	191,695	
<b>TOTAL REVENUE</b>	<b>3,920,407</b>	<b>3,935,196</b>	<b>4,253,688</b>	<b>4,365,435</b>	<b>5,754,861</b>	<b>4,784,986</b>	<b>4,942,757</b>	<b>5,163,581</b>	<b>5,308,067</b>	<b>5,479,980</b>	<b>5,658,550</b>	<b>5,879,543</b>	<b>6,079,182</b>	<b>6,277,264</b>	<b>6,483,145</b>	
Expenses	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Operations	3,202,481	3,382,651	3,696,976	3,941,695	3,769,950	3,622,453	4,595,000	5,160,000	5,230,000	5,490,000	5,770,000	6,360,000	6,740,000	7,070,000	7,425,000	
Bus Yard	-	14,053	95,358	324,320	528,655	2,487,288	-	-	-	-	-	-	-	-	-	
<b>TOTAL EXPENSES</b>	<b>3,202,481</b>	<b>3,396,703</b>	<b>3,792,334</b>	<b>4,266,016</b>	<b>4,298,605</b>	<b>6,109,741</b>	<b>4,595,000</b>	<b>5,160,000</b>	<b>5,230,000</b>	<b>5,490,000</b>	<b>5,770,000</b>	<b>6,360,000</b>	<b>6,740,000</b>	<b>7,070,000</b>	<b>7,425,000</b>	
<i>Year</i>	<i>-4%</i>	<i>6%</i>	<i>9%</i>	<i>7%</i>	<i>-4.4%</i>	<i>-4%</i>	<i>27%</i>	<i>12%</i>	<i>1%</i>	<i>5%</i>	<i>5%</i>	<i>10%</i>	<i>6%</i>	<i>5%</i>	<i>5%</i>	
Annual Balance	717,926	538,492	461,354	99,419	1,456,256	(1,324,755)	347,757	3,581	78,067	(10,020)	(111,450)	(480,457)	(660,818)	(792,736)	(941,855)	
Minimum Cash Reserve (15%)	480,372	507,398	554,546	591,254	565,492	543,368	689,250	774,000	784,500	823,500	865,500	954,000	1,011,000	1,060,500	1,113,750	
Available Cash Balance (less 15% reserve)	1,739,624	2,251,091	2,665,296	2,728,007	3,713,287	2,410,656	2,612,531	2,531,362	2,598,929	2,549,909	2,396,459	1,827,502	1,109,684	267,448	(727,657)	
<b>Total Estimated Revenue Balance</b>	<b>2,219,996</b>	<b>2,758,488</b>	<b>3,219,843</b>	<b>3,319,262</b>	<b>4,278,779</b>	<b>2,954,024</b>	<b>3,301,781</b>	<b>3,305,362</b>	<b>3,383,429</b>	<b>3,373,409</b>	<b>3,261,959</b>	<b>2,781,502</b>	<b>2,120,684</b>	<b>1,327,948</b>	<b>386,093</b>	

**Notes & Assumptions:**

1. Assumes City Council approves increase of 3% per year in PBID Levy Assessments from 2023-2030.
2. Minimum cash reserve of 15% based on TMA Administrative Policies.
3. Does not include future delinquent PBID assements or past due PBID revenue collected.
4. Assumes level of service is restored to 80% of Pre-COVID levels in 2022, then increases to 90% in 2027 through 2030.
5. Assumes Operations Costs increase 10% in 2023, then 5% per year thereafter.