

**City Treasurer**



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# City Treasurer



## Office Description

The Office of the City Treasurer is responsible for the receipt and custody of all City revenue, banking, tax administration, parking administration and meter operations, and collection of delinquent accounts, including the accounting and reconciliation of these funds. The City Treasurer is also responsible for the investment of all operating and capital improvement funds which total \$2.4 billion as of June 30, 2015. In addition, the City Treasurer serves as a member of the City of San Diego Funds Commission and is a trustee for the SPSP/401(k) plans.

The Office's mission is:

*To receive, safeguard, and efficiently manage public funds while providing the highest level of customer service*

The Office's vision is:

*To be the leader in municipal treasury services*

## Did you know?

The Office of the City Treasurer performed the following:

- Processed \$1.0 billion in citywide deposits, \$624.2 million in Treasury payments, and \$1.1 billion in federal electronic payments
- Managed 35 Treasury business applications that maintain 822,086 customer accounts
- Registered 15,630 new businesses, processed 179,883 business tax renewal statements totaling \$14.9 million while assisting 62,200 call center customers and 41,362 lobby customers
- Collected \$9.6 million in parking meter revenue, processed 488,896 parking citations totaling \$28.3 million, and assisted 68,404 call center customers
- Collected \$23.1 million in past due receivables, assisted 114,738 delinquent account customers, and maintained an 83% collection recovery rate

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## Goals and Objectives

### *Goal 1: Safeguard public assets through strong financial management*

- Maintain strong internal controls
- Produce transparent financial reporting
- Maintain secure data environments
- Prepare fiscally sound balanced budgets and capital plans

### *Goal 2: Optimize financial resources through long-term fiscal planning*

- Identify and implement continuous business process improvements

### *Goal 3: Provide excellent customer service*

- Own the problem until it is resolved
- Reach out to customers and collaborate to meet their goals
- Provide accurate and timely financial information

### *Goal 4: Strengthen the City's financial knowledge, skills, and abilities*

- Maximize use of the City's financial data
- Provide robust training programs for Finance Branch staff
- Establish training programs for citywide staff
- Build bench strength in key financial competencies

## Key Performance Indicators

Performance Indicator	Actual <sup>1</sup> FY2015	Target FY2016	Actual FY2016	Target FY2017
1. Percentage of Treasury systems audited	N/A	95%	100%	95%
2. Percentage within revenue projections at fiscal year end	N/A	15%	2% <sup>2</sup>	15%
3. Percentage of satisfied customers from lobby surveys	98%	94%	100%	90%
4. Percentage by which City outperforms the ACA International (Association of Credit & Collection Professionals) recovery rate on government debt	N/A	58%	60%	50%

1. During Fiscal Year 2016, new department tactical plans and key performance indicators were developed. As such, Fiscal Year 2015 data may be unavailable.
2. Based on prior year actuals, current year trends, and initiatives, the Department's revenue projections exceeded its target for Fiscal Year 2016.

## Department Summary

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
FTE Positions (Budgeted)	121.73	124.73	126.38	1.65
Personnel Expenditures	\$ 10,898,091	\$ 11,702,120	\$ 12,049,004	\$ 346,884
Non-Personnel Expenditures	13,723,211	14,754,964	14,002,222	(752,742)
<b>Total Department Expenditures</b>	<b>\$ 24,621,302</b>	<b>\$ 26,457,084</b>	<b>\$ 26,051,226</b>	<b>\$ (405,858)</b>
<b>Total Department Revenue</b>	<b>\$ 29,222,835</b>	<b>\$ 29,494,956</b>	<b>\$ 30,097,351</b>	<b>\$ 602,395</b>

## General Fund

### Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Administration	\$ 2,742,572	\$ 3,683,883	\$ 3,296,584	\$ (387,299)
Revenue Collections	5,853,626	6,244,906	6,324,389	79,483
Treasury Operations	6,194,545	6,330,443	6,631,907	301,464
<b>Total</b>	<b>\$ 14,790,744</b>	<b>\$ 16,259,232</b>	<b>\$ 16,252,880</b>	<b>\$ (6,352)</b>

### Department Personnel

	FY2015 Budget	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Administration	13.68	14.00	14.68	0.68
Revenue Collections	50.00	50.00	50.00	0.00
Treasury Operations	43.05	45.73	46.70	0.97
<b>Total</b>	<b>106.73</b>	<b>109.73</b>	<b>111.38</b>	<b>1.65</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Earned Sick Leave and Minimum Wage Ordinance</b> Addition of non-personnel expenditures for the implementation of the earned sick leave and minimum wage law.	0.00	\$ 400,000	\$ -
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2016 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	238,386	-
<b>Transient Occupancy Tax/Tourism Marketing District</b> Addition of 2.00 Accountant 2s and associated revenue for TOT/TMD compliance audits and research.	2.00	167,073	164,090
<b>Addition of Account Clerk - Hourly</b> Addition of 0.35 Account Clerk - Hourly to support the Financial Operations Division.	0.35	5,922	-
<b>Reduction of Photocopy Services</b> Reduction in non-personnel expenditures due to savings resulting from the conversion to electronic documents.	0.00	(5,000)	-

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## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Reduction of Overtime</b> Reduction in overtime personnel expenditures as a result of implementing an online appeals process for parking citations.	0.00	(16,359)	-
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	(0.70)	(34,569)	-
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(61,901)	-
<b>Expenditure Reductions</b> Adjustment to reflect Fiscal Year 2017 contractual services expenditure projections.	0.00	(70,500)	-
<b>Reduction of Banking Contract</b> Reduction in non-personnel expenditures as a result of streamlining the process of the monthly bank analysis.	0.00	(72,000)	-
<b>Reduction of Printing Services</b> Reduction of non-personnel expenditures associated with printing services.	0.00	(100,000)	-
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	(457,404)	-
<b>Reimbursable Lease Audit Costs</b> Addition of revenue associated with lease agreement audit costs.	0.00	-	15,000
<b>Revised Service Level Agreement</b> Adjustment to reflect an anticipated revenue decrease due to the revised Service Level Agreement between the City Treasurer Department and the Public Utilities Department for investment bond services.	0.00	-	(47,192)
<b>Revised Revenue</b> Adjustment to reflect an anticipated revenue decrease resulting from services formerly provided to redevelopment agencies.	0.00	-	(48,464)
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2016.	0.00	-	(51,039)
<b>Total</b>	<b>1.65</b>	<b>\$ (6,352)</b>	<b>\$ 32,395</b>

## Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 5,677,929	\$ 6,142,399	\$ 6,263,184	\$ 120,785

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## Expenditures by Category (Cont'd)

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Fringe Benefits	4,083,876	4,215,232	<b>4,454,900</b>	239,668
<b>PERSONNEL SUBTOTAL</b>	<b>9,761,804</b>	<b>10,357,631</b>	<b>10,718,084</b>	<b>360,453</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 365,932	\$ 361,583	<b>\$ 359,374</b>	\$ (2,209)
Contracts	1,489,014	2,250,292	<b>2,347,942</b>	97,650
Information Technology	3,010,252	3,247,393	<b>2,789,989</b>	(457,404)
Energy and Utilities	11,457	26,077	<b>21,235</b>	(4,842)
Other	16,402	10,006	<b>10,006</b>	-
Capital Expenditures	135,883	6,250	<b>6,250</b>	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>5,028,939</b>	<b>5,901,601</b>	<b>5,534,796</b>	<b>(366,805)</b>
<b>Total</b>	<b>\$ 14,790,744</b>	<b>\$ 16,259,232</b>	<b>\$ 16,252,880</b>	<b>\$ (6,352)</b>

## Revenues by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Charges for Services	\$ 1,069,941	\$ 1,088,404	<b>\$ 1,105,799</b>	\$ 17,395
Fines Forfeitures and Penalties	3,046,631	3,196,800	<b>3,196,800</b>	-
Licenses and Permits	15,187,802	15,011,900	<b>15,011,900</b>	-
Other Revenue	1,230	-	-	-
Rev from Other Agencies	20,418	-	<b>15,000</b>	15,000
<b>Total</b>	<b>\$ 19,326,022</b>	<b>\$ 19,297,104</b>	<b>\$ 19,329,499</b>	<b>\$ 32,395</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000011	Account Clerk	4.00	4.00	<b>4.00</b>	\$31,491 - \$37,918	\$ 142,284
90000011	Account Clerk - Hourly	0.00	0.00	<b>0.35</b>	31,491 - 37,918	5,423
20000866	Accountant 2	4.00	5.00	<b>7.00</b>	54,059 - 65,333	411,951
20000007	Accountant 3	4.00	4.00	<b>4.00</b>	59,363 - 71,760	274,122
20000102	Accountant 4	1.00	1.00	<b>1.00</b>	66,768 - 88,982	88,982
20000024	Administrative Aide 2	7.00	9.00	<b>9.00</b>	42,578 - 51,334	428,374
90000024	Administrative Aide 2 - Hourly	0.70	0.70	<b>0.35</b>	42,578 - 51,334	15,954
20001208	Assistant Investment Officer	2.00	2.00	<b>2.00</b>	23,005 - 137,904	205,000
20000119	Associate Management Analyst	2.00	2.00	<b>2.00</b>	54,059 - 65,333	116,294
20000266	Cashier	2.00	0.00	<b>0.00</b>	31,491 - 37,918	-
20000539	Clerical Assistant 2	7.00	7.00	<b>7.00</b>	29,931 - 36,067	250,846
20000267	Collections Investigator 1	16.00	16.00	<b>16.00</b>	40,186 - 48,526	723,277
20000268	Collections Investigator 1	1.00	1.00	<b>1.00</b>	40,186 - 48,526	47,798
20000269	Collections Investigator 2	4.00	4.00	<b>4.00</b>	45,198 - 54,558	207,236
20000270	Collections Investigator 3	5.00	5.00	<b>5.00</b>	49,712 - 60,070	296,746
20000287	Collections Manager	1.00	1.00	<b>1.00</b>	66,768 - 80,891	75,465
20001168	Deputy Director	1.75	1.75	<b>2.75</b>	46,966 - 172,744	389,997
20000924	Executive Secretary	1.00	1.00	<b>1.00</b>	43,555 - 52,666	51,876
20001172	Financial Operations Manager	2.00	2.00	<b>2.00</b>	25,376 - 148,200	248,000
20000293	Information Systems Analyst 3	1.00	1.00	<b>1.00</b>	59,363 - 71,760	71,760

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## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Adopted	Salary Range	Total
20000998	Information Systems Analyst 4	1.00	1.00	1.00	66,768 - 80,891	80,891
20000377	Information Systems Technician	1.00	1.00	1.00	42,578 - 51,334	51,334
20001194	Investment Officer	1.00	1.00	1.00	34,694 - 207,210	145,000
90001073	Management Intern - Hourly	0.68	0.68	0.68	24,274 - 29,203	19,858
20000680	Payroll Specialist 2	1.00	1.00	1.00	34,611 - 41,787	39,254
20001182	Principal Accountant	3.00	3.00	3.00	19,323 - 151,840	335,000
20000741	Principal Clerk	1.00	1.00	1.00	43,555 - 52,666	52,666
20001222	Program Manager	3.50	3.50	2.50	46,966 - 172,744	245,010
20000783	Public Information Clerk	17.75	19.75	19.75	31,491 - 37,918	693,281
90000783	Public Information Clerk - Hourly	0.35	0.35	0.00	31,491 - 37,918	-
20000869	Senior Account Clerk	3.00	3.00	3.00	36,067 - 43,514	127,025
20000927	Senior Clerk/Typist	4.00	3.00	3.00	36,067 - 43,514	126,613
20000015	Senior Management Analyst	1.00	2.00	2.00	59,363 - 71,760	130,047
20000970	Supervising Management Analyst	1.00	1.00	1.00	66,768 - 80,891	80,891
20001148	Treasurer	1.00	1.00	1.00	31,741 - 173,971	165,000
	Bilingual - Regular					27,664
	Budgeted Vacancy Savings					(187,491)
	Overtime Budgeted					61,102
	Sick Leave - Hourly					2,289
	Termination Pay Annual Leave					16,365
<b>FTE, Salaries, and Wages Subtotal</b>		<b>106.73</b>	<b>109.73</b>	<b>111.38</b>		<b>\$ 6,263,184</b>
		<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2017 Adopted</b>	<b>FY2016-2017 Change</b>	
<b>Fringe Benefits</b>						
	Employee Offset Savings	\$ 65,239	\$ 66,671	\$ 64,857	\$ (1,814)	
	Flexible Benefits	766,667	952,390	1,124,276	171,886	
	Insurance	116	-	-	-	
	Long-Term Disability	52,349	19,655	19,574	(81)	
	Medicare	80,615	83,723	85,868	2,145	
	Other Post-Employment Benefits	622,430	618,035	626,984	8,949	
	Retiree Medical Trust	3,070	3,990	4,744	754	
	Retirement 401 Plan	4,991	4,742	5,963	1,221	
	Retirement ADC	1,953,893	1,884,138	1,907,137	22,999	
	Retirement DROP	24,936	22,462	26,807	4,345	
	Risk Management Administration	89,585	110,242	108,333	(1,909)	
	Supplemental Pension Savings Plan	299,921	347,033	353,346	6,313	
	Unemployment Insurance	12,080	11,264	11,209	(55)	
	Workers' Compensation	107,984	90,887	115,802	24,915	
<b>Fringe Benefits Subtotal</b>		<b>\$ 4,083,876</b>	<b>\$ 4,215,232</b>	<b>\$ 4,454,900</b>	<b>\$ 239,668</b>	
<b>Total Personnel Expenditures</b>					<b>\$ 10,718,084</b>	



## Parking Meter Operations Fund

### Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016–2017 Change
Revenue Collections	\$ 9,830,558	\$ 10,197,852	\$ 9,798,346	\$ (399,506)
<b>Total</b>	<b>\$ 9,830,558</b>	<b>\$ 10,197,852</b>	<b>\$ 9,798,346</b>	<b>\$ (399,506)</b>

### Department Personnel

	FY2015 Budget	FY2016 Budget	FY2017 Adopted	FY2016–2017 Change
Revenue Collections	15.00	15.00	15.00	0.00
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	\$ 110,089	\$ -
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	(3,526)	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2016 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	(13,569)	-
<b>Reduction of Parking Meter Repairs</b> Reduction of non-personnel expenditures associated with repairs of new smart meters.	0.00	(92,500)	-
<b>Reduction of Contractual Services</b> Reduction of non-personnel expenditures due to revised contractual services for smart meters.	0.00	(400,000)	-
<b>Smart Meter Collections Revenue</b> Adjustment to reflect anticipated revenue increase associated with the installation of the new smart meters.	0.00	-	900,000
<b>Reduction Parking Meter Alternative Program</b> Adjustment to reflect anticipated revenue decrease due to revised prepaid parking card sales projections.	0.00	-	(330,000)
<b>Total</b>	<b>0.00</b>	<b>\$ (399,506)</b>	<b>\$ 570,000</b>

### Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016–2017 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 617,468	\$ 764,626	\$ 766,491	\$ 1,865
Fringe Benefits	518,819	579,863	564,429	(15,434)
<b>PERSONNEL SUBTOTAL</b>	<b>1,136,286</b>	<b>1,344,489</b>	<b>1,330,920</b>	<b>(13,569)</b>

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## Expenditures by Category (Cont'd)

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
<b>NON-PERSONNEL</b>				
Supplies	\$ 23,825	\$ 123,541	\$ 31,405	\$ (92,136)
Contracts	1,345,286	2,544,399	2,245,624	(298,775)
Information Technology	13,239	16,641	13,115	(3,526)
Energy and Utilities	21,965	16,128	24,628	8,500
Other	10,583	-	-	-
Transfers Out	7,279,374	6,152,154	6,152,154	-
Capital Expenditures	-	500	500	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>8,694,272</b>	<b>8,853,363</b>	<b>8,467,426</b>	<b>(385,937)</b>
<b>Total</b>	<b>\$ 9,830,558</b>	<b>\$ 10,197,852</b>	<b>\$ 9,798,346</b>	<b>\$ (399,506)</b>

## Revenues by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Licenses and Permits	\$ 9,873,841	\$ 10,197,852	\$ 10,767,852	\$ 570,000
Rev from Money and Prop	22,972	-	-	-
<b>Total</b>	<b>\$ 9,896,813</b>	<b>\$ 10,197,852</b>	<b>\$ 10,767,852</b>	<b>\$ 570,000</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001168	Deputy Director	0.25	0.25	0.25	\$46,966 - \$172,744	\$ 35,003
20000678	Parking Meter Supervisor	2.00	2.00	2.00	47,341 - 56,597	113,194
20000674	Parking Meter Technician	11.00	11.00	11.00	41,330 - 49,400	503,866
20001222	Program Manager	0.50	0.50	0.50	46,966 - 172,744	49,000
20000783	Public Information Clerk	0.25	0.25	0.25	31,491 - 37,918	8,445
20000827	Senior Parking Meter Technician	1.00	1.00	1.00	43,472 - 51,792	46,249
	Bilingual - Regular					1,456
	Budgeted Vacancy Savings					(41,330)
	Overtime Budgeted					50,608
<b>FTE, Salaries, and Wages Subtotal</b>		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>		<b>\$ 766,491</b>

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 3,424	\$ 3,621	\$ 3,657	\$ 36
Flexible Benefits	86,483	117,069	138,626	21,557
Long-Term Disability	3,973	2,319	2,273	(46)
Medicare	8,741	10,352	10,382	30
Other Post-Employment Benefits	73,082	82,399	82,812	413
Retiree Medical Trust	275	425	679	254
Retirement ADC	257,766	271,990	242,928	(29,062)
Risk Management Administration	10,517	14,708	14,307	(401)
Supplemental Pension Savings Plan	34,456	44,915	48,215	3,300
Unemployment Insurance	2,627	1,326	1,296	(30)

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	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Workers' Compensation	37,475	30,739	19,254	(11,485)
<b>Fringe Benefits Subtotal</b>	<b>\$ 518,819</b>	<b>\$ 579,863</b>	<b>\$ 564,429</b>	<b>\$ (15,434)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,330,920</b>	

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## Revenue and Expense Statement (Non-General Fund)

Parking Meter Operations Fund	FY2015 Actual	FY2016* Budget	FY2017 Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ -	\$ 66,255	\$ 1,324,026
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ -</b>	<b>\$ 66,255</b>	<b>\$ 1,324,026</b>
<b>REVENUE</b>			
Licenses and Permits	\$ 9,873,841	\$ 10,197,852	\$ 10,767,852
Other Revenue	-	-	-
Revenue from Use of Money and Property	22,972	-	-
<b>TOTAL REVENUE</b>	<b>\$ 9,896,813</b>	<b>\$ 10,197,852</b>	<b>\$ 10,767,852</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 9,896,813</b>	<b>\$ 10,264,107</b>	<b>\$ 12,091,878</b>
<b>OPERATING EXPENSE</b>			
Personnel	\$ 617,468	\$ 764,626	\$ 766,491
Fringe Benefits	518,819	579,863	564,429
Supplies	23,825	123,541	31,405
Contracts	1,345,286	2,544,399	2,245,624
Information Technology	13,239	16,641	13,115
Energy and Utilities	21,965	16,128	24,628
Other Expenses	10,583	-	-
Transfers Out	7,279,374	6,152,154	6,152,154
Capital Expenditures	-	500	500
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 9,830,558</b>	<b>\$ 10,197,852</b>	<b>\$ 9,798,346</b>
<b>TOTAL EXPENSE</b>	<b>\$ 9,830,558</b>	<b>\$ 10,197,852</b>	<b>\$ 9,798,346</b>
<b>BALANCE</b>	<b>\$ 66,255</b>	<b>\$ 66,255</b>	<b>\$ 2,293,532</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 9,896,813</b>	<b>\$ 10,264,107</b>	<b>\$ 12,091,878</b>

\* At the time of publication, audited financial statements for Fiscal Year 2016 were not available. Therefore, the Fiscal Year 2016 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2016 Adopted Budget, while the beginning FY 2016 balance amount reflects the audited Fiscal Year 2015 ending balance.