

2011 Department Budgets

Executive Division

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DIVISION SUMMARY

EXECUTIVE

Joseph A. Calabrese, CEO/General Manager and Secretary-Treasurer

Mission Statement

To plan, execute and manage the efficient, effective and safe delivery of quality public transportation services to the residents of Greater Cleveland.

General Description

The Executive Division is responsible for the overall management of the organization, including strategic leadership, finance, operations, human resources, marketing, media and government relations, planning, project management and engineering.

2010 Achievements

The focus of RTA's business plan was to enhance customer service, improve our image, strengthen financial resources and to develop a 2011 Budget that would result in a balance budget with no service reductions, fare increases or employee layoffs.

Enhance Customer Service

- Opened Stephanie Tubbs Jones Transit Center on October 19th. This is the first downtown transit center in Cleveland, which is a partnership between GCRTA and Cleveland State University (CSU), and will serve hundreds of RTA customers daily. A majority of the funding came from the American Reinvestment and Recovery Act of 2009 (ARRA).
- Construction continued on the ARRA funded Puritas Red Line Station with an anticipated spring 2011 opening.
- Construction continued on the ARRA funded East 55th Street Station that serves the Red, Blue and Green Lines, with an anticipated summer 2011 opening.
- RTA was awarded a \$10.5 million TIGER II grant for construction of the new University Circle Station serving the Red Line. Station design is underway and construction should start in Fall 2011.
- Awarded \$5.4 million from the Ohio Department of Transportation. The funding allowed GCRTA to stabilize the budget for 2011 preserving services, and allowed RTA to initiate two new routes and expand six existing routes in December.
- GCRTA now has three new Explosive Detection Canine Teams, bringing the total to seven teams. These units not only serve our system but also are routinely requested throughout the region and the state.
- GCRTA launched use of Twitter and Facebook accounts, to reach out to customers and riders quickly. Also launched the use of Commuter Alerts, a sign-up service that gives rail passengers information about delays for their specific routes. Between the three services, GCRTA is in communication with nearly 5,000 people at a moment's notice.

DIVISION SUMMARY

EXECUTIVE

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- Debuted the new weekly shopper service for customers who depended on Community Circulators for their needs.

Improve Our Image

- Every RTA bus and train is now designated as a Safe Place for youths in distress. Operators and transit police work together to transport youths to one of two full service youth facilities, 24 hours a day, seven days a week.
- Hosted the American Public Transit Association's International Bus and Paratransit conference, putting Cleveland in the national spotlight. This gave the local economy a \$2 million boost.
- The HealthLine (RTA's Bus Rapid Transit system) continues to receive international recognition for ridership increases, economic development impact and design. The project received the 2010 Grand Award from ACEC of Ohio for Engineering Excellence.

Strengthen Financial Resources

- Continued work on an updated five to ten-year strategic plan for the agency, which will be adopted in 2011.
- Ended fiscal year 2010 with a balanced budget, despite the depressed economy. Salaried staff continued the 3 percent wage reduction. Reduced our workforce by 245 positions.

- Continued an Energy Price Risk Management program to help to significantly reduce fuel costs. Ninety percent (90%) of RTA's diesel fuel needs have been hedged for 2011 and 60% hedged for 2012 at estimated net fuels costs of \$10.9M and \$12.4M.
- Met agency goal for industrial safety . .93 preventable accidents per 100,000 revenue miles.
- Continued use of TransitStat+. an operational efficiency tool . helped RTA save more than \$12 million in the areas of Workers' Compensation, electricity usage, energy retrofits, revenue collection, fuel hedging, safety, and customer service.
- Met agency goal for industrial safety -- 11.6 on-the-job injuries per 200,000 hours.
- Consolidated bus operations by closing Harvard District, saving over \$40 million annually with no impact on customers.

Increase Ridership

- For the third straight year, RTA's Paratransit service for the disabled had zero denials.
- Increased the number of companies in Commuter Advantage from 500 to 560 . a 560 percent increase since 2003. Participants increased from 11,261 to 12,296 . up more than 245 percent since 2003. This generated \$9.8 million in annual program revenue, up from \$6.4 million in 2007.

DIVISION SUMMARY

EXECUTIVE

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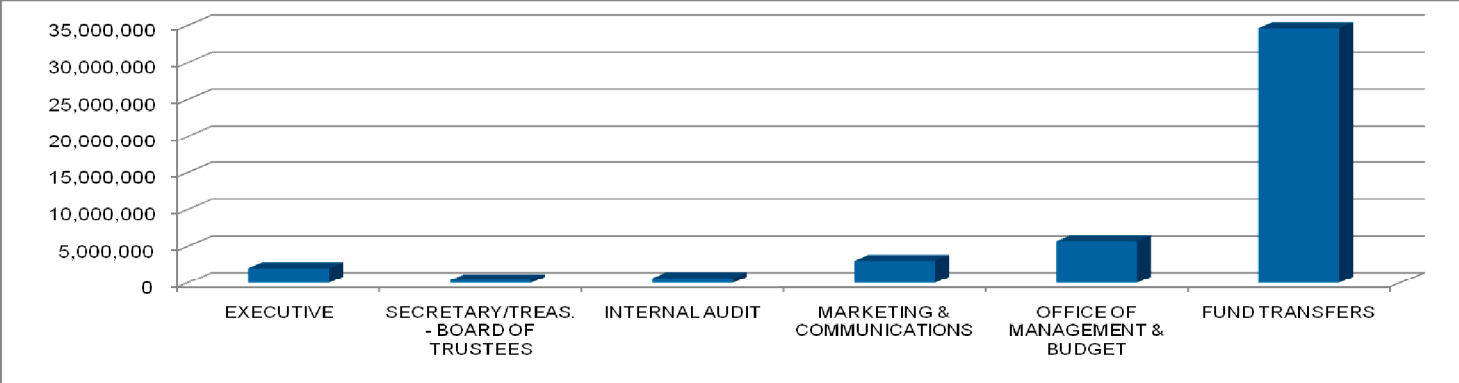
2011 Priorities

- Continue to improve service quality for all RTA customers, including:
 - On-Time Performance
 - Reliability
 - Customer Satisfaction
 - Safety
- Investigate additional strategies to increase our productivity and reduce costs.
- Successfully move forward several important capital projects, such as Rapid Station upgrades, and Westlake Park-N-Ride expansion.
- Deliver a creative marketing plan to promote the value of RTA and maximize ridership.
- Continue our positive relationship with civic leaders, elected officials and the media.
- Special focus on increasing the cleanliness of RTA facilities and vehicles.
- Work to maximize value of RTA in leveraging economic development potential of the Medical Mart, Casino and Flats East Back developments.

2011 OPERATING BUDGET SUMMARY

Division 6 – Executive

Total Budgets by Department



DIV: 6 - EXECUTIVE							
DEPT #	DESCRIPTION	2008 Actual	2009 Actual	2010 Estimate	2011 Budget	2012 Budget	2013 Budget
12	EXECUTIVE	2,047,611.54	1,925,824.38	2,073,951.92	2,012,242.00	2,042,043.71	2,060,173.15
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	291,047.73	276,546.92	339,682.37	380,893.00	381,082.97	382,603.39
19	INTERNAL AUDIT	588,892.84	613,141.61	639,560.42	665,946.00	672,860.73	679,129.34
53	MARKETING & COMMUNICATIONS	3,133,286.95	3,158,400.20	3,047,592.03	3,025,675.00	3,056,975.88	3,067,328.25
67	OFFICE OF MANAGEMENT & BUDGET	908,885.61	907,772.68	1,001,864.64	5,705,518.00	5,715,664.59	5,722,308.12
99	FUND TRANSFERS	27,819,832.00	31,497,161.50	46,409,133.00	34,633,073.00	35,422,657.00	35,310,056.00
DIVISION TOTALS		34,789,556.67	38,378,847.29	53,511,784.38	46,423,347.00	47,291,284.87	47,221,598.25

(Starting in 2011, Office of Management and Budget assumed the responsibility for managing the utilities, transferred from Service Management Department in the Operating Division)

Total Staffing by Department

EXECUTIVE					Variance
	2008	2009	2010	2011	2011 - 2010
EXECUTIVE	13	13	12	13	1
SECRETARY/TREASURER - BOARD OF TRUSTEES	11	11	11	11	0
INTERNAL AUDIT	7	7	7	7	0
MARKETING & COMMUNICATIONS	33	30	29	28	(1)
OFFICE OF MANAGEMENT & BUDGET	10	9	10	10	0
TOTALS	74	70	69	69	0

2011 OPERATING BUDGET SUMMARY

Department 12 – Executive

**JOSEPH A. CALABRESE,
CEO / GENERAL MANAGER & SECRETARY-TREASURER**

Under the direction of the CEO/General Manager, it is the responsibility of the Executive staff to implement the policies and mandates established by the GCRTA Board of Trustees and develop and work towards the achievement of the Authority's goals and objectives.

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	1,390,520.70	1,282,198.42	1,312,845.73	1,260,000.00
501300	MERIT POOL - LABOR SALARIED EMP'S.	0.00	0.00	0.00	0.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	710.89	0.00
502000	FRINGE BENEFITS	467,133.28	478,562.95	528,287.00	520,342.00
502000	MERIT POOL FRINGES	0.00	0.00	0.00	0.00
503111	SERVICES	10,175.43	3,003.00	7,537.50	6,400.00
503049	TEMPORARY HELP	3,333.09	12,663.07	14,275.08	0.00
504111	MATERIAL & SUPPLIES	176,449.04	1,989.87	31,434.41	2,700.00
509111	MISCELLANEOUS EXPENSES	0.00	147,407.07	178,861.31	222,800.00
DEPT TOTAL		2,047,611.54	1,925,824.38	2,073,951.92	2,012,242.00

2011 BUDGET IMPLEMENTATION

Department 12 – Executive

- “ Implement policies and procedures to maintain critical services while addressing significant decreases in funding.

“ Maximize ridership.

“ Continue sales-focus transition of the Authority.

“ Achieve revenue increase in passenger fares.

“ Achieve performance improvements in safety.

“ Achieve performance improvements in number of miles between service interruptions.

“ Achieve performance improvements in on-time performance.

“ Achieve decrease in employee-unscheduled absences.

“ Continue improvements in the efficiency and quality of our existing
- “ Continue culture change efforts with focus on identifying efficiencies and better practices to improve customer service.

“ Promote policies at the local, state and federal levels that support transit.

“ Develop and implement a strategy to bring discretionary dollars at both state and federal levels to the GCRTA.

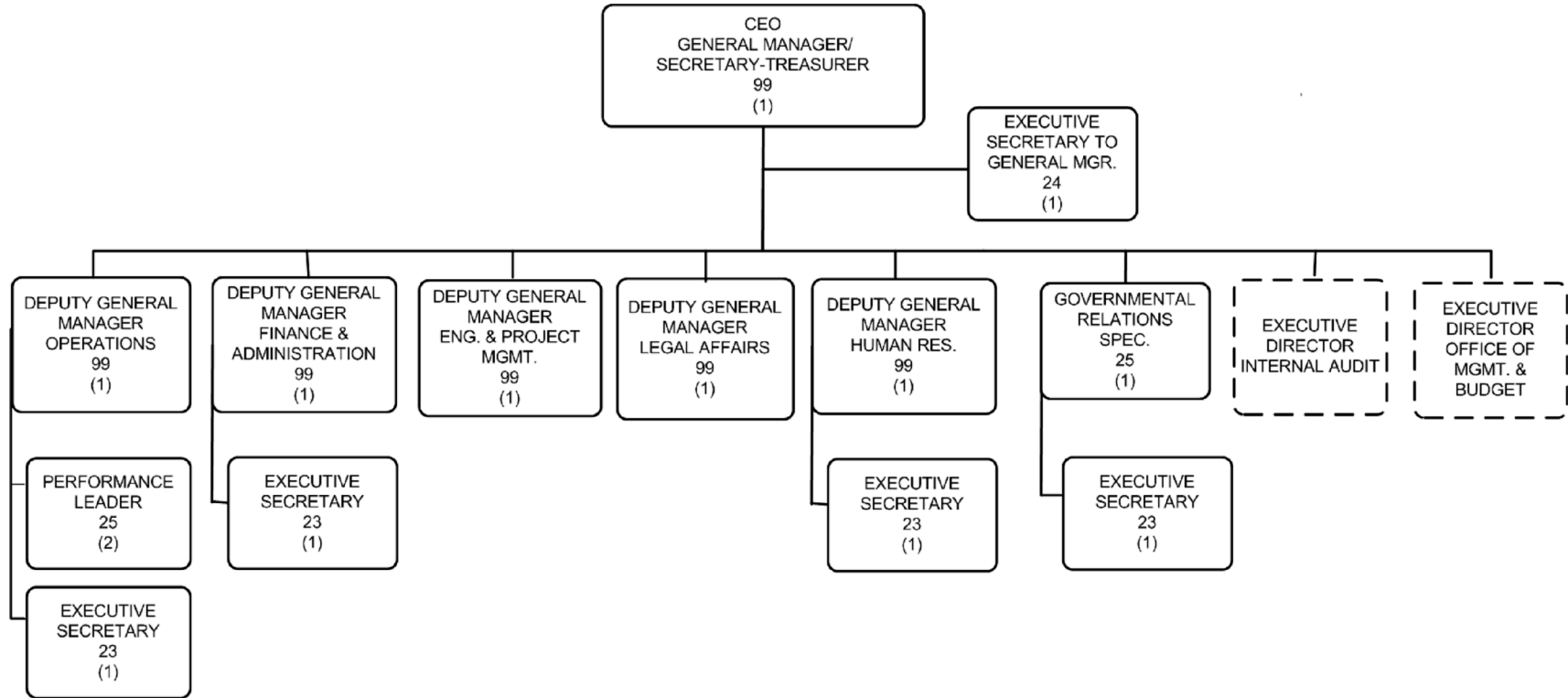
“ Support increases of transit dollars during budget cycles at both the state and federal levels.

“ Develop strong working relationships with elected officials at the local, state, and federal levels.

“ Cultivate contacts with civic, business, and community leaders and groups.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Ridership	57,977,574	49,872,964	44,682,977	46,717,800
Percent Change Prior Year	1.14%	-14%	-10.4%	4.55%
Pass Revenue	48,173,966	49,757,085	47,153,709	49,127,933
% Change	10.83%	3.29%	-5.23%	4.19%

STAFFING LEVEL COMPARISONS



DEPARTMENT: 12 - EXECUTIVE					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
23	EXECUTIVE SECRETARY	4	4	4	4
23	SECRETARY TO GENERAL MANAGER	1	1	1	1
25	GOVERNMENTAL RELATIONS SPECIALIST (PT)	1	1	1	0
31	EXECUTIVE DIRECTOR - EXTERNAL AFFAIRS	1	1	0	0
999	DEPUTY GENERAL MANAGER	5	5	5	5
999	CEO/GENERAL MANAGER AND SECRETARY-TREASURER	1	1	1	1
1625	PERFORMANCE LEADER - OPS	0	0	0	2
DEPARTMENT TOTALS		13	13	12	13

2011 OPERATING BUDGET SUMMARY

Department 16 – Secretary/Treasurer – Board of Trustees

JOSEPH A. CALABRESE,
CEO / GENERAL MANAGER & SECRETARY-TREASURER

The mission of the appointed Board of Trustees is to establish the policies and mandates that direct the Authority's ongoing goals and objectives. Additionally, the Secretary-Treasurer is responsible for the preservation of the Authority's records, safeguarding of its assets, and the cash investment program.

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	86,821.27	86,248.70	88,436.97	92,000.00
501310	OVERTIME - SALARIED EMPLOYEES	0.00	0.00	0.00	
502000	FRINGE BENEFITS	28,135.02	30,428.50	35,565.00	37,993.00
503111	SERVICES	152,200.00	146,130.59	199,152.48	218,600.00
504111	MATERIAL & SUPPLIES	134.59	0.00	1,500.00	1,500.00
509111	MISCELLANEOUS EXPENSES	23,756.85	13,739.13	15,027.92	30,800.00
	DEPT TOTAL	291,047.73	276,546.92	339,682.37	380,893.00

2011 BUDGET IMPLEMENTATION

Department 16 – Secretary/Treasurer – Board of Trustees

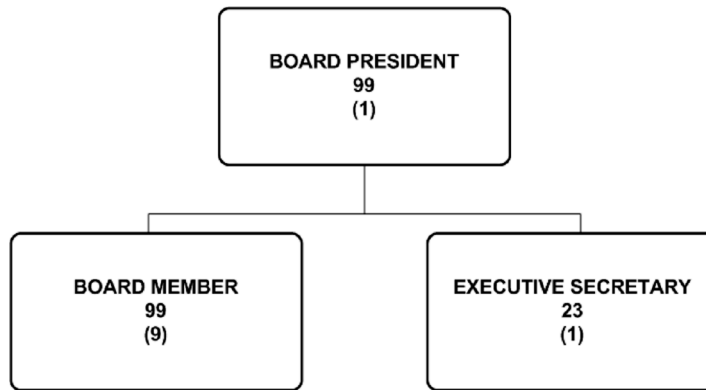
- “ Continue legislative and policy-making role; achievement of key policy goals for the Authority and development of policies that result in quality, cost-effective services that meet the needs of residents and visitors to the Greater Cleveland area.

“ Secure and complete independent outside audit of the Authority.
- “ Enforce policies on governance and demand accountability from management and staff.

“ Achieve the maximum rate of return on investments consistent with policy guidelines.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
RTA Annual Yield on Investments	2.93%	1.06%	.50%	.55%

STAFFING LEVEL COMPARISONS



DEPARTMENT: 16 - SECRETARY/TREASURER - BOARD OF TRUSTEES					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
23	EXECUTIVE SECRETARY	1	1	1	1
999	BOARD MEMBER	10	10	10	10
DEPARTMENT TOTALS		11	11	11	11

2011 OPERATING BUDGET SUMMARY

Department 19 – Internal Audit

ANTHONY GAROFOLI, EXECUTIVE DIRECTOR

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve the Authority's operations. The Department helps the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	418,970.57	429,624.80	441,676.72	443,000.00
502000	FRINGE BENEFITS	145,673.97	154,313.65	177,690.00	182,946.00
503111	SERVICES	9,000.00	21,330.00	8,992.78	13,500.00
504111	MATERIAL & SUPPLIES	1,215.16	263.89	1,493.40	1,500.00
509111	MISCELLANEOUS EXPENSES	14,033.14	7,609.27	9,707.52	25,000.00
	DEPT TOTAL	588,892.84	613,141.61	639,560.42	665,946.00

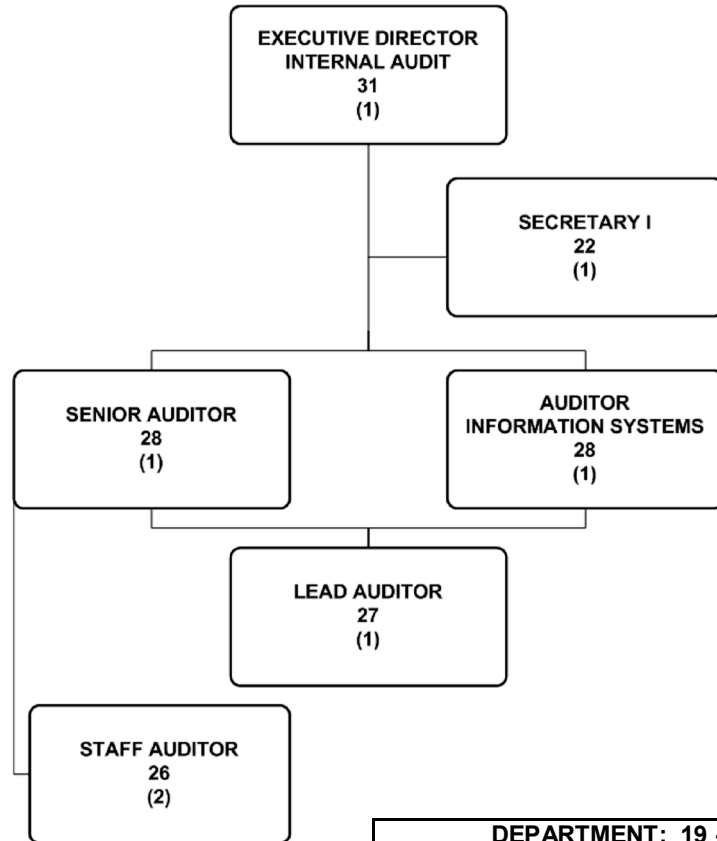
2011 Budget Implementation

Department 19 – Internal Audit

- “ Coordinate and assist with various external audits of the Authority.
 - “ Provide resources to any special requests and/or emerging issues.
 - “ Perform Health Care Benefits Audits.
 - “ Perform contract and grant closeout audits.
 - “ Perform Fare Collection and Operational Audits to appraise the operational effectiveness.
 - “ Perform construction contract audits funded through the American Recovery and Reinvestment Act.
- “ Implement a Continuous Audit Program.
 - “ Perform Information Systems audits.
 - “ Perform Bus purchase contract audits and compliance with Buy America Program grants.
 - “ Participate in Sustainability Program.
 - “ Evaluate the Information Technology Governance Program.
 - “ Participate in the GCRTA TransitStat Program.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Number of Audits Planned	50	51	51	53
Number of Audits Completed	45	46	44	47
Percentage of Time Budgeted for Audits	90%	90%	87%	89%

STAFFING LEVEL COMPARISONS



DEPARTMENT: 19 - INTERNAL AUDIT						
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011	
22	SECRETARY I	1	1	1	1	
26	STAFF AUDITOR	3	2	2	2	
27	LEAD AUDITOR	0	1	1	1	
28	INFORMATION SYSTEMS AUDITOR	1	1	1	1	
28	SENIOR AUDITOR	1	1	1	1	
31	EXECUTIVE DIRECTOR of INTERNAL AUDIT	1	1	1	1	
DEPARTMENT TOTALS		7	7	7	7	

2011 OPERATING BUDGET SUMMARY

Department 53 – Marketing & Communications

STEVEN BITTO, DIRECTOR

The mission of the Marketing & Communications Department is to direct the overall marketing strategies of the Authority, coordinate and communicate transit issues to the general public and media, and support and enhance customer relationships.

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	1,487,740.34	1,436,283.55	1,353,864.10	1,456,000.00
501310	OVERTIME - SALARIED EMPLOYEES	28,704.67	13,876.19	17,436.47	7,000.00
502000	FRINGE BENEFITS	498,906.46	528,919.63	551,705.00	604,175.00
503111	SERVICES	198,759.69	408,988.61	389,977.63	196,900.00
503020	ADVERTISING FEES	877,589.75	699,947.99	681,013.96	729,500.00
503049	TEMPORARY HELP	0.00	0.00	0.00	0.00
504111	MATERIAL & SUPPLIES	17,387.47	18,747.13	16,085.26	23,500.00
509111	MISCELLANEOUS EXPENSES	24,198.57	53,397.78	31,509.75	8,600.00
509080	DISTRICT COUNCIL	0.00	(1,760.68)	0.00	0.00
512111	LEASES & RENTALS	0.00	0.00	5,999.86	0.00
DEPT TOTAL		3,133,286.95	3,158,400.20	3,047,592.03	3,025,675.00

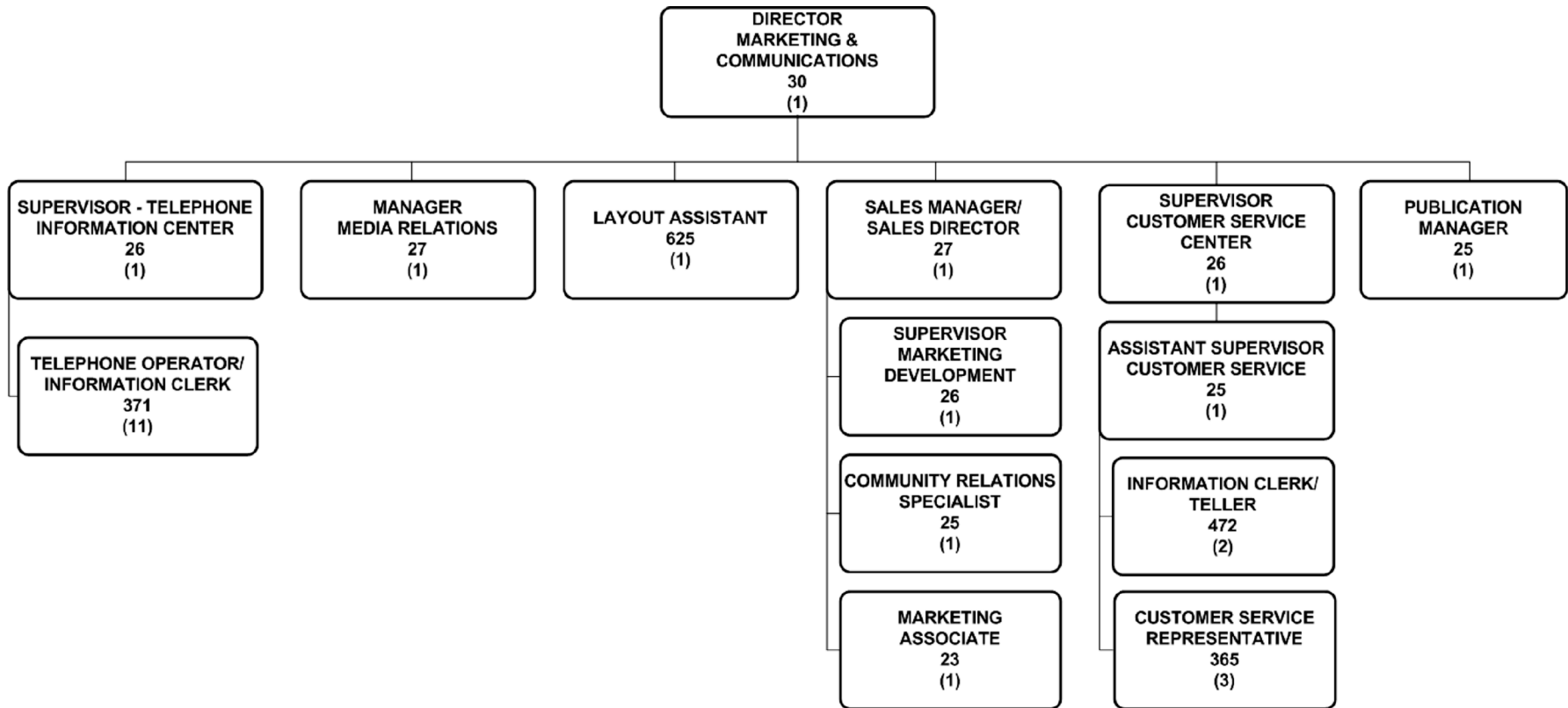
2011 Budget Implementation

Department 53 – Marketing & Communications

- “ Develop a fully-integrated communication strategy to enhance the community’s awareness of the Authority’s brand and product offerings.
- “ Solicit, establish, and expand relationships with Commuter Advantage clients.
- “ Develop strategies to increase utilization of the Authority’s existing service package, targeting the HealthLine, rapid transit system, Park-N-Ride facilities and trolley lines.
- “ Establish and maintain U-Pass relationships with local colleges and universities.
- “ Develop and conduct a series of research programs to gauge customer satisfaction related to the Authority’s primary brands . HealthLine, Rapid Transit, Park-N-Ride and Trolley.
- “ Develop a media relations program to present the Authority as a progressive, fiscally-responsible organization.
- “ Maximize revenue sources including transit advertising, asset sponsorships, and on-site vending opportunities.
- “ Establish and nurture relationships with transit coalition partners, including business and community leaders and elected officials.
- “ Expand the utilization of social media outlets targeting young adults (18-34) to encourage trial service use.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Calls Answered by TIC	450,000	489,000	585,000	625,000
New Commuter Advantage Clients	66	63	60	40
Ridership Solicitation Programs	20	15	15	20
ADA / Senior Presentations	30	24	24	24
Neighborhood / Community Outreach Activities	30	30	30	30
New U-Pass Relationships	0	2	1	2
Newsletters Produced	36	36	40	48

STAFFING LEVEL COMPARISONS



STAFFING LEVEL COMPARISONS

DEPARTMENT: 53 - MARKETING AND COMMUNICATIONS					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
301	ADMINISTRATIVE ASSISTANT	1	0	0	0
365	CUSTOMER SERVICE REPRESENTATIVE	4	4	3	3
371	TELEPHONE OPERATOR / INFORMATION CLERK	12	12	12	11
472	INFORMATION CLERK / TELLER	3	2	2	2
625	LAYOUT ASSISTANT	1	1	1	1
23	ADA TRAVEL TRAINER	0	1	0	0
23	MARKETING ASSOCIATE	0	1	1	1
25	PUBLICATION MANAGER	1	1	1	1
25	COMMUNITY RELATIONS SPECIALIST	2	1	1	1
25	ASSISTANT SUPERVISOR - TELEPHONE INFO. CENTER	1	1	1	0
25	ASSISTANT SUPERVISOR - CUSTOMER SERVICE CENTER	1	1	1	1
26	SUPERVISOR - MARKETING DEVELOPMENT	1	1	1	1
26	SUPERVISOR - TELEPHONE INFORMATION CENTER	1	1	1	1
26	SUPERVISOR - CUSTOMER SERVICE CENTER	1	1	1	1
26	MARKETING RESEARCH MDP	0	0	1	0
26	LONG RANGE PLANNER	1	0	0	0
27	SALES MANAGER / SALES DIRECTOR	1	1	1	1
27	MANAGER - MEDIA RELATIONS	1	0	0	1
30	DIRECTOR - MARKETING & COMMUNICATIONS	1	1	1	1
DEPARTMENT TOTALS		33	30	29	27

2011 OPERATING BUDGET SUMMARY

Department 67 – Office of Management & Budget

GALE W. FISK, EXECUTIVE DIRECTOR

The mission of the Office of Management & Budget is to effectively allocate the Authority's resources, provide organizational and strategic leadership, provide consulting services for the CEO / General Manager and the Board of Trustees, and provide management consulting services to all Departments on behalf of the CEO / General Manager.

OBJECT					
CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
501300	LABOR - SALARIED EMPLOYEES	612,037.99	627,486.53	674,022.07	703,000.00
502000	FRINGE BENEFITS	202,654.78	225,495.88	270,719.00	290,318.00
503111	SERVICES	84,000.00	50,987.00	46,453.92	19,000.00
503020	ADVERTISING FEES	299.40	164.67	309.38	600.00
504111	MATERIAL & SUPPLIES	1,181.85	549.42	859.21	900.00
505111	UTILITIES	0.00	0.00	0.00	4,680,000.00
509111	MISCELLANEOUS EXPENSES	8,711.59	3,089.18	9,501.06	11,700.00
DEPT TOTAL		908,885.61	907,772.68	1,001,864.64	5,705,518.00

Beginning 2011, the majority of the Utilities budget in Department 35, Service Management, has been transferred to Department 67, Office of Management and Budget

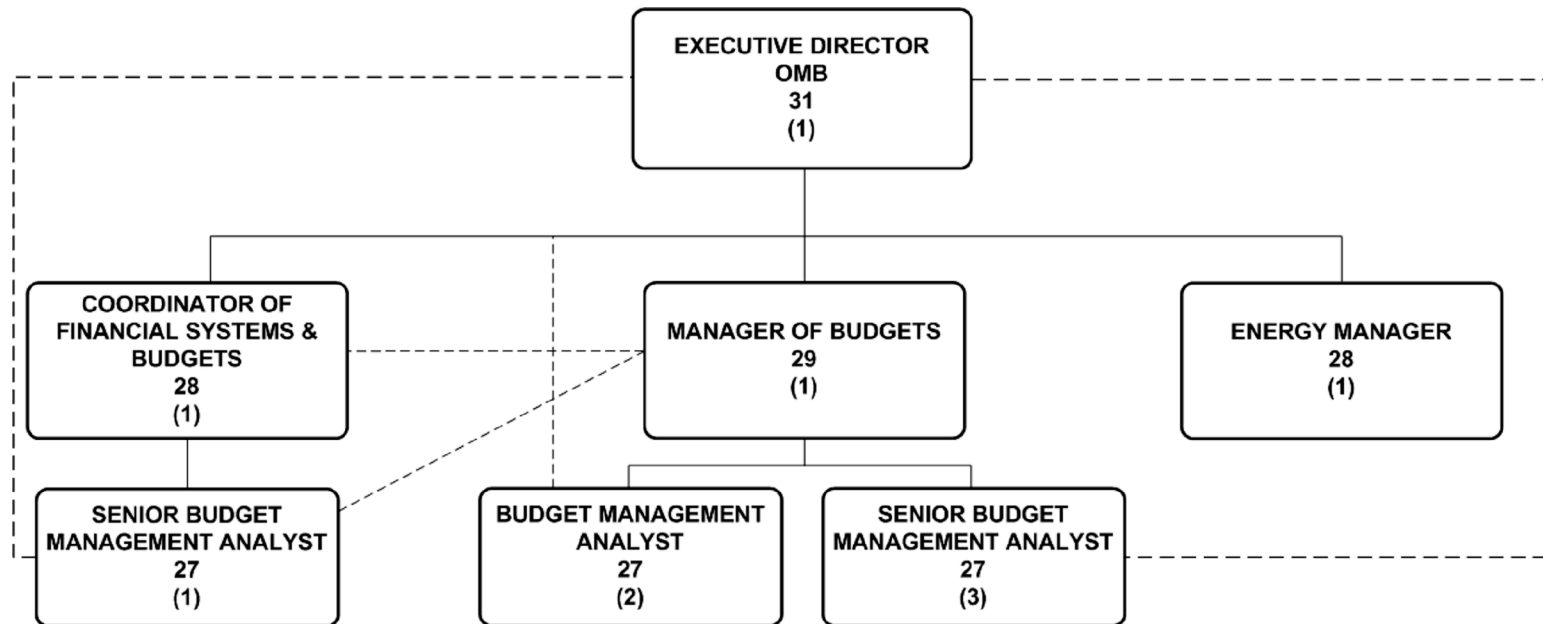
2011 BUDGET IMPLEMENTATION

Department 67 – Office of Management & Budget

- “ Implement Authority-wide management initiatives as directed by the CEO.
- “ Continue to develop Authority-wide Management Consulting Plan.
- “ Coordinate 2010 budget development process and produce an Adopted Budget Plan in a particularly difficult recession.
- “ Continue development of mechanisms to better monitor and control spending against the budget.
- “ Continue to implement new Budget Development System which is compatible with our Financial Management System and utilizes the most current technology and financial practices.
- “ Continue to re-prioritize the capital program and coordinate the funding/system implications.
- “ Lead the National Transit Database reporting and submittal.
- “ Continue to develop and implement operations analyses to improve cost effectiveness of service delivery.
- “ Continue and expand TransitStat program to improve processes, enhance service and further reduce costs.
- “ Execute the Energy Price Risk Management Program to control and stabilize Diesel Fuel Costs.
- “ Continue to develop methodology for ridership counts.
- “ Develop plans and methodologies to reduce cost of utilities over next two years.
- “ Investigate and develop proposal for a more regional approach to transit in northeast Ohio.

	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Quarterly Management Reports Produced	4	4	4	4
FTA Financial Status Reports Prepared	4	4	4	4
Cost Allocation Plans Produced	1	1	1	1
National Transit Database Reports Prepared	1	1	1	1
# of Management Consulting Products Completed	3	3	3	3
Operating Budget Variances:				
Revenues over/(under)	(1.15%)	(3.55%)	2.06%	3.22%
Expenditures over/(under)	(1.13%)	(2.89%)	(8.79%)	3.82%

STAFFING LEVEL COMPARISONS



DEPARTMENT: 67 - OFFICE OF MANAGEMENT & BUDGET					
JOB CLASS	JOB TITLE	APPROVED 2008	APPROVED 2009	APPROVED 2010	Budgeted 2011
27	BUDGET MANAGEMENT ANALYST	3	3	4	3
27	SENIOR BUDGET MANAGEMENT ANALYST	3	2	2	3
28	ENERGY MANAGER	0	0	1	1
28	COORDINATOR OF FINANCIAL SYSTEMS & BUDGETS	1	1	1	1
29	MANAGER OF BUDGETS	2	2	1	1
31	EXECUTIVE DIRECTOR - OFFICE OF MGMT. AND BUDGET	1	1	1	1
DEPARTMENT TOTALS		10	9	10	10

2011 OPERATING BUDGET SUMMARY

Department 99 – Fund Transfers

OBJECT CLASS	DESCRIPTION	2008 Actual	2009 Actual	2010 Actual	2011 Budget
509091	MISC FINANCE COSTS			8,048,493.00	0
510065	TRANSFERS TO/FROM PENSION FUND	100,000.00	100,000.00	100,000.00	100,000.00
510075	TRANSFERS TO / FROM RTA CAPITAL	10,100,882.00	10,550,000.00	17,703,853.00	12,101,441.00
510085	TRANSFERS TO / FROM BOND RETIREMENT	14,718,950.00	17,327,161.50	17,353,787.00	19,181,632.00
510090	TRANSFERS TO / FROM INSURANCE FUND	2,900,000.00	3,520,000.00	3,203,000.00	3,250,000.00
	DEPT TOTAL	27,819,832.00	31,497,161.50	46,409,133.00	34,633,073.00

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