

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

# 2009 OPERATING AND CAPITAL BUDGET



$$\text{Transit} \sqrt{\text{Hybrid Technology} + \text{Redevelopment}} - \left( \text{Oil Dependency} \times \text{CO}_2 \right) = \infty \text{ Good}$$



# **Greater Cleveland Regional Transit Authority**

## **2009 Adopted Budget Plan**

**President - Board of Trustees  
George F. Dixon, III**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
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**Greater Cleveland Regional Transit Authority  
Ohio**

For the Fiscal Year Beginning

**January 1, 2008**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Greater Cleveland Regional Transit Authority for its annual budget for the fiscal year beginning January 2008.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

# Acknowledgements

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**Manager of Budgets**  
**Manager of Budgets**

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Service Quality Management	Richard Newell
Fleet Management	Douglas Seger
Pass Thrus	Michael York, DGM – Operations
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# DIRECTORY OF THE GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY OFFICIALS

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Internal Audit	Anthony Garofoli, Executive Director
Marketing & Communications	Stephen Bitto
Office of Management & Budget	Gale Fisk, Executive Director



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## Citizens Summary

If you wish to see a summary of the 2009 Operating and Capital Improvement Budgets, the **Citizens Summary** is the chapter to read. This chapter includes the CEO/General Manager's **Transmittal Letter** to the Board of Trustees explaining the 2009 budget request in terms of revenue, ridership, and service level assumptions, program changes/initiatives and financial policy variables. In addition, it provides a **Budget Highlights** section that reconciles the CEO/General Manager's Recommended Budget with the final adopted Budget, summarizes the status of all the Authority's funds, focuses in on the status of the General Fund and describes staffing, service indicators and the Capital Improvements Plan.

## 2009 TRANSMITTAL LETTER

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**To:** George F. Dixon III, President,  
and Members, Board of Trustees

**Date:** November 11, 2008

**From:** Joseph A. Calabrese, CEO  
General Manager / Secretary-Treasurer

**Subject:** 2009 Transmittal Letter

### **EXECUTIVE SUMMARY**

On a macro level, 2008 highlighted the significant economic impact RTA has on the Northeast Ohio region, and on a micro level, RTA's impact on the quality of life of its many customers. The event of the year, if not the decade, was the October 24<sup>th</sup> on-time and on-budget opening of the Euclid Corridor HealthLine. This project, which was a high community priority for years, will not only improve service for many RTA customers, but will also serve as a catalyst of economic renewal for the region. Prior to opening, The Cleveland Plain Dealer has reported that this \$200 million project has already resulted in \$4.3 billion of related development.

Along with the industry as a whole, RTA found itself in a "Perfect Storm" between higher costs for diesel fuel negatively impacting the quantity of services that we could provide, and at the same time, a record demand for services fueled by the same increase in fuel prices. Being financially responsible, RTA held public hearings over the summer to discuss significant service cuts, and a possible 50-cent fuel surcharge. The public reaction was momentous, with thousands communicating to us and to elected officials, the critical importance of what RTA does every day. As a result, Governor Strickland used his influence to re-allocate over \$20 million of statewide funds to help each of the 59 transit systems to, at least on a short-term basis, weather this storm.

RTA was again highly recognized on a local, national, and international level. Locally, RTA was presented with the Ruth Ratner Economic Development Award; on a National level, RTA was honored by the Transportation Security Administration (TSA) as their Carrier Of The Year; and Internationally, Joe Calabrese was recognized by APTA as the Outstanding Transit Manager in North America.

Although these accomplishments allow us to approach 2009 with a great deal of confidence in our ability to provide first-class services to our customers, economic realities beyond our control once again cause us serious concern. A financial mismatch between revenues and expenses, which began impacting RTA in 2001, has not only continued, but has widened. This imbalance, caused primarily by sales and use tax receipts not keeping pace with inflation, is projected to continue for some length of time.

## 2009 TRANSMITTAL LETTER

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However, there may be some light at the end of the tunnel with respect to funding from the State of Ohio. After several years of continuous decline in funding under the previous administration, Governor Strickland not only provided emergency funding for transit in 2008, albeit on a one-time basis, but he also established a statewide taskforce to study the need to re-focus statewide transportation priorities and funding, with a much higher priority being given to public transportation. It is critical to our continued ability to provide needed services to our growing base of customers, that transit friendly policies, along with a dedicated funding plan, are contained in the upcoming State budget.

RTA has been able to mitigate a portion of this mismatch through overhead reductions and operational efficiencies. In 2009, the continued increases in fuel prices and weak sales tax performance will create real exposure and challenges. These financial realities will impact the amount of service RTA can provide to the public.

**This budget is very unusual for RTA. It anticipates the further reduction in overhead positions, the enactment of the additional 25-cent fuel surcharge, already approved by the Board of Trustees, and a significant reduction in service in September 2009 if additional funding, from a yet to be identified source, is not realized. What is certain is that these service cuts, as well as an increase in fares, will be devastating to many of our customers and to the region.**

In recent years, RTA has been the most recognized transit system in the nation. One factor is our demonstrated strategy of sound financial management. We feel that this budget, which is far from ideal, matches our service and fare levels with current revenue realities and continues that strategy.

The Board of Trustees' first review of the 2009 Operating and Capital Budget takes place at the Finance Committee meeting on November 11, 2008. The committee will deliberate issues in the operating and capital budget requests at subsequent meetings on November 18 and December 2, 2008. At the Board meeting on December 16, 2008, the Finance Committee will present its recommendations to the full Board of Trustees for adoption of the final 2009 Operating and Capital Budgets. The 2009 Budget is expected to be approved on this date.

Resources are included to fund rail, bus, and paratransit services and continue rehabilitation and maintenance of equipment and facilities. In preparing the 2009 request, staff developed Fund Balance Analysis statements for each major fund group, which summarize financial activity and the resulting ending balances. The Finance Committee will review major revenue & expenditure assumptions and trends, financial policy indicators, service & employment levels, strategic and other program initiatives, and capital projects included in the 2009 – 2013 Capital Improvement Plan (CIP).

## 2009 TRANSMITTAL LETTER

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The 2009 appropriation for Operating Expenditures totals \$246,514,436. This is a 1.9% increase over the current estimate of 2008 expenditures. It includes \$179,181,633 for Personnel Services, providing salary, overtime, and fringe benefit resources needed to fund 2,577 positions. The authorized employment level for 2009 represents a decrease of 116 positions from the 2,693 in the original 2008 budget.

For 2009, the Capital Budget totals \$64,433,050 for equipment and projects improving, replacing, or upgrading facilities and services. This amount consists of includes grant-supported and locally funded projects of which \$3,055,100, or 4.7%, is for RTA Capital and \$61,377,950, or 95.3%, is for RTA Development projects. The amount dedicated to capital projects for 2009 is slightly less than the 2008 budget. A few new projects were added to the five-year capital plan this year while other projects were again deferred and pushed back to future years. The five-year capital plan was reduced from \$433,706,312 for 2008-2012 to \$420,858,270 for 2009-2013.

Capital financing and the balance between the capital program and operating costs continue to be a major challenge for the Authority. Recent Capital Budgets addressed this issue through the deferral and reduction of some projects. The 2008 Budget reduced planned expenditures for that year by 45% and reduced the overall five-year plan by nearly 12%. The 2009 Capital budget, at a slightly lower amount than in 2008, represents a stabilization in the growth of the capital program at a level that is compatible with anticipated funding levels. Debt financing has played a significant role in funding capital projects in the last several years, but no additional debt will be issued for capital projects for 2009 as the overall requirement for debt is lowered.

The revenue required to support both operating and capital budgets continues to pose difficult fiscal challenges. The shortfall from our largest revenue source, the Sales & Use Tax, has truly highlighted our dependence on this income and its underperformance affects every aspect of our operation. That shortfall limits our ability to provide service, maintain and upgrade our capital plant, and finance these needs.

It is again our diligence in the expenditure area that has resulted in a budget that provides a positive ending balance for 2009. Without the significant efforts toward reducing costs that began in 2000, the budgets for the last several years would have resulted in totally unacceptable negative ending balances. Further, without the fuel surcharge and the service realignment being executed at the end of 2008 and then carried forward in this Budget, 2009 would be negative. Increased funding for transit for the Greater Cleveland area must be received to avoid another service reduction in 2009. If not, this will mark the third consecutive year with service reductions.

Thus, the 2009 Budget is not what we had hoped for, but given the service demands and economic realities, it represents a solid budget; one that allows us to continue to provide high quality and cost-effective public transportation to the Greater Cleveland region.

## 2009 TRANSMITTAL LETTER

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### **A STRATEGIC APPROACH TO THE BUDGET**

In developing the budget as well as developing our business strategy, the Authority derives its direction from the five Policy Goals identified by the Board of Trustees. These Goals, along with the Authority's Mission Statement, are shown below.

#### **GCRTA MISSION**

*RTA enhances the quality of life in Greater Cleveland by providing outstanding, cost-effective public transportation services.*

#### **BOARD POLICY GOALS**

- I. **CUSTOMER FOCUS:** Provide safe, high-quality service to all customers and support our employees in that endeavor.
- II. **EXPAND AND REORGANIZE SERVICE:** Expand and reorganize service to retain our current riders and attract new riders by providing service that meets customer and community needs.
- III. **PREPARE FOR THE FUTURE:** Prepare for the future by forging new partnerships and strengthening existing ones with the public and private sectors to establish policies, funding, innovations, and technologies that support cost-effective public transportation.
- IV. **IMPROVE FINANCIAL HEALTH:** Improve the agency's financial health through efficient use of resources and the pursuit of new and innovative revenue sources.
- V. **PROVIDE COMMUNITY BENEFITS:** Provide social, economic, and environmental benefits to the community through system improvements and increase community awareness of these contributions.

Again, for 2009, our business planning efforts continue to highlight two of the five policy goals as most critical. These are **Customer Focus** and **Improve Financial Health**. In an effort to more effectively transition the strategic planning focus into the 2009 budgeting process, the evaluation of requests and the allocation of funding for 2009 initiatives were linked to the business plan and these two policy goals.

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### **PROGRAM AND PROJECT INITIATIVES**

There are two major initiatives for RTA in 2009. The first of is to ensure the efficient operation of all aspects of the Euclid Corridor Transportation Project (ECTP). Construction was completed in the fall of 2008 and the new HealthLine was opened on October 24, 2008. The project was completed two months ahead of schedule and on budget. Operations were smoothly and efficiently implemented. We know there will be challenges over the next six months to ensure our customers receive the full benefit of this new line. We must ensure all of challenges are met. The ECTP was a major project for RTA and will be a tremendous improvement to the fabric of the City of Cleveland and the Region.

The second major point of emphasis is continuing actions to close the ever-widening gap between revenue and expenditures that the authority has prudently managed for the last eight years. TransitStat, a data driven performance management initiative, was implemented early in 2008 with the goal of continuing and further promoting the cultural change of constant improvement and its natural outcome, reductions in expenditures. The first initiative for TransitStat dramatically reduced overtime and produced savings of over \$3 million. Other initiatives such as inventory management, attendance, reliability, and operational scorecards are also significantly improving operations and costs. We can continue to manage our resources, as effectively as possible, but without sufficient revenue to sustain operations at a level in line with the needs of the working public in Greater Cleveland, additional service reductions cannot be avoided. The Authority has participated in a nine-month study by the Ohio Transportation Task Force initiated by Governor Strickland. We hope the outcome derived from its report is improved funding for transportation authorities throughout the State of Ohio.

### **Fare Structure**

Diesel fuel prices increased dramatically during the first half of 2008, rising from \$2.55/gallon to \$4.18/gallon. The Authority purchases 5.5 million gallons of diesel fuel annually. An increase of that magnitude raises costs by \$8.1 million annually and significantly stresses the budget. To control the outcome of this volatility, RTA put together a fuel surcharge plan. Public hearings were held on the need for a \$0.50 fuel surcharge to be implemented in the fall of 2008 and service cuts that also would be needed to maintain the financial position of the Authority. Over 2,000 Clevelanders attended hearings. The majority stated that maintaining service was critical and they could understand the need for a fuel surcharge but that a \$0.25 surcharge would be preferable. Governor Strickland pushed for temporary funding from balances held at Metropolitan Planning Organizations (MPO's). NOACA provided \$9.0 million to The Authority to lessen the impact of fuel cost increases from 2008-2009. The Board passed a \$0.25 fuel surcharge on October 14, 2008 effective October 27. The Authority minimized the reduction in service required and



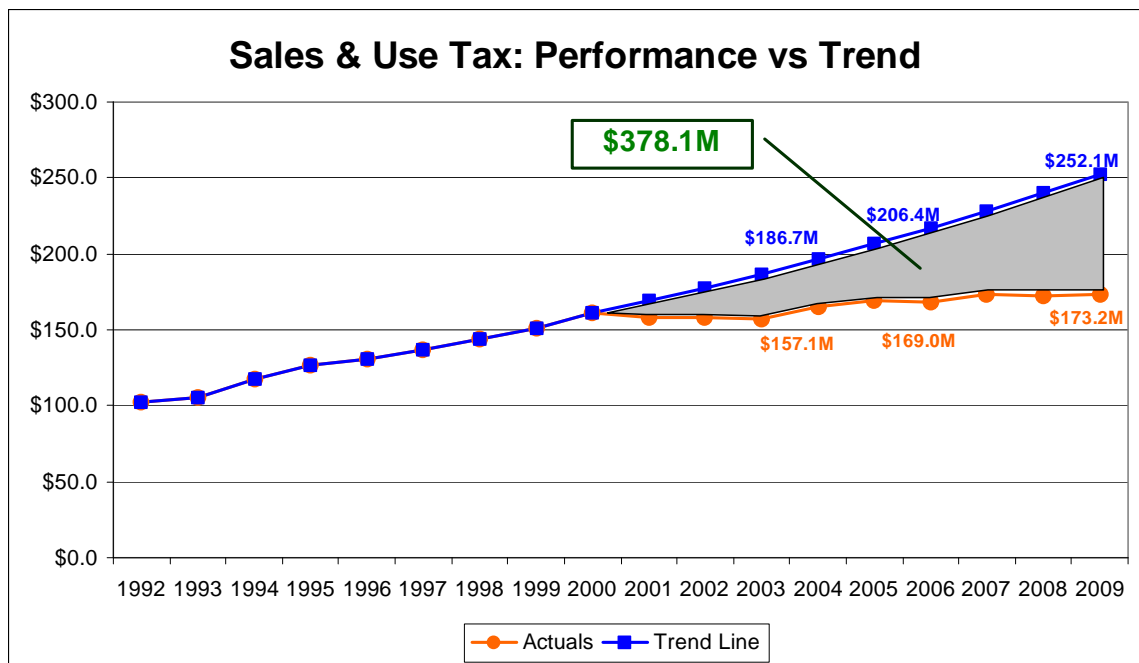
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implemented it on November 9. The funding provided is only temporary. Additional funding will be needed on a long-term basis. If sufficient funding is not provided in the State of Ohio's 2010-2011 Biennial Budget, GCRTA must implement the additional \$0.25 fuel surcharge and the remainder of the service cuts that were deferred due to Governor Strickland's actions.

### GENERAL FUND

#### Underperforming Sales & Use Tax

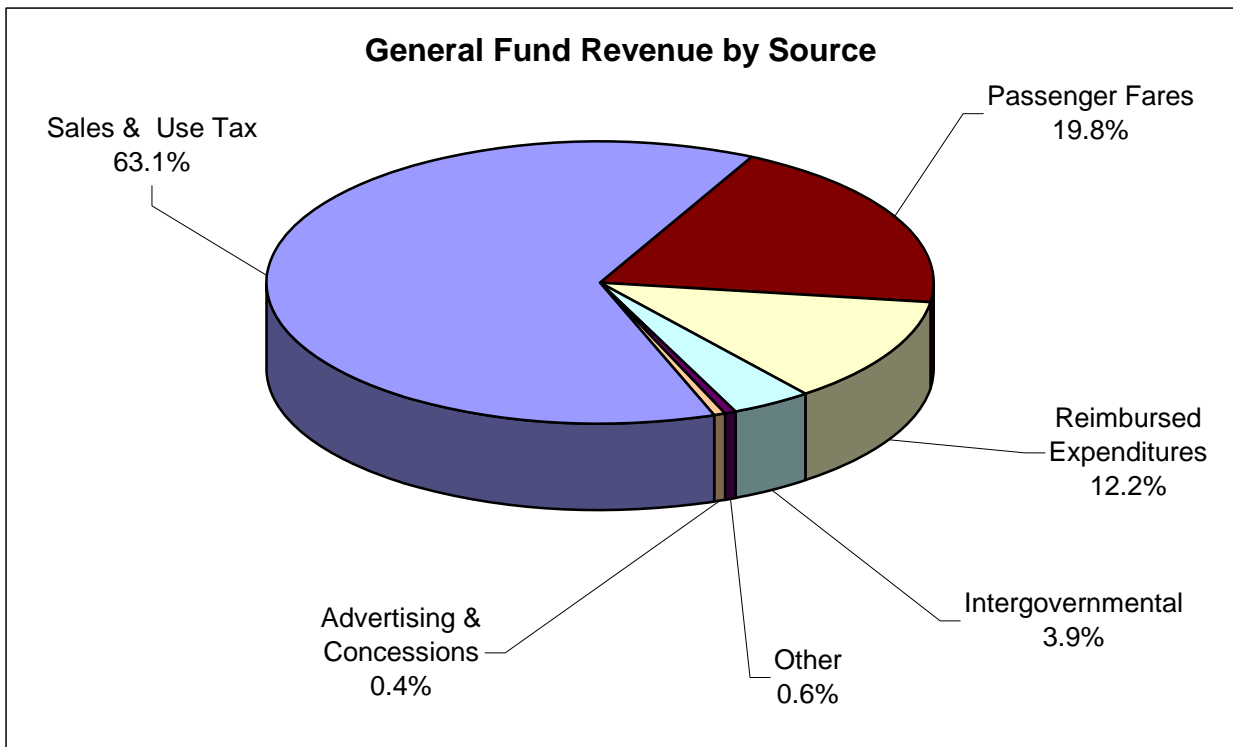
The chart below presents the major issue affecting the Authority and the region. Sales tax growth, from 1992 to 2000, averaged about 5.9% per year, yielding an average increase of nearly \$7.4 million. Beginning in 2001, local economic activity and sales tax growth flattened. The average annual growth declined to 0.9%, netting only \$2.2 million per year. Consequently, the cumulative loss in potential revenue is estimated at \$378.1 million. On the heels of the 2008 financial and economic crisis, sales tax revenue is projected to remain stagnant for the foreseeable future. Moreover, recent economic reports suggest that the 2008 third and fourth quarter (holiday season), will show depressed consumer activity in all major categories. For the Authority, this crystallizes our commitment to remain diligent in our cost reduction activities, as it is highly likely that we will need to prepare for a 1% reduction in sales tax.



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The General Fund Balance Analysis, included as Attachment A, presents the 2009 Operating Budget in summary. The highlights are as follows:

### Revenue



The current 2008 estimate projects \$263.0 million in General Fund revenue and total resources of \$277.0 million. The 2009 Budget projects total resources at \$282.1 million. As a result of unprecedented fuel cost increases, The Authority will utilize the 2008 fund balance to cover expenditures that have outpaced revenue. This will result in a 2009 beginning budget balance that is \$6.6M lower than 2008.

### Passenger Fares

**\$54.4 Million**

#### **Rationale:**

The 2009 Tax Budget established the need for a \$0.50 base fare fuel surcharge, which the Authority implemented on October 27th. The State of Ohio approved a one-time funding relief package that allowed the Authority to only implement half (\$0.25) now and defer the other half. If future State funding is not forthcoming, the Authority will need to implement the second half of the fuel surcharge in September 2009, which is included in this projection.

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Passenger fare revenue is expected to increase by \$5.6 million. The fuel surcharge implemented in October 2008 is projected to result in an additional \$4.8 million and the increased revenue from the September implementation is expected to generate \$0.8 million. The core passenger fare revenue (passenger fares less student ticket and U-PASS revenue) is expected to increase 10% with each \$0.25 base fare increase. This result has proven consistent with actual experience from the last two \$0.25 base fare increases. The year-to-date (through September 2008) core passenger fare increase is nearly 9.0%.

Ridership through September 2008 is 1.1% above the same period in 2007. This increase was aided by record gasoline prices, which compelled individuals to use public transportation. The current estimate suggests that the Authority will hold the current 1.1% increase in ridership; thus, ending the year with approximately 57.9 million riders.

As is the case with most goods and services, public transportation has an elasticity of demand function. Therefore, price increases will result in decreased demand. With the implementation of the October fuel surcharge and the November service modifications, staff is projecting a two percent ridership reduction over the 2008 estimate. This will bring 2009 projected ridership to 56.8 million.

### **Sales Tax Revenue**

**\$173.2 Million**

#### **Rationale:**

Increasing unemployment in the region, the national economic crisis, and credit crunch further exacerbates economic constraints. These negative trends are acute in the Northeast Ohio Region, as the region is a leader in property foreclosure and poverty rates. Moreover, the region continues to shrink in population and unemployment rates continue to increase. In addition, National City Bank, a major employer in Cleveland, has been sold and cutbacks in personnel are likely. Because of these facts, another year of limited growth is expected.

The current 2008 RTA projection anticipates a gradual erosion of the sales tax gains during the third quarter of the year. Retail sales reports from the first six months suggest that consumer spending was lower than previous expectations. Auto dealers also report sluggish sales. Moreover, requests for home equity loans are on the decline and the residential mortgage market is extremely depressed.

In the 2009 Tax Budget, we projected a minimal increase of 0.7% above the 2008 estimate to \$173.2 million. The Northeast Ohio economic fundamentals indicate minimal growth in sales tax receipts for the near future. Because of these ongoing factors, projections may need to be revised downward as were done in 2008. We will continuously monitor this situation and prepare for a possible decline in Sales

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Tax revenue of 1%, which would be a \$1.7 million decline from 2008.

### Advertising and Concessions

**\$1.2 Million**

<b>Advertising Contract</b>	<b>\$925K</b>
<b>HealthLine (net)</b>	<b>\$175K</b>
<b><u>Other</u></b>	<b><u>\$125K</u></b>
<b>Total</b>	<b>\$1.2M</b>

#### **Rationale:**

The 2009 Budget Advertising and Concessions Category consists of three subcategories. The first is the current advertising contract. Due to 2008 fleet reductions, the advertising contract's annual guarantee was lowered from \$1,000,000 to \$925,000 per year. The second is the HealthLine naming rights contract that will net the Authority \$175,000 in 2009. The other subcategory is composed of various concession and vending arrangements and is expected to generate \$125,000 in the upcoming year.

### Intergovernmental

**\$10.7 Million**

<b>Temporary State Funding</b>	<b>\$7.2M</b>
<b>Elderly and Disabled Fare Assistance</b>	<b>\$2.1 M</b>
<b>Access to Jobs Revenue (JARC)</b>	<b>\$1.2 M</b>
<b><u>Federal Operating Asst-Paratransit Same Day</u></b>	<b><u>\$240K</u></b>
<b>Total</b>	<b>\$10.7 M</b>

#### **Rationale:**

Governor Strickland led the way for temporary emergency funding for Ohio Transit Agencies with balances held in MPO's. As a result, NOACA (our regional MPO), made \$9.0 million available to GCRTA to lessen the impact of fuel cost increases from 2008-2009. We currently estimate \$7.2 million, or 80%, of this amount can be used to mitigate operating expenses. We are working with ODOT to make this 100% and generate an additional \$1.8 million in revenue.

In 2008, the Authority received \$2.1 million from the State of Ohio for elderly and disabled fare assistance. GCRTA expects to receive \$2.1 million in 2009 and future years.

Job Access and Reverse Commute (JARC) helps GCRTA provide vanpool and reverse commute services consistent with Welfare to Work initiatives. The funds from this source have been severely sporadic over the past few years. Recent actions by the Northeast Ohio Area Coordinating Agency (NOACA) have released Federal funds. Originally, \$2.0 million of Federal funds were to be used for back-billing from 2006-2007. Due to the constraints in the type of Federal funding that

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was made available, these funds will not be able to be used for the back-billing. We will spend \$500,000 of these funds in 2008, with the remaining balances to be uses in 2009 and 2010, at approximately \$1.2 million-\$1.4 million per year. An additional \$700,000 from Federal funds and \$700,000 from ODOT will be received in 2009 and 2010, respectively, totaling \$1.4 million in revenue over that time period.

The Federal Operating Assistance-Paratransit Same Day Grant (New Freedom Program) is for the support of Operating funds for same-day Paratransit services for individuals with disabilities who cannot use GCRTA services. This supplemental service would be provided through an accessible taxi service or other contractor, and is anticipated to reimburse the operating fund in 2009 by \$240,000.

### **Other Revenue**

**\$1.2 Million**

This revenue category consists of various claim reimbursements, rental income, salvage sales, and identification card proceeds. These varied sources historically generate approximately \$1.0 million. The 2008 projection and 2009 budget include Compressed Natural Gas (CNG) rebates.

### **Interest Income**

**\$391K**

The 2009 General Fund Cash balance available is projected to average nearly \$13.1 million. The 2009 interest rate on investments is projected to range from 1% to 2.25%. As a result of lower fund balances and lower investment rates, the 2009 revenue from this source is projected at \$390,655. This is a decrease of slightly more than \$260,000 when compared to the 2008 estimate.

### **Reimbursed Expenditures**

**\$33.4 Million**

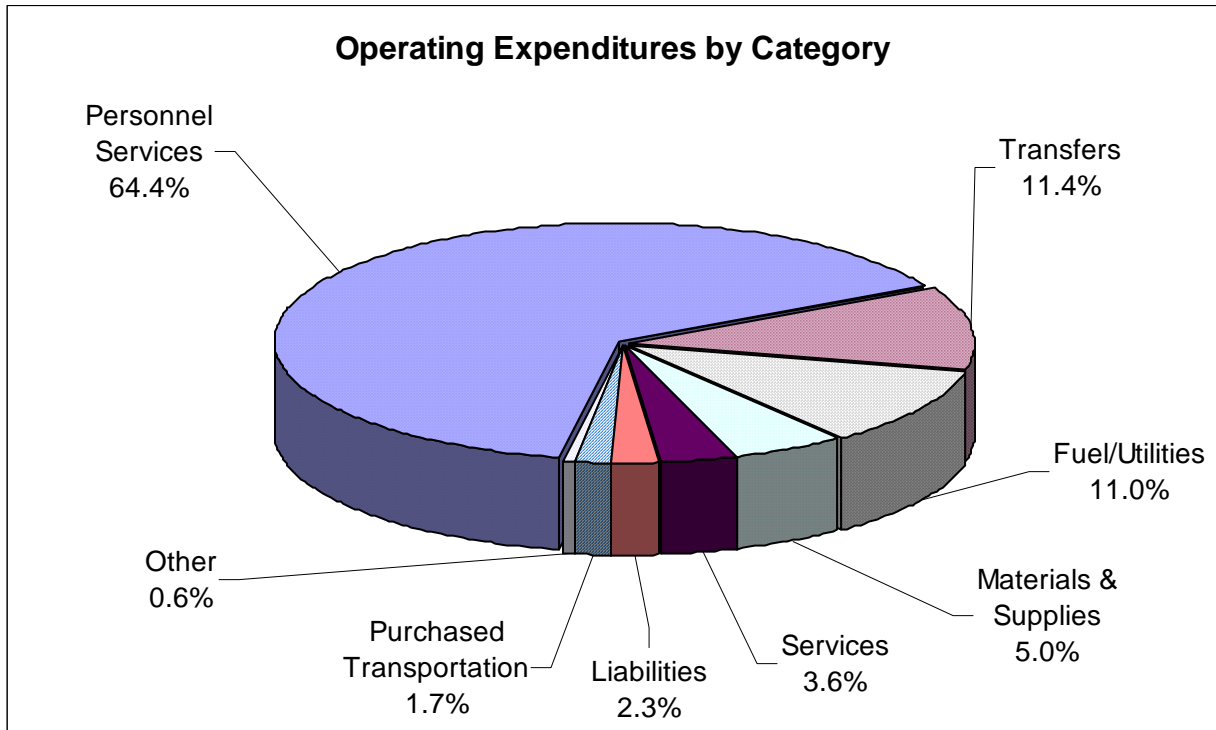
#### **Rationale:**

<b>Capitalized Operating Assistance</b>	<b>\$28.7M</b>
<b>Fuel Tax Reimbursement</b>	<b>\$1.0M</b>
<b><u>Force Account Labor &amp; Material</u></b>	<b><u>\$3.7M</u></b>
<b>Total</b>	<b>\$33.4M</b>

This category primarily is composed of capitalized operating assistance, fuel tax reimbursements, grant labor, and material reimbursements. In 2008, this category will amount to \$36.0 million in revenue. The 2009 estimate for this source is \$2.6 million lower than 2008 due to the completion of the Euclid Corridor Transportation Project, which had been the largest grant labor reimbursement project. The Fuel Tax Reimbursement is estimated to be \$0.5 million less than 2008, as fuel use will reduce due to the service reductions.

## 2009 TRANSMITTAL LETTER

### Expenditures



The Operating Expenditures for 2009 include the appropriation and changes described below. As with revenue, costs are estimated not only for the 2009 Budget Year, but also for the subsequent two years. The Fund Balance Analysis projections include those out-years to demonstrate the longer-term impacts of various items contained in the 2009 Budget (collective bargaining agreements, service changes, requirements of the Capital Improvement Plan, etc.).

The chart on page TL – 14 summarizes the budgeted increases/reductions in expenditures for 2009. The chart highlights the ardent effort by management to align the Authority's expenditures with the projected revenue. As a result, it was necessary for the Authority to implement a service reduction in November 2008, which is annualized in 2009 resulting in \$5.0 million of cost reductions. Moreover, the 2009 budget includes the deferred service cut, which will be implemented should the State of Ohio not increase funding. This cut is scheduled for September 2009 and will reduce 2009 expenditures by \$2.0 million.

## 2009 TRANSMITTAL LETTER

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**Compensation Issues** include the wage and fringe increases consistent with the collective bargaining agreements with the ATU and FOP, vacancy replenishments, as well as expected cost increases associated with health care and the Ohio Public Employee Retirement System (OPERS). Savings captured in the service reduction and cost reduction sections below reduces the amounts in the wage and salary and fringe benefits subsections. Wage and salary increases are expected to cost an additional \$6.2 million; \$2.5 million is attributable to negotiated union increases. Fringe benefits, led by projected healthcare increases are expected to increase by \$4.3 million. Two non-routine items stress the 2009 Budget. First, this budget includes a thirteenth OPERS payment. Second, the budget includes a twenty-seventh payroll for all salaried employees, which is due to the fact that the first payroll of 2010 falls on a holiday. This requires RTA to capture that payroll cost in the previous year, 2009. The thirteenth OPERS payment will cost \$1.4 million and the twenty-seventh payroll will cost \$1.3 million. In total, compensation issues increase the budget by \$13.7 million. Again, note that this base increase is reduced by cost reduction efforts below.

**Fuel/Utilities** result in a decrease of \$2.2 million. The market volatility and strain that has been experienced by transportation companies throughout the country have equally affected this Authority. The unprecedented increases in fuel costs for 2008 are well documented. At RTA, the effects were nearly crippling. Since January 2008, the daily purchase price for diesel fuel has ranged from a low of \$2.55 per gallon to a high of \$4.18 per gallon. The price per gallon in May and June averaged \$3.86 and \$3.88, respectively, and ranged from \$3.46 per gallon on May 1<sup>st</sup> to a peak of \$4.18 per gallon on May 23<sup>rd</sup>. To mitigate the financial risk associated with the market, the Authority awarded firm-fixed-price contracts of \$4.16 per gallon for the third quarter and \$3.28 for the fourth quarter. The resulting 2008 average diesel price per gallon will be \$3.54, which is \$0.84 or 31.1% more than budget.

In recent months, the prices of oil and home heating oil futures (diesel fuel correlate) have declined precipitously. In order to protect the Authority from the market's volatility and the resulting uncertainty, management again sought competitive bids for 2009 firm fixed priced diesel fuel delivery. The successful bidder will deliver 2009 diesel fuel for \$3.17, which is \$0.37 or 10.0% lower than 2008. The net adjustment for other fuel and utilities categories is expected to decrease by \$83,521.

**Service Support** results in a \$1.1 million increase. The category is led by the cost associated with the annualizing of the fare enforcement activities to support proof-of-payment on the HealthLine and Redline. In addition, \$91,477 is added to the 2009 budget to provide two additional station cleaners and one additional service monitor.

**Service Opportunities** result in a projected increase of \$615,799. The current financial environment does not allow for broad service increases. However, the commitment to our Paratransit ADA program is illustrated by this increase in service. The Paratransit service expansion will be provided through a contractual service.



## 2009 TRANSMITTAL LETTER

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**Other Operating Cost Adjustments** include various contract, service, material, and liabilities and claim increases.

**Cost Reduction Measures** result in a decrease of \$3.0 million. The 2009 Tax Budget identified a \$20.2 million budget shortfall. Recognizing the 2009 revenue and expense challenges, management created plans for an administrative Reduction In Force (RIF). The RIF process identified 29 positions to be eliminated from the 2009 Budget, resulting in a savings of \$1.7 million. Second, the adoption of proof-of-payment on the Red Line will create a reduction of 24 Station Attendants, saving \$1.0 million. Lastly, management instituted a salaried employee pay freeze, which will save \$280,000.

**Service Reductions** resulting in \$7.1 million in savings for 2009 were also needed. Presented below are annualized savings from the November 2008 service reduction, as well as, savings projected for the September 2009 reduction, which was deferred due to temporary funding relief from the State of Ohio. The September service reduction will need to be implemented if the State of Ohio does not allocate recurring public transit funding. The service reductions include savings in operator labor, vehicle maintenance labor, compressed natural gas (CNG), diesel fuel, and inventory parts.

## 2009 TRANSMITTAL LETTER

### AREAS OF EXPENDITURE GROWTH 2009 BUDGET

<b>2008 Projected Operating Expenditures</b>		<b>\$241,856,344</b>
<b>Compensation Issues</b>		<b>\$13,710,901 5.7%</b>
Wage & Salary Increases	\$6,212,589	
Fringe Benefits	\$4,365,141	
OPERS 13th Payment	\$1,377,295	
27th Salaried Pay	\$1,258,974	
Other Adjustments (net)	\$496,902	
<b>Fuel / Utilities</b>		<b>(\$2,239,363) -0.9%</b>
Diesel Fuel	(\$2,155,842)	
Other Fuel / Utilities Adjustments (net)	(\$83,521)	
<b>Service Support</b>		<b>\$1,053,166 0.4%</b>
Fare Enforcement (Annualization)	\$961,689	
Healthline Related	\$91,477	
<b>Service Opportunities</b>		<b>\$615,799 0.3%</b>
ADA Purchased Transportation	\$615,799	
<b>Other Operating Cost Adjustments</b>		<b>\$1,562,231 0.6%</b>
Operating Services and Contracts	\$900,864	
Operating Material and Supplies	\$412,239	
Liabilities and Damages	\$224,131	
Other Adjustments (net)	\$24,997	
<b>Cost Reduction Measures</b>		<b>(\$2,993,915) -1.2%</b>
Administrative Reduction in Forces Salary	(\$1,704,783)	
Elimination of 24 Booth Attendants Jan. 2008	(\$1,009,132)	
Salaried Employees Pay Freeze	(\$280,000)	
<b>Service Reduction</b>		<b>(\$7,050,727) -2.9%</b>
Operator Labor / Service Efficiencies	(\$2,494,434)	
Vehicle Maintenance Labor	(\$1,453,978)	
Compressed Natural Gas (Buses)	(\$482,012)	
Diesel Fuel	(\$317,150)	
Inventory Parts	(\$300,000)	
September 2009 Service Reduction	(\$2,003,153)	
<b>Expenditure Growth</b>		<b>\$4,658,092 1.9%</b>
<b>2009 Budgeted Operating Expenditures</b>		<b>\$246,514,436</b>

## **2009 TRANSMITTAL LETTER**

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### **Transfer to the Insurance Fund**

A transfer from the General Fund of \$2.8 million will be needed in 2009 to maintain the Insurance Fund at the established balance of \$5.0 million. The 2009 transfer will cover the Insurance Fund's insurance premium and projected claims payouts. Consistent with the recommendation from our Risk Manager, the Insurance Fund will remain at that the \$5.0 million level through the two out years, necessitating transfers of \$2.3 million from the General Fund in both 2010 and 2011.

### **Transfer to the Supplemental Pension Fund**

The 2009 budget estimates that the Supplemental Pension Fund will need transfers of \$100,000 for 2009, 2010, and 2011 in order to accommodate the increase in retirees affecting the Authority's pension liabilities. An updated actuarial study will be completed in the first quarter of 2009, establishing new minimum fund balance, which may affect the two out-years. At this time, the transfer amounts sustain the current fund balance objectives.

### **Transfers to Capital**

In 2009, Transfers to Capital will total \$28.7 million and equal 16.6% of the Sales Tax revenue. This amount includes nearly \$17.3 million to be transferred to the Bond Retirement Fund for debt service payments associated with existing debt. An additional \$11.3 million will be transferred to the Capital Improvement Fund for payment of 100% locally funded projects and for the match portion of grant-funded projects. With increases in capitalized operating expense reimbursements and dwindling local match fund balance, this transfer has increased sharply over the past two years. In the two out-years, 17.8% and 17.3% of the sales tax needs to be sent to the Capital Fund as the demands of the Capital program increase. This highlights the increasing difficulty created by increased capital needs in a time of constrained revenue.

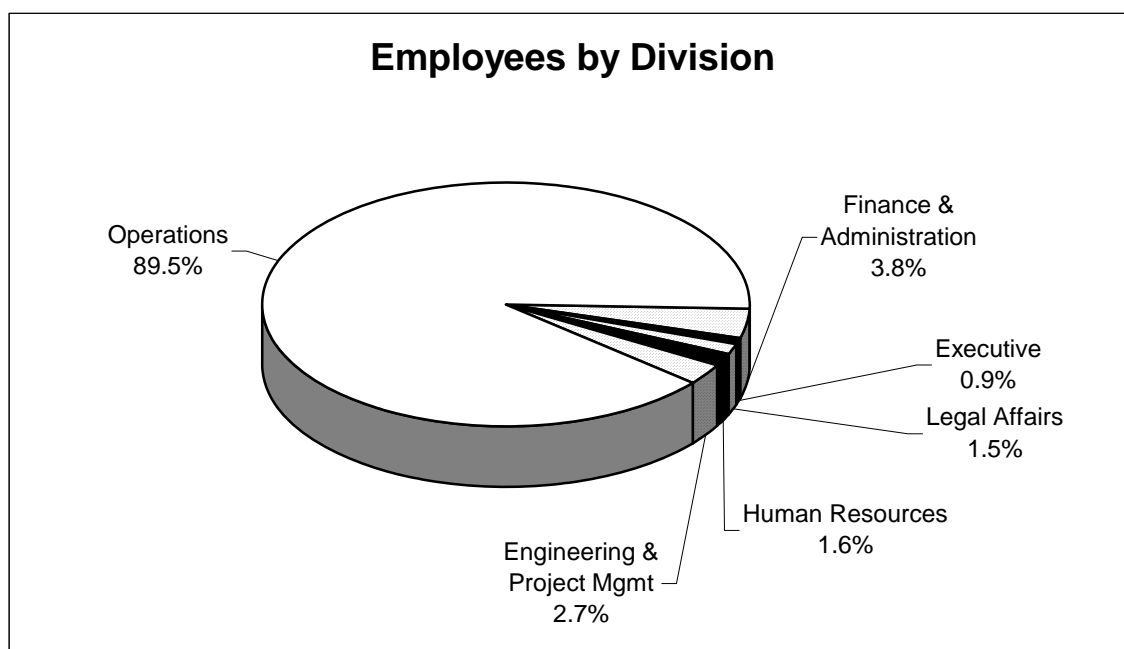
## 2009 TRANSMITTAL LETTER

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### Employment Level Analysis

In 2009, the mismatch between revenue and expenditure growth necessitated a net reduction of 116 positions. In 2008, the acceleration of increasing fuel prices created a fiscal challenge for GCRTA. The fuel issue has directly impacted our financial realities and employment level.

The chart on the following page summarizes changes in staffing from the 2008 Budget to the level included in the 2009 Budget. The 2009 Budget reflects staffing of 2,577, an overall decrease of 116 positions. Due to the November 2008 service reductions, 39 operator positions have been eliminated. In addition, 22 mechanic positions have been eliminated due to the reduction in service miles and need for service. It should be noted that a 5% administrative reduction, or 29 positions, have been executed to adjust and right-size administrative support to existing budget limitations, and abate upcoming fiscal hardships. The Euclid Corridor Transportation Project reduced staffing level by 9 positions and 24 Station Attendants were eliminated as planned. These reductions must be taken to align with service levels and maintain our fiscal position. A minimal increase had to be added to maintain the new Euclid Corridor project and the new fare collection duties related to the proof-of-payment policy, which will be used on the Red Line and Healthline. Therefore, there will be 2 additional Healthline cleaning/maintenance positions, a Healthline Service Monitor position, and 3 new positions added to lengthen fare enforcement hours for the new fare collection process. In addition, a new position will be created to support the ADA travel training initiative through a federal mobility management grant. The pie chart below demonstrates relative employment levels within each division.



## 2009 TRANSMITTAL LETTER

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### EMPLOYMENT LEVEL CHANGES 2009 BUDGET

<b>2008 Current Budget</b>	<b>2,693</b>
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<b>Operators</b>		<b>(39)</b>
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Bus	(15)	
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Circulator	(24)	
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<b>Euclid Corridor Transportation Project</b>		<b>(6)</b>
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ECTP Staff	(9)	
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HealthLine Cleaning/Maintenance	2	
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HealthLine Service Monitor	1	
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<b>Service Support</b>		<b>(42)</b>
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Station Attendants	(24)	
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Vehicle Maintenance	(22)	
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Fare Enforcement	3	
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Travel Trainer	1	
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<b>Administrative Reduction in Forces (RIF)</b>		<b>(29)</b>
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<b>2009 Budgeted Positions</b>	<b>2,577</b>
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<b>Net Change in Employment Level</b>	<b>(116)</b>
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## 2009 TRANSMITTAL LETTER

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### **SERVICE LEVELS**

In these difficult economic times, the Authority is faced with dwindling revenue, particularly from our largest revenue source, the Sales and Use Tax. That shortfall, combined with increasing operating costs, limits our ability to provide service at levels we would like to provide for our customers.

<u>Service Levels</u>	<u>2008</u>	<u>2009</u>	<u>% Change 2008-2009</u>
<b>Service Hours</b>	2,240,081	2,084,147	-7.0%
<b>Service Miles</b>	29,739,235	27,817,100	-6.5%

In recent years, service levels were adjusted to more accurately reflect customer demand. In some cases, this involved service reductions. The budgeted miles and hours include the annualized effect of service changes that were made in November 2008. The changes include route changes for lower utilized bus routes traveling from suburban areas into downtown. These routes will interline with other RTA services at Transit Centers or Rail Stations where customers will transfer to other RTA services to complete their trip. While all circulator routes will be operational in 2009, some of the routes will experience moderate changes. Minor changes will be made on other routes. The frequencies of those routes will be adjusted in off-peak hours. Headway adjustments on select routes are scheduled mostly in off-peak periods when ridership is low. This involves changing the time interval between vehicles moving in the same direction.

The chart on the next page summarizes the change in service levels by mode. The 2009 service levels reflect the temporary funding Governor Strickland and the Northeast Ohio Area-wide Coordinating Agency (NOACA) promised to provide in the latter portion of 2008. However, additional future funding is needed to maintain current service levels. Service for bus and rail are reduced. The reduction in rail reflects a decrease in the number of station attendants due to the implementation of the proof of payment system. Paratransit services are increased to ensure action on our continuing commitment to ADA service and requirements. In 2009, the Authority will continue to benefit from the operating efficiencies resulting from the merging of Maple Heights Transit System and the North Olmsted Municipal Bus Line. Moreover, staff will continue to evaluate the overall transit service to better align customer demand with the service provided.

## 2009 TRANSMITTAL LETTER

### 2009 Budgeted Service Levels By Mode Compared to 2008 Budgeted Service Levels by Mode

Service Mode	Service Hours				Service Miles			
	2008 Budget	2009 Budget	Variance	Percent Variance	2008 Budget	2009 Budget	Variance	Percent Variance
<b>Rail</b>								
Heavy Rail(Red)*	120,556	77,820	(42,736)	-35.4%	1,706,332	1,691,616	(14,716)	-0.9%
Light Rail(Blue/Green)*	87,480	66,180	(21,300)	-24.3%	808,355	801,384	(6,971)	-0.9%
<b>Total Rail</b>	<b>208,036</b>	<b>144,000</b>	<b>(64,036)</b>	<b>-30.8%</b>	<b>2,514,687</b>	<b>2,493,000</b>	<b>(21,687)</b>	<b>-0.9%</b>
<b>Bus</b>								
RTA	1,730,368	1,609,233	(121,135)	-7.0%	22,607,393	20,388,534	(2,218,859)	-9.8%
Van Pool	31,000	28,000	(3,000)	-9.7%	640,000	520,000	(120,000)	-18.8%
<b>Total Bus</b>	<b>1,761,368</b>	<b>1,637,233</b>	<b>(124,135)</b>	<b>-7.0%</b>	<b>23,247,393</b>	<b>20,908,534</b>	<b>(2,338,859)</b>	<b>-10.1%</b>
<b>Paratransit</b>								
In-House	196,608	227,791	31,183	15.9%	2,850,456	3,320,506	470,050	16.5%
Contract	74,069	75,123	1,054	1.4%	1,126,699	1,095,060	(31,639)	-2.8%
<b>Total Paratransit</b>	<b>270,677</b>	<b>302,914</b>	<b>32,237</b>	<b>11.9%</b>	<b>3,977,155</b>	<b>4,415,566</b>	<b>438,411</b>	<b>11.0%</b>
<b>Grand Totals</b>	<b>2,240,081</b>	<b>2,084,147</b>	<b>(155,934)</b>	<b>-7.0%</b>	<b>29,739,235</b>	<b>27,817,100</b>	<b>(1,922,135)</b>	<b>-6.5%</b>

\* 2009 reflects a reduction in the number of Station Attendants due to proof of payment.



## 2009 TRANSMITTAL LETTER

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### **POLICY COMPLIANCE**

The discussion in this section focuses on the financial status of GCRTA as it relates to the Authority's basic adopted financial policies. These policies represent trends or indicators that should be analyzed as they relate to long-range financial implications for the organization.

The financial policies or trends, as outlined in Attachment B, are applied to the following areas:

For 2009, Operating Revenues will account for 23.1% of total operating expenses. Though less than the **Operating Ratio** policy goal of 25%, it continues an upward trend in this measure over the last two years. The improvement in this measure is partly due to the fare increase from 2006 and 2008. The remainder is the fuel surcharge put into effect in October 2008 and the additional amount that could go into effect in September 2009 if adequate additional funding is not forthcoming.

Its companion indicator, **Fare Subsidy (Net Cost) Per Passenger** at \$3.32, will also fall short of the policy goal. These two indicators continue to demonstrate that fare revenue is not covering a sufficient portion of the actual service costs. Though improvement is noted in these measures, they still do not meet policy goals.

#### **Expenditures**

This budget includes less than a **One-Month Operating Reserve**, or available ending balance, falling well short of the financial goal. The 2009 Operating Reserve will be equivalent to two-tenths of one month's operating reserve in comparison to the five-tenths of one month's reserve projected for the end of 2008. The 2008 operating reserve was also two-tenths at the beginning of the year. By managing to an internal target, we again plan to improve this number during the execution of the budget.

The organization will meet its operational needs in the 2009 budget by managing efficiently and effectively and again utilizing reserves if necessary. A reserve is maintained as a safeguard to protect the organization in times of cyclical economic downturns and will be replenished as the economy improves. The cyclic downturn in sales tax has lasted eight years. It is no longer a cycle. It is a new reality. Without the increase in revenues already discussed in this document in 2009 and 2010, growth in transfers to the Insurance Fund and to Capital, when combined with projected increases in operating expenditures, is expected to completely drawdown the reserve and lead to negative fund balances.

The percent of **Overhead Cost to Total Cost** is projected to be 12.7%, well below the maximum of 15%. The **Cost per Hour of Service** at \$116.51 increases by more than 10.0%, greater than the expected rate of inflation of 3.0% in 2009, primarily due to higher personnel and fuel costs and a reduction in service. Fuel has increased to 11% of our operating budget and rail utility costs have also increased dramatically.

## 2009 TRANSMITTAL LETTER

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### Debt Structures

The **Debt Service Coverage** ratio, at 1.18 in 2009, will again fall below the minimum goal of 1.50 as a result of increasing debt service requirements in support of the capital program, as well as, a lower fund balance in the General Fund. Unfortunately, this ratio is expected to continue to worsen in 2010 and 2011 due to projected increases in debt service requirements and decreases to the ending balance as it falls to 0.46 and 0.67 respectively.

### Capital Outlay

Our goal is also to contribute a minimum of 10% and a maximum of 15% of Sales Tax revenue to capital. This indicator includes both the direct contributions to capital and the amount “set-aside” in the General Fund for debt service. A 16.6% **Contribution to Capital** in 2009, which amounts to \$28.7 million, will exceed this goal due to increasing capital and debt service needs. This amount will support RTA Capital projects, provide local match for projects funded by grants, and fund debt service requirements. This contribution to capital is expected to grow to 17.8% in 2010 and then decrease slightly to 17.3%, both above the maximum range for this measure due, as mentioned before, to meeting the growing capital and debt service needs of the Authority.

The ratio of **Capital Maintenance Outlay to Capital Expansion Outlay**, at 88.1%, is outside of the Board Policy goal of between 33% and 67% for 2009. It increases from the expected level of 80.8% in 2008 due to the completion of Euclid Corridor Transportation Project (ECTP) and as work continues on an increasing number of maintenance projects. This measure is again expected to exceed the goal during 2010 with a ratio of 97.5% and in 2011 with 92.1% as more maintenance projects are prioritized in the upcoming years.

## **CAPITAL PROGRAM**

The Capital Improvement Plan (CIP) provides for the purchase, maintenance, and improvement of the Authority’s capital assets and covers a period of five years, from 2009 through 2013. Capital assets are properties such as buses, rail cars, facilities, equipment, etc., and the life of these properties extends over a period of years. Capital improvement planning provides a framework for scheduling improvements based on the availability of resources, the condition of assets, and the priorities among projects. The capital-intensive nature of public transportation makes long-term financial planning indispensable.

The first year of the CIP reflects the 2009 Capital Improvement Budget. In 2009, the focus will be on is the rehabilitation of rail stations and the maintenance of existing assets, primarily in rail. In the following four years, the longer-term plans of the organization are outlined. The projected cost of the five-year CIP is \$420.9 million. This is a reduction of \$12.8 million, or nearly 3.0%, from last year’s CIP as the plan continues to be refined to reflect existing financial & operational constraints.

**2009 TRANSMITTAL LETTER**

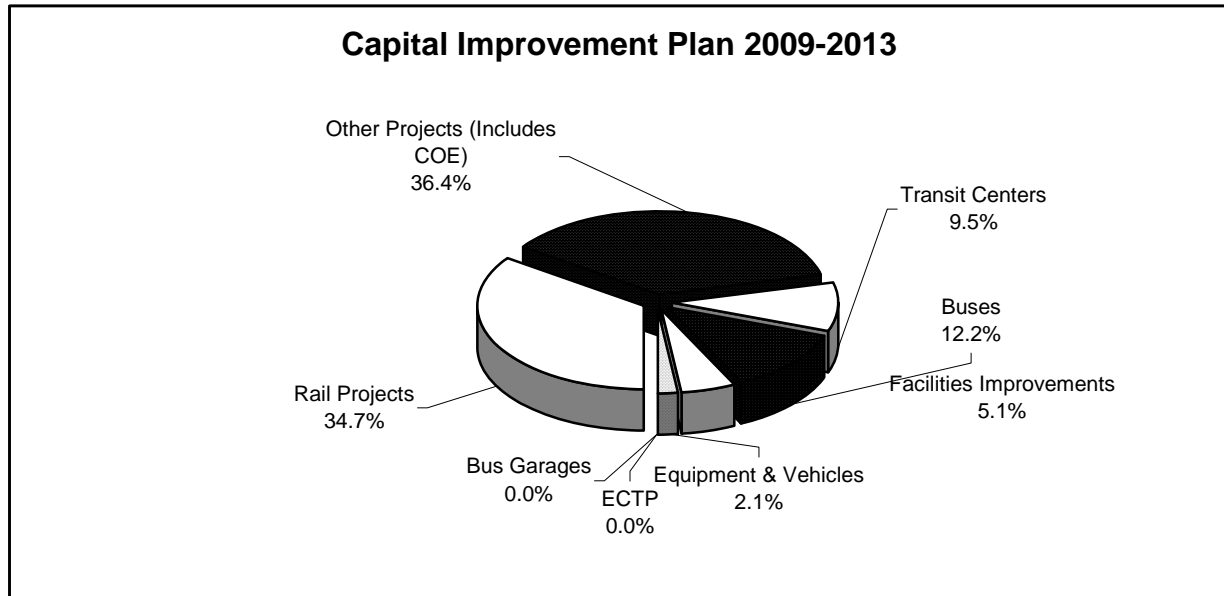
**2009-2013 CAPITAL IMPROVEMENT PLAN**

<b>PROJECT CATEGORY</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>TOTAL</b>
<b>Bus Garages</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Buses</b>	\$2,320,000	\$12,676,000	\$13,000,000	\$13,000,000	\$9,640,000	\$50,636,000
<b>Bus Rapid Transit</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Equipment &amp; Vehicles</b>	\$1,897,100	\$2,516,000	\$1,398,500	\$1,464,700	\$1,291,000	\$8,567,300
<b>Facilities Improvements</b>	\$1,990,000	\$8,096,500	\$4,557,000	\$3,309,250	\$3,209,250	\$21,162,000
<b>Other Projects</b>	\$32,200,000	\$31,204,850	\$30,210,200	\$29,215,700	\$28,230,250	\$151,061,000
<b>Rail Projects</b>	\$18,007,250	\$38,824,100	\$33,366,620	\$27,853,300	\$32,060,000	\$150,111,270
<b>Transit Centers</b>	\$8,018,700	\$2,627,000	\$7,315,000	\$4,880,000	\$16,480,000	\$39,320,700
<b>TOTALS</b>	<b>\$64,433,050</b>	<b>\$95,944,450</b>	<b>\$89,847,320</b>	<b>\$79,722,950</b>	<b>\$90,910,500</b>	<b>\$420,858,270</b>

## 2009 TRANSMITTAL LETTER

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Capital projects supported by this allocation are categorized into eight areas as shown in the chart displayed below. The larger programs/projects included in the five-year plan are shown below.



Highlights of the larger subcategory items included during 2009-2013 are as follows:

- Capitalized Operating Expenses \$133.5 million
- Rail Station Rehabilitation Program \$56.6 million
- Bus, Circulator & Paratransit Bus Programs \$50.6 million
- Transit Centers & Intermodal Stations \$39.3 million
- Rail Power System \$31.8 million
- Track Rehabilitation \$26.0 million

The total 2009 Capital Improvement Budget is \$64.4 million, of which \$3.0 million, or 4.7%, is for RTA Capital Fund projects and \$61.4 million, or 95.3%, is for RTA Development Fund projects. The two largest projects included in the 2009 Capital Improvement Budget are Capitalized Operating Expenses, at \$28.7 million, or 44.6% of the total budgeted for the year, and the Rehabilitation of Rail Stations, at \$7.3 million, or 11.3% of the total.

## 2009 TRANSMITTAL LETTER

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In addition, budget authority is also provided for the following projects scheduled in 2009 and future years:

- The Track Rehabilitation Program at \$5.3 million
- Three Intermodal Stations at the Cleveland Museum of Art, University Hospitals and Cleveland Clinic at \$5.2 million
- The Heavy Rail Vehicle Overhaul project at \$5.2 million
- The Paratransit Improvement Program at \$2.3 million will, combined with 2008 Capital Funds, provide fifty-seven Paratransit buses

The 2009 through 2013 Capital Improvement Plan of \$420.9 million continues to slow the aggressive infrastructure plan that began nearly a decade ago and focuses on a return to the basics with the rehabilitation and maintenance of existing assets. RTA is demonstrating its commitment to both policy goals of Customer Service and Improving Financial Health by continuing to develop and to refine a more realistic capital program that both meets the Authority's needs as well as its ability to finance it.

### CONCLUSION

The 2009 Operating and Capital Budgets represent another difficult year for the Authority. We have constructed a tight budget and will have to manage it well. The second and third quarters were economically troubling for the nation. The failure of money markets requiring the drastic bailout action taken was even more troubling. Unemployment is rising nationally. For Northeast Ohio, the impact has been even greater. This area has never truly recovered from the recession in 2000-2001. Manufacturing has declined, now the banking and insurance industries are also declining. In reaction to these negative forces, the Authority has fashioned a budget to maintain its financial strength. We will do all that is in our power to ensure that our mission of cost effective service delivery is realized.

The concern for our mission is relevant not only for today, but for tomorrow. Additional dedicated sources of revenue must be identified through a newly forged relationship with the State of Ohio. Additional long-term funding is needed to sustain current service levels. If they are not forthcoming by July, the Authority will have no choice but to implement fare increases and service reductions currently in deferral. At the same time, we must thoroughly investigate and implement creative methods to increase our productivity and efficiency to maintain both the quality and level of our service.

The 2009 Budget has been shaped in response to significant economic challenges. Although far from ideal, it has been developed to allow continued service delivery and at the same time position the Authority to meet future challenges.

ATTACHMENT A  
**General Fund Balance Analysis**

**Assumptions:**

Passenger Fare Annual Growth =	5.4%	3.3%	7.1%	12.3%	11.5%	2.0%	2.0%
Sales Tax Annual Growth =	2.2%	-0.2%	1.8%	0.2%	0.7%	0.7%	0.7%
Operating Expenses Growth =	1.5%	3.2%	3.2%	3.6%	1.9%	1.6%	4.5%
Capital Contribution =	20,699,560	21,840,207	22,281,814	24,668,950	28,667,898	30,976,358	30,385,266
	12.2%	13.0%	13.0%	14.3%	16.6%	17.8%	17.3%

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	<b>9,649,815</b>	<b>16,090,633</b>	<b>15,762,335</b>	<b>14,047,468</b>	<b>7,472,256</b>	<b>3,950,327</b>	<b>-10,028,450</b>
<b>Revenue</b>							
Passenger Fares	39,300,036	40,587,880	43,467,204	48,810,546	54,411,601	55,499,833	56,609,830
Advertising & Concessions	1,705,176	1,404,936	1,217,959	1,198,387	1,225,000	1,225,000	1,225,000
Sales & Use Tax	168,997,361	168,615,372	171,661,508	172,000,000	173,204,000	174,416,428	175,637,343
Ohio Elderly Fare Assistance	1,750,852	2,999,495	2,246,309	2,089,149	2,089,149	2,089,149	2,089,149
State Funding	0	0	0	0	7,200,000	0	0
Federal Op. Assistance - Paratransit	0	0	0	0	240,000	240,000	0
Access to Jobs Program	1,927,187	890,152	572,647	1,000,000	1,200,000	1,400,000	1,400,000
Investment Income	443,225	862,701	870,024	652,000	390,655	400,000	400,000
Other Revenue	1,067,306	2,672,865	1,193,213	1,200,000	1,200,000	1,200,000	1,200,000
Reimbursed Expenditures	31,398,915	30,636,402	34,201,180	36,000,000	33,400,000	33,400,000	33,400,000
<b>Total Revenue</b>	<b>246,590,058</b>	<b>248,669,803</b>	<b>255,430,044</b>	<b>262,950,082</b>	<b>274,560,405</b>	<b>269,870,410</b>	<b>271,961,322</b>
<b>Total Resources</b>	<b>256,239,873</b>	<b>264,760,436</b>	<b>271,192,379</b>	<b>276,997,550</b>	<b>282,032,661</b>	<b>273,820,737</b>	<b>261,932,872</b>
<b>Operating Expenditures</b>							
Personnel Services	163,934,412	168,973,550	173,796,848	173,363,045	179,181,633	178,917,082	185,664,594
Diesel Fuel	11,466,037	12,552,157	12,112,507	19,599,092	17,126,100	18,838,710	20,722,581
Other Expenditures	43,949,231	44,776,187	47,653,742	48,894,207	50,206,703	52,717,038	55,352,890
<b>Total Operating Expenditures</b>	<b>219,349,680</b>	<b>226,301,894</b>	<b>233,563,097</b>	<b>241,856,344</b>	<b>246,514,436</b>	<b>250,472,830</b>	<b>261,740,065</b>
<b>Transfer to the Insurance Fund</b>	<b>0</b>	<b>750,000</b>	<b>1,200,000</b>	<b>2,900,000</b>	<b>2,800,000</b>	<b>2,300,000</b>	<b>2,300,000</b>
<b>Transfer to the Pension Fund</b>	<b>100,000</b>	<b>106,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Transfers to Capital</b>							
Bond Retirement Fund	14,073,000	14,700,000	15,456,127	14,718,950	17,327,062	19,258,558	19,142,911
Capital Improvement Fund	6,626,560	6,811,909	5,110,820	3,374,788	7,818,907	0	0
<b>Total Transfers to Capital</b>	<b>20,699,560</b>	<b>21,511,909</b>	<b>20,566,947</b>	<b>18,093,738</b>	<b>25,145,969</b>	<b>19,258,558</b>	<b>19,142,911</b>
<b>Total Expenditures</b>	<b>240,149,240</b>	<b>248,669,803</b>	<b>255,430,044</b>	<b>262,950,082</b>	<b>274,560,405</b>	<b>272,131,388</b>	<b>283,282,976</b>
<b>Ending Balance</b>	<b>16,090,633</b>	<b>16,090,633</b>	<b>15,762,335</b>	<b>14,047,468</b>	<b>7,472,256</b>	<b>1,689,349</b>	<b>-21,350,104</b>
<b>Supplemental Transfer to Bond Retirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Supplemental Transfer to Capital Imp.</b>	<b>0</b>	<b>328,298</b>	<b>1,714,867</b>	<b>6,575,212</b>	<b>3,521,929</b>	<b>11,717,800</b>	<b>11,242,355</b>
<b>Available Ending Balance</b>	<b>16,090,633</b>	<b>15,762,335</b>	<b>14,047,468</b>	<b>7,472,256</b>	<b>3,950,327</b>	<b>-10,028,450</b>	<b>-32,592,459</b>

## Capital Improvement Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	<b>38,309,907</b>	<b>12,818,403</b>	<b>21,432,388</b>	<b>23,960,008</b>	<b>34,291,248</b>	<b>22,913,830</b>	<b>39,790,222</b>
<b>Revenue</b>							
Transfer from General Fund	6,626,560	7,140,207	6,825,687	9,950,000	11,340,836	11,717,800	11,242,355
Investment Income	707,924	1,278,176	940,802	1,842,063	775,000	675,000	675,000
Federal Capital Grants	55,888,368	71,849,886	74,319,702	85,431,813	71,720,952	45,236,244	47,726,409
State Capital Grants	3,177,747	6,011,798	8,532,391	12,789,925	2,637,243	968,147	960,000
Debt Proceeds	0	25,003,289	0	35,472,559	0	25,000,000	0
Capital Lease	0	0	25,000,000	0	0	0	0
Other Revenue	3,000,000	500,000	2,810,906	1,837,731	1,000,000	1,000,000	1,000,000
<b>Total Revenue</b>	<b>69,400,599</b>	<b>111,783,356</b>	<b>118,429,488</b>	<b>147,324,091</b>	<b>87,474,031</b>	<b>84,597,191</b>	<b>61,603,764</b>
<b>Total Resources</b>	<b>107,710,506</b>	<b>124,601,759</b>	<b>139,861,876</b>	<b>171,284,099</b>	<b>121,765,279</b>	<b>107,511,021</b>	<b>101,393,986</b>
<b>Expenditures</b>							
Capital Outlay	94,521,768	102,057,253	113,391,482	134,879,851	98,151,449	67,020,799	67,868,012
Other Expenditures	335	0	2,000,000	0	0	0	0
Transfer to Bond Retirement Fund	370,000	1,112,118	510,386	2,113,000	700,000	700,000	700,000
Transfer to Insurance Fund	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>94,892,103</b>	<b>103,169,371</b>	<b>115,901,868</b>	<b>136,992,851</b>	<b>98,851,449</b>	<b>67,720,799</b>	<b>68,568,012</b>
<b>Available Ending Balance</b>	<b>12,818,403</b>	<b>21,432,388</b>	<b>23,960,008</b>	<b>34,291,248</b>	<b>22,913,830</b>	<b>39,790,222</b>	<b>32,825,974</b>

ATTACHMENT C  
**RTA Development Fund Balance Analysis**

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	34,291,132	9,366,610	18,533,162	22,585,662	33,928,361	22,760,507	39,419,499
<b>Revenue</b>							
General Obligation Debt Proceeds	0	25,003,289	0	35,472,559	0	25,000,000	0
Transfer from RTA Capital Fund	5,000,000	5,000,000	5,000,000	7,450,000	8,275,400	8,075,400	7,875,400
Investment Income	607,626	1,112,118	844,393	1,777,056	700,000	625,000	625,000
Federal Capital Grants	55,888,368	71,849,886	74,319,702	85,431,813	71,720,952	45,236,244	47,726,409
State Capital Grants	3,177,747	6,011,798	8,532,391	12,789,925	2,637,243	968,147	960,000
Capital Lease	0	0	25,000,000	0	0	0	0
Other Revenue	3,000,000	500,000	2,810,906	1,837,731	1,000,000	1,000,000	1,000,000
<b>Total Revenue</b>	<b>67,673,741</b>	<b>109,477,091</b>	<b>116,507,392</b>	<b>144,759,084</b>	<b>84,333,595</b>	<b>80,904,791</b>	<b>58,186,809</b>
<b>Total Resources</b>	<b>101,964,873</b>	<b>118,843,701</b>	<b>135,040,554</b>	<b>167,344,746</b>	<b>118,261,956</b>	<b>103,665,298</b>	<b>97,606,308</b>
<b>Expenditures</b>							
Capital Outlay	92,227,928	99,198,421	109,944,506	131,303,385	94,801,449	63,545,799	64,443,012
Other Expenditures	335	0	2,000,000	0	0	0	0
Transfer to Bond Retirement Fund	370,000	1,112,118	510,386	2,113,000	700,000	700,000	700,000
<b>Total Expenditures</b>	<b>92,598,263</b>	<b>100,310,539</b>	<b>112,454,892</b>	<b>133,416,385</b>	<b>95,501,449</b>	<b>64,245,799</b>	<b>65,143,012</b>
<b>Ending Balance</b>	<b>9,366,610</b>	<b>18,533,162</b>	<b>22,585,662</b>	<b>33,928,361</b>	<b>22,760,507</b>	<b>39,419,499</b>	<b>32,463,296</b>



ATTACHMENT D  
**RTA Capital Fund Balance Analysis**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Beginning Balance</b>	<b>4,018,775</b>	<b>3,451,793</b>	<b>2,899,226</b>	<b>1,374,346</b>	<b>362,887</b>	<b>153,323</b>	<b>370,723</b>
<b>Revenue</b>							
Transfer from General Fund	6,626,560	7,140,207	6,825,687	9,950,000	11,340,836	11,717,800	11,242,355
Investment Income	100,298	166,058	96,409	65,007	75,000	50,000	50,000
Other Revenue	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>6,726,858</b>	<b>7,306,265</b>	<b>6,922,096</b>	<b>10,015,007</b>	<b>11,415,836</b>	<b>11,767,800</b>	<b>11,292,355</b>
<b>Total Resources</b>	<b>10,745,633</b>	<b>10,758,058</b>	<b>9,821,322</b>	<b>11,389,353</b>	<b>11,778,723</b>	<b>11,921,123</b>	<b>11,663,078</b>
<b>Expenditures</b>							
Asset Maintenance	1,211,997	1,233,421	1,394,482	1,797,706	1,925,000	1,825,000	1,875,000
Routine Capital	1,081,843	1,625,411	2,052,494	1,778,760	1,425,000	1,650,000	1,550,000
Other Expenditures	0	0	0	0	0	0	0
Transfer to RTA Development Fund	5,000,000	5,000,000	5,000,000	7,450,000	8,275,400	8,075,400	7,875,400
<b>Total Expenditures</b>	<b>7,293,840</b>	<b>7,858,832</b>	<b>8,446,976</b>	<b>11,026,466</b>	<b>11,625,400</b>	<b>11,550,400</b>	<b>11,300,400</b>
<b>Ending Balance</b>	<b>3,451,793</b>	<b>2,899,226</b>	<b>1,374,346</b>	<b>362,887</b>	<b>153,323</b>	<b>370,723</b>	<b>362,678</b>

ATTACHMENT E  
**Bond Retirement Fund Balance Analysis**

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	1,430,880	1,510,792	1,764,973	1,724,210	1,541,456	1,582,320	1,697,327
<b>Revenue</b>							
Transfer from General Fund	14,073,000	14,700,000	15,456,127	14,718,950	17,327,062	19,258,558	19,142,911
Transfer from RTA Development Fund	370,000	860,314	510,386	2,113,000	700,000	700,000	700,000
Investment Income	176,606	298,954	271,752	88,263	97,456	125,000	125,000
Other Revenue	0	142,782	2,404	402,785		0	0
<b>Total Revenue</b>	14,619,606	16,002,050	16,240,669	17,322,998	18,124,518	20,083,558	19,967,911
<b>Total Resources</b>	16,050,486	17,512,842	18,005,642	19,047,208	19,665,974	21,665,878	21,665,238
<b>Expenditures</b>							
Debt Service							
Principal	7,687,196	8,801,619	9,361,533	10,219,525	10,275,037	11,641,013	12,114,746
Interest	6,819,538	6,946,250	6,919,899	7,286,227	7,788,617	8,307,538	7,833,215
Other Expenditures	32,960	0	0	0	20,000	20,000	20,000
<b>Total Expenditures</b>	14,539,694	15,747,869	16,281,432	17,505,752	18,083,654	19,968,551	19,967,961
<b>Ending Balance</b>	1,510,792	1,764,973	1,724,210	1,541,456	1,582,320	1,697,327	1,697,277

ATTACHMENT F  
**Insurance Fund Balance Analysis**

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	5,998,905	6,051,880	5,167,010	5,264,655	5,398,268	5,133,225	5,189,915
<b>Revenue</b>							
Investment Income	141,210	197,782	316,340	180,115	134,957	135,240	175,320
Transfer from General Fund	0	750,000	1,200,000	2,900,000	2,800,000	2,300,000	2,300,000
Other Revenue	1,740,737	0	0	0	0	0	0
<b>Total Revenue</b>	1,881,947	947,782	1,516,340	3,080,115	2,934,957	2,435,240	2,475,320
<b>Total Resources</b>	7,880,852	6,999,662	6,683,350	8,344,770	8,333,225	7,568,465	7,665,235
<b>Expenditures</b>							
Claims and Premium Outlay	1,828,972	1,832,652	1,418,695	2,946,502	3,200,000	2,378,550	2,402,336
<b>Total Expenditures</b>	1,828,972	1,832,652	1,418,695	2,946,502	3,200,000	2,378,550	2,402,336
<b>Ending Balance</b>	6,051,880	5,167,010	5,264,655	5,398,268	5,133,225	5,189,915	5,262,899

ATTACHMENT G

## Supplemental Pension Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	831,425	888,711	933,358	983,292	1,011,113	1,032,613	1,051,113
<b>Revenue</b>							
Investment Income	44,996	33,586	42,900	19,416	21,500	23,500	23,500
Transfer from General Fund	100,000	106,000	100,000	100,000	100,000	100,000	100,000
<b>Total Revenue</b>	144,996	139,586	142,900	119,416	121,500	123,500	123,500
<b>Total Resources</b>	976,421	1,028,297	1,076,258	1,102,708	1,132,613	1,156,113	1,174,613
<b>Expenditures</b>							
Benefit Payments	87,670	94,939	92,966	91,595	100,000	105,000	110,000
Other Expenditures	40	0	0	0	0	0	0
<b>Total Expenditures</b>	87,710	94,939	92,966	91,595	100,000	105,000	110,000
<b>Ending Balance</b>	888,711	933,358	983,292	1,011,113	1,032,613	1,051,113	1,064,613

ATTACHMENT H  
**Law Enforcement Fund Balance Analysis**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Beginning Balance</b>	<b>292,653</b>	<b>217,680</b>	<b>204,509</b>	<b>204,126</b>	<b>189,599</b>	<b>205,099</b>	<b>222,599</b>
<b>Revenue</b>							
Law Enforcement Revenue	400	53,389	99,046	14,400	10,000	11,000	12,000
Investment Income	8,087	9,424	11,784	4,962	5,500	6,500	6,500
Other Revenue	0	0	0	61,991			
<b>Total Revenue</b>	<b>8,487</b>	<b>62,813</b>	<b>110,830</b>	<b>81,353</b>	<b>15,500</b>	<b>17,500</b>	<b>18,500</b>
<b>Total Resources</b>	<b>301,140</b>	<b>280,493</b>	<b>315,339</b>	<b>285,479</b>	<b>205,099</b>	<b>222,599</b>	<b>241,099</b>
<b>Expenditures</b>							
Capital & Related Items	83,460	75,984	111,213	95,880	0	0	0
<b>Total Expenditures</b>	<b>83,460</b>	<b>75,984</b>	<b>111,213</b>	<b>95,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>217,680</b>	<b>204,509</b>	<b>204,126</b>	<b>189,599</b>	<b>205,099</b>	<b>222,599</b>	<b>241,099</b>

**ATTACHMENT I**  
**All Funds Balance Analysis**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Beginning Balance</b>	<b>56,513,585</b>	<b>37,578,099</b>	<b>45,516,377</b>	<b>46,435,563</b>	<b>50,155,744</b>	<b>35,069,217</b>	<b>38,174,528</b>
<b>Revenue</b>							
Passenger Fares	39,300,036	40,587,880	43,467,204	48,810,546	54,411,601	55,499,833	56,609,830
Sales & Use Tax	168,997,361	168,615,372	171,661,508	172,000,000	173,204,000	174,416,428	175,637,343
Federal	55,888,368	71,849,886	74,319,702	85,431,813	71,720,952	45,236,244	47,726,409
State	4,928,599	9,011,293	10,778,700	14,879,074	11,926,392	3,057,296	3,049,149
Investment Income	1,522,048	2,680,623	2,453,602	2,786,819	1,425,068	1,365,240	1,405,320
Other Revenue	40,839,721	36,300,526	40,097,355	41,715,294	38,275,000	38,476,000	38,237,000
Bond Proceeds	0	25,003,289	0	35,472,559	0	25,000,000	0
Capital Lease	0	0	25,000,000	0	0	0	0
<b>Total Revenue</b>	<b>311,476,133</b>	<b>354,048,869</b>	<b>367,778,071</b>	<b>401,096,105</b>	<b>350,963,013</b>	<b>343,051,041</b>	<b>322,665,051</b>
<b>Total Resources</b>	<b>367,989,718</b>	<b>391,626,968</b>	<b>413,294,448</b>	<b>447,531,668</b>	<b>401,118,756</b>	<b>378,120,258</b>	<b>360,839,579</b>
<b>Expenditures</b>							
Personnel Services	163,934,412	168,973,550	173,796,848	173,363,045	179,181,633	178,917,082	185,664,594
Diesel Fuel	11,466,037	12,552,157	12,112,507	19,599,092	17,126,100	18,838,710	20,722,581
Other Expenditures	45,982,668	46,779,762	51,276,616	52,028,184	53,526,703	55,220,588	57,885,226
Capital Outlay	94,521,768	102,057,253	113,391,482	134,879,851	98,151,449	67,020,799	67,868,012
Debt Service	14,506,734	15,747,869	16,281,432	17,505,752	18,063,654	19,948,551	19,947,961
<b>Total Expenditures</b>	<b>330,411,619</b>	<b>346,110,591</b>	<b>366,858,885</b>	<b>397,375,924</b>	<b>366,049,539</b>	<b>339,945,730</b>	<b>352,088,374</b>
<b>Available Ending Balance</b>	<b>37,578,099</b>	<b>45,516,377</b>	<b>46,435,563</b>	<b>50,155,744</b>	<b>35,069,217</b>	<b>38,174,528</b>	<b>8,751,206</b>



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# Citizens Summary

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## Budget Highlights

### Introduction

This section concentrates on the significant components of the **2009 Adopted Budget Plan**. The intent is to furnish an overview of the Plan on the Authority's finances for 2009.

This section also includes a consolidated presentation of the Authority's funds and further details regarding the General Fund. A synopsis of the Capital Improvements Plan (CIP) and summary statistics conclude the **Citizens Summary**.

**The CEO/General Manager's 2009 Recommended Operating and Capital Budgets** were first presented to the Board of Trustees (BOT) at the Finance Committee meeting on November 11, 2008. Two additional hearings and a public review were conducted. During these hearings, information was presented on revenues, expenditures, the general make-up of the operating budget and capital budgets, the need for service realignment and the form it would take. The Trustees adopted the final 2009 budget resolution on December 16, 2008. The budget was formally adopted by the Board of Trustees as recommended by the CEO/General Manager in the preceding **Transmittal Letter**.



# Citizens Summary

## Budget Highlights

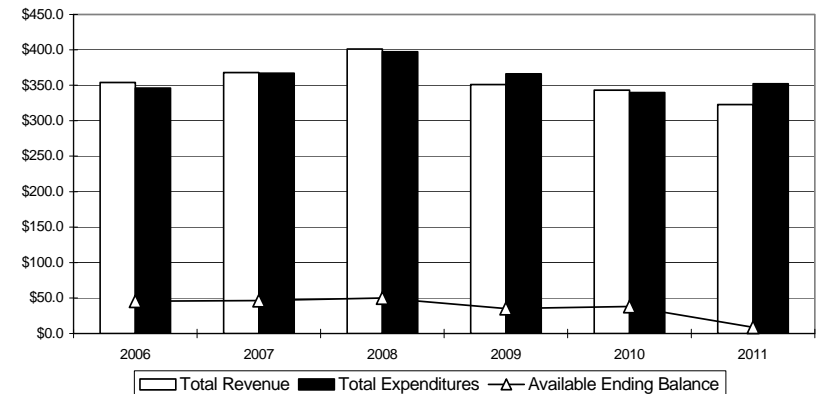
### All Funds Analysis

Figure CS-1 is the first of several fund status presentations found throughout this document. Revenues and expenditures for a six-year horizon are charted in bar-graph form with an overlay representing actual and projected unrestricted fund balances. This information is greatly expanded in the section on **Fund Budgets**, which provides a detailed discussion of specific resources, expenses, and resulting balances.

Despite economic difficulties in the last few years, the Authority is projected to complete 2008 financially sound. However, the continuing underperformance of the Sales and Use Tax presents both concerns and challenges. This trend in Sales and Use Tax will not only impact our ability to address the increasing demand for public services, it has necessitated a nearly five percent service realignment for all of 2008, with an additional three percent realignment in the latter part of 2008, and a budgeted service adjustment of nearly five percent at the end of 2009. Careful management has allowed GCRTA to delay this action for longer than other Ohio transportation authorities and has mitigated the extent of the realignment.

The strategy for 2009 continues ongoing efforts to restructure existing services within the context of limited revenue reserves. Resources are provided to fund restructured service levels and to rehabilitate and maintain the Authority's equipment and facilities. The 2009 Budget continues the Authority's process to truly re-engineer the organization to support the appropriate levels of service based on customer demand and available funding.

### All Funds Balance Analysis (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Beginning Balance	\$37.6	\$45.5	\$46.4	\$50.1	\$35.1	\$38.2
<b>Total Revenue</b>	<b>\$354.0</b>	<b>\$367.8</b>	<b>\$401.1</b>	<b>\$350.9</b>	<b>\$343.0</b>	<b>\$322.7</b>
Total Resources	\$391.6	\$413.3	\$447.5	\$401.1	\$378.1	\$360.8
<b>Total Expenditures</b>	<b>\$346.1</b>	<b>\$366.9</b>	<b>\$397.4</b>	<b>\$366.0</b>	<b>\$339.9</b>	<b>\$352.1</b>
Available Ending Balance	\$45.5	\$46.4	\$50.1	\$35.1	\$38.2	\$8.8

Figure CS-1: All Funds Balance Analysis

# Citizens Summary

## Budget Highlights

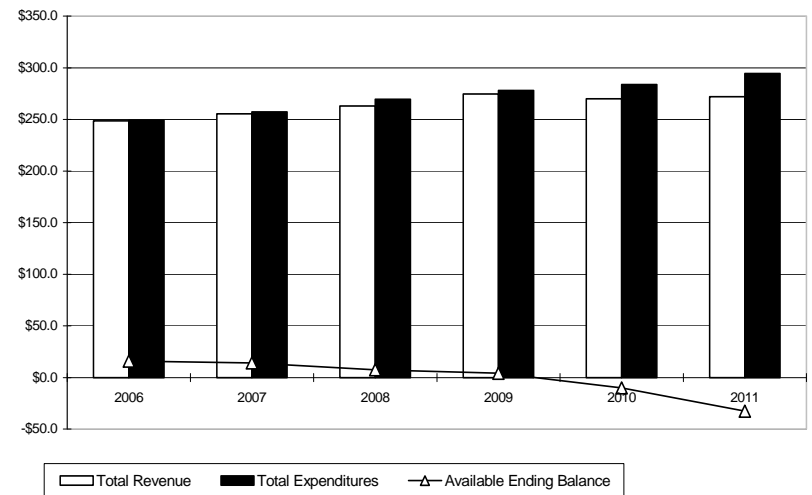
### General Fund Analysis

Figure CS-2 highlights the activity in the General Fund, the main operating fund of the Authority. With the exception of transactions, which must be reported in special funds, all operating activity at RTA is reflected in this fund. The Authority's financial health, reflected by the unrestricted fund balance, is a significant criterion examined by credit rating agencies.

For the last few years, the Authority has experienced a variety of economic challenges and has been unable to meet the policy to maintain a one-month operating reserve. The ending balance was \$16.1 million in 2005, narrowly missing the goal with a 0.9-month operating reserve. The 2006 budget required a drawdown on the operating reserve, resulting in a \$15.8 million ending balance, 0.9-month reserve. The 2007 budget again required a drawdown on fund balances with an operating reserve of \$14.0 million, 0.7-month reserve. For 2008, the Authority was affected by a significant increase in diesel fuel costs, which added \$7.5 million in expenses. As a result of this and other cost drivers, a nearly three percent service realignment had to be implemented at the end of the year. The year ended with a \$7.5 million balance, or 0.4-month reserve.

Despite the service realignment, operating cost increases and low revenue growth will necessitate another drawdown on the 2009 ending balance resulting in a \$3.9 million balance, 0.2-month reserve. The reserve level will be extremely important in the out years as this budget projects negative fund balances in 2010 and 2011.

### General Fund Balance Analysis (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Beginning Balance	\$16.1	\$15.8	\$14.0	\$7.5	\$4.0	-\$10.0
<b>Total Revenue</b>	<b>\$248.7</b>	<b>\$255.4</b>	<b>\$263.0</b>	<b>\$274.5</b>	<b>\$269.9</b>	<b>\$271.9</b>
Total Resources	\$264.8	\$271.2	\$277.0	\$282.0	\$273.8	\$261.9
Operating Expenses	\$226.3	\$233.6	\$241.9	\$246.5	\$250.5	\$261.7
Fund Transfers	\$22.7	\$23.6	\$27.6	\$31.5	\$33.4	\$32.8
<b>Total Expenditures</b>	<b>\$249.0</b>	<b>\$257.2</b>	<b>\$269.5</b>	<b>\$278.0</b>	<b>\$283.8</b>	<b>\$294.5</b>
<b>Available Ending Balance</b>	<b>\$15.8</b>	<b>\$14.0</b>	<b>\$7.5</b>	<b>\$4.0</b>	<b>-\$10.0</b>	<b>-\$32.6</b>

Figure CS-2: General Fund Balance Analysis

# Citizens Summary

## Budget Highlights

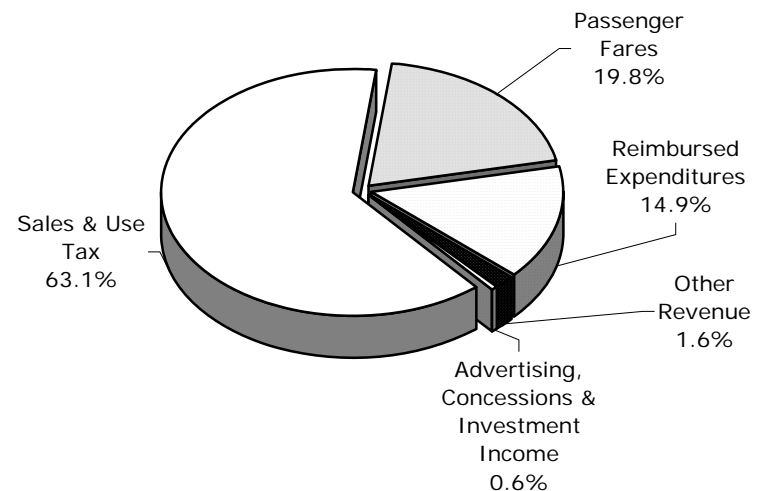
### General Fund Analysis, cont.

Figure CS-3 illustrates the relationship between major operating revenues. In 2009, 19.8 percent of General Fund revenue will come from passenger fares, while 63.1 percent is projected from Sales and Use Tax. The projected growth in 2009 sales tax revenue is 0.7 percent over 2008. Sales tax revenue had increased by an average of 5.6 percent annually from 1992 to 2000. That trend has changed remarkably. Three straight years of declines followed. There was an increase in 2004 and 2005; then in 2006, revenue declined again. The average increase over the last several years is 1.0 percent. For 2008, the increase was 0.2 percent. The 2009 projection anticipates a slowing economy and is consistent with receipts received in the final quarter of 2008.

All other sources of operating revenue for 2009 are expected to equal approximately 17.1 percent of the total. Reimbursed expenditures, which include capitalized operating expenses as well as \$7.2 million in additional State Funding and \$0.2 million in Federal Operating Assistance for Paratransit, continues to be a significant revenue category. Combined Advertising, Concession, and Investment Income are expected to remain relatively flat compared to 2008, although the mix between the categories will change. The total revenue for 2009 is nearly \$11.6 million higher than in 2008. Details on these specific sources are found in the **Fund Budgets** section.

On the expenditure side, an increase in spending, due to compensation issues, health care costs, and fuel and utility costs, is evident as 2009 operating expenditures (\$246.5 million) are expected to exceed the estimated 2008 total (\$241.9 million) by \$4.6 million.

### General Fund Revenue by Source (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Passenger Fares	\$40.6	\$43.5	\$48.8	\$54.4	\$55.5	\$56.6
Sales & Use Tax	\$168.6	\$171.7	\$172.0	\$173.2	\$174.4	\$175.6
Reimbursed Expenditures	\$30.6	\$34.2	\$36.0	\$40.9	\$33.6	\$33.4
Advertising, Concessions & Investment Income	\$2.3	\$2.0	\$1.9	\$1.6	\$1.6	\$1.6
Other Revenue	\$6.6	\$4.0	\$4.3	\$4.5	\$4.8	\$4.7
<b>Total Revenue</b>	<b>\$248.7</b>	<b>\$255.4</b>	<b>\$263.0</b>	<b>\$274.6</b>	<b>\$269.9</b>	<b>\$271.9</b>

Figure CS-3: General Fund Revenue by Source

# Citizens Summary

## Budget Highlights

### General Fund Analysis, cont.

To complete the overview of the General Fund, figure CS-4 reports the financial indicators for the organization. To satisfy Board policies, the Authority must:

#### REVENUES

- Maintain an **Operating Ratio** (operating reserves divided by operating expenditures) of at least 25 percent, with 30 percent being the objective. For 2009, the budget assumes a ratio of 23.1 percent. This policy goal remains unsatisfied for the tenth year in a row, resulting in increasing concern for the growth rate of operating expenses versus operating revenue.
- Maintain a **Fare Subsidy** (net cost) per passenger that does not exceed three times the average fare. For 2009, the fare subsidy is projected at \$3.32; nearly three-and-one-half times the average fare of \$0.96.

#### EXPENDITURES

- Maintain an **Operating Reserve** equivalent to one-month's expenses in the unrestricted fund balance. In 2009, the reserve will not meet the policy target for the eleventh year in a row, primarily due to continuing slow economic growth and existing revenue conditions.

### Financial Indicators (2009)

	2006 Actual	2007 Actual	2008 Projected	2009 Budget	2010 Estimate	2011 Estimate
<b>REVENUES</b>						
Operating Ratio	19.3%	19.9%	21.5%	23.1%	23.1%	22.6%
Fare Subsidy (Net Cost) Per Passenger	\$3.18	\$3.23	\$3.23	\$3.32	\$3.30	\$3.41
Average Fare	\$0.71	\$0.76	\$0.84	\$0.96	\$0.96	\$0.96
<b>EXPENDITURES</b>						
Operating Reserve (Months)	0.9	0.7	0.4	0.2	-0.5	-1.5
Overhead Cost vs. Total Cost	12.4%	12.1%	12.4%	12.7%	12.7%	12.7%
Cost/Hour of Service	\$98.32	\$100.21	\$105.66	\$116.51	\$118.40	\$123.81
Growth per Year	3.3%	1.9%	5.4%	10.3%	1.6%	4.6%
<b>DEBT STRUCTURES</b>						
Debt Service Coverage	1.93	1.81	1.27	1.18	0.46	-0.67
<b>CAPITAL OUTLAY</b>						
Sales Tax Contribution to Capital	13.0%	13.0%	14.3%	16.6%	17.8%	17.3%
Capital Maintenance to Expansion	66.8%	80.5%	80.8%	88.1%	97.5%	92.1%

#### Definitions:

Operating Ratio = Operating Revenue (Fares + Advertising + Interest)/Total Operating Expenditures

Fare Subsidy(Net Cost) Per Passenger = (Total Expenditures/Ridership)-(Fares/Ridership)

Operating Reserves = Available Ending Balance/(Total Operating Expenditures/12)

Overhead Cost vs. Total Cost = Overhead Cost/Total Cost

Cost/Hour of Service = Total Operating Expenditures/Total Service Hours

Debt Service Coverage = (Total Revenues - Total Expenditures)/Debt Service

Contribution to Capital = (Capital Improvement Contribution & Capital Improvement+Bond Retirement Transfer)/Sales & Use Tax Rev

Capital Maintenance to Expansion = Capital Maintenance Outlay/Total Capital Outlay

Figure CS-4: Financial Indicators

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# Citizens Summary

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## Budget Highlights

### General Fund Analysis, cont.

- Maintain **Overhead Costs** at 15 percent or less of total costs. This policy goal will be satisfied at 12.7 percent.
- Growth in costs, as defined by the **Cost per Hour of Service**, is to be kept at or below the rate of inflation. In 2009, this indicator is projected at 10.3 percent, significantly higher than the expected inflation rate of 3.0 percent.

#### DEBT STRUCTURES

- Maintain a **Debt Service Coverage** (total operating revenue minus operating expenditures, divided by debt service requirements) of at least 1.5. The 2009 budget falls below the minimum at 1.18, reflecting increasing debt levels and a lower ending balance.

#### CAPITAL OUTLAY

- Contribute at least **10 percent of sales tax collections directly to capital projects**. The contribution to capital directly from sales tax proceeds will total \$28.7 million or 16.6 percent in 2009. This includes a transfer to the **Bond Retirement Fund** to cover existing debt service.
- The percent of **Capital Maintenance Outlay to Capital Expansion Outlay** is to be a minimum of 33 percent and a maximum of 67 percent. At 88.1 percent, this ratio will not be met in 2009, due to completion of the Euclid Corridor Transportation Project (ECTP) and the continuation of a number of maintenance projects.

### General Fund Analysis, cont.

The remaining charts (Figures CS-5 and CS-6) categorize appropriations by division, or organizational grouping, and by summary object classes. In 2009, as shown in Figure CS-5 on the previous page, the Operations Division, which includes all bus, rail, and Paratransit services, is charged with the largest share of the budget (75.5 percent). The increase from 2008 primarily reflects the increase in bargaining unit contractual costs.

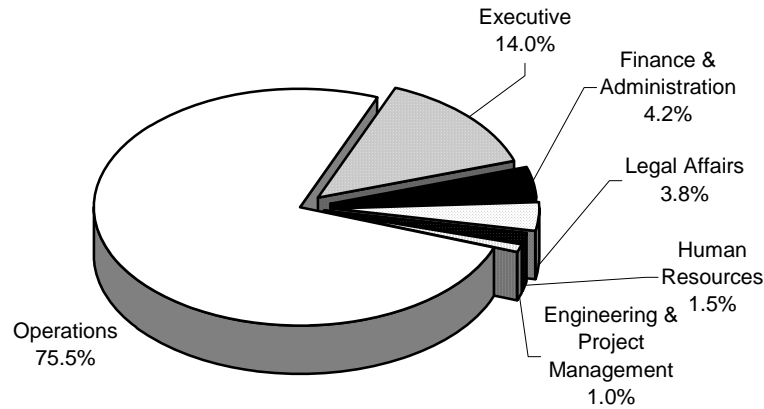
At the summary level, Figure CS-6 presents budgets by summary object classes. In the **Department Budgets** chapter, these cost categories are used for detailing each department's spending authorization. In 2009, Personnel Services accounts for 64.5 percent of the budget, nearly the same as it did last year. The 3.4 percent increase in budgeted personnel costs, when compared to 2008, is primarily related to health care and bargaining unit contractual costs. The non-personnel categories, excluding Transfers, are expected to increase by nearly 1.8 percent, primarily due to service contracts and purchased transportation increases. Transfers tie to the required 2009 Bond Retirement, Capital, Insurance, and Pension Fund contributions.

The following table lists all departments within each division, together with historical, budgeted, and projected expenditures. The program changes, which support each table entry, are explained in the **Department Budgets** chapter.

# Citizens Summary

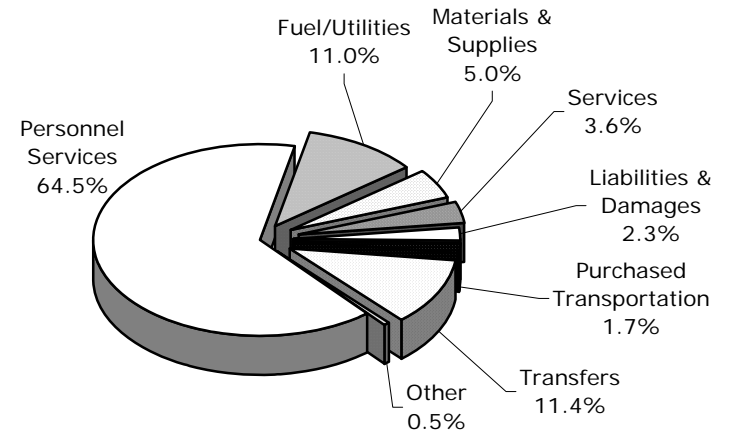
## Budget Highlights

**General Fund Expenditures by Division (Millions)**



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Operations	\$193.0	\$199.5	\$206.1	\$210.0	\$212.7	\$222.4
Finance & Administration	\$10.1	\$10.3	\$11.0	\$11.7	\$12.0	\$12.5
Engineering & Project Management	\$3.6	\$3.5	\$3.6	\$2.8	\$2.8	\$2.9
Legal Affairs	\$9.3	\$9.5	\$10.1	\$10.5	\$10.9	\$11.4
Human Resources	\$3.3	\$3.5	\$4.0	\$4.1	\$4.3	\$4.5
Executive	\$29.7	\$30.8	\$34.7	\$39.0	\$41.1	\$40.8
<b>Total</b>	<b>\$249.0</b>	<b>\$257.1</b>	<b>\$269.5</b>	<b>\$278.1</b>	<b>\$283.8</b>	<b>\$294.5</b>

**General Fund Expenditures by Object Class (Millions)**



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Personnel Services	\$169.0	\$173.7	\$173.3	\$179.2	\$178.9	\$185.7
Services	\$9.1	\$9.3	\$9.2	\$10.1	\$10.6	\$11.2
Materials & Supplies	\$11.4	\$14.5	\$13.8	\$13.9	\$14.6	\$15.4
Fuel/Utilities	\$26.3	\$26.0	\$33.7	\$30.6	\$33.0	\$35.6
Liabilities & Damages	\$5.8	\$5.8	\$6.3	\$6.5	\$6.8	\$7.1
Purchased Transportation	\$3.1	\$3.3	\$4.1	\$4.8	\$5.0	\$5.2
Transfers	\$22.7	\$23.6	\$27.7	\$31.6	\$33.4	\$32.8
Other	\$1.6	\$0.9	\$1.4	\$1.4	\$1.5	\$1.5
<b>Total</b>	<b>\$249.0</b>	<b>\$257.1</b>	<b>\$269.5</b>	<b>\$278.1</b>	<b>\$283.8</b>	<b>\$294.5</b>

Figure CS-5: General Fund Expenditures by Division

Figure CS-6: General Fund Expenditures by Summary Object Class

# GENERAL FUND

## Expenditures by Division

	2006 ACTUAL	2007 ACTUAL	2008 ESTIMATE	2009 BUDGET	2010 ESTIMATE	2011 ESTIMATE
<b>OPERATIONS</b>						
PARATRANSIT DISTRICT	12,569,314	13,459,289	14,476,315	15,822,011	16,378,884	17,045,291
RAIL DISTRICT	32,296,242	33,318,007	34,192,742	34,431,745	35,640,902	37,092,206
TRANSIT POLICE	7,702,765	7,949,702	9,006,104	10,993,814	11,335,157	11,769,057
SERVICE MANAGEMENT	15,058,146	15,898,967	11,088,908	12,119,280	12,637,873	13,214,022
SERVICE QUALITY MANAGEMENT	0	0	5,072,145	5,904,062	6,081,651	6,309,922
FLEET MANAGEMENT	38,303,171	40,543,014	46,711,557	44,643,256	47,478,318	50,630,096
SATELLITES AND PASS THRU*	455,885	665,335	246,159	250,000	262,500	275,625
HAYDEN DISTRICT	27,026,262	27,798,437	27,418,754	29,126,334	28,159,754	29,230,073
HARVARD DISTRICT	28,778,222	29,042,871	28,105,576	29,541,854	28,588,066	29,671,210
TRISKETT DISTRICT	30,772,962	30,843,672	29,739,952	27,156,119	26,129,662	27,123,492
	=====	=====	=====	=====	=====	=====
<b>DIVISION TOTAL</b>	<b>192,962,969</b>	<b>199,519,294</b>	<b>206,058,212</b>	<b>209,988,474</b>	<b>212,692,767</b>	<b>222,360,994</b>
<b>FINANCE &amp; ADMINISTRATION</b>						
OFFICE OF BUSINESS DEVELOPMENT	345,402	417,526	431,947	459,218	473,120	490,961
ACCOUNTING	1,290,995	1,331,757	1,541,739	1,721,228	1,773,609	1,840,537
INFORMATION TECHNOLOGY	3,355,584	3,411,556	3,653,854	3,873,327	4,026,581	4,201,959
SUPPORT SERVICES	1,231,630	1,086,625	1,277,782	1,235,690	1,285,593	1,342,210
PROCUREMENT	1,731,470	1,833,520	1,874,328	1,876,369	1,933,698	2,006,961
REVENUE	2,163,600	2,191,023	2,309,124	2,458,535	2,551,613	2,659,944
	=====	=====	=====	=====	=====	=====
<b>DIVISION TOTAL</b>	<b>10,118,682</b>	<b>10,272,008</b>	<b>11,088,774</b>	<b>11,624,368</b>	<b>12,044,214</b>	<b>12,542,572</b>
<b>ENGINEERING &amp; PROJECT MANAGEMENT</b>						
EUCLID CORRIDOR TRANSPORTATION PROJECT	999,754	1,072,269	943,020	115,835	0	0
PROGRAMMING & PLANNING	1,082,378	767,650	970,524	1,080,482	1,122,404	1,170,758
ENGINEERING & PROJECT DEVELOPMENT	1,496,756	1,653,990	1,643,168	1,640,784	1,690,368	1,753,966
	=====	=====	=====	=====	=====	=====
<b>DIVISION TOTAL</b>	<b>3,578,887</b>	<b>3,493,909</b>	<b>3,556,712</b>	<b>2,837,100</b>	<b>2,812,772</b>	<b>2,924,724</b>

\* Due to a structural reorganization, some Divisions and Departments have undergone functional changes or been eliminated.

# GENERAL FUND

## Expenditures by Division

	2006 ACTUAL	2007 ACTUAL	2008 ESTIMATE	2009 BUDGET	2010 ESTIMATE	2011 ESTIMATE
<b>LEGAL AFFAIRS</b>						
SAFETY	628,275	710,250	724,646	788,464	817,847	852,285
LEGAL	1,461,465	1,588,866	1,549,158	1,586,466	1,638,595	1,703,069
RISK MANAGEMENT	7,249,556	7,229,820	7,786,863	8,092,580	8,470,111	8,876,210
	=====	=====	=====	=====	=====	=====
<b>DIVISION TOTAL</b>	<b>9,339,296</b>	<b>9,528,937</b>	<b>10,060,666</b>	<b>10,467,510</b>	<b>10,926,553</b>	<b>11,431,564</b>
<b>HUMAN RESOURCES*</b>						
HUMAN RESOURCES*	931,365	843,975	1,089,571	1,139,159	1,175,808	1,221,561
LABOR & EMPLOYEE RELATIONS*	675,218	662,181	875,962	882,845	918,653	959,236
TRAINING & EMPLOYEE DEVELOPMENT	1,713,661	2,001,240	2,071,303	2,119,259	2,186,296	2,270,623
	=====	=====	=====	=====	=====	=====
<b>DIVISION TOTAL</b>	<b>3,320,244</b>	<b>3,507,397</b>	<b>4,036,836</b>	<b>4,141,263</b>	<b>4,280,757</b>	<b>4,451,420</b>
<b>EXECUTIVE</b>						
EXECUTIVE*	2,203,229	2,323,694	2,089,184	2,158,215	2,227,624	2,313,925
SECRETARY/TREASURER - BOARD OF TRUSTEES	259,767	298,660	309,610	320,931	334,438	349,530
INTERNAL AUDIT	573,540	599,494	595,158	647,314	667,517	693,086
MARKETING & COMMUNICATIONS	3,066,395	3,073,524	3,164,433	3,339,506	3,465,125	3,611,803
OFFICE OF MANAGEMENT & BUDGET	878,886	946,179	896,759	989,755	1,021,063	1,060,447
FUND TRANSFERS	22,696,207	23,581,814	27,668,950	31,567,898	33,376,358	32,785,266
	=====	=====	=====	=====	=====	=====
<b>DIVISION TOTAL</b>	<b>29,678,023</b>	<b>30,823,365</b>	<b>34,724,094</b>	<b>39,023,620</b>	<b>41,092,125</b>	<b>40,814,057</b>
<b>ALL DIVISIONS TOTAL</b>	<b>248,998,101</b>	<b>257,144,910</b>	<b>269,525,294</b>	<b>278,082,334</b>	<b>283,849,188</b>	<b>294,525,331</b>

\* Due to a structural reorganization, some Divisions and Departments have undergone functional changes or been eliminated.



# Citizens Summary

## Budget Highlights

### Staffing Analysis

The Authority's budgeted staffing level reached an authorized level of 3,086 employees in 2000. Between 2001 and early 2005, staffing declined to a low of 2,660 positions, though an increase to 2,739 positions was experienced due to the merger of satellite operations with the RTA. The 2008 Operating Budget supported 2,693 positions. The service realignment requires fewer buses to execute the schedule and, thus, staffing levels declined by 116 positions, net, to a total of 2,577.

All changes made in staffing levels for 2009 are linked to changes in methods and levels of service delivery as well as a three percent service cut, enforced in late 2008. The fare enforcement personnel and fare technicians were added to support the new fare collection system and the HealthLine. Personnel were added in 2008 for the Heavy Rail Vehicle overhaul.

The large majority of employees (89.5 percent) are assigned to Operations. This proportion has remained fairly constant over the past three years. The Operations Division's staffing includes positions working in bus/rail operator, maintenance, facilities, transit police, and related management functions. Bus and Paratransit Districts dominate with 1,460, or 63.3 percent, of the 2,306 division positions. Rail services and maintenance include 562 budgeted positions, or 24.4 percent of the Operations Division workforce.

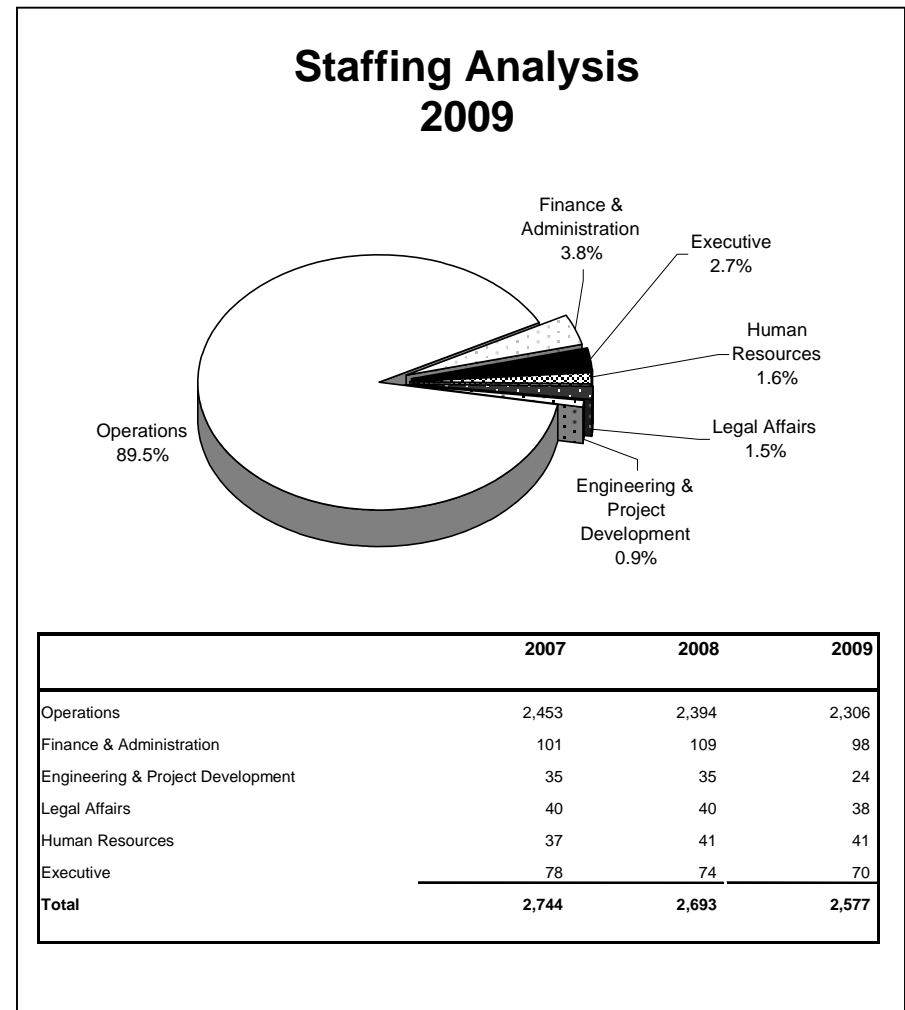


Figure CS-7: Staffing Analysis

# DEPARTMENTAL STAFFING ANALYSIS

## Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
<b>OPERATIONS</b>				
PARATRANSIT DISTRICT	176	175	182	7
RAIL DISTRICT	401	415	385	(30)
TRANSIT POLICE	122	151	153	2
SERVICE MANAGEMENT	122	126	64	(62)
SERVICE QUALITY MANAGEMENT	0	0	67	67
FLEET MANAGEMENT	188	182	177	(5)
HAYDEN DISTRICT	438	425	417	(8)
HARVARD DISTRICT	495	458	448	(10)
TRISKETT DISTRICT	511	462	413	(49)
<b>TOTALS</b>	<b>2,453</b>	<b>2,394</b>	<b>2,306</b>	<b>(88)</b>
<b>FINANCE &amp; ADMINISTRATION</b>				
OFFICE OF BUSINESS DEVELOPMENT	5	5	5	0
ACCOUNTING	20	23	22	(1)
INFORMATION TECHNOLOGY	23	24	23	(1)
SUPPORT SERVICES	10	10	8	(2)
PROCUREMENT	22	22	20	(2)
REVENUE	21	25	20	(5)
<b>TOTALS</b>	<b>101</b>	<b>109</b>	<b>98</b>	<b>(11)</b>
<b>ENGINEERING &amp; PROJECT MANAGEMENT</b>				
EUCLID CORRIDOR TRANSPORTATION PROJECT	12	11	2	(9)
PROGRAMMING AND PLANNING	5	6	6	0
ENGINEERING & PROJECT DEVELOPMENT	18	18	16	(2)
<b>TOTALS</b>	<b>35</b>	<b>35</b>	<b>24</b>	<b>(11)</b>

# DEPARTMENTAL STAFFING ANALYSIS

## Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
<b>LEGAL AFFAIRS</b>				
SAFETY	6	6	6	0
LEGAL	15	15	15	0
RISK MANAGEMENT	19	19	17	(2)
<b>TOTALS</b>	<b>40</b>	<b>40</b>	<b>38</b>	<b>(2)</b>
<b>HUMAN RESOURCES*</b>				
HUMAN RESOURCES*	10	10	13	3
LABOR AND EMPLOYEE RELATIONS*	5	6	5	(1)
TRAINING AND EMPLOYEE DEVELOPMENT	22	25	23	(2)
<b>TOTALS</b>	<b>37</b>	<b>41</b>	<b>41</b>	<b>0</b>
<b>EXECUTIVE</b>				
EXECUTIVE*	17	13	13	0
SECRETARY / TREASURER - BOARD OF TRUSTEES	11	11	11	0
INTERNAL AUDIT	7	7	7	0
MARKETING AND COMMUNICATIONS	33	33	30	(3)
OFFICE OF MANAGEMENT AND BUDGET	10	10	9	(1)
<b>TOTALS</b>	<b>78</b>	<b>74</b>	<b>70</b>	<b>(4)</b>
<b>GRAND TOTAL</b>	<b>2,744</b>	<b>2,693</b>	<b>2,577</b>	<b>(116)</b>

\* Due to a structural reorganization, some Divisions and Departments have undergone functional changes or been eliminated

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# Citizens Summary

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## Budget Highlights

### Capital Improvement Plan

The 2009 – 2013 Capital Improvement Plan (CIP) continues to represent a significant reduction from the previously adopted plans. In 2009, the focus will be on the rehabilitation of rail stations and existing asset maintenance. The projected cost of the five-year CIP is \$420.9 million. This is a reduction of \$12.8 million, or nearly three percent, from last year's CIP as the plan continues to be refined to reflect existing financial and operational constraints.

The total 2009 CIP is \$64.4 million, of which \$3.0 million, or 4.7 percent, is for the RTA Capital Fund Projects and \$61.4 million, or 95.3 percent, is for the RTA Development Fund projects. The Development Fund includes the Long Range Plan projects and is primarily supported through Federal and State grant programs; however, local resources are also required. The two largest projects included in the 2009 CIP are Capitalized Operating Expenses, at \$28.7 million, or 44.6 percent, and the Rehabilitation of Rail Stations, at \$7.3 million, or 11.3 percent of the total. Further details of the Capital Improvement Plan and the relationships between funds and funding resources, are discussed thoroughly in the last chapter of this document, the **Capital Improvement Plan**.

### Service Indicators

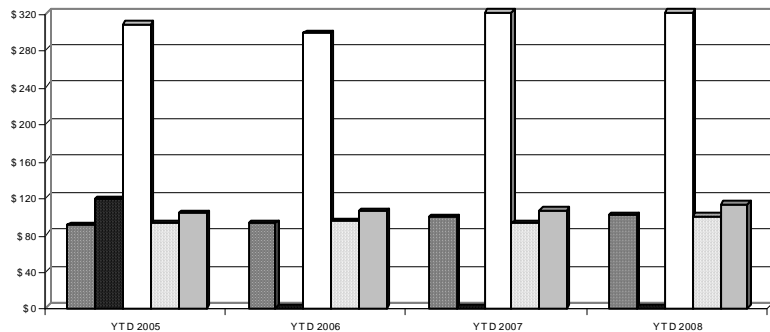
The **Transmittal Letter** provided a discussion of ridership trends and the anticipated impact of service efficiencies in 2009. The next page presents graphs on cost efficiency and ridership by mode over the last four years. The 2009 Budget continues efforts to better match service levels with customer demand. In the mid-1990's, much service was added, some of which was positively received and utilized. Significant efforts have been made in recent years to reevaluate and improve the alignment of supply to demand. The 2009 Budget continues these efforts and reduces service levels by about five percent. Current sales tax revenues have significantly underperformed compared to 1992 – 2000 receipts. Even with efficiencies to offset the gap in revenue that has developed, current funds were not sufficient to support past service levels. The 2009 Budget shows a 3.0 percent decrease in service, effective the latter part of 2008, and an additional service cut, which is effective in late 2009.

Cost efficiency is typically measured by operating expenses per total vehicle hours or total vehicle miles. Cost models are maintained that capture the total (fully-loaded) costs of operations and the incremental (variable) costs associated with increases in service levels. This effort is reflected in the graph indicating fully loaded costs per hour, by mode. Updates on these and other service indicators are included in the Authority's Quarterly Management Reports. Additional indicators are provided on the department level, in the **Department Budget** section.

# Citizens Summary

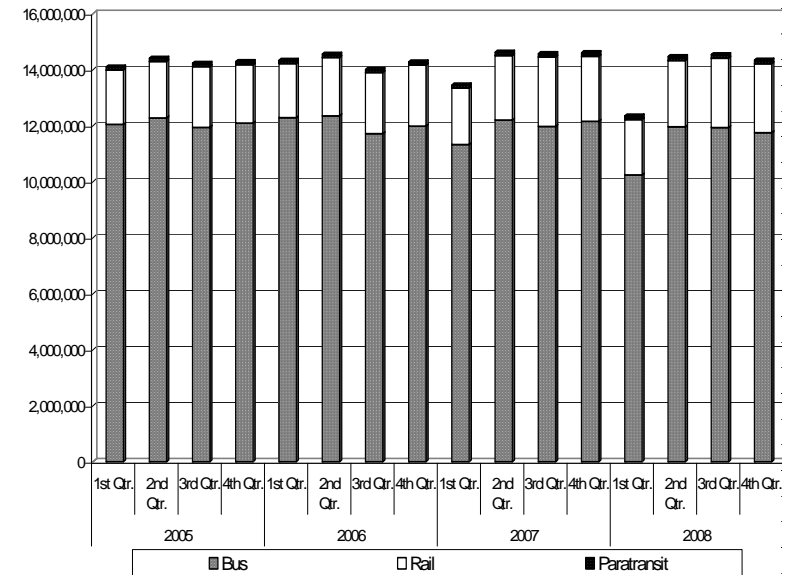
## Budget Highlights

### Cost Efficiency Operating Expenses per Hour



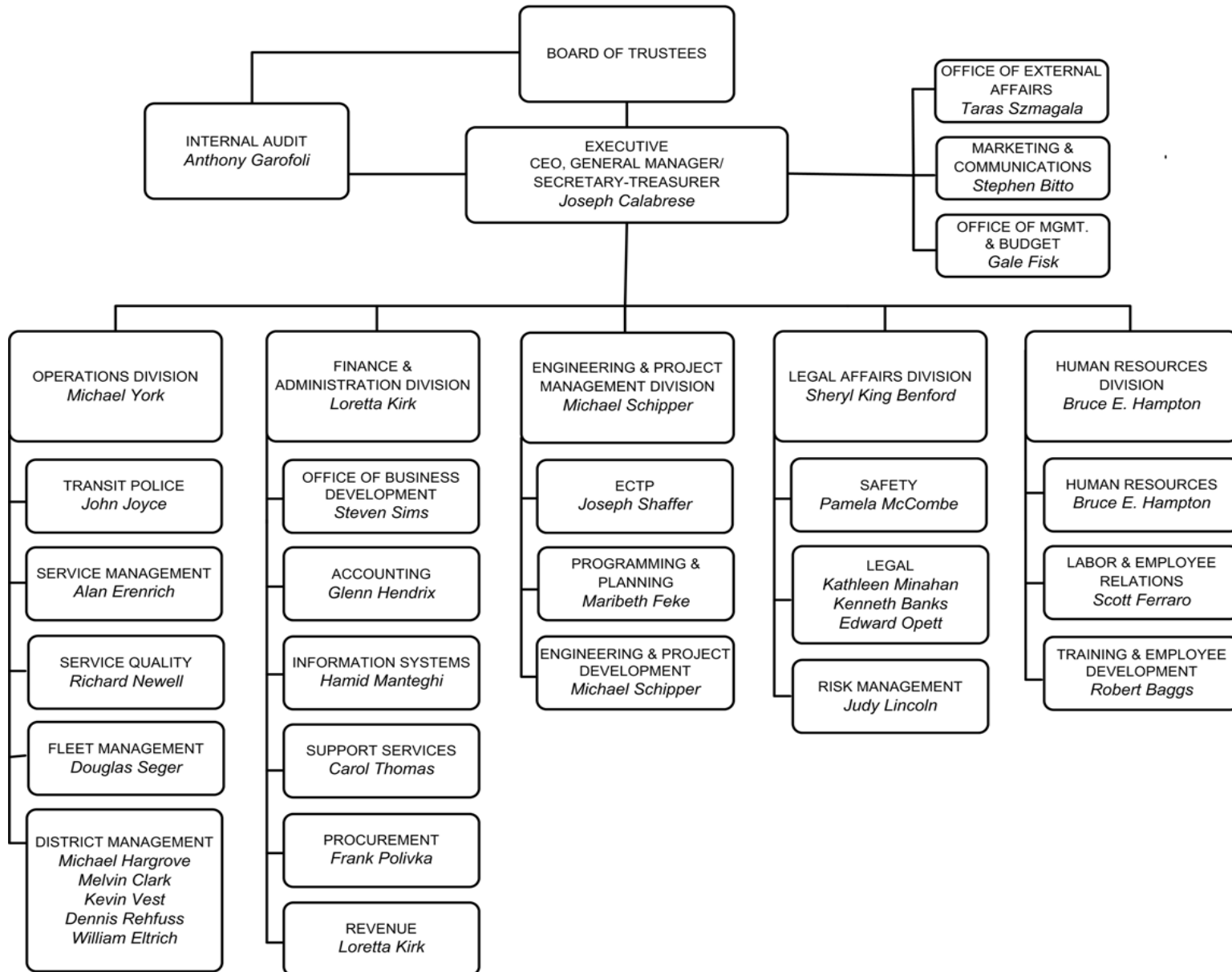
RTA Bus
  Affiliated Bus
  Rail
  Paratransit
  Total

### Total Ridership By Mode



Bus
  Rail
  Paratransit

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
AS OF 2009 BUDGET ADOPTION



# Citizens Summary

## Profile of Service Area (Cuyahoga County)

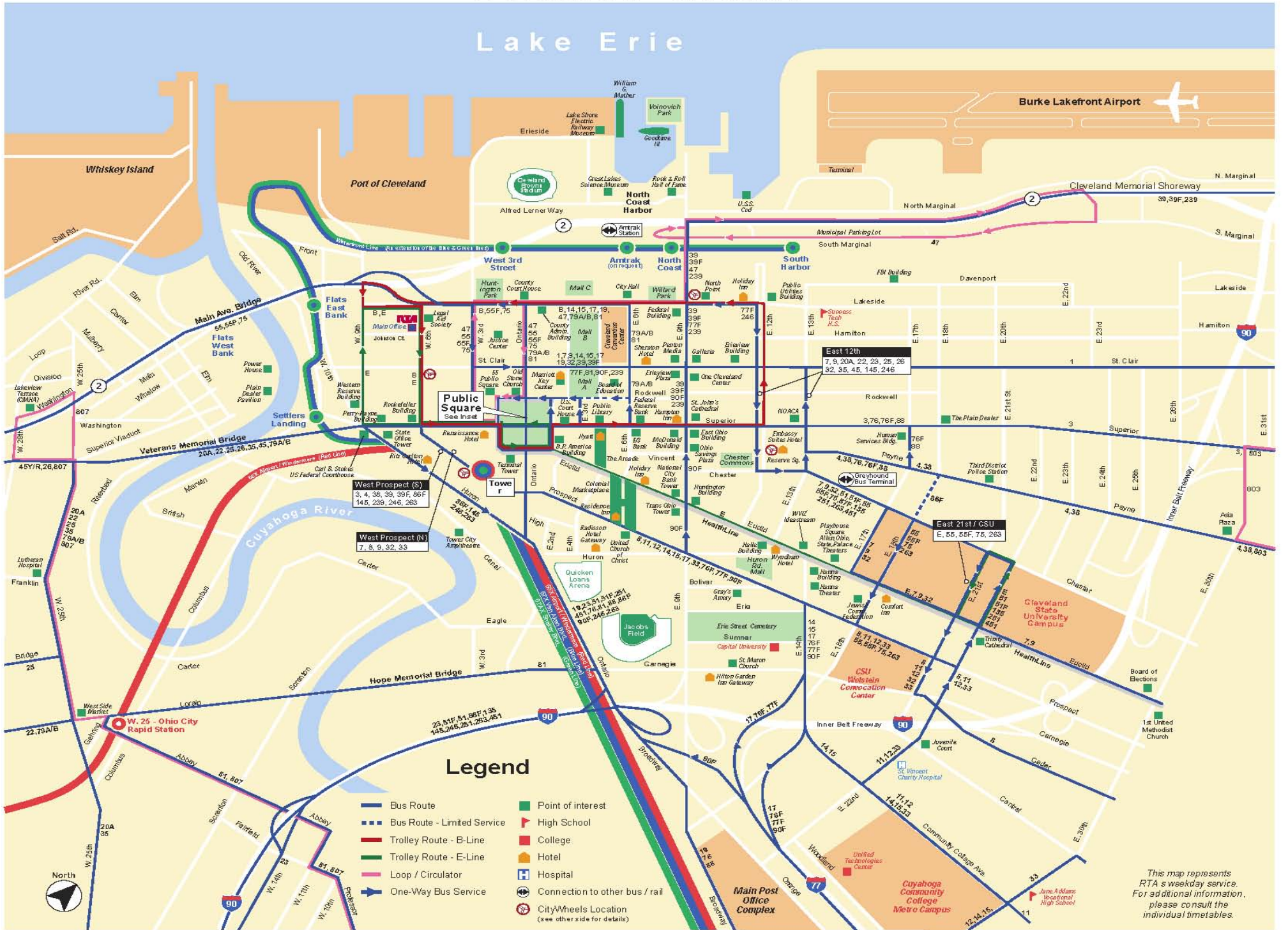
<u>AREA &amp; TRANSPORTATION STATISTICS:</u>		<u>POPULATION:</u>	
		<u>1990</u>	<u>2000</u>
		<u>Census</u>	<u>Census</u>
Registered Motor Vehicles (2008)	1,086,105	Total Population	1,412,140
Registered Passenger Cars (2008)	891,867	Percent Minorities	28.4%
Mean Travel Time (in minutes)	24.4	Percent Over Age 64	15.70%
Square Miles	458.3	Percent Under Age 25	33.30%
Municipalities	57	Persons per Square Mile	3,081
Townships	2	Total Households	563,243
School Districts	33	Population Per Household	2.46
Colleges and Universities	8	Median Household Income	\$35,749
Largest City	Cleveland	Per Capita Money Income	\$14,912
Miles of County & Municipal Maintained Roads	1020		

<u>LEADING SOCIO/ECONOMIC INDICATORS BY YEAR:</u>						
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Unemployment Rate	6.8%	6.2%	5.7%	5.3%	6.1%	7.0%
Assessed Valuation \$(000s)	30,305,032	30,647,572	30,646,005	33,158,047	32,460,486	31,880,330
Growth in Sales Tax Receipts	-0.83%	5.30%	2.20%	-0.20%	1.80%	1.11%

<u>OVERVIEW OF 2008:</u>	<u>OUTLOOK FOR 2009-2011:</u>
<ul style="list-style-type: none"> <li>In 2008, assessed valuation in Cuyahoga County decreased from \$32.5 million in 2007 to \$31.9 million in 2008.</li> <li>Sales tax has remained relatively flat over the past few years. Year-end 2008 collections for sales tax were 1.1% higher than 2007.</li> <li>In 2008, the average unemployment rate for Cuyahoga County increased compared to 2007 to 7.0%. The U.S. unemployment rate escalated in December 2008 to 7.2% from 4.9% in 2007. Ohio's unemployment rate in December increased to 7.8% in 2008 compared to 5.8% in 2007.</li> </ul>	<ul style="list-style-type: none"> <li>In 2008, total assessed valuation decreased from \$32.5 million to \$31.9 million or by -1.8%. This is a result of the gradual elimination of the tangible personal property tax, which will be eliminated by 2009. In addition, the dramatic slowing of the housing market will continue to stall growth.</li> <li>The 2009 GCRTA estimate anticipates an increase of 0.7% over 2008 Sales and Use Tax revenues, representing very minimal growth.</li> <li>Leading economic indicators suggest that employment will increase at a slow pace entering 2009 and national unemployment will remain moderately high close to 8.3%. This region's economy will continue to be sluggish compared to the National growth.</li> </ul>

# Downtown Cleveland

Lake Erie



## Legend

- Bus Route
- - - Bus Route - Limited Service
- Trolley Route - B-Line
- Trolley Route - E-Line
- Loop / Circulator
- One-Way Bus Service
- Point of interest
- ▲ High School
- College
- Hotel
- Hospital
- ⊕ Connection to other bus / rail
- ⊕ CityWheels Location (see other side for details)

This map represents RTA's weekday service. For additional information, please consult the individual timetables.



# Rapid Transit & Connecting Routes

LAKE ERIE



# Public Square Bus Stops

## Bus Route - Bus Stops

**B-Line (62)-** 18, 19, 22, 24, 29

**E-Line (61)-** 14, 15, 16, 18, 19, 29,  
31, 34,

1- 1, 3, 6, 11

3- 15, 16, 17, 22, 23, 27

4- 15, 17, 22, 23, 35

6- 12, 30, 31, 34, 39, 44

7X- 3, 4, 9, 13, 18, 25, 33

8- 18, 26, 28, 39, 42, 44, 46

9X- 3, 4, 9, 13, 18, 25, 33

11- 7, 10, 21, 26, 37, 39, 42, 44, 46

12- 7, 10, 21, 26, 37, 39, 42, 44, 46

13- 7, 10, 21, 26, 37, 39, 42, 44, 46

14- 2, 6, 9, 26, 37, 39, 42, 44, 46

15- 2, 6, 9, 26, 37, 39, 42, 44, 46

17- 2, 4, 9, 13, 36, 37, 39, 42, 44, 46

19- 2, 6, 9, 26, 37, 40, 41

20A- 14, 16, 17, 18, 20, 22

22- 14, 16, 17, 18, 20, 22

23- 7, 10, 13, 22, 23, 36, 40, 41

25- 14, 16, 17, 18, 20, 22

26- 14, 15, 16, 17, 18, 20, 22

32X- 3, 4, 9, 13, 18, 25, 33

33- 18, 26, 28, 42, 44, 46

35- 14, 16, 17, 18, 20, 22

38- 15, 17, 22, 23, 35

39/39F- 2, 9, 15, 17, 32, 37

45Y/R- 14, 16, 17, 18, 20, 22

47- 1, 6, 12

51X/F- 7, 10, 13, 22, 23, 36, 40, 41

55/55F- 5, 8, 17, 19, 22

75X- 5, 8, 17, 19, 22

76F- 7, 10, 13, 22, 23, 33, 39, 42, 44, 46

76X- 7, 10, 13, 22, 23, 38, 41, 45

77F- 2, 4, 13, 33, 37, 39, 42, 44, 46

79A/B- 6, 7, 10, 13, 14, 15, 18, 20,  
22

81- 2, 6, 9, 13, 36, 37, 41, 43

86F- 15, 17, 18, 20, 21, 22, 35, 43

87F- 15, 17, 19, 22, 35, 40

88X- 7, 10, 13, 22, 23, 38, 41, 45

90F- 4, 13, 38, 45

96F- 15, 17, 19, 22, 35, 40

135- 7, 10, 13, 22, 23, 36, 40, 41

145Y/R- 15, 17, 18, 20, 22, 35, 43

239- 2, 9, 15, 17, 32, 37

246- 15, 17, 19, 22, 35, 43

251- 7, 10, 13, 22, 23, 36, 40, 41





# University Circle Area





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# Citizens Summary

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## Performance Management

### TransitStat

Over the past decade, many organizations have embraced the use of data, statistics, and metrics as their means to exceed customer expectations, as well as achieve operational excellence. Six Sigma and the Balanced Scorecard are popular examples of proven management techniques. In government, Performance Stat programs have proven to be very effective tools.

Performance Stat programs are structured continuous management processes, which entail the frequent gathering, reviewing, and analyzing of day-to-day government performance. CompStat, credited as the first government stat program, was developed in the NYPD. Its goals were to infuse timely information and accountability into the police department's management and culture. The program used computer mapping and statistical data to capture crime trends at their lowest levels. This technique is widely credited with contributing to the dramatic reduction in New York City's crime levels.

Building on the success of CompStat, the City of Baltimore developed CitiStat. Whereas, CompStat was utilized mainly in police departments, CitiStat brought its tenets and strategies to general government. CitiStat tracks performance in waste collection, road repairs, housing enforcement, etc. The city holds bi-weekly meetings lead by the mayor's executive team to review performance, understand trends, and make necessary adjustments to ensure that immediate and long-term goals are met. Since then, other cities and states have adopted Performance Stat programs, including Atlanta,

San Francisco, and Washington State. These governments have reported immediate success with their Stat programs.

In December 2007, RTA adapted the Performance Stat model to a transit environment and titled our program TransitStat. It is a critical link to achieving high-level performance directed towards our three most critical goals:

1. Maintain Financial Health
2. Improve Customer Service
3. Enhance the Image of RTA

TransitStat is characterized with bi-weekly performance monitoring forums. The TransitStat leadership team includes the Chief Executive Officer (CEO), Deputy General Manager – Operations, Deputy General Manager – Human Resources, Director of Procurement, Executive Director – Internal Audit, and Executive Director – Office of Management and Budget (OMB). The meetings are coordinated and directed by OMB. Other members with information pertaining to the topic of interest are also invited. The forum ensures that the people needed to address issues are at the table, therefore expediting action and eliminating excuses.

Performance Stat programs' center on four principles:

1. Provide timely, accurate, and relevant data.
2. Analyze data and develop effective solutions that respond to emerging issues.
3. Deploy resources quickly to address issues.
4. Relentless follow-up and assessment.

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# Citizens Summary

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## Performance Management

In 2008, we implemented TransitStat in the Authority's Operation Division. We identified two initial "Target" areas:

1. Overtime (Non-Operator) and
2. Inventory Management.

By mid-year 2008, we added Service Reliability and District Scorecards to the "Target" list.

### Successes

In non-operator overtime, the Authority saved \$2.3 million compared to 2007. This was achieved through detailed analysis of overtime cost drivers, developing more effective way to dispense overtime, effectively managing and monitoring the times to complete tasks, and maximizing use of the UltraMain maintenance and material system. Figure PM-1 identifies the goal and actual savings for each department in the Operations Division.

The second target, Inventory Management, began with inventory accuracy as the key metric. Inventory accuracy is tracked by the frequency and value of spot checks. Compared to 2007, the authority was able to reduce the number of spot checks by 69 percent and the absolute value of all spot checks by 77 percent.

In addition, RTA pushed forward on other inventory management objectives. The following are the major accomplishments related to inventory management:

1. Expanded Drop Shipment program to reduce handling cost and inventory on hand
2. Instituted a new cycle counting program
3. Started Economic Order Quantity (EOQ) analysis of top 50 parts purchased.

In July 2008, the TransitStat team added vehicle reliability and moved to district scorecards. As such, RTA began monitoring preventive maintenance (PM) compliance, average time for PMs, and the number and reason for towed vehicles, among other issues. Figures PM-4 and 5, shows the Authority-wide monthly number and cost for vehicle tows. Since July, RTA has been able to drop the number and cost for tows by 50 percent. RTA have made it a goal to have all mobile trucks (MTs) prepared to fix on-road breakdowns and bring the coaches back to the station. With follow-up, buy-in and support of the mobile mechanics, the trend is moving in the right direction.

### TransitStat Going Forward

In 2009, TransitStat will begin performance monitoring of the administrative divisions. We will use the program to focus our actions on critical initiatives that can better position RTA to address impending sales tax and other economic threats. TransitStat is our scorecard and RTA will continue to use its efforts to achieve breakthrough performance.

# Citizens Summary

## Performance Management

TransitStat  
Operations Division  
Year-End Overtime Comparison  
2007 vs. 2008

#	Dept	2007 (26 Pay)	2008 (26 Pay)	Proposed Reduction (2008)	Actual Difference (2008 - 2007)	% Reduction
31	Paratransit	\$ 361,425.80	\$ 226,094.34	\$ (94,425.00)	\$ (135,331.46)	-37.44%
32	Rail	\$ 1,262,955.97	\$ 878,594.16	\$ (191,512.34)	\$ (384,361.81)	-30.43%
34	TP	\$ 396,973.69	\$ 220,078.27	\$ (87,425.00)	\$ (176,895.42)	-44.56%
39	Fleet	\$ 619,361.36	\$ 377,300.97	\$ (81,942.55)	\$ (242,060.39)	-39.08%
46	Hayden	\$ 651,363.80	\$ 192,173.40	\$ (391,694.26)	\$ (459,190.40)	-70.50%
47	Harvard	\$ 505,649.99	\$ 179,612.18	\$ (223,030.48)	\$ (326,037.81)	-64.48%
49	Triskett	\$ 654,931.43	\$ 165,737.08	\$ (274,741.20)	\$ (489,194.35)	-74.69%
35	Service Mgmt	\$ 77,302.38	\$ 38,154.94	\$ (27,500.00)	\$ (39,147.44)	-50.64%
38	Service Quality	\$ 331,021.81	\$ 280,532.32	\$ (113,945.00)	\$ (50,489.49)	-15.25%
<b>Total</b>		<b>\$ 4,860,986.23</b>	<b>\$ 2,558,277.66</b>	<b>\$ (1,486,215.83)</b>	<b>\$ (2,302,708.57)</b>	<b>-47.37%</b>

Figure PM-1: Year-End Overtime Comparison

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# Citizens Summary

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## Performance Management

TransitStat  
Inventory Accuracy  
Absolute Value of Number of Spot Checks  
2007 vs. 2008

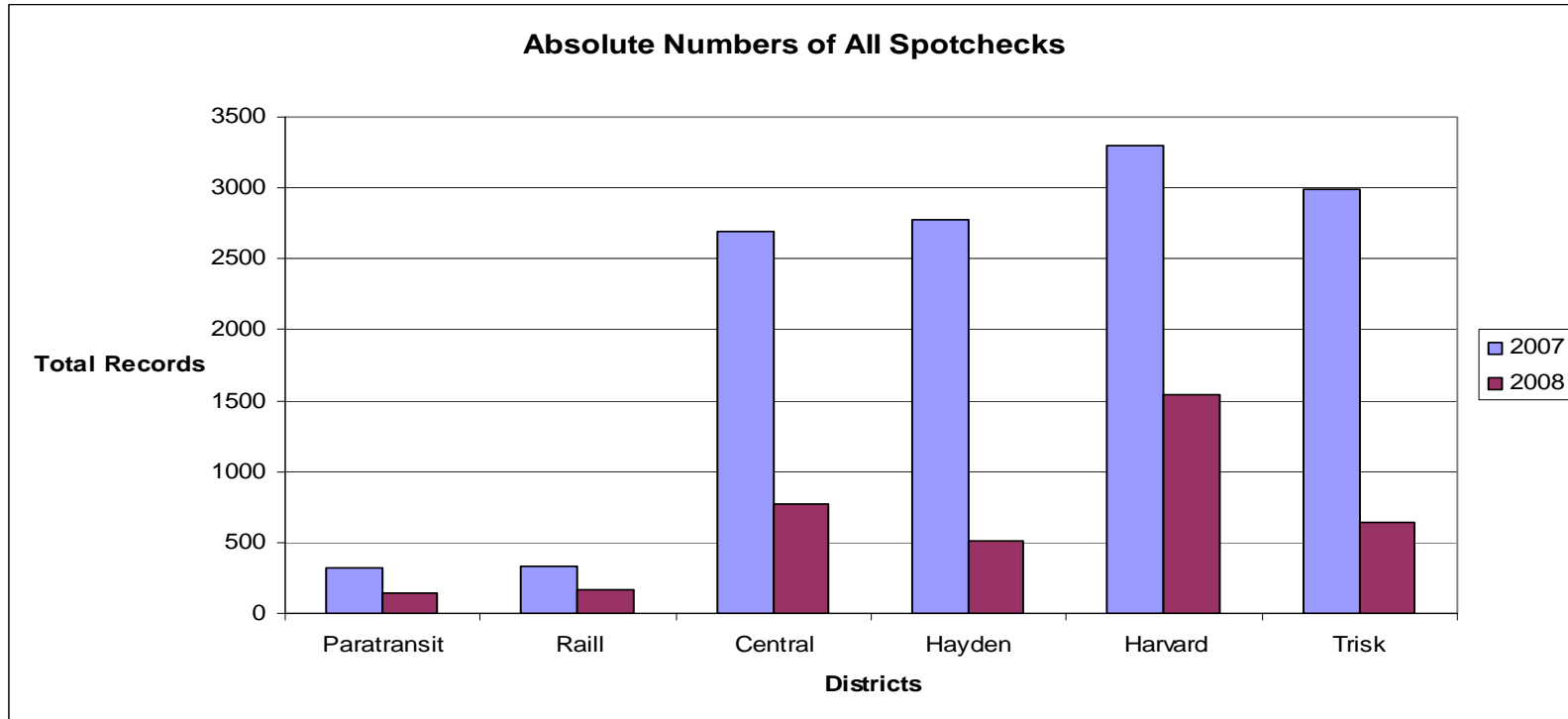


Figure PM-2: Absolute Numbers of Spot Checks



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# Citizens Summary

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## Performance Management

TransitStat  
Inventory Accuracy  
Absolute Cost of Spot Checks  
2007 vs. 2008

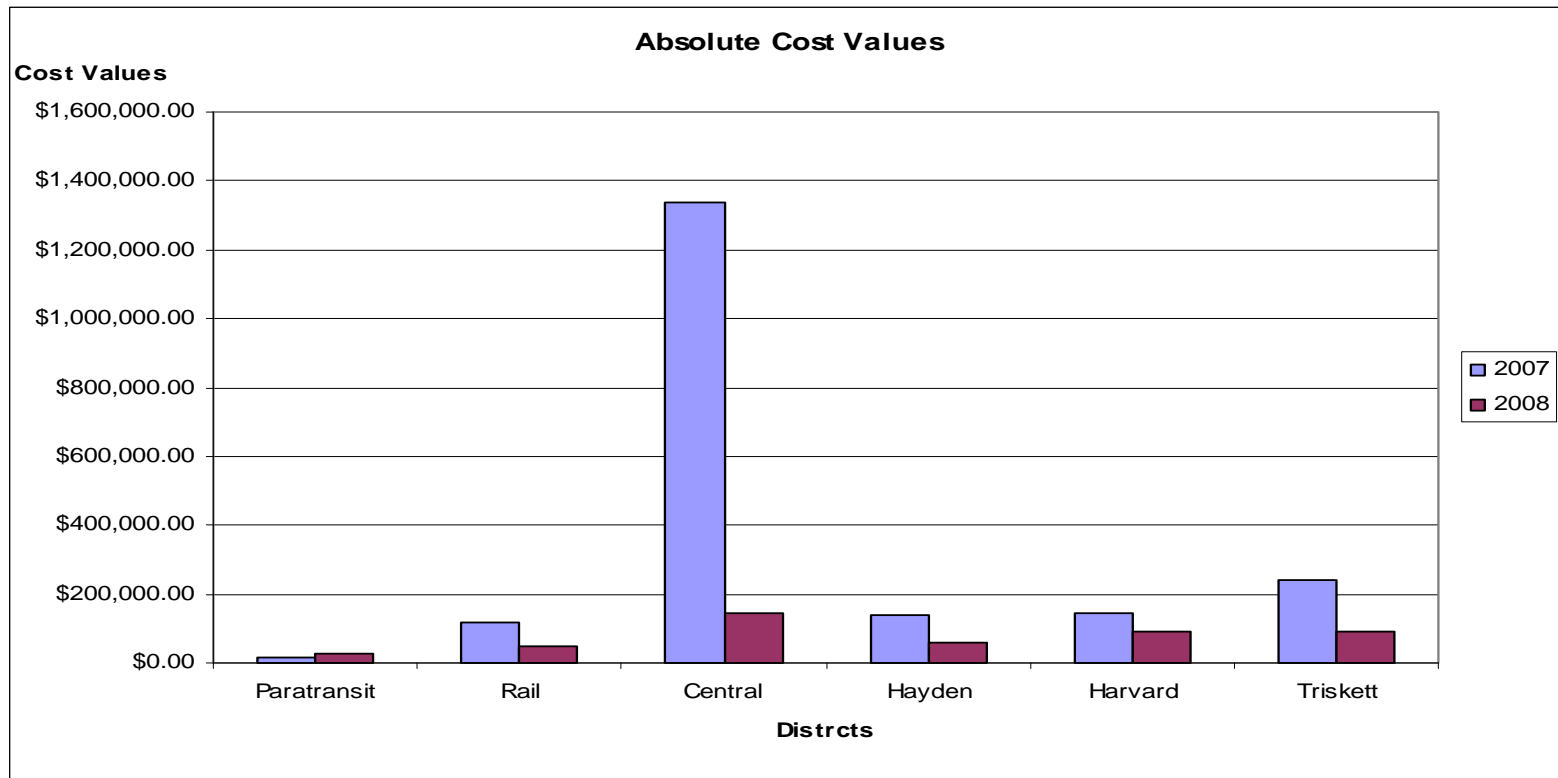


Figure PM-3: Absolute Cost of Spot Checks

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# Citizens Summary

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## Performance Management

TransitStat  
Number of Tows Per Month  
2008

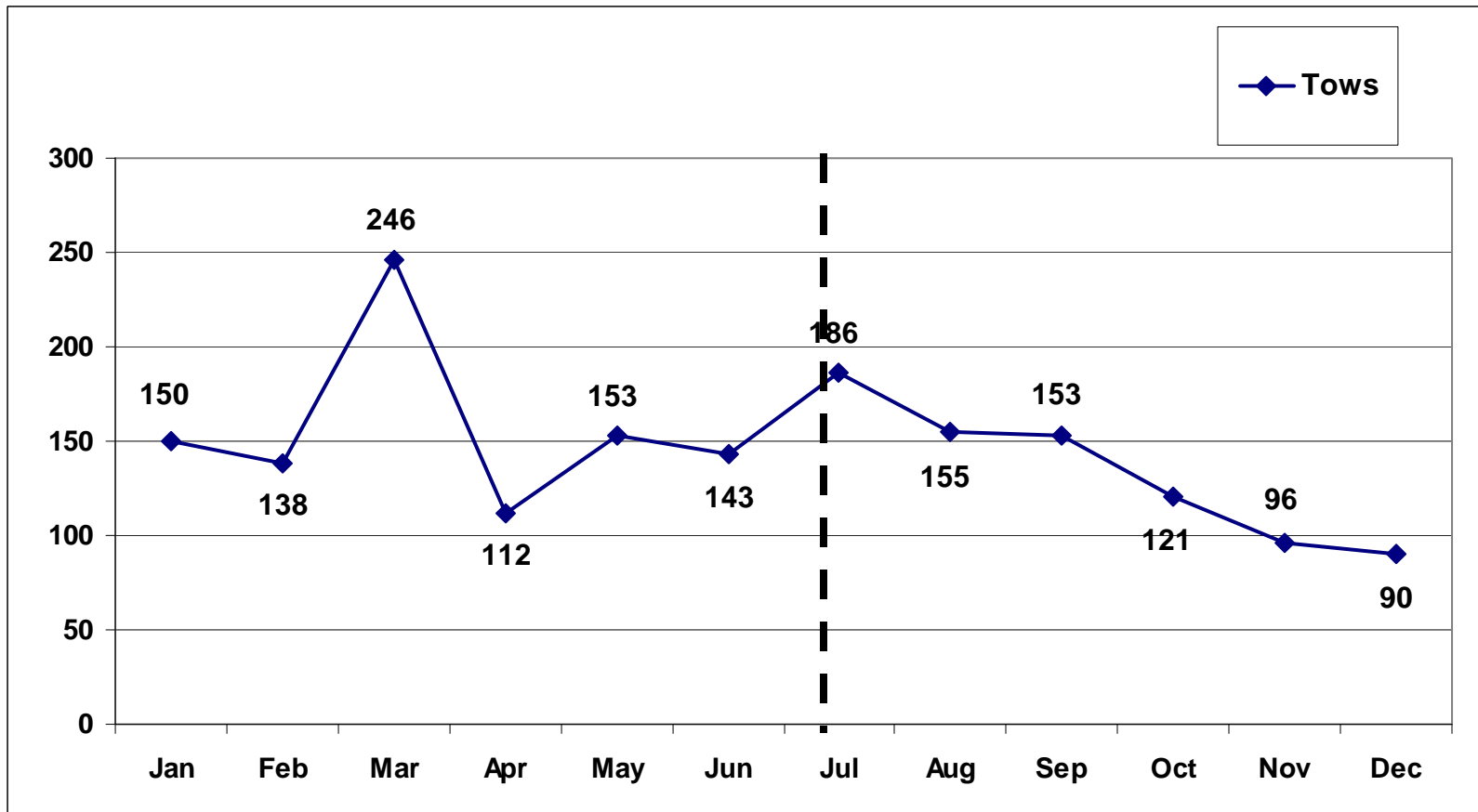


Figure PM-4: Number of Tows per Month

# Citizens Summary

## Performance Management

TransitStat  
Cost Of Tows Per Month  
2008

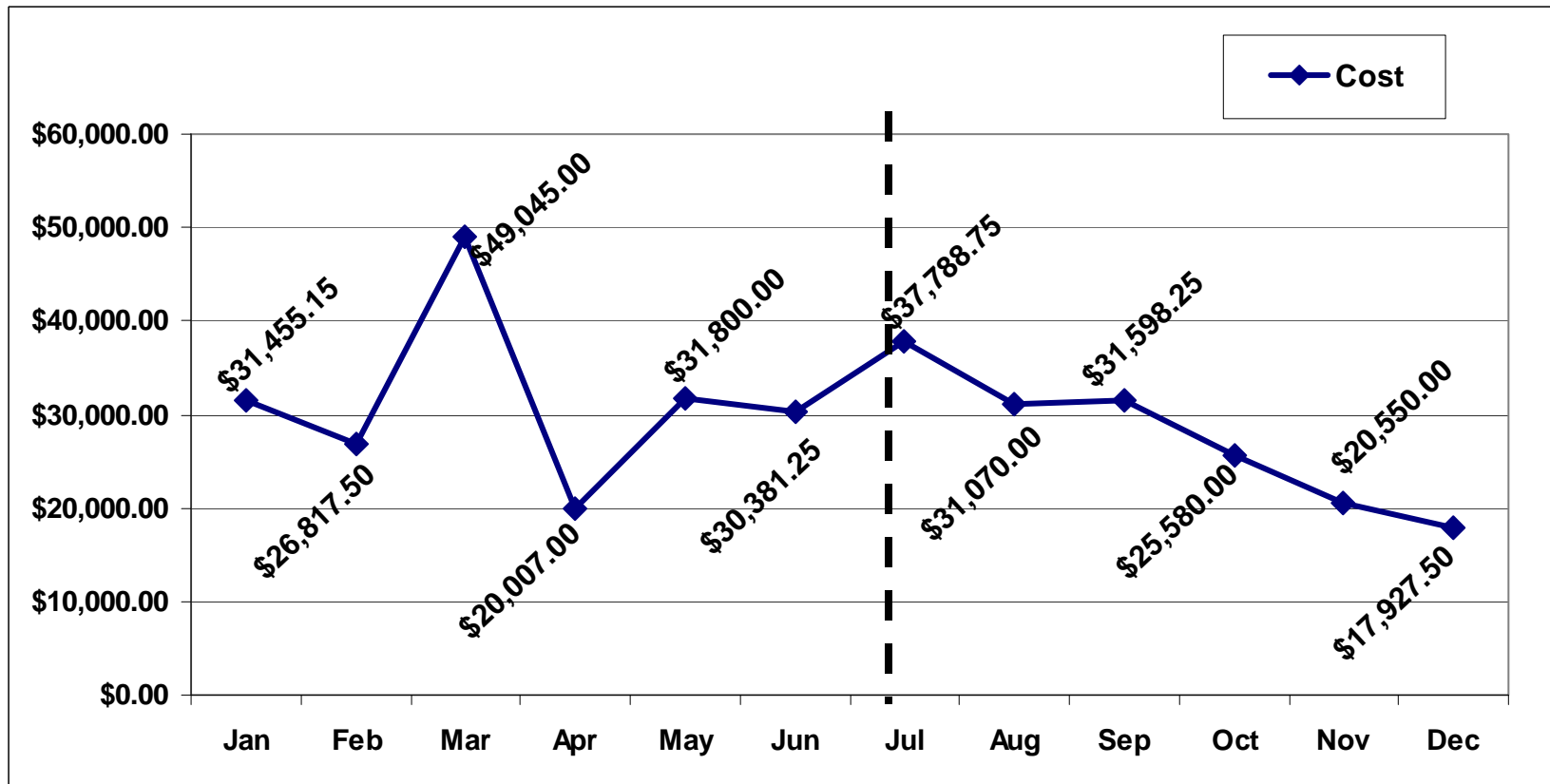


Figure PM-5: Cost of Tows per Month

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# Citizens Summary

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## Performance Management

### Energy Price Risk Management

In 2008, RTA experienced record highs in fuel cost as well as extreme volatility. The cost per gallon for diesel fuel ranged from \$2.54 to \$4.18. As a result of the high costs, our total diesel fuel expense increased by nearly \$7.4 million, compared to 2007. This amount was \$3.6 million above RTA's 2008 budget. With this as the new reality for fuel, the Authority sought to use tools to ensure better performance in the management of its fuel costs, which resulted in the creation of an energy price risk management program (fuel hedging program).

The fuel hedging program's strategy will use a process:

1. That addresses market opportunities and market risk;
2. That holds the risk of exceeding budget at or below an acceptable level;
3. That uses historical pricing ranges as pricing parameters;
4. That is continuous;
5. That will use a dollar cost averaging tool;
6. That mitigates transaction timing risk by making numerous smaller volume transactions (i.e. 42,000 gallons per transaction).

The strategy will be accomplished in concert with an Advisor, who is responsible for daily execution of the program, including the execution of transactions, generating reports on the program's status and results, and monitoring the program and energy markets. The hedging instruments will include purchases of home heating oil futures (the diesel fuel correlate) traded on the Exchange, as well as,

purchases of derivatives with financial institutions that are certified by the International Swaps and Derivatives Association (ISDA). The RTA policy dictates that the maximum hedge ratio will not be more than 90 percent of the forecasted consumption and that hedges can only go out 24 months in advance.

The Authority will begin positioning itself in the first quarter of 2009. By April, the Authority will have nearly 3.9 million gallons of the 5 million gallon usage, purchased for 2010. The performance objective is to establish a 2010 fuel cost at or below \$2.20 per gallon. Regular reports and tracking will be included in the 2009 budget execution.

## 2009 Budget Guide

<b>Organization of the Adopted Budget Plan</b>	BG - 1
<b>Fiscal and Budgetary Policies</b>	
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Capital Improvement Funds	BG - 8
Supplemental Pension Fund	BG - 11
Insurance Fund	BG - 11
Bond Retirement Fund	BG - 13
<b>Budget Management Process</b>	
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The Budget Cycle	BG - 15
Budget Calendar of Events	BG - 17
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<b>Glossary</b>	BG - 20

## 2009 Budget Guide

The **2009 Budget Guide** describes the decision-making process involved in adopting the annual budget. It begins with a description of what is found in the various chapters of the **Adopted Budget Plan**. Then, it explains the financial and budgetary policies adopted by the Board of Trustees that guide budget decisions. The budget process is described, including the methods used to monitor the budget once it is adopted. This chapter ends with a glossary of key technical terms used throughout the document.

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# 2009 Budget Guide

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## Organization of the Adopted Budget Plan

The purpose of this section is to describe the contents of the 2009 Operating and Capital Budgets (Adopted Budget Plan) for the Greater Cleveland Regional Transit Authority. It is an aid to those who wish to analyze the budget in detail. Tables of Contents in the first section of this book and on the tabs in the beginning of each chapter provide further direction to the reader.

The **Citizens Summary** is an overview of the Authority's operations and finances. It includes the CEO/General Manager's Transmittal Letter, summaries of revenues, expenditures and staffing, service indicators, and a profile of the service area.

In addition to providing an outline of the Adopted Budget Plan, the **Budget Guide** explains the Authority's financial and budgetary policies, including the rationale for their adoption and the manner in which they are implemented and monitored. The Guide also contains a description of the budget management process, a budget calendar and a glossary of terms used in the Adopted Budget Plan.

The **Fund Budgets** section defines the Authority's fund structure and the interrelationships between funds. Individual fund statements reflect the trends in revenues, expenditures, ending balances and transfers between funds over a six year period. Historical, current, and prospective information is provided. An analysis of the Authority's financial condition is based on these trends.

The **Department Budgets** present the Adopted Budget Plan by organizational unit. These chapters describe the six divisions including their mission statements, functions, achievements, and priorities for 2009. Individual budgets, budget implementation narratives, organization charts, and staffing level summaries are provided for each department.

The **Capital Improvement Plan** itemizes capital projects approved for 2009 and those planned for 2010 through 2013. The chapter discusses funding sources, the capital improvement planning cycle, and the criteria used to establish priorities.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### Introduction

The Authority adopted a set of financial policies in 1989, relating to its overall finances and to particular funds. The policies were amended in July of 1998 to include four more financial indicators as companions to the existing four. The indicators represent policy goals in an effort to achieve and maintain a sound fiscal condition. The impact of the financial policies is highlighted in the Policy Implementation sections that follow.

For accounting purposes, the Authority reports the results of its operations in a single enterprise fund. However, for budget purposes, a separate budget must be adopted annually for each fund (see **Fund Budgets**). Therefore, the following financial and budgetary policies are organized by fund, except for those general policies that are applicable to the Authority as a whole.

The policies are designed to provide a financial management framework, which ensures the fiscal integrity of the organization and adherence to laws and regulations. The Authority's purpose, which is to provide a public service, can only be accomplished so long as it remains a financially viable organization. In this vein, a balance must be struck between using the funds to provide that service and maintaining a reserve for possible future shortfalls.

### All Funds

***Policy Statement:***

***Current appropriations in each fund are limited to the sum of available cash, encumbered balances, and revenues estimated to be received in the current budget period.***

**Rationale:**

A balance must be struck between revenues and expenditures. By law, budgets cannot exceed available resources. Available resources are defined as current period revenues plus balances carried forward from prior years. Although temporary shortfalls or operating deficits can and do occur, they should not be tolerated as long-term trends.

**Implementation:**

The Board of Trustees (BOT) has adopted other policy goals that go beyond the statutory requirement listed above and require certain reserves in each fund. The specific requirements are discussed under the appropriate fund policy statement. The following describes the implementation of this policy for the General Fund.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### All Funds, cont.

In the General Fund, estimated resources total \$282.0 million (current revenues of \$274.6 million plus an assumed beginning balance of \$7.4 million). Total appropriations for 2009 equal \$278 million and are within the estimate of total resources available. Unfortunately, the Authority's Capital and Debt programs require an additional \$3.5 million in transfers above the current \$274.6 million in revenue, lowering the projected 2009 year-end balance to \$4.0 million. The ending balance does not meet the one-month reserve recommended by the Trustees for the General Fund (see page BG-6). The Board policy goal is considerably more restrictive and more determinant than is the legal demand for balanced appropriations.

#### **Policy Statement:**

***The Authority's interim funds shall be invested to achieve the maximum financial return consistent with prudent market and credit risks while conforming to applicable State and Federal laws and consistent with the cash flow requirements of the Authority, matching maturities and/or marketability at par, to meet outstanding obligations and financial commitments.***

#### **Rationale:**

With interim funds of more than \$50 million, investment income is a material resource for the GCRTA and makes funds management a priority. Investment decisions should attempt to increase yields without sacrificing the safety of principal or the liquidity position of the organization. In addition, idle cash balances should be invested whenever possible to maximize investment income.

#### **Implementation:**

The Ohio Depository Act and GCRTA cash management investment policy allows the Authority to invest in the following types of financial instruments:

- U.S. Government securities, maximum term of three years.
- Secured certificates of deposit, maximum term of one year.
- U.S. Government Agency securities, maximum term of three years.
- Repurchase agreements of U.S. Government and agency securities, maximum term of thirty days.
- State Treasury Asset Reserve of Ohio (Star Ohio), daily liquidity.

Monthly reports summarizing investment transactions and earnings are provided to the Board of Trustees. The Authority was able to achieve a favorable return on its year-to-date 2008 investments and at the same time meet its outstanding financial commitments with an investment yield of 5.10 percent.



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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

All Funds, cont.
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### Controlling Costs

**Policy Statement:**

*The Authority's personnel, procurement, and other policies are designed and administered to obtain the maximum value for the funds provided by its constituents.*

**Rationale:**

As a public agency, the Authority is charged with delivering the services for which its taxpayers and users provide resources. The incentive is not to generate an excessive surplus of funds, but rather, to provide the most extensive and cost-effective level and mix of services possible. More can be done only if services and operations are well managed and if costs are contained.

**Implementation:**

In the General Fund, the growth in the cost of providing services (measured by cost per hour of service) must remain at or below the rate of inflation. Also, the overhead costs must not exceed 15 percent of the total cost of operations. These policy goals allow the Authority to maximize the use of its resources and provide the most direct service possible.

Budgeted 2009 General Fund operating expenditures, which exclude transfers to other funds, are \$246.5 million, which represent an actual increase of nearly \$4.7 million, or 1.9 percent, over estimated 2008 levels. The largest Operating Budget appropriation, \$179.2 million, is for Personnel Services, which accounts for 72.7 percent of the total operating appropriation. The 2009 appropriation for personnel costs is 3.4 percent higher than the 2008 estimated level. Items increasing these costs are compensation issues including bargaining unit contractual increases, health care costs, retirement system funding, and various service opportunities. The number of total personnel was reduced, providing an offset to these increases.

In the Capital Improvement Fund, economies are sought that minimize the costs of capital projects. Construction management activities ensure the timely completion of these projects at the lowest cost. Cost savings also are possible by planning for the purchase of similar types of equipment in larger quantities. Additionally, capital investment is encouraged where operating cost savings and operational efficiencies result.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

All Funds, cont.
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### Funding Public Services

**Policy Statement:**

***Program demands require that an adequate resource stream be maintained. The Authority must make the hard decisions required to assure a continuing flow of resources.***

**Rationale:**

It is the policy of this Authority to take whatever steps are necessary to ensure full and continued funding for the services, programs, and facilities, which the Authority is required or elects to provide. The Authority should actively pursue whatever legitimate revenues it can locate to support the services its constituents demand.

**Implementation:**

Sales Tax has under-performed for the last eight years. This revenue stream provides about 63 percent of the Authority's funding in 2009. For four of the last eight years, the amount generated declined when compared to the previous year and the overall increase over that period was 1.0 percent. In 2008, the Authority noted that service reductions would result if this trend did not change. In 2008, actual Sales Tax revenue increased by 1.0 percent. The projection for 2009 is a 0.7 percent increase. The Authority locked the price for diesel fuel for 2009 thus reducing operating expenditures by nearly \$2.5 million.

Although the Sales Tax revenue for 2008 increased by 1.0 percent and the projection for 2009 is a 0.7 percent increase, this is not enough to cover all operating expenses. This left no recourse but to implement a 3 percent service reduction, at the end of 2008, and another 5 percent reduction budgeted at the end of 2009. The maximum level of service was maintained given current financial constraints. The organization made and will continue to make the decisions necessary to maintain a solid financial status for 2009 and the future.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### General Fund

The following financial policy goals constitute the foundation of the Authority's financial management process in regards to the General Fund. Since their adoption in 1989, they have heavily influenced the development of the annual budget, including the decisions on fare and service changes. Regular monitoring of the related financial indicators by both management and the Board of Trustees demonstrates the importance of these goals to the Authority's operations. The Financial Policies were amended in 1998, adding three new financial measures for the General Fund.

***Policy Statement:***

***An operating reserve in an amount equal to at least one month's operating expenses shall be budgeted each year to cover unforeseen or extraordinary fluctuations in revenues or expenses.***

**Rationale:**

Adequate reserves must be maintained to avoid disruptions in service due to temporary shortages in operating funds or fluctuations in revenue streams or costs.

**Implementation:**

As in prior years, this policy generated discussion during 2009 budget deliberations. Unfortunately, the 2009 budget does not reflect a one-month operating reserve. It represents only a 0.2-month operating reserve, with the ending balance falling to an estimated \$4.0 million. The Authority routinely manages well and holds expenses under appropriation. For 2009, an internal operating target of \$243.0 million has been established, which would result in a \$7.5 million reserve.

***Policy Statement:***

- (1) Growth in the cost of delivering a unit of service (cost per service hour) shall be kept at or below the rate of inflation.***
- (2) The overhead costs shall not exceed 15 percent of the total cost.***

**Rationale:**

As a means of assuring cost containment, direct costs shall not be permitted to increase faster than overall price levels. Additional indirect costs (overhead) must be supported by service improvements. The specific measure of the overhead rate was added as a financial indicator in 1998 as a complement to the existing measure.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### General Fund, cont.

**Implementation:**

Operating expenditures are expected to increase by 1.9 percent in 2009. The comparable growth in the cost per hour of service in 2009 is 10.3 percent, significantly higher than the projected inflation rate. Both statistics reflect the impact of personnel cost increases and substantial fuel/utilities cost increases. The growth in cost per hour of service is expected to decrease in 2010 and 2011 with both years remaining closer to the inflation rate. The overhead cost ratio is projected at 12.7 percent in 2009 and to remain steady in 2010 and 2011, with each year below the policy maximum.

**Policy Statement:**

***(1) The Operating Ratio (Operating Revenues divided by Operating Expenses) shall not be allowed to go below 25 percent with a long-range objective of having Operating Revenues cover an increasing proportion of Operating Expenses. (2) The fare subsidy (net cost) per passenger shall not exceed three (3) times the average fare.***

**Rationale:**

An increasing Operating Ratio indicates that the Authority is becoming more self-supporting and less reliant on other sources of income. Moreover, a lower fare subsidy indicates that the users are paying more of the cost of providing the service.

**Implementation:**

Operating revenues include fares, advertising, and interest income. Operating expenses include all expenditures of the General Fund less transfers to other funds and costs, which are charged to, and reimbursed by, the capital program.

Between 1989, when the financial policies were formalized, and 1997, the Operating Ratio ran above the 25 percent recommended minimum. It fell below the minimum of 25 percent in 1998 and continued to decline through 2004. The ratio stabilized in the 2005 Budget Year. The reversal in this trend is primarily due to the 2006 fare increase, the first in thirteen years. The fare increase was implemented in two phases, the first in July 2006 with the second, implemented in January 2008. In late 2008, a fuel surcharge of \$0.25 per ride was also implemented to offset the increasing cost of diesel fuel. In 2009, a slight downturn is expected as Operating Expenses are projected to increase at a faster rate than Operating Revenue and passenger fare revenue stabilizes.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### General Fund, cont.

**Policy Statement:**

*Debt service coverage (total operating revenue minus operating expenditures divided by debt service requirements) shall be kept to a minimum of 1.5.*

**Rationale:**

Debt service payments should be comfortably supported by the organization. The excess from general obligations should be used as the measure to not jeopardize the financial condition of the Authority.

**Implementation:**

The debt service coverage measure has traditionally not only been met, but significantly exceeded the minimum since the Authority has historically used debt sparingly. Since 2001, the indicator steadily declined from 2.15 until it fell below the minimum in 2003, reaching a low of 1.46. In 2004, 2005, 2006, and 2007, debt service coverage rebounded and met the standard at 1.87, 2.08, 1.93, and 1.81, respectively. Current estimates project it at 1.27 for 2008. Debt service coverage is budgeted at 1.18 for 2009 with further declines in 2010 and 2011. Capital improvement appropriations were reduced for a second year in 2009. Capital expenditures for 2010 and 2011 will be further reviewed. Coupled with an internal target designed to enhance operating reserves, this trend may be remedied.

### Capital Improvement Funds

**Policy Statement:**

*An amount equivalent to ten percent of sales tax revenues shall be allocated to the Capital Improvement Fund on an annual basis. This amount shall be allocated directly to the Capital Improvement Fund to support budgeted projects or to the Bond Retirement Fund to support debt service payments.*

**Rationale:**

Capital assets, such as facilities, equipment, and vehicles, are essential to the provision of transportation services. Although expensive to sustain, a regular capital investment program lowers operating and capital costs over the long term. A substantial proportion of capital projects are funded by the Federal Government, but RTA must have adequate matching funds on hand in order to qualify for FTA grants. State and federal assistance has shrunk in recent years, leaving the Authority to absorb an increasing share of capital expenditures through 100 percent locally-funded projects.

**Implementation:**

The Authority has combined debt financing and direct allocations of sales tax receipts to fulfill the commitment to capital over the last couple of years. In 1995, the definition of contribution to capital was officially broadened to include the transfer to the Bond Retirement Fund. As such, the contribution to capital in 1995-1997 well exceeded the 10 percent minimum at 14.0 percent, 12.7 percent, and 12.0 percent of sales tax receipts. The Authority provided a contribution to capital equivalent to the minimum of 10 percent in 1998 through 2002. Growth in Authority-wide capital needs progressively increased this ratio to 11.4 percent in 2003, 11.5

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### Capital Improvement Funds, cont.

percent in 2004, 12.2 percent in 2005, and 13.0 percent in 2006 and 2007. For 2008, the percentage increased to 14.3 percent with an estimated increase to 16.6 percent for 2009. Capital expenditures for 2010 and 2011 must be reduced from current levels to hold at 17.0 percent.

Capital requirements for 2009 were substantially reduced from the previous five-year plan. This same action will be needed in 2010 and 2011. Maintaining and balancing the capital plant is important. If current Sales Tax revenue will not support past levels of service, it also will not support past levels of capital expenditures.

***Policy Statement:***

***Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities and equipment.***

**Rationale:**

The separation of funds used for day-to-day operations from those employed for capital improvements facilitates the planning process and the management of resources.

**Implementation:**

Capital investments are defined as those exceeding \$1,000, where the useful life of the asset exceeds one year. Capital Improvement Funds include the RTA Capital Fund and the RTA Development Fund. The Capital Fund is supported by the Federal and State grants as well as local sources.

***Policy Statement:***

***The percent of capital maintenance outlay to capital expansion outlay will be a minimum of 33 percent and a maximum of 67 percent.***

**Rationale:**

Transit remains a capital-intensive business and continued quality service relies solidly on maintenance of infrastructure and equipment. Investments must anticipate future service requirements and capacity. Ridership is increased only through a clean, dependable, and well-operated system.

**Implementation:**

Recognizing that the capital program requires a critical balance between maintenance of existing assets and expansion efforts, this policy objective is used to develop the annual capital budget.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### Capital Improvement Funds, cont.

**Policy Statement:**

*The Authority will strive to take advantage of all available State and Federal grants and other financing programs for capital improvements, including but not limited to, State of Ohio public transportation grants and Federal Highway Administration programs as well as the programs of the Federal Transit Administration.*

**Rationale:**

Various “formula” grants are allocated to systems usually on the basis of service or demographic indicators. Discretionary grants are competitive and require the maintenance of positive relationships, solid planning, and well-conceived, well-executed projects. The Authority strives to maximize grant funding in order to best leverage local funds. Furthermore, as more dollars are needed to support an aggressive Long-Range Plan, the Authority will explore and secure other creative and non-traditional revenue sources.

**Implementation:**

Limited availability of funding at the Federal, State, and Local levels meant the Authority could only place emphasis on the most essential and realistic capital projects during the 2009 process. The Authority continues to aggressively pursue the flexible funding authorized under the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU) and continues to improve its internal capability to plan, finance, and implement its Capital Improvement Plan. The 2009 Budget also reflects the capitalization of traditional maintenance type expenditures allowable at the Federal level, which includes inventory material and supplies and preventive maintenance costs. It also includes funding from the Transportation Review Advisory Committee (TRAC). Long-Range capital planning efforts continue and will shape future capital strategies.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### Supplemental Pension Fund

**Policy Statement:**

*Every two years, an evaluation, including appropriate actuarial studies, shall be made of the Supplemental Pension Fund to determine the amounts required to meet expected obligations of the Fund. Any additional funds determined to be needed will be allocated during the annual budgeting process of the Authority.*

**Rationale:**

Periodic evaluations of the pension amount ensures that the Authority has adequate funds to meet expected obligations.

**Implementation:**

The Supplemental Pension Fund contains assets held in trust for the payment of pension benefits to certain retired employees of the Authority. Provisions of the plan are delineated in the agreement between RTA and the Amalgamated Transit Union (ATU). As a result of low levels of investment income earned over the last few years and increasing expenditures, the fund has required transfers from the General Fund to keep the recommended balance. A 2004 transfer of \$150,000 and a second transfer of \$100,000 from the General Fund was done in 2005 to meet expected obligations. A transfer of \$106,000 was needed for 2006 and then held at \$100,000 for both 2007 and 2008. In 2009, 2010, and 2011, \$100,000 transfers are needed each year to ensure that the Fund remains at the recommended level to meet all obligations.

### Insurance Fund

**Policy Statement:**

*The Authority is insured through both self-insurance and purchased insurance. Insurance for property and equipment losses as well as liability is to be purchased on the open Insurance market. This basis for the Insurance Fund structure and coverage levels shall be determined by the Risk Manager.*

**Rationale:**

The Authority desires to save funds by implementing the most appropriate balance of insurance to solve claims. Sufficient resources have been set aside to provide security against normal business risk, for major property claims and to purchase specified insurance for these purposes.

**Implementation:**

The General and Insurance Funds provide for the payment of the insurance purchased on the open market. Since the hiring of a Risk Manager in 1998, the Insurance Fund was restructured to include a mix of self- and purchased-insurance. This represented a major change from the Authority's previous self-insured position. In 2009, nearly \$1.6 million is budgeted in the General Fund for the payment of ordinary and routine losses in the form of personal injury and property damage claims against the Authority. An additional \$3.2 million is budgeted in the Insurance Fund for claims outlay and to cover insurance premiums for catastrophic or extraordinary losses.



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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### Insurance Fund, cont.

**Policy Statement:**

*The minimum balance to be maintained in the Insurance Fund shall be determined by the Risk Manager on an annual basis taking into consideration the balance between self-insurance and purchased-insurance requirements. Upon attaining the required minimum balance, additional funds will be allotted to the Insurance Fund during the annual budgeting process based upon the results of periodic actuarial studies of the fund to assess its sufficiency.*

**Rationale:**

The intent is to ensure that reserves and insurance levels are sufficient to cover extraordinary or catastrophic losses. The periodic evaluations will determine the sufficiency of the fund and the cost-effectiveness of maintaining a self-insurance program versus obtaining coverage externally, or a combination of the two.

**Implementation:**

The Insurance Fund provides coverage for catastrophic or extraordinary losses and is not used to pay ordinary and routine losses, which are paid through the Risk Management Department's General Fund Budget. Approximately \$1.8 million was paid for this and premium outlays in 2005 and 2006. In 2007 and 2008, \$1.4 million and \$2.9 million were expended, respectively. For the 2009 budget year, cost are projected to increase to \$3.2 million.

A \$1.7 million transfer from the General Fund was required in 2003 to maintain the fund at its minimum balance of \$5.0 million. In 2004, a decision was made to return the minimum balance back to the original \$5.0 million level through a drawdown process, leading to the cancellation of a planned transfer of \$1.0 million from the General Fund as the fund balance decreased to slightly less than \$6.0 million by the end of the year.

The need for a planned transfer in 2005 of \$250,000 from the General Fund was eliminated by a \$1.7 million payment to the Insurance Fund from proceeds of a third party settlement. In 2006, 2007, and 2008, transfers of \$750,000, \$1.2 million and \$2.9 million, respectively, were needed to cover budgeted premium outlays and unbudgeted claims costs. The 2009 Insurance Fund Budget will require a \$2.8 million transfer from the General Fund to cover budgeted claims and premium outlays. In 2010 and 2011 a transfer of \$2.3 million each year will be needed due to increasing insurance costs and low investment income growth.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### Bond Retirement Fund

**Policy Statement:**

*Principal and interest payments on outstanding bonds will be accounted for in the Bond Retirement Fund. Debt issuances shall comply with pertinent state and federal laws, finance only long-term capital assets and be supported by adequate debt servicing capacity.*

**Rationale:**

It is the intent of the Authority to issue debt in a manner, which adheres to state and federal laws and prudent financial management principles.

**Implementation:**

Historically, the Authority has used its debt capacity sparingly due to the benefits of federal and state grant funding. Reductions in these sources of capital support over the years though, combined with an aggressive long-range Capital Improvement Plan (CIP), has resulted in more frequent use of debt sales as a revenue source for the Authority's capital needs. At the end of 2007 the combined outstanding debt for the Authority totaled \$147.4 million in general obligation bonds and \$4.1 million for a State Infrastructure Bank (SIB) loan, requiring combined principal and interest payments of nearly \$14.7 million in 2008, which is \$2.8 million less than what was budgeted for 2008. Principal and interest payments are expected to continue to increase in future years in support of the on-going Capital Improvement Plan.

Ohio law permits the Authority to issue both voted and unvoted debt and to levy ad valorem property taxes. Current obligations have not required the use of property taxes for debt service. Debt issuances are subject to three limitations as specified in the Ohio Revised Code and the Ohio Constitution:

1. **Restriction:** Total debt supported by voted and/or unvoted property taxes may not exceed 5 percent of the total assessed valuation of the property within the Authority's territory (Cuyahoga County).  
**Impact:** This provision is not currently applicable since property taxes are not supporting debt repayment. Further, the \$1.60 billion limitation (based on the county's assessed valuation of \$31.9 billion) is not overly restrictive in view of the Authority's debt requirements.
2. **Restriction:** Annual principal and interest payments on all unvoted general obligation bonds may not exceed one-tenth of one percent of the total assessed valuation.

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# 2009 Budget Guide

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## Fiscal and Budgetary Policies

### Bond Retirement Fund, cont.

**Impact:** Based on the assessed valuation of \$32.5 billion, annual debt service payments would be limited to \$31.9 million compared with the expected 2009 payments of \$18.1 million. Though not restrictive currently, this limit caps debt service at an amount equal to 1 mill (one mill equals one dollar of tax for each \$1,000 of a property's assessed valuation).

- 3. Restriction:** The total amount of annual debt service on unvoted general obligations issued by overlapping subdivisions is limited to ten mills of assessed valuation. Overlapping subdivisions, include Cuyahoga County and various municipalities, school districts, and townships within the taxing district.

**Impact:** This provision pertains to all unvoted debt regardless of the source of payment and historically has been the most restrictive to the Authority. Currently, 8.38 of the 10-mill limitation is available. The resulting debt leeway (based on the 2008 collection year) would allow the Authority to issue \$80 million of unvoted debt assuming a 20-year maturity and a 4.5 percent interest rate. It should be noted that in 1996, the Authority's bond rating, a major determinant of the interest rate charged on notes and bonds, was upgraded by Fitch Investors Service from A- to A. In 1997, Moody's Investors Service refined the Authority's rating to "A3," reaffirming it in 2001. The Authority issued debt in 2008, and refinanced debt at a lower interest rate. The Authority has no plans to issue debt in 2009. Fitch Investors Service held the A rating for GCRTA. Moody's upgraded its rating from "A3" to "Aa3."

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# 2009 Budget Guide

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## Budget Management Process

### Introduction

As the Authority's finances became tighter, increased emphasis has been placed on the budget management process. The following procedures were instituted to strengthen the financial management process:

- The Board of Trustees developed a set of financial policies to guide the development of the budget plan and articulate the Authority's operating guidelines.
- The Authority's performance is measured against the standards established by the Board.
- A formal budget document is produced, providing clear, timely, and accurate budget information to officials and the public.
- Expenditures are tracked against appropriations and available resources.
- Performance indicators are used to assess the containment of costs and the effectiveness of service delivery.

### The Budget Cycle

For the Authority, the fiscal and calendar year coincide. The budget process for the forthcoming fiscal year begins in June. At this time, a Tax Budget is prepared presenting estimates of available resources for the budget year. In addition to a legal requirement, the Authority prepares a Tax Budget as a valuable tool for estimating budget year resources and performing appropriations planning.

Around the same time, a mid-year review of spending patterns and budget variances is conducted. The July review and the Tax Budget are essential components of the base level appropriations assumed for the succeeding budget cycle. The development of this budget "base" begins the annual budget process, which proceeds as follows:

- A budget "basis" (or starting point) is selected, usually based on the mid-year estimate or the original appropriation level.
- The Office of Management and Budget (OMB) staff adjusts the budget basis for any nonrecurring costs, contracts, or binding commitments or inflation. The product is called the Base Budget.
- After receiving the Base Budget, including the budget basis and any OMB adjustments, departments submit requests for adjustments to the Base Budget.

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# 2009 Budget Guide

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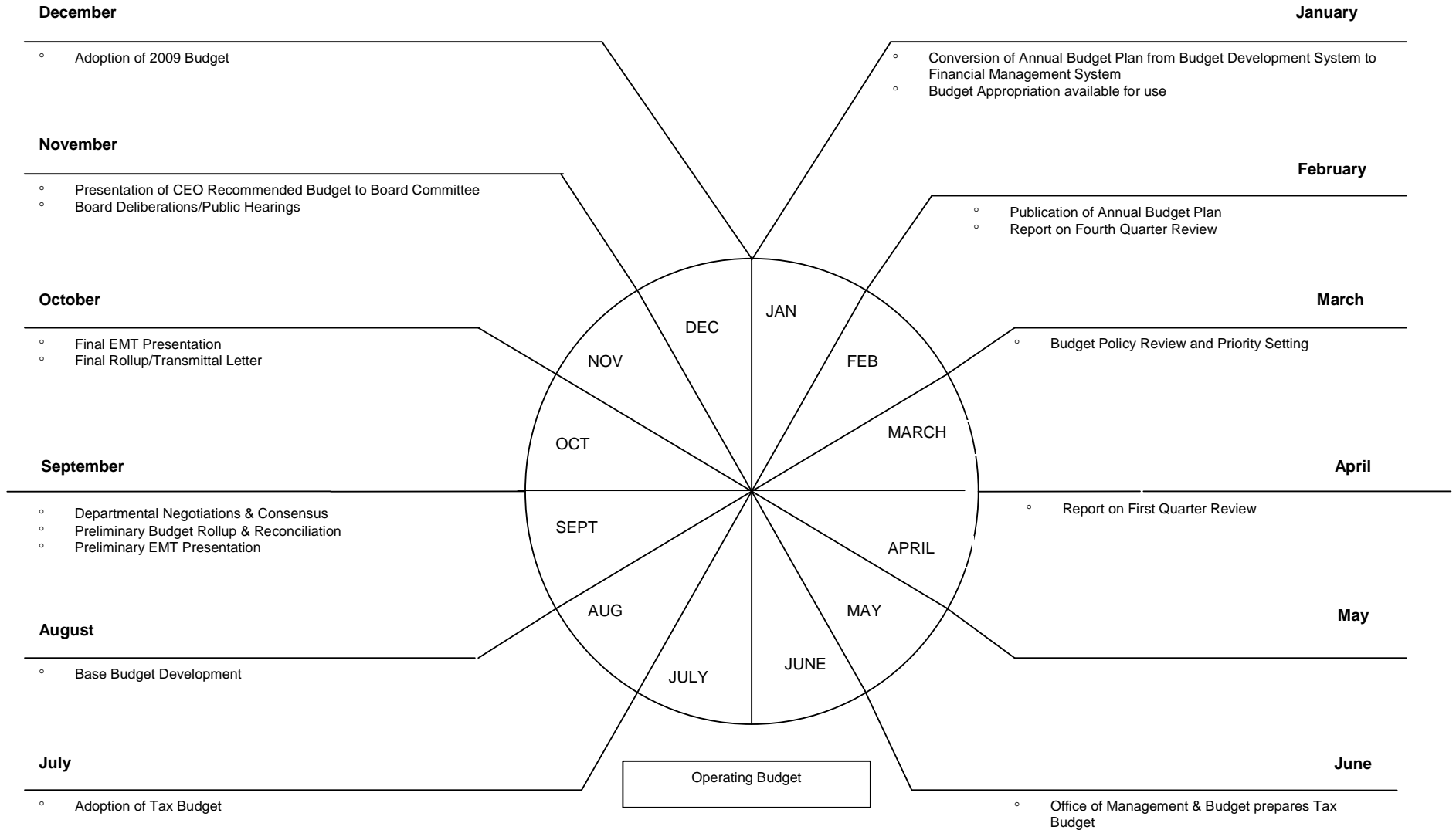
## Budget Management Process

### The Budget Cycle, cont.

- Negotiations between OMB staff and Department staff refine the Base Budget. When completed, it should include commitments and recurring costs but not discretionary projects or initiatives.
- New projects or initiatives are presented as Decision Issues. These are negotiated initially at the Division level and then at hearings with the CEO/General Manager, and the Executive Management Team (EMT) based on their effect on the Authority's goals and objectives.
- The finalized CEO/General Manager's Recommended Budget:
  1. Is the sum of the refined Base Budgets, Adjustments, and approved Decision Issues.
  2. Must be limited to estimated available resources.
  3. Shall satisfy the Authority's financial policies to the best extent possible.
  4. Must support the Authority's mission and strategic direction as embodied in the Board Policy Goals and outlined in the Strategic Planning Process.
- The CEO/General Manager's Recommended Budget is presented to the Board of Trustees and is made available to the public.
- A series of budget hearings is scheduled for the Board of Trustees and for the public. Three or four hearings are held including the public discussion of the budget.
- The review process culminates in the formal adoption of a budget resolution at the December Board meeting. It is the Trustees' practice to finalize appropriations before the new fiscal year begins.

# 2009 Budget Guide

## Budget Calendar of Events



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# 2009 Budget Guide

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## Budget Management Process

### Quality Management System

The Authority continues to operate under the Quality Management System, an outgrowth of the organization's implementation of Total Quality. Under the Quality Management System, the Board of Trustees and senior management have identified a Mission Statement and five Priority Policy Goals felt to be essential for growth and progress in this organization. These are reviewed on an annual basis and modified, if necessary. Budget decisions are made within the context of our overall strategic planning process (see the Transmittal Letter in the Citizens Summary Section for further details). For 2009, these Policy Goals remain:

- **Customer Focus:**  
Provide safe, high quality service to all customers and support our employees in that endeavor.
- **Expand and Reorganize Service:**  
Expand and reorganize service to retain our current riders and attract new riders by providing service that meets customer and community needs.

- **Prepare for the Future:**  
Prepare for the future by forging new partnerships and strengthening existing ones with the public and private sectors to establish policies, funding, innovations, and technologies that support cost-effective public transportation.
- **Improve Financial Health:**  
Improve the agency's financial health through efficient use of resources and the pursuit of new and innovative revenue sources.
- **Provide Community Benefits:**  
Provide social, economic, and environmental benefits to the community through system improvements, and increase community awareness of these contributions.

During development of the 2009 Budget, as in recent years, however, emphasis was placed on two of the Board Policy Goals: **Customer Focus** and **Improve Financial Health**.

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# 2009 Budget Guide

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## Budget Management Process

### Budget Monitoring and Control

A quarterly financial report allows the CEO/General Manager and the Board of Trustees to monitor actual performance against appropriations and estimated resources. This report is used to determine adjustments to the budget. Generally, departments are expected to operate within their total appropriations and to justify requested amendments.

The budget may be adjusted after periodic reviews, but is normally limited to interdepartmental transfers rather than an increase to the overall appropriation level. The CEO/General Manager has the authority to transfer appropriations within departments. These transfers are reported to the Trustees within thirty days. Any increase to the Authority's total operating budget requires Board of Trustee approval.

The CEO/General Manager also has the authority to upgrade or reclassify staff positions within a department. Positions may be reallocated between departments and divisions, providing the overall division staffing level remains at the level approved by the Board. This allows the CEO/General Manager flexibility in making staff decisions.



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# 2009 Budget Guide

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## Glossary

**Accrual Accounting** - A method of financial accounting where revenues are recorded when earned; the revenue does not have to be received in the same reporting period. Similarly, expenditures are recorded as soon as they result in liabilities for benefits received; the payment of the expenditure does not have to be made in the same reporting period.

**Ad Valorem Tax** – A tax based on the value (or assessed value) of property.

**Amalgamated Transit Union (ATU)** - the largest transit union in North America.

**Americans with Disabilities Act (ADA)** – of 1990, requires that public entities, which operate non-commuter fixed route transportation services, also provide complementary Paratransit service for individuals unable to use the fixed route system.

**Appropriation** – An authorization granted by the Board of Trustees to make expenditures and incur obligations for purposes specified in the Appropriations Resolution.

**Arbitrage** – Investment earnings representing the difference between interest paid on bonds and the interest earned on the investments made utilizing bond proceeds.

**Assessed Valuation** – The value of property against which an ad valorem tax is levied. Valuations are conducted by the County Auditor and reflect a percentage of the true or market value of the property.

**Asset Maintenance** – This category of capital projects refers to projects where 100% of the funding is provided by local sources (versus grant funding sources) and represents expenses incurred to maintain or improve the Authority's major capital assets.

**Base Budget** – The ongoing expenses for maintaining the Authority's daily operations, previously authorized by the Trustees. Base Budgets include all mandated and non-discretionary services or reductions to the cost of continuing projects or programs.

**Bond** – The written evidence of the debt issued by the Authority. It bears a stated rate of interest and maturity date on which a fixed sum of money plus interest is payable to the holder.

**Bond Counsel** – A lawyer or law firm, which delivers an opinion regarding the legality of a debt issuance or other matters.

**Budget Basis** – The starting point for budget deliberations, usually the prior-to budget year appropriation, or the Midyear Review estimate of expenses. It is critical that the budget basis be clearly documented and understood by all budget participants.

**Budget Deficit** – Usually, this is a projection of expenditures exceeding appropriations. It is normally determined as a result of a quarterly review. The budget is controlled so that expenditures plus encumbrances should not exceed appropriations.

**Bus Rapid Transit (BRT)** – A broad term given to a variety of transportation systems that, through improvements to infrastructure, vehicles, and scheduling, attempt to use buses to provide a service that is of a higher quality than an ordinary bus line. See Euclid Corridor Transportation Project.

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# 2009 Budget Guide

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## Glossary

**CAFR** – Comprehensive Annual Financial Report, containing audited financial statements and related materials.

**Capital Improvement Budget** – The current year estimated resources and costs of construction projects and capital equipment purchases in the Capital Improvement Plan that involve maintenance and expansion projects and are funded through grants as well as local sources.

**Capital Improvement Plan (CIP)** – A multi-year plan for constructing, acquiring, or maintaining capital assets.

**Cash Accounting** - A major accounting method that recognizes revenues and expenses at the time physical cash is actually received or paid out.

**Cash Deficit** – This is a common circumstance in a fund deficit situation and it involves a fund carrying a negative (or credit) cash balance. This situation typically requires a cash transfer to remedy.

**Closed Circuit TV (CCTV)** - the use of video cameras to transmit a signal to a specific, limited set of monitors. CCTV is used for surveillance in areas, which need security, such as rapid stations, transit facilities, Park-N-Rides, and the airport.

**Computer Integrated Transit Maintenance Environment (CITME)**– A computer program purchased to assist in modernizing maintenance operations through management by data.

**Controlled-Access Right-of-Way (ROW)** – Lanes restricted for at least a portion of the day for use by transit vehicles and other high occupancy vehicles (HOV). Use of controlled access lanes may also be permitted for vehicles preparing to turn. The restriction must be sufficiently enforced so that 95 percent of the vehicles using the lanes during the restricted period are authorized to use them.

**Cost Ceiling** – A limit on costs for which a program allocation will reimburse. This term is used most often in reference to federally supported capital projects.

**Debt Limit** – A statutory or constitutional limit on the principal amount of debt that an issuer may incur or have outstanding at one time.

**Debt Service** – Principal and interest paid on bonds and notes.

**Debt Service Coverage** - the measure of the Authority's ability to meet annual interest and principal payments on outstanding debts.

**Decision Issue** – Any budget request for new or increased funding of projects or programs, which exceeds base budget requests. Use of decision issues aids the process of allocating financial resources and provides for the comparison and prioritization of existing programs and services relative to the need for new programs and services.

**Disadvantaged Business Enterprise (DBE)** – A program intended to ensure nondiscrimination in the award and administration of DOT-

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# 2009 Budget Guide

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## Glossary

assisted contracts in the Department's highway, transit, airport, and highway safety financial assistance programs.

**Door-to-Door Service** – Paratransit Service where drivers have been instructed to pick-up and drop off passengers at the front door of places of residence, at the front door of the apartment buildings in which they live, or front door of destination.

**Encumbrances** – A budgetary technique for recording unperformed contracts for goods and services. Use of encumbrances restricts the balance in each fund so that total commitments (expenditures plus encumbrances) will not exceed appropriations.

**Euclid Corridor Transportation Project (ECTP)** – (Health Line) designed to improve transit service, as well as support increased development along Euclid Avenue. The objective of the project was to provide shorter travel times along Euclid Avenue and linkages with other RTA services for better access to work, home, medical, educational, and cultural centers in Greater Cleveland.

**Exclusive Right-of-Way (ROW)** – Roadway or other right-of-way (ROW) reserved at all times for transit use and / or other high occupancy vehicles (HOV). The restriction must be sufficiently enforced so that 95 percent of vehicles using the right-of-way (ROW) are authorized to use it.

**Executive Management Team (EMT)** – The General Manager's first level of management, which includes Deputy General Managers and Executive Directors.

**Expenditure** - A category of expense that a business incurs as a result of performing its normal business operations.

**Family and Medical Leave Act (FMLA)** - To grant family and temporary medical leave under certain circumstances.

**Federal Highway Administration (FHA)** - charged with the broad responsibility of ensuring that America's roads and highways continue to be the safest and most technologically up-to-date. Although State, local, and tribal governments own most of the Nation's highways, we provide financial and technical support to them for constructing, improving, and preserving America's highway system.

**Federal Transit Administration (FTA)** - supports a variety of locally planned, constructed, and operated public transportation systems throughout the U.S., including buses, subways, light rail, commuter rail, streetcars, monorail, passenger ferry boats, inclined railways, and people movers.

**Financial Management System (FMS)** – The information system software that houses all financial data and includes the General Ledger, Procurement, and Budget Modules.

**Fiscal Year** - Any 12-month period that a company uses for accounting purposes.

**Fixed Guideway (FG)** - A separate right-of-way (ROW) for the exclusive use of public transportation vehicles. All rail modes operate exclusively, (i.e., 24 hours per day and seven days per week), on fixed guideway (FG).

**Fraternal Order of Police (FOP)** - the world's largest organization of sworn law enforcement officers, committed to improving the working conditions of law enforcement officers and the safety of

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# 2009 Budget Guide

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## Glossary

those we serve through education, legislation, information, community involvement, and employee representation.

**Full-Time Equivalent (FTE) Position** – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year for 40 hours per week employees.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Deficit** – An excess of liabilities over assets. This is not an acceptable condition in most funds and it usually must be addressed by transferring revenue to the fund in deficit.

**Fund Type** – In governmental accounting, all funds are classified into eight generic types; General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency. The Authority uses General, Debt Service, Capital Projects, Agency, and Enterprise funds.

**GAAP** – Generally Accepted Accounting Principles.

**General Obligation (GO) Bond** – A bond that is secured by the full faith and credit of the Authority. The GCRTA pledges to utilize its

taxing power (almost always Sales Tax proceeds) to pay debt service.

**Goal** – A statement of broad direction, purpose, or intent based on the needs of the community. A goal is not concerned with a specific achievement in a given time period.

**Guideway** - A public transportation facility using and occupying a separate right-of-way (ROW) or rail for the exclusive use of public transportation including the buildings and structures dedicated for the operation of transit vehicles such as tunnels, subways, bridges, paved highway lanes, and track and power systems for rail modes.

**Health Line** – See Euclid Corridor Transportation Project

**HRV** – Heavy Rail Vehicles, which operate on the Red Line. Heavy Rail is a transit mode that is an electric railway with the capacity for a heavy volume of traffic.

**Indirect Costs** - the expenses of doing business that are not readily identified with a particular grant, contract, project function or activity, but are necessary for the general operation of the organization and the conduct of activities it performs.

**Interactive Voice Response (IVR)** - a phone technology that allows a computer to detect voice and touch tones using a normal phone call. The IVR system can respond with pre-recorded or dynamically generated audio to further direct callers on how to proceed.

**Interest** – The amount paid for the use of money.

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# 2009 Budget Guide

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## Glossary

**Interest Expense** - The charges for the use of borrowed capital incurred by the transit agency, including Interest on long term and short-term debt obligations.

**Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA)** – A legislative initiative setting policy guidance and providing funding for highway, transit, and safety programs. It expired in 1998.

**Key Transit 2025** – The long-range plan to help guide the future development of public transit in Cuyahoga County, which focuses on bringing RTA's transit infrastructure up to higher standards and encouraging transit-oriented design, or TOD. Related to nationwide efforts towards Smart Growth, TOD encourages locating transit and development in close proximity in order to reduce auto dependency and improve transit access.

**Legal Millage Rate** – The stated rate, in mills, for levying real and personal property taxes.

**LRV** – Light Rail Vehicles, which operate on the Blue, Green, and Waterfront Lines. Light Rail is a transit mode that typically is an electric railway with a light volume traffic capacity, compared to Heavy Rail (HR).

**Market Value** – The County Auditor's estimate of the true or fair value of real or personal property. In accounting, it is the price that a good or service would command on the open market.

**Mill** – The equivalent of \$1 of tax for each \$1,000 of assessed value of real or personal property.

**Mixed Traffic Right-of-Way (ROW)** – Roadways that have no time restrictions nor restrictions on what type of vehicles may use them.

**Mode** - A general term for the different kinds of transportation used to transport people.

**NOACA** - Northeast Ohio Areawide Coordinating Agency. It is the federally designated Metropolitan Planning Organization (MPO) for five counties of Northeast Ohio, which include Greater Cleveland and the Lorain area. Its chief functions are to perform long- and short-range transportation planning, transportation-related air quality planning, and areawide water quality management planning, as defined by federal and Ohio mandates.

**Notes** – Short-term promises to pay specified amounts of money, secured by specific sources of future revenue.

**Revenue** - The amount of money that a company actually receives during a specific period, including discounts and deductions for returned merchandise.

**Object** – A commodity-based expenditure classification which describes articles purchased or services obtained. It represents the lowest degree of expenditure summary and budgetary control.

**Objective** – Desired output-oriented accomplishments, which can be measured and achieved within a given time frame.

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# 2009 Budget Guide

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## Glossary

**Office of Business Development (OBD)** - Engage, support, and assist the local disadvantaged business community to help ensure fair and representative participation in procurement opportunities at RTA and within the community at-large. The primary function of the Office of Business Development (OBD) is to administer RTA's Disadvantaged Business Enterprise (DBE) Program.

**Official Statement** – A document prepared by the Authority when issuing debt that gives financial and statistical information to potential investors and others.

**Ohio Depository Act** - requires a written investment policy that is approved by the treasurer of a political subdivision or governing board, or by the investing authority of a county, to be on file with the State Auditor. The policy must provide that all entities conducting investment business with a subdivision treasurer or governing board or county investment authority sign the investment policy of that subdivision or county.

**ODOT** – Ohio Department of Transportation. State operating and capital subsidies are distributed to the Authority by ODOT.

**Operating Budget** – Current year Estimated Revenues and Appropriations that provide for the day-to-day operations of the Authority.

**Operating Deficit** – An excess of current expenditures over current revenues. A fund can sustain an operating deficit only if there are sufficient fund balances carrying forward from prior years.

**Operating Ratio** - A ratio that shows the efficiency of management by comparing operating expense to net sales.

**Operating Reserve** – The available ending balance. A reserve is maintained as a safeguard to protect the organization in times of cyclical economic downturns and will be replenished as the economy improves.

**Outlays** – The payments on obligations in the form of cash, checks, the issuance of bonds or notes, or the maturing of interest coupons.

**Park-N-Ride** – Parking lots owned by the GCRTA to provide rail and/or bus services for all major commuter corridors in Cuyahoga County.

**Pass-Thru** – A situation where the Authority functions as a channel for the expenditure of funds from another source without authority to decide the use of the funds.

**Principal** – The face amount of a bond, which the issuer promises to pay at maturity.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing an objective.

**Ratings** – Designations used by ratings services to indicate the financial health of the issuers of debt.

**Repurchase Agreement** – A money market transaction in which one party sells securities to another while agreeing to repurchase those securities at a later date.

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# 2009 Budget Guide

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## Glossary

**Resolution** – A legal and public declaration by the Board of Trustees of intent, policy, or authorization. Resolutions are the legislation of the Authority.

**Resolution Category** – One of two cost categories at which the Board of Trustees controls operating budget expenditures. These include Personnel Services and Other Expenditures.

**Revenue Bond** – A bond on which the debt service is payable solely from the revenue generated from the operation of the project being financed.

**Routine Capital** – Budgeted expenses for equipment, the useful life of which is a year or more and the unit cost is at least \$1,000. These expenses are locally, not grant, funded.

**Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)** – A legislative authorization for transit approved in 2005. It is a six-year initiative, which replaces the expired Transportation Equity Act for the Twenty-First Century (TEA-21).

**Senior Transportation Connection (STC)** - of Cuyahoga County is designed to be the centralized coordinating unit for senior transportation services in Cuyahoga County. The STC's mission is to provide comprehensive, efficient and affordable transportation for senior adults in the County.

**Service Indicator** – An output measure showing a statistical workload change or the degree to which program objectives are achieved.

**State Infrastructure Bank (SIB)** – A funding initiative administered by the State of Ohio, Department of Transportation. The SIB provides low-cost loans for transportation infrastructure projects.

**Temporary Assistance for Needy Families (TANF)** - provides grants to states to fund a wide array of benefits and services, primarily to low-income families with children. It is best known for funding cash welfare benefits to needy families with children, but it also is used to fund transportation aid.

**Tax Levy** – The total amount to be raised by general property taxes for purposes specified in the Tax Budget.

**Threat and Vulnerability Assessment (TVA)** - analyzes all the aspects of physical security, personnel security, information security, and communications security. It measures the current threat capabilities against emplaced security measures and operating procedures to identify vulnerabilities.

**TransitStat** – The Greater Cleveland Regional Transit Authority's performance monitoring program. It entails frequent gathering, reviewing, analyzing, and monitoring of critical success measures.

**Transportation Equity Act for the Twenty-First Century (TEA-21)** – A legislative authorization for transit originally approved in mid-1998. It is a five-year initiative, which originally expired in 2003, but was extended by Congress pending an agreement on new transit legislation. It expired in 2005.

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# 2009 Budget Guide

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## Glossary

**Transportation Improvement Plan (TIP)** – The official listing of highway, transit, bikeway, airport, and harbor projects covering a five-year period.

**Transportation Review Advisory Council (TRAC)** - was created by the Ohio General Assembly in 1997 to bring an open, fair, numbers-driven system to choosing major new transportation projects.

**Urban Mass Transportation Act (UMTA) of 1964** – As amended, an Act of Congress providing funds to the Authority under various programs:

**Section 5309 (formerly Section 3)** – A Federal discretionary program directed primarily to those rail modernization and major bus projects that require funding beyond that available under Section 9.

**Section 5307 (formerly Section 9)** – A Federal formula program which makes resources available to urbanized areas for planning, capital, and operating assistance purposes. Funding allocations are earmarked by Congress.

**Title 23 Interstate Transfer Fund** – Federal funding which had been made available for alternative projects due to the elimination of Interstate 490 from the Federal Interstate Highway Program. Funding for this program was split between highway and transit projects. Also established by Section 134, Title 23 of the United States Code. All funds have been exhausted at this time.



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## 2009 Fund Budgets

### All Funds

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### General Fund

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## 2009 Fund Budgets

The Authority segregates its financial activity into a number of funds. These funds account for all receipts and expenditures for a specific purpose. The **Fund Budgets** chapter describes the fund structure used by the Authority, the sources of revenue and the status of these funds in 2009 and beyond.

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# Fund Budgets

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## All Funds

### Introduction

The Authority maintains its books of accounts on the accrual basis of accounting, using a single enterprise fund to report the results of its operations. However, separate funds are maintained on the books of the Authority in order to best account for its various revenues that are designated for specific purposes.

Since the Authority is an independent, special purpose political subdivision of the State of Ohio, annual budgets for each fund are prepared on the cash basis of accounting. On the cash basis, revenues are budgeted when they are expected to be received as opposed to when they will be earned and expenditures are budgeted when they are estimated to be paid, encumbered, or obligated as opposed to when the liabilities will be incurred. The Authority uses the following funds to account for its operations:

- General Fund
- Bond Retirement Fund
- Insurance Fund
- Supplemental Pension Fund
- Law Enforcement Fund
- Capital Improvement Funds
  - RTA Capital Fund
  - RTA Development Fund

A fund balance is the difference between total resources (beginning cash and investment balance plus total revenues) and total expenditures. In the following presentation, fund balances for the General Fund and RTA Capital Fund represent the unencumbered, unreserved balance (referred to as the available ending balance). These fund balances are shown net of reserves for encumbrances. All other funds are reflected in cash balances.

The ending year balance of a fund provides a measure of a fund or entity's financial health and is useful in spotting negative trends. The following analysis focuses on the Authority's major funds and addresses future trends within those balances. The analysis also presents details on the components of revenue and trends in expenditures.

# Fund Budgets

## All Funds

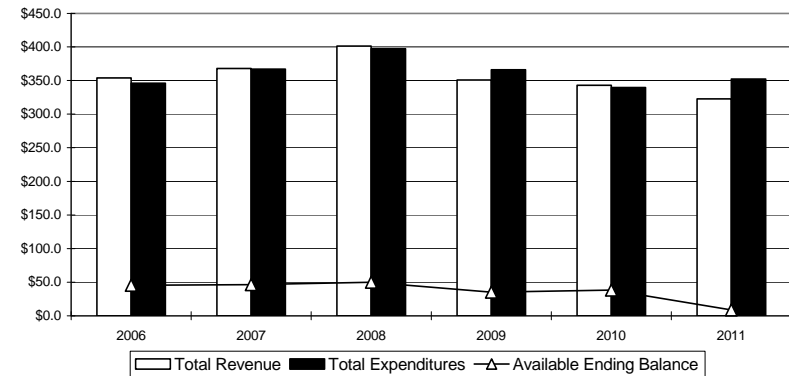
### All Funds Balance Analysis

Figure FB-1 presents the combined fund balances of all the Authority's funds. In 2006, the balance increased due to a debt issuance and state grants related to the Authority's capital program. The All Funds Balance again increased by nearly \$1.0 million in 2007, to \$46.4 million, as a result of a \$25.0 million capital lease and increases in other revenue sources that offset an increase in personnel costs, other expenditures and an aggressive capital campaign, including outlays related to ECTP.

Total Resources for 2008 increased by nearly \$34.2 million, primarily because of Federal grant funds associated with ECTP, a \$35 million debt issuance, and adjustments to the Authority's passenger fare structure. Correspondingly, expenditures increased in 2008 by over \$30.5 million, as the ECTP project was finalized and capital projects from past years were completed. In 2009, the All Funds balance is projected to decrease to \$35.1 million as funds are drawn down for the on-going capital program and the growth in expenditures outpaces that of revenue sources. The capital plan has been reduced substantially. This is reflected in the expenditure figures and subsequent ending balance.

As reflected in Figure FB-1, the ending balance shows cyclical patterns, primarily increasing as a result of debt issuances, and decreasing as those funds are consumed. Overall, the All Funds balance is stable, though the amount of debt issued and the slow growth of sales tax revenue are of concern. Service has been realigned and capital expenditures have been reduced in upcoming years as counter measures.

### All Funds Balance Analysis (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Beginning Balance	\$37.6	\$45.5	\$46.4	\$50.1	\$35.1	\$38.2
<b>Total Revenue</b>	<b>\$354.0</b>	<b>\$367.8</b>	<b>\$401.1</b>	<b>\$350.9</b>	<b>\$343.0</b>	<b>\$322.7</b>
Total Resources	\$391.6	\$413.3	\$447.5	\$401.1	\$378.1	\$360.8
<b>Total Expenditures</b>	<b>\$346.1</b>	<b>\$366.9</b>	<b>\$397.4</b>	<b>\$366.0</b>	<b>\$339.9</b>	<b>\$352.1</b>
<b>Available Ending Balance</b>	<b>\$45.5</b>	<b>\$46.4</b>	<b>\$50.1</b>	<b>\$35.1</b>	<b>\$38.2</b>	<b>\$8.8</b>

Figure FB-1: All Funds Balance Analysis

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# Fund Budgets

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## All Funds

### All Funds Balance Analysis, cont.

In 2009, sales tax revenue, the largest funding source for both the General Fund and the All Funds, is projected to increase by only 0.7 percent, due to on-going economic recession in this area. Any growth in this revenue source is mainly as a result of inflation, not an increase in sales. Unfortunately, continued low growth in this revenue source represents a loss of funding, both in the short-term and long-term, as a result of compounding.

This trend identifies the challenge that lies ahead: to balance operating requirements versus the local commitment required to support capital improvements. As such, it questions the Authority's ability to maintain current service levels without additional revenue or additional service reductions.

### All Funds Revenue

Total All Funds revenue in 2006 increased by \$42.6 million, which included \$25.0 million in bond proceeds. Sales Tax collections in 2006 though, decreased by nearly \$382,000, or 0.2 percent. In 2007, total All Funds Revenue increased by \$13.7 million, primarily due to a \$25.0 million capital lease, while Sales & Use Tax revenue increased by 1.8 percent and federal capital assistance increased by \$2.5 million.

In 2008, the expected Sales & Use Tax revenue remained the Authority's largest source of revenue, representing nearly 42.9 percent, or \$172.0 million, of total Authority revenue. Federal capital assistance will account for 20.4 percent, or \$71.7 million, of total revenue. When combined with State and Local capital grant assistance, all intergovernmental sources of revenue account for over 25.0 percent, or a total of \$100.3 million of revenue flowing through the Authority. Fare revenue, projected at \$48.8 million, represents 12.2 percent of the total in 2008. Other revenue, debt proceeds and investment income will account for the remaining 19.9 percent, or \$80.0 million.

In 2009, revenues return to more historic levels due to the completion of the HealthLine project. Projected increases for Sales & Use Tax revenue remain modest, 0.7 percent, but overall will make up nearly 49.4 percent, or \$173.2 million, of the Authority's total revenue. Federal and State Capital Assistance will account for 23.8 percent, or \$83.6 million of total revenue. Passenger Fares will increase due to the annualization of fare increases implemented in 2008 and will make up to 15.5 percent, or \$54.4 million. Other revenue sources and income from investments will comprise the remaining \$39.7 million, or 11.3 percent. Debt will not be issued in 2009; as such, revenue will decline from \$401.1 million to \$350.9 million. The capital program will require additional debt sales of approximately \$25.0 million in 2010 to support planned capital activities.

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# Fund Budgets

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## All Funds

### All Funds Expenditures

An increase of \$21.8 million in total expenditures took place in 2007 as a result of Personnel and Capital Outlay costs increasing by over \$7.1 million and \$8.9 million, respectively. Personnel costs increased because of a three percent wage increase and health care costs. The increases in capital expenditures were primarily a result of the HealthLine/Euclid Corridor project.

Total expenditures are expected to increase in 2008 by nearly \$30.5 million, or 8.3 percent. Capital Outlays will increase by \$21.5 million million, or nearly 19.0 percent, mainly as a result of the completion of construction on the HealthLine Project. In addition, Diesel Fuel expenditures are expected to increase by nearly \$7.5 million, or 61.8 percent while Personnel Services expenditures will decrease by \$433,000.

In 2009, total expenditures are expected to decrease by \$31.3 million, or 7.9 percent. Outlays for capital projects are expected to decrease by \$36.7 million, or negative 27.2 percent, as the capital program begins its return to more historical levels following the completion of the HealthLine. In addition, the 2009 Budget includes Personnel Services expenditure growth over \$5.8 million, or 3.4 percent. This includes increases in personnel costs associated with current collective bargaining agreements, health care cost increases, and increases in pension costs. These increases were, in part, offset by a reduction of 116 positions. Other expenditure areas include a \$2.5

million decrease in the cost of diesel fuel, as the cost decreased from \$3.54 per gallon to \$3.17 per gallon. Additionally, due to growing capital needs, Debt Service will increase in 2009 by nearly \$500,000.

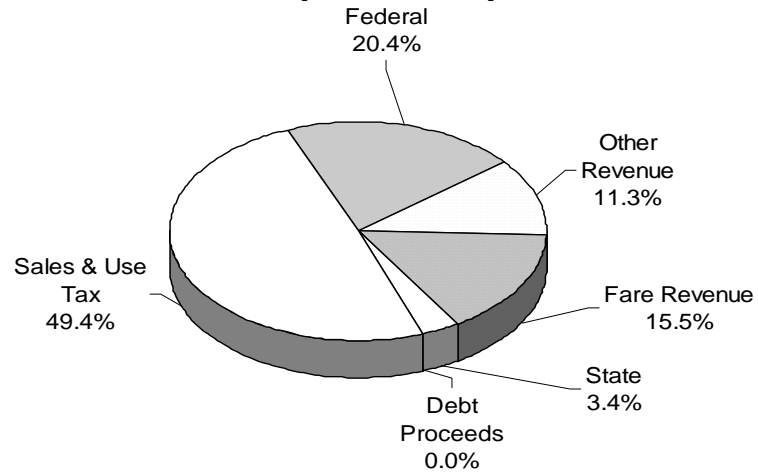
Due to the nature of the services provided by the Authority, Personnel Services remains the largest expenditure category on an All Funds basis. At \$179.2 million, these labor and fringe benefits costs will represent nearly 49.0 percent of total expenditures. Capital Outlays will again represent the second largest category of expenditures at \$98.2 million, or 26.8 percent of the total. The third largest category of expenditures will be Other Expenditures at \$53.5 million, or 14.6 percent, followed by Diesel Fuel at \$17.1 million, or 4.7 percent. Though increasing, the smallest category of expenditures remains Debt Service, comprising 4.9 percent of total expenditures in 2009 at \$18.1million.

Over the 2010 to 2011 period, overall expenditures are expected to decrease primarily due to the completion of the HealthLine project and a return to more historical levels of capital activity. This time period will see much of the progress toward the Long Range Plan in the form of both construction as well as design and feasibility studies. Personnel costs are expected to decline slightly in 2010 as a result of the service realignment and the 13<sup>th</sup> OPERS payment and then will increase by \$6.7 million, or 3.8 percent in 2011. Other Expenditures are expected to grow by close to 3.2 percent and 4.8 percent in 2010 and 2011, respectively. Debt service costs for 2010 and 2011 reflect existing debt payment schedules and a planned General Obligation debt sale of approximately \$25.0 million in 2010.

# Fund Budgets

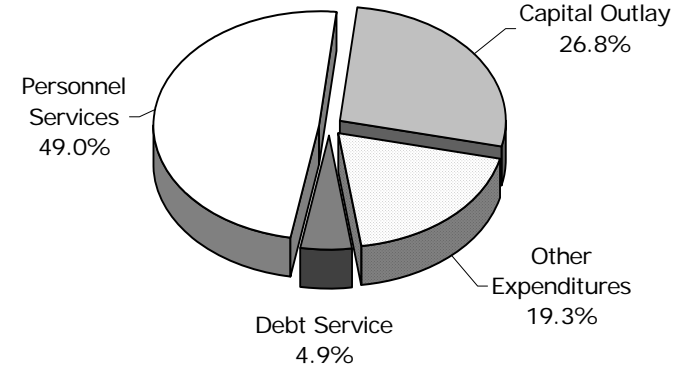
## All Funds

**All Funds Revenue by Source  
(Millions)**



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Fare Revenue	\$40.6	\$43.5	\$48.8	\$54.4	\$55.5	\$56.6
Sales & Use Tax	\$168.6	\$171.7	\$172.0	\$173.2	\$174.4	\$175.6
Federal	\$71.8	\$74.3	\$85.4	\$71.7	\$45.2	\$47.7
State	\$9.0	\$10.8	\$14.9	\$11.9	\$3.1	\$3.1
Other Revenue	\$39.0	\$42.5	\$44.5	\$39.7	\$39.9	\$39.6
Debt Proceeds	\$25.0	\$0.0	\$35.5	\$0.0	\$25.0	\$0.0
Capital Lease	\$0.0	\$25.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Revenue</b>	<b>\$354.0</b>	<b>\$367.8</b>	<b>\$401.1</b>	<b>\$350.9</b>	<b>\$343.1</b>	<b>\$322.6</b>

**All Funds Expenditures by Type  
(Millions)**



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Personnel Services	\$169.0	\$173.8	\$173.4	\$179.2	\$178.9	\$185.6
Other Expenditures	\$59.3	\$63.4	\$71.6	\$70.6	\$74.0	\$78.6
Capital Outlay	\$102.1	\$113.4	\$134.9	\$98.2	\$67.0	\$67.9
Debt Service	\$15.7	\$16.3	\$17.5	\$18.1	\$19.9	\$19.9
<b>Total Expenditures</b>	<b>\$346.1</b>	<b>\$366.9</b>	<b>\$397.4</b>	<b>\$366.1</b>	<b>\$339.8</b>	<b>\$352.0</b>

Figure FB-2: All Funds Revenue by Source

Figure FB-3: All Funds Expenditures by Type

## All Funds Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	56,513,585	37,578,099	45,516,377	46,435,563	50,155,744	35,069,217	38,174,528
<b>Revenue</b>							
Passenger Fares	39,300,036	40,587,880	43,467,204	48,810,546	54,411,601	55,499,833	56,609,830
Sales & Use Tax	168,997,361	168,615,372	171,661,508	172,000,000	173,204,000	174,416,428	175,637,343
Federal	55,888,368	71,849,886	74,319,702	85,431,813	71,720,952	45,236,244	47,726,409
State	4,928,599	9,011,293	10,778,700	14,879,074	11,926,392	3,057,296	3,049,149
Investment Income	1,522,048	2,680,623	2,453,602	2,786,819	1,425,068	1,365,240	1,405,320
Other Revenue	40,839,721	36,300,526	40,097,355	41,715,294	38,275,000	38,476,000	38,237,000
Bond Proceeds	0	25,003,289	0	35,472,559	0	25,000,000	0
Capital Lease	0	0	25,000,000	0	0	0	0
<b>Total Revenue</b>	<b>311,476,133</b>	<b>354,048,869</b>	<b>367,778,071</b>	<b>401,096,105</b>	<b>350,963,013</b>	<b>343,051,041</b>	<b>322,665,051</b>
<b>Total Resources</b>	<b>367,989,718</b>	<b>391,626,968</b>	<b>413,294,448</b>	<b>447,531,668</b>	<b>401,118,756</b>	<b>378,120,258</b>	<b>360,839,579</b>
<b>Expenditures</b>							
Personnel Services	163,934,412	168,973,550	173,796,848	173,363,045	179,181,633	178,917,082	185,664,594
Diesel Fuel	11,466,037	12,552,157	12,112,507	19,599,092	17,126,100	18,838,710	20,722,581
Other Expenditures	45,982,668	46,779,762	51,276,616	52,028,184	53,526,703	55,220,588	57,885,226
Capital Outlay	94,521,768	102,057,253	113,391,482	134,879,851	98,151,449	67,020,799	67,868,012
Debt Service	14,506,734	15,747,869	16,281,432	17,505,752	18,063,654	19,948,551	19,947,961
<b>Total Expenditures</b>	<b>330,411,619</b>	<b>346,110,591</b>	<b>366,858,885</b>	<b>397,375,924</b>	<b>366,049,539</b>	<b>339,945,730</b>	<b>352,088,374</b>
<b>Available Ending Balance</b>	<b>37,578,099</b>	<b>45,516,377</b>	<b>46,435,563</b>	<b>50,155,744</b>	<b>35,069,217</b>	<b>38,174,528</b>	<b>8,751,206</b>



# Fund Budgets

## General Fund

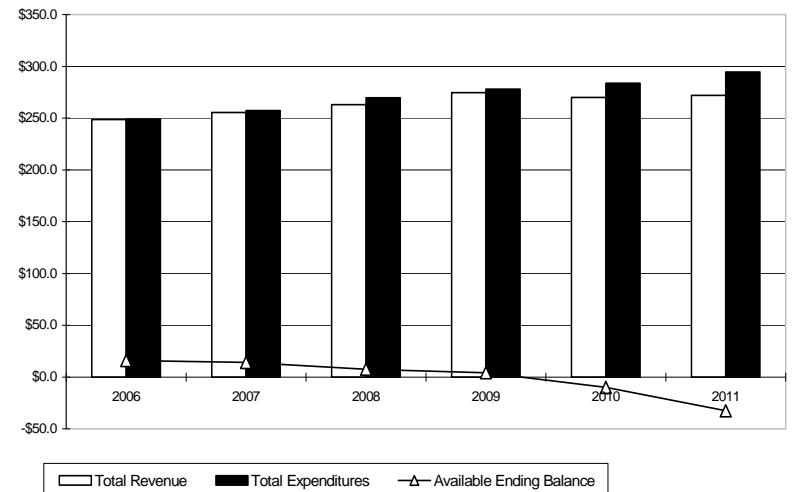
### General Fund Balance Analysis

The General Fund is the general operating fund of the Authority and accounts for all revenue and expenditures except for activities related to capital improvements, debt service, catastrophic/extraordinary losses, and supplemental pension benefits. Figure FB-4 highlights the financial stress that is presently being experienced. The combination of stagnant sales tax growth, increasing personnel costs, and volatile fuel/utility costs has created a discouraging outlook.

Over the past three years, the revenue and expense mismatch has been steadily growing. The Authority has had to utilize the fund balance to cover the expenses. In 2006, total expenditures were \$400,000 more than that year's revenue. In 2007, the mismatch increased to \$1.3 million and further increased in 2008 to \$6.6 million with a resulting drawdown of the fund balance to \$3.9 million.

As highlighted in the **Citizens Summary**, meeting the one-month reserve policy has been a challenge over the last decade. After several years of declining revenues and forced service and staff reductions in the early 1990's, this goal was last met between 1994 and 1996. Since then the reserve policy has not been met, fluctuating between a low of a 0.3 months reserve in 2003, to a high of a 0.9 months reserve in 2005 and 2006.

### General Fund Balance Analysis (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Beginning Balance	\$16.1	\$15.8	\$14.0	\$7.5	\$4.0	-\$10.0
<b>Total Revenue</b>	<b>\$248.7</b>	<b>\$255.4</b>	<b>\$263.0</b>	<b>\$274.5</b>	<b>\$269.9</b>	<b>\$271.9</b>
Total Resources	\$264.8	\$271.2	\$277.0	\$282.0	\$273.8	\$261.9
Operating Expenses	\$226.3	\$233.6	\$241.9	\$246.5	\$250.5	\$261.7
Fund Transfers	\$22.7	\$23.6	\$27.6	\$31.5	\$33.4	\$32.8
<b>Total Expenditures</b>	<b>\$249.0</b>	<b>\$257.2</b>	<b>\$269.5</b>	<b>\$278.0</b>	<b>\$283.8</b>	<b>\$294.5</b>
<b>Available Ending Balance</b>	<b>\$15.8</b>	<b>\$14.0</b>	<b>\$7.5</b>	<b>\$4.0</b>	<b>-\$10.0</b>	<b>-\$32.6</b>

Figure FB-4: General Fund Balance Analysis

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# Fund Budgets

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## General Fund

### General Fund Balance Analysis, cont.

The 2007 reserve of 0.7 months did not meet the goal, nor did the projected 2008 reserve of 0.4 months, but both represent improvements over the budgeted amounts for those years. In 2009, the estimate again assumes that the ending balance will not meet the reserve level of one month. The ending balance has been declining over the past few years, but the drawdown in 2007 and 2008 utilized the ending balance for its intended purpose, to support service levels. Sales tax revenue, the largest revenue source for the Authority, continued its slow growth in 2008 requiring the planned drawdown of the fund balance.

The projected reserve for 2009 is 0.2 months. The Authority will again control costs and aggressively execute the budget. In addition to this normal level of activity, the Authority has implemented TransitStat, a data-driven performance management initiative, to review operations, seek improvements, and further reduce costs. Our goal is to at least maintain the 2008 estimated year-end balance at the end of 2009.

The reserve level of the General Fund will be extremely important in the 2010 to 2011 time period, as operating costs continue to increase, the capital plan continues to place additional demands on local resources, and historically low sales tax revenue growth rates combine to generate projected negative fund balances. As such, this budget presents a significant concern for the future and challenges the Authority's ability to maintain service levels without additional revenue or significant non-service-related cost reductions.

### General Fund Revenue

Revenue is received from a number of sources to support activity in the General Fund. A discussion of the major sources of General Fund revenue follows.

### Sales and Use Tax

The Authority's major source of revenue is a one percent Sales and Use Tax on sales of tangible personal property and on other transactions subject to the State Sales and Use Tax within the boundaries of Cuyahoga County. The one percent tax is of unlimited duration and was approved by the voters of Cuyahoga County in July 1975. The tax is levied and collected at the same time and on the same transactions as the permanent five percent Sales and Use Tax levied by the State, plus the one-half percent temporary state sales tax and the one percent tax levied by Cuyahoga County. The tax is administered and enforced by State taxing authorities and is distributed on a monthly basis, approximately two months following the collection of the tax by the State (three months after the tax is paid by consumers).

Beginning in 1989, Board policy required that a minimum of ten percent of annual Sales and Use Tax revenues be dedicated to capital improvements. The presentation of sales tax revenue (as reported in Figure FB-5) indicates total receipts, not the approximately 90 percent that is actually used to fund operations.

# Fund Budgets

## General Fund

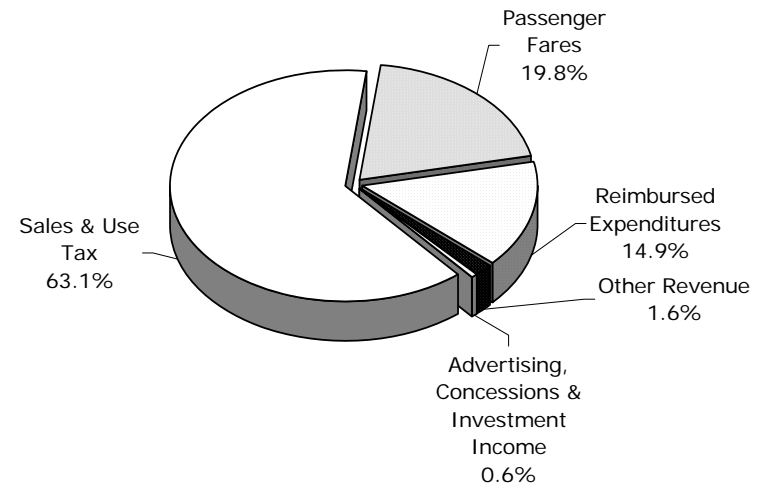
### Sales and Use Tax, cont.

Sales tax receipts dedicated to capital improvements are reported as a fund transfer from the General Fund to the RTA Capital Fund. However, in the Authority's accounting records, sales tax receipts dedicated to capital improvements are treated as direct revenue to the RTA Capital Fund, not as a transfer. In 1995, the direct contribution was further defined to include the transfer to the Bond Retirement Fund.

In the past, even in slower economic growth periods, the sales tax has performed relatively well. Sales tax receipts in 1994 showed an 11.2 percent increase, decreasing to 7.6 percent in 1995 and to 3.2 percent in 1996. A more stable growth pattern was seen between 1997 and 2000 as the growth rate ranged between 4.8 percent and 6.3 percent during these years. Since 2001 though, the picture has been much different with minimal growth rates and some years of negative growth. The last solid increase of 5.3 percent occurred in 2004. This has been followed by a 2.2 percent growth in 2005, a negative 0.2 percent growth in 2006, a 1.8 percent growth in 2007, and a projected 0.2 percent growth in 2008.

In 2009, sales tax revenue is expected to increase by only 0.7 percent, due to the regional impact of the on-going economic recession. The increases projected for 2009 and 2010 reflect a continuation of this pattern as the growth in sales tax revenue will continue to perform below the level of inflation.

### General Fund Revenue by Source (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Passenger Fares	\$40.6	\$43.5	\$48.8	\$54.4	\$55.5	\$56.6
Sales & Use Tax	\$168.6	\$171.7	\$172.0	\$173.2	\$174.4	\$175.6
Reimbursed Expenditures	\$30.6	\$34.2	\$36.0	\$40.9	\$33.6	\$33.4
Advertising, Concessions & Investment Income	\$2.3	\$2.0	\$1.9	\$1.6	\$1.6	\$1.6
Other Revenue	\$6.6	\$4.0	\$4.3	\$4.5	\$4.8	\$4.7
<b>Total Revenue</b>	<b>\$248.7</b>	<b>\$255.4</b>	<b>\$263.0</b>	<b>\$274.6</b>	<b>\$269.9</b>	<b>\$271.9</b>

Figure FB-5: General Fund Revenue by Source

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# Fund Budgets

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## General Fund

### Passenger Fares

Passenger Fares are the second largest source of revenue to the General Fund, comprising 19.8 percent of the total in 2009. Passenger fares consist of cash farebox revenue from Authority trains and buses, charges for elderly, handicapped, and special services, and sales of passes and tickets.

From 2003 to 2007, the Authority registered annual ridership increases each year. The projection for 2008 estimates another year of growth, bringing the accomplishment to six consecutive years of ridership growth. However, during the period between 2003 and 2005, passenger fare revenue lagged behind ridership due to modifications in the fare policies and changes in customer travel patterns. Therefore, in 2006 the Board of Trustees approved a two-phase fare increase effective in July 2006 and January 2008. This action helped boost fare revenue for 2006, 2007 and was captured in the 2008 Budget. During the 2008 Budget Year, a fuel surcharge was implemented to minimize the impact of significant fuel cost increases.

In 2009, passenger fares of \$54.4 million represent an increase of \$5.6 million over the 2008 level. This change is entirely attributable to the annualization of the fuel surcharge as Ridership is expected to decrease by two percent due to the elasticity effects of the fare increase. Fares are expected to grow by 2.0 percent in 2010 and 2011.

### Investment Income

The Authority pursues an aggressive cash management and investment program in order to achieve maximum financial return on all available funds. Idle cash balances are invested at the best interest rates available within the constraints imposed by State law and RTA financial policies. Current policy permits the Investment Officer to invest idle cash in certificates of deposit or repurchase agreements with depositories designated by the Board of Trustees, in U.S. Government securities, in securities of agencies, which are guaranteed by the U.S. Government, and in the State investment pool (Star Ohio).

Investment income steadily increased from 2005 to 2007. This was the result of large ending balances and increasing investment rates. The 2008 estimate shows a significant reduction as a result of a lower balance and Federal Reserve actions lowering short-term rates. Investment income for 2009 is estimated at \$391,000, a 40 percent reduction again due to a lower balance and lower projected interest rates. The trend of lower balances will be present in the two out-years and result in low investment income in both years. Interests earned on General Fund investments also vary depending upon the timing of revenue receipts, expenditures, and the transfers made to other funds (shifting interest earnings from the General Fund to other funds).

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# Fund Budgets

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## General Fund

### Advertising & Concessions

Another source of income is the Authority's contract to place advertisements upon buses and trains. The current contract guarantees \$925,000 annually, a decrease due to recent service and bus fleet reductions. In addition, the Authority will receive \$175,000 (net) from the HealthLine naming rights deal. In combination with a small amount of concessions revenue, nearly \$1.2 million is expected in 2009. The entire category is projected to remain steady in 2010 and 2011, though changes to service levels may have an impact on this amount.

### Federal & State Operating Assistance

#### Federal Operating Assistance

Federal operating grants are no longer received from the Federal Transit Administration (FTA) for general operating assistance. This source of revenue, at one time very significant, was eliminated in 1999 and will not be restored in the foreseeable future.

Prior to 1999, Federal operating grant dollars had been drawn down based on cash flow requirements in the General Fund. The amount and timing of revenue received from this source in any year fluctuated, based on the Authority's ability to drawdown these funds and the amount of the grant.

This source of revenue declined over the last several years of its existence, reaching a low of \$773,000 in 1998, which represented less than one percent of all General Fund revenues. This amount had been significantly reduced from the 1997 level of \$4.2 million and was nearly a 90 percent reduction from 1995.

This was a result of Congressional action that was to substantially reduce operating assistance to transit agencies eventually leading to the total elimination, which transpired in 1998 for the 1999 budget year. In 2009, for the first time in years, a small amount of federal assistance has been provided, \$240,000, to partially fund an expansion of paratransit services.

Although direct Federal Operating Assistance has basically been eliminated, some flexibility has been given to the Authority to use capital grant awards to reimburse the Operating Budget for traditional maintenance expenditures within the Operating Budget. Over the years, the amount of capital funds used for this purpose, Capitalized Operating Assistance (COA), has grown from an initial amount of \$15 million per year to the budgeted amount of \$28.7 million in 2009. This move has helped to maintain the Authority's level of service, as revenue challenges have arisen and been met over the years, but in the long-term it represents an ongoing disinvestment in the Authority's capital infrastructure in favor of maintaining service levels.

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# Fund Budgets

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## General Fund

### Federal & State Op. Assistance, cont.

State operating funds are received from the Ohio Department of Transportation (ODOT) for elderly and handicapped assistance. These funds are awarded annually and correspond to the state fiscal year (July 1 through June 30).

In 1999, nearly \$5 million of State Operating Assistance was completely eliminated with an equivalent amount given as a capital grant. The same was true in 2000 – 2004, though flexibility was given to allow the capitalization of operating expenses. Unfortunately though, beginning in 2005, its use in the form of capitalized operating assistance was no longer permitted.

In 2007, \$2.2 million was awarded and received from the state for elderly and handicapped fare assistance. In 2008, RTA again expects to receive nearly \$2.1 million from the state for this purpose. In 2009, a one-time state award provides the Authority an opportunity to supplement the expected amount of \$2.1 million for Ohio Elderly Fare Assistance by nearly \$7.2 million of revenue to cover other operating expenses. This includes including transfers to capital, contractual paratransit services, and CNG purchases for the bus fleet. In 2010 and 2011, though, the amount drops back to its normal level of \$2.1 million. The effect of the long-term elimination of State Operating Assistance remains evident, as budget strains are projected to exist for the foreseeable future. State aid could offer potential support for public transportation services, but it faces financial challenges of its own.

### Other Revenue

#### Reimbursed Expenditures, Transfers and Other Revenue

The remaining revenue sources to the General Fund contribute \$35.8 million in 2009, representing 13.0 percent of total revenue. These remaining funding sources include Access to Jobs grants, grant reimbursements for RTA labor, materials and administration costs associated with capital projects, fuel tax refunds on diesel and gasoline purchases from the State of Ohio, and reimbursements for outlays associated with capitalized operating expenses.

Capitalized Operating Assistance (COA), the largest of the remaining revenue sources, is found in the category of Reimbursed Expenditures. Between 2003 and 2006, this source has reimbursed close to \$25 million per year in General Fund expenses. The amount was increased to \$27.7 million in 2007, due to a recategorization of bus and rail spare parts from a capital purchase to an inventory item in the General Fund, and again in 2008 when it is expected to reach nearly \$29.1 million. The 2009 Budget projects \$28.7 million in 2009 and then plans to begin a process to decrease this amount by \$1.0 million per year beginning in 2010.

In addition, the Authority will continue to focus on reimbursements to the General Fund for capital project labor expenditures. This source has increased from \$700,000 in 1991 to \$2.8 million in 1992 and has remained near \$4.7 million over the last several years. In 2009, reimbursed labor is projected to generate \$3.7 million, a decrease due to the completion of the ECTP.

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# Fund Budgets

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## General Fund

### Other Revenue, cont.

The largest remaining capital project with reimbursable labor will be the Heavy Rail Vehicle (HRV) Overhaul. The reimbursed labor projection for 2010 and 2011 remain near stable as the level of capital activities returns to normal.

The 2009 Budget projects \$1.2 million from the federal government related to the Access to Jobs Program. These funds will be used to reimburse expenses related to reverse commute trips and the RTA vanpool services. The amount is projected to increase and hold at \$1.4 million in 2010 and 2011.

Other sources of revenue include fuel tax reimbursements of approximately \$1.0 million, contractor and hospitalization reimbursements, rent, salvage sales, and claims receipts, among other miscellaneous receipts. The amounts received from these sources have fluctuated over the years due to one-time receipts settlements and miscellaneous reimbursements.

### General Fund Expenditures

As discussed in the Citizens Summary, 2009 operating expenditures are expected to increase by \$4.6 million, or 1.9 percent, over the 2008 estimate. This includes a 3.4 percent increase for Personnel and Fringes costs and a 1.7 percent decrease for Non-personnel costs. The budget was negatively impacted by personnel service cost increases, which demanded aggressive expenditure control. As a result, a service reduction was needed in order to balance the 2009 Budget.

The 2009 budget process originally included an 8 percent service reduction. Due to the temporary funding made available by the Governor and NOACA, a three percent reduction was implemented in the 4<sup>th</sup> quarter 2008 with the remaining five percent scheduled for September 2009, if additional State funds are not found. The 2009 goal is to minimize the size of the planned September service cut.

As a result of the service realignment and other efficiencies, a net decrease of 116 positions are included in the 2009 budget. The 2009 Budget funds 2,577 positions compared to 2,693 in 2008. The Department Budgets chapter provides the details of these General Fund expenditures and staffing levels by department.

Expenditure estimates for 2010 and 2011 include only minimal increases. Personnel estimates include the impact of wage and benefit increases from current negotiated bargaining agreements and projected increases in health care costs. The other operating expenditures reflect an increase to diesel fuel and modest inflation/growth factors for other categories, though adjustments are made based on projected costs and known contracts.

# Fund Budgets

## General Fund

### General Fund Expenditures, cont.

Any new program(s) or expansion of existing programs are assumed as "trade-offs" thus representing no net increase in cost, demonstrating a commitment to financial control.

Transfers to other funds within the Authority continue to place additional financial pressures on the General Fund. The transfer for bond retirement has grown from \$15.5 million in 2007 to a projected \$17.3 million in 2009 to cover increases in debt service payments. This transfer will continue to grow in the future, increasing to \$19.3 million in 2010 reflecting actual debt payments and another projected debt issuance and to \$19.1 million in 2011.

Transfers to support the capital program significantly increased in 2008 to meet the demands for local funding by the Authority's capital program. Though work has been done to bring the Authority's capital program in line with existing grant awards, the need for local match funds has increased. When combined with transfers for debt service payments, the total capital contribution exceeds the maximum 15 percent level prescribed by the Authority's financial policies in 2009 at 16.6 percent, as well as in 2010 and 2011 at 17.8 percent and 17.3 percent respectively. To maintain the proper balance in the Insurance and Pension Funds, transfers of \$2.8 million and \$100,000, respectively, are needed in 2009. In 2009 and 2010, the Insurance Fund transfer will decrease to \$2.3 million in both years and the Pension Fund is projected to need transfers of \$100,000 in both years.

AREAS OF EXPENDITURE GROWTH 2009 BUDGET			
<b>2008 Projected Operating Expenditures</b>		<b>\$241,856,344</b>	
<b>Compensation Issues</b>		<b>\$13,710,901</b>	<b>5.7%</b>
Wage & Salary Increases	\$6,212,589		
Fringe Benefits	\$4,365,141		
OPERS 13th Payment	\$1,377,295		
27th Salaried Pay	\$1,258,974		
Other Adjustments (net)	\$496,902		
<b>Fuel / Utilities</b>		<b>(\$2,239,363)</b>	<b>-0.9%</b>
Diesel Fuel	(\$2,155,842)		
Other Fuel / Utilities Adjustments (net)	(\$83,521)		
<b>Service Support</b>		<b>\$1,053,166</b>	<b>0.4%</b>
Fare Enforcement (Annualization)	\$961,689		
Healthline Related	\$91,477		
<b>Service Opportunities</b>		<b>\$615,799</b>	<b>0.3%</b>
ADA Purchased Transportation	\$615,799		
<b>Other Operating Cost Adjustments</b>		<b>\$1,562,231</b>	<b>0.6%</b>
Operating Services and Contracts	\$900,864		
Operating Material and Supplies	\$412,239		
Liabilities and Damages	\$224,131		
Other Adjustments (net)	\$24,997		
<b>Cost Reduction Measures</b>		<b>(\$2,993,915)</b>	<b>-1.2%</b>
Administrative Reduction in Forces Salary	(\$1,704,783)		
Elimination of 24 Booth Attendants Jan. 2008	(\$1,009,132)		
Salaried Employees Pay Freeze	(\$280,000)		
<b>Service Reduction</b>		<b>(\$7,050,727)</b>	<b>-2.9%</b>
Operator Labor / Service Efficiencies	(\$2,494,434)		
Vehicle Maintenance Labor	(\$1,453,978)		
Compressed Natural Gas (Buses)	(\$482,012)		
Diesel Fuel	(\$317,150)		
Inventory Parts	(\$300,000)		
September 2009 Service Reduction	(\$2,003,153)		
<b>Expenditure Growth</b>		<b>\$4,658,092</b>	<b>1.9%</b>
<b>2009 Budgeted Operating Expenditures</b>		<b>\$246,514,436</b>	



## General Fund Balance Analysis

Assumptions:								
Passenger Fare Annual Growth =	5.4%	3.3%	7.1%	12.3%	11.5%	2.0%	2.0%	
Sales Tax Annual Growth =	2.2%	-0.2%	1.8%	0.2%	0.7%	0.7%	0.7%	
Operating Expenses Growth =	1.5%	3.2%	3.2%	3.6%	1.9%	1.6%	4.5%	
Capital Contribution =	20,699,560	21,840,207	22,281,814	24,668,950	28,667,898	30,976,358	30,385,266	
	12.2%	13.0%	13.0%	14.3%	16.6%	17.8%	17.3%	
	2005	2006	2007	2008	2009	2010	2011	
	Actual	Actual	Actual	Estimate	Budget	Budget	Budget	
<b>Beginning Balance</b>	<b>9,649,815</b>	<b>16,090,633</b>	<b>15,762,335</b>	<b>14,047,468</b>	<b>7,472,256</b>	<b>3,950,327</b>	<b>-10,028,450</b>	
<b>Revenue</b>								
Passenger Fares	39,300,036	40,587,880	43,467,204	48,810,546	54,411,601	55,499,833	56,609,830	
Advertising & Concessions	1,705,176	1,404,936	1,217,959	1,198,387	1,225,000	1,225,000	1,225,000	
Sales & Use Tax	168,997,361	168,615,372	171,661,508	172,000,000	173,204,000	174,416,428	175,637,343	
Ohio Elderly Fare Assistance	1,750,852	2,999,495	2,246,309	2,089,149	2,089,149	2,089,149	2,089,149	
State Funding	0	0	0	0	7,200,000	0	0	
Federal Op. Assistance - Paratransit	0	0	0	0	240,000	240,000	0	
Access to Jobs Program	1,927,187	890,152	572,647	1,000,000	1,200,000	1,400,000	1,400,000	
Investment Income	443,225	862,701	870,024	652,000	390,655	400,000	400,000	
Other Revenue	1,067,306	2,672,865	1,193,213	1,200,000	1,200,000	1,200,000	1,200,000	
Reimbursed Expenditures	31,398,915	30,636,402	34,201,180	36,000,000	33,400,000	33,400,000	33,400,000	
<b>Total Revenue</b>	<b>246,590,058</b>	<b>248,669,803</b>	<b>255,430,044</b>	<b>262,950,082</b>	<b>274,560,405</b>	<b>269,870,410</b>	<b>271,961,322</b>	
<b>Total Resources</b>	<b>256,239,873</b>	<b>264,760,436</b>	<b>271,192,379</b>	<b>276,997,550</b>	<b>282,032,661</b>	<b>273,820,737</b>	<b>261,932,872</b>	
<b>Operating Expenditures</b>								
Personnel Services	163,934,412	168,973,550	173,796,848	173,363,045	179,181,633	178,917,082	185,664,594	
Diesel Fuel	11,466,037	12,552,157	12,112,507	19,599,092	17,126,100	18,838,710	20,722,581	
Other Expenditures	43,949,231	44,776,187	47,653,742	48,894,207	50,206,703	52,717,038	55,352,890	
<b>Total Operating Expenditures</b>	<b>219,349,680</b>	<b>226,301,894</b>	<b>233,563,097</b>	<b>241,856,344</b>	<b>246,514,436</b>	<b>250,472,830</b>	<b>261,740,065</b>	
<b>Transfer to the Insurance Fund</b>	<b>0</b>	<b>750,000</b>	<b>1,200,000</b>	<b>2,900,000</b>	<b>2,800,000</b>	<b>2,300,000</b>	<b>2,300,000</b>	
<b>Transfer to the Pension Fund</b>	<b>100,000</b>	<b>106,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	
<b>Transfers to Capital</b>								
Bond Retirement Fund	14,073,000	14,700,000	15,456,127	14,718,950	17,327,062	19,258,558	19,142,911	
Capital Improvement Fund	6,626,560	6,811,909	5,110,820	3,374,788	7,818,907	0	0	
<b>Total Transfers to Capital</b>	<b>20,699,560</b>	<b>21,511,909</b>	<b>20,566,947</b>	<b>18,093,738</b>	<b>25,145,969</b>	<b>19,258,558</b>	<b>19,142,911</b>	
<b>Total Expenditures</b>	<b>240,149,240</b>	<b>248,669,803</b>	<b>255,430,044</b>	<b>262,950,082</b>	<b>274,560,405</b>	<b>272,131,388</b>	<b>283,282,976</b>	
<b>Ending Balance</b>	<b>16,090,633</b>	<b>16,090,633</b>	<b>15,762,335</b>	<b>14,047,468</b>	<b>7,472,256</b>	<b>1,689,349</b>	<b>-21,350,104</b>	
<b>Supplemental Transfer to Bond Retirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Supplemental Transfer to Capital Imp.</b>	<b>0</b>	<b>328,298</b>	<b>1,714,867</b>	<b>6,575,212</b>	<b>3,521,929</b>	<b>11,717,800</b>	<b>11,242,355</b>	
<b>Available Ending Balance</b>	<b>16,090,633</b>	<b>15,762,335</b>	<b>14,047,468</b>	<b>7,472,256</b>	<b>3,950,327</b>	<b>-10,028,450</b>	<b>-32,592,459</b>	

# Fund Budgets

## Bond Retirement Fund

The Bond Retirement Fund accounts for resources set aside for the payment of principal and interest on debt obligations. The Authority currently has six General Obligation (G.O.) Bond Issues outstanding, totaling \$172.8 million and one State Infrastructure Bank (SIB) loan, totaling nearly \$3.6 million as of December 31, 2008. It is the Authority's policy to set aside resources transferred from the General Fund on a monthly basis to meet the current year's annual principal and semiannual interest payments. Under the set-aside system, the balance in the Bond Retirement Fund drops below one thousand dollars each December 1<sup>st</sup>.

In Figure FB-7, each year's ending balance generally represents one-twelfth of the subsequent year's debt service requirement, which is set-aside on the last day of each year. Thus, the ending balance in this fund remains relatively low at all times. During 2009, the Authority will retire \$10.3 million in principal and pay nearly \$7.8 million in interest on its current long-term debt and SIB loan.

Long-term debt for the Authority includes both debt and refunding debt sales from 1998 through 2008. These include a \$35.0 million issuance and \$27.4 million refunding issuance in 2008, a 2006 debt sale of \$38.5 million, \$67.2 million of debt issued in 2004, \$17.5 million of refunding debt issued from 2002, a \$20.9 million debt issued in 2001, a refunding debt issue of \$29 million and a debt issue of \$33 million both done in 1998. Also reflected in this fund is a 1998 SIB loan with an original amount of \$6.9 million. The total transfers required from the General Fund to make these payments are reduced by interest earned in the Bond Retirement Fund and transfers from capital. For the 2009 Budget, a transfer of \$17.3 million will be required from the General Fund. Overall debt service will continue to increase in both 2010 and 2011, which includes another debt issuance of \$25.0 million in 2010.

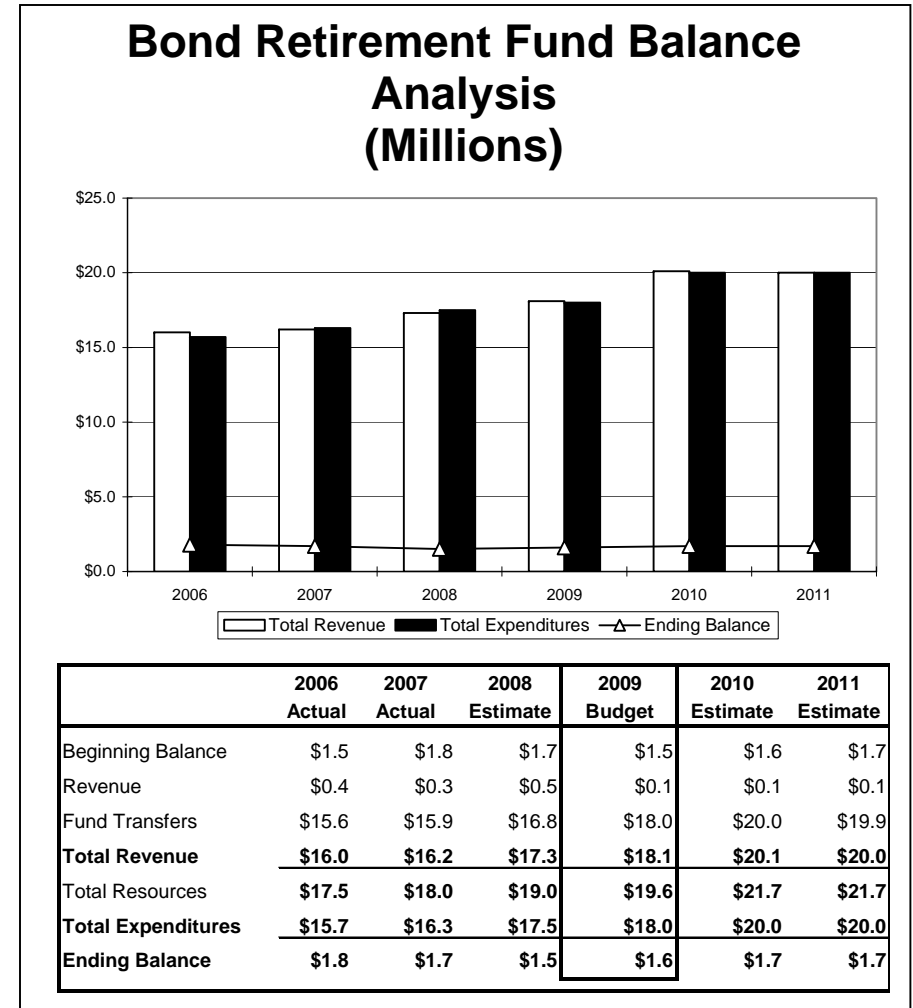


Figure FB-7: Bond Retirement Fund Balance Analysis

## Bond Retirement Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	1,430,880	1,510,792	1,764,973	1,724,210	1,541,456	1,582,320	1,697,327
<b>Revenue</b>							
Transfer from General Fund	14,073,000	14,700,000	15,456,127	14,718,950	17,327,062	19,258,558	19,142,911
Transfer from RTA Development Fund	370,000	860,314	510,386	2,113,000	700,000	700,000	700,000
Investment Income	176,606	298,954	271,752	88,263	97,456	125,000	125,000
Other Revenue	0	142,782	2,404	402,785		0	0
<b>Total Revenue</b>	14,619,606	16,002,050	16,240,669	17,322,998	18,124,518	20,083,558	19,967,911
<b>Total Resources</b>	16,050,486	17,512,842	18,005,642	19,047,208	19,665,974	21,665,878	21,665,238
<b>Expenditures</b>							
Debt Service							
Principal	7,687,196	8,801,619	9,361,533	10,219,525	10,275,037	11,641,013	12,114,746
Interest	6,819,538	6,946,250	6,919,899	7,286,227	7,788,617	8,307,538	7,833,215
Other Expenditures	32,960	0	0	0	20,000	20,000	20,000
<b>Total Expenditures</b>	14,539,694	15,747,869	16,281,432	17,505,752	18,083,654	19,968,551	19,967,961
<b>Ending Balance</b>	1,510,792	1,764,973	1,724,210	1,541,456	1,582,320	1,697,327	1,697,277

# Fund Budgets

## Insurance Fund

The Insurance Fund is used to account for resources, which have been reserved to protect the Authority against future catastrophic or extraordinary losses, since the Authority is currently self-insured in all areas except personal property and equipment. A portion of the self-insurance fund was liquidated and replaced with purchased insurance coverage in 1999. According to the Authority's financial policies, the Risk Manager on an annual basis determines the minimum balance required in the Insurance Fund. The minimum balance in the Insurance Fund decreased from \$7.5 to \$5.0 million in 2005 and has remained there since. It is anticipated that the fund balance will remain near that level from 2009 through 2011.

In the late-nineties, expenditures for the settlement of unusual or extraordinary claims as well as for insurance premiums stressed this fund. Transfers to the General Fund totaling \$6.2 million were made in 1998-1999 to clear the excess amount in the fund above the required \$5.0 million, representing a change in the structure of this fund. Unfortunately, unexpected claims costs and a decision to increase the fund balance back to \$7.5 million resulted in the necessity to infuse \$6.2 million back into the Insurance Fund from the General Fund between 2000 through 2003 to maintain the required minimum balance.

A planned 2004 transfer from the General Fund totaling \$1.0 million was not made as a process to reduce the required fund balance back to \$5.0 million was initiated. In 2005, no transfer was made due to a third party settlement. In 2006, a \$750,000 transfer to the Insurance Fund was needed to cover unbudgeted claims followed by an increase to \$1.2 million in 2007 and to \$2.9 million in 2008. The 2009 Budget year will require transfers of \$2.8 million and the two out-years approximately \$2.3 million each, in order to maintain the 5.0 million fund balance, due to anticipated claims and insurance premium costs.

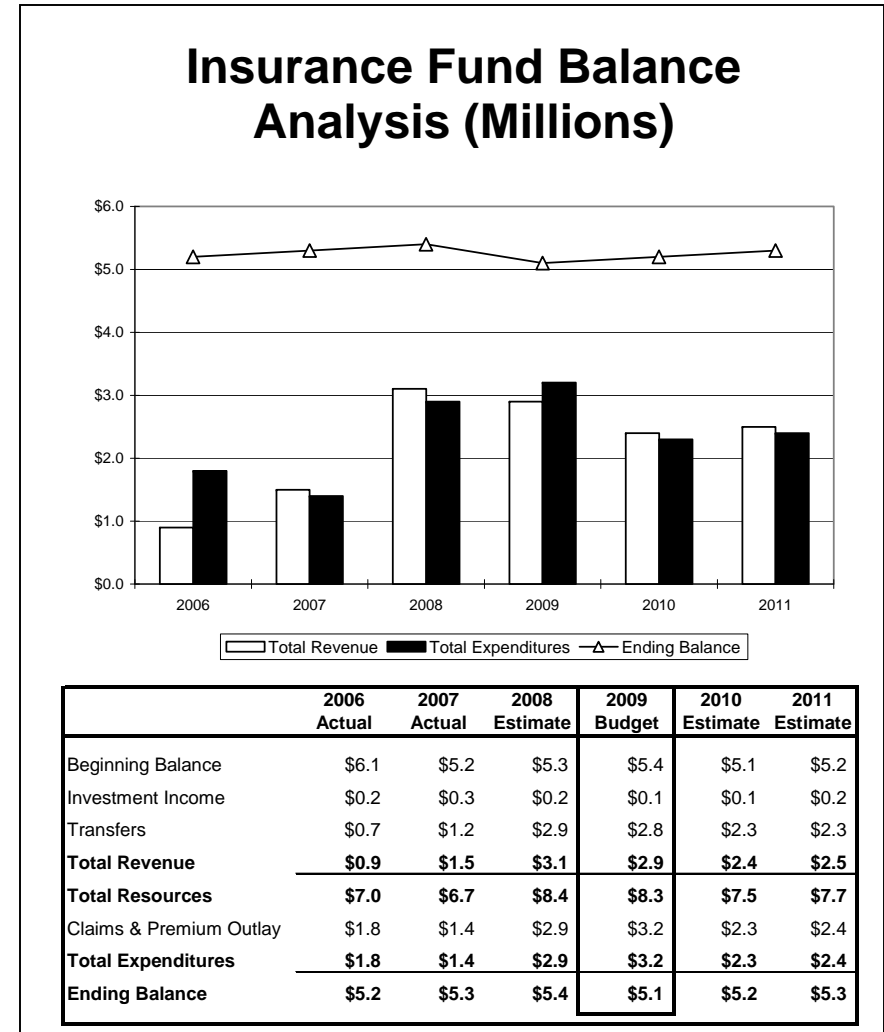


Figure FB-8: Insurance Fund Balance Analysis

## Insurance Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	5,998,905	6,051,880	5,167,010	5,264,655	5,398,268	5,133,225	5,189,915
<b>Revenue</b>							
Investment Income	141,210	197,782	316,340	180,115	134,957	135,240	175,320
Transfer from General Fund	0	750,000	1,200,000	2,900,000	2,800,000	2,300,000	2,300,000
Other Revenue	1,740,737	0	0	0	0	0	0
<b>Total Revenue</b>	1,881,947	947,782	1,516,340	3,080,115	2,934,957	2,435,240	2,475,320
<b>Total Resources</b>	7,880,852	6,999,662	6,683,350	8,344,770	8,333,225	7,568,465	7,665,235
<b>Expenditures</b>							
Claims and Premium Outlay	1,828,972	1,832,652	1,418,695	2,946,502	3,200,000	2,378,550	2,402,336
<b>Total Expenditures</b>	1,828,972	1,832,652	1,418,695	2,946,502	3,200,000	2,378,550	2,402,336
<b>Ending Balance</b>	6,051,880	5,167,010	5,264,655	5,398,268	5,133,225	5,189,915	5,262,899

# Fund Budgets

## Supplemental Pension Fund

The Supplemental Pension Fund (Pension/Deferred Compensation Trust and Agency Fund) was established to account for assets held by the Authority in a trustee capacity for payments of benefits relating primarily to certain retired employees of the Authority and its predecessor transit systems. Since 1986, the Pension Fund also has been used to account for funds on deposit with the Ohio Public Employees Deferred Compensation Board. The Authority has no control over these funds, but is required to account for them in a trust and agency fund according to governmental accounting standards.

An actuarial evaluation is performed every two years to assess the adequacy of the fund balance. This Budget increases and maintains the fund balance at levels recommended in the last actuarial evaluation. Transfers of \$100,000 will be made from the General Fund to support this effort in 2009, 2010, and 2011, but these amounts may change with the results of the next actuarial study.

Benefit payments from this fund between 2005 and 2008 have ranged from a low of nearly \$88,000 in 2005 to a high of just under \$95,000 in the following year. In 2008, payments will be approximately \$92,000, increasing to \$100,000 in 2009, and continue to increase in 2010 and 2011 with \$105,000 and \$110,000 respectively. The ending balance in the fund is projected to be stable at nearly \$1.0 million over the next three years.

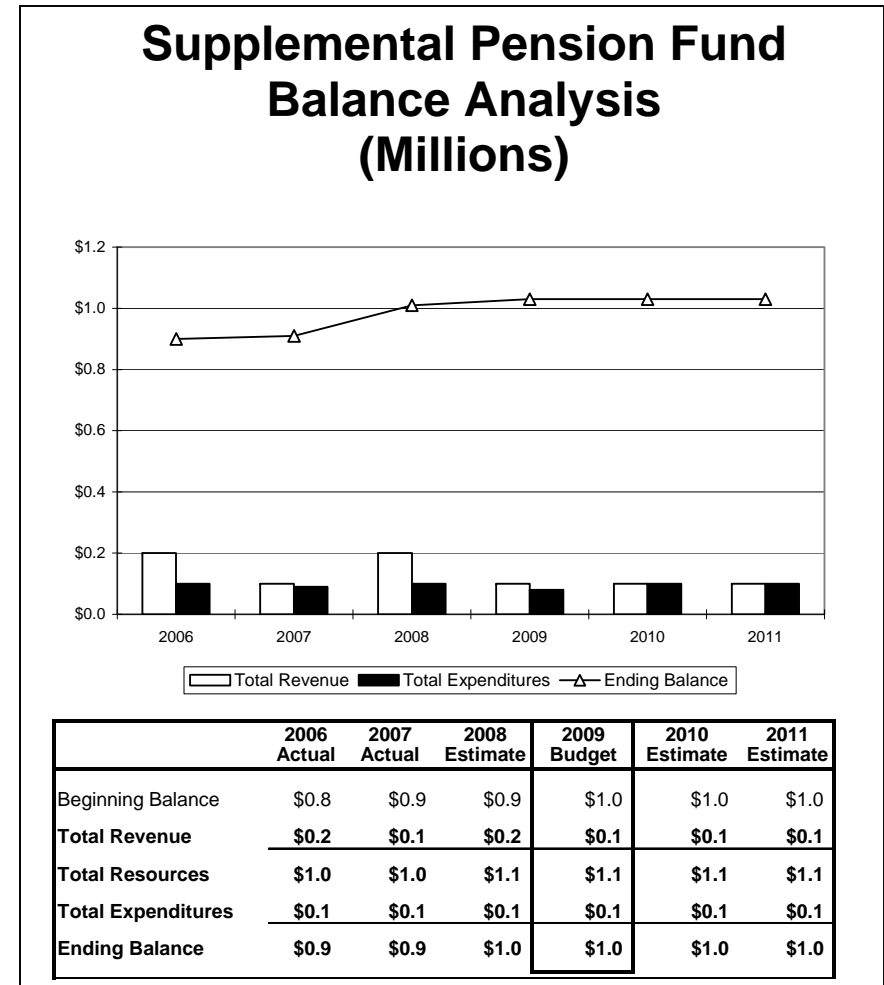


Figure FB-9: Supplemental Pension Fund Balance Analysis

## Supplemental Pension Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	831,425	888,711	933,358	983,292	1,011,113	1,032,613	1,051,113
<b>Revenue</b>							
Investment Income	44,996	33,586	42,900	19,416	21,500	23,500	23,500
Transfer from General Fund	100,000	106,000	100,000	100,000	100,000	100,000	100,000
<b>Total Revenue</b>	<b>144,996</b>	<b>139,586</b>	<b>142,900</b>	<b>119,416</b>	<b>121,500</b>	<b>123,500</b>	<b>123,500</b>
<b>Total Resources</b>	<b>976,421</b>	<b>1,028,297</b>	<b>1,076,258</b>	<b>1,102,708</b>	<b>1,132,613</b>	<b>1,156,113</b>	<b>1,174,613</b>
<b>Expenditures</b>							
Benefit Payments	87,670	94,939	92,966	91,595	100,000	105,000	110,000
Other Expenditures	40	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>87,710</b>	<b>94,939</b>	<b>92,966</b>	<b>91,595</b>	<b>100,000</b>	<b>105,000</b>	<b>110,000</b>
<b>Ending Balance</b>	<b>888,711</b>	<b>933,358</b>	<b>983,292</b>	<b>1,011,113</b>	<b>1,032,613</b>	<b>1,051,113</b>	<b>1,064,613</b>

# Fund Budgets

## Law Enforcement Fund

In 1988, RTA became involved with the multi-jurisdictional Caribbean/Gang Task Force. RTA's involvement was prompted by the increasing gang activity found in and around the rail system and the need to obtain intelligence in this area. In addition to the benefits of intelligence gathering and improved inter-department relations, the GCRTA derives revenue from seized and confiscated moneys and/or properties of convicted drug dealers prosecuted by the Task Force.

Revenue obtained through the Task Force can be expended for non-budgeted police items. The Authority primarily uses these proceeds for unbudgeted capital items. Furthermore, certain guidelines have been instituted by the State Attorney General's Office for the reporting of and disbursement of funds. Expenditures within this fund have varied over the years, ranging from over \$83,000 in 2005 to an estimated \$96,000 in 2008, depending upon the levels of revenue obtained through the Task Force. These expenditures funded security items, protective equipment, and technical training equipment. At present, no expenditures are assumed in 2009, 2010 or in 2011.

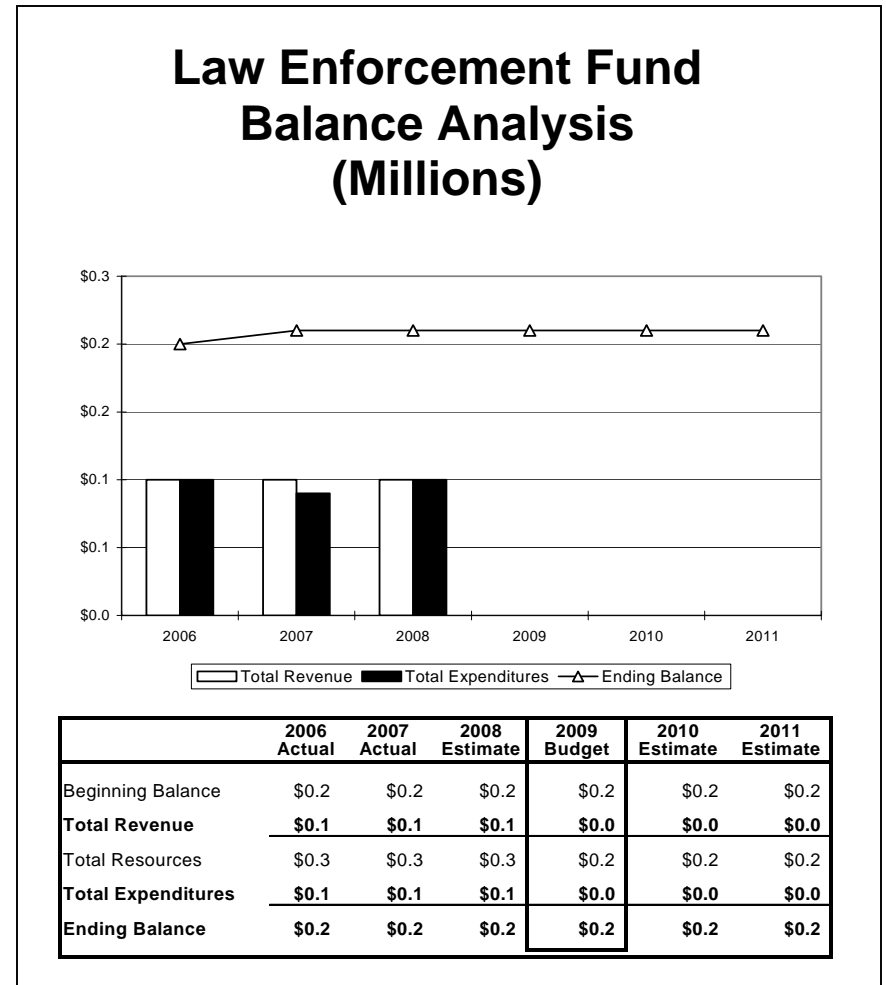


Figure FB-10: Law Enforcement Fund Balance Analysis



## Law Enforcement Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	292,653	217,680	204,509	204,126	189,599	205,099	222,599
<b>Revenue</b>							
Law Enforcement Revenue	400	53,389	99,046	14,400	10,000	11,000	12,000
Investment Income	8,087	9,424	11,784	4,962	5,500	6,500	6,500
Other Revenue	0	0	0	61,991			
<b>Total Revenue</b>	<b>8,487</b>	<b>62,813</b>	<b>110,830</b>	<b>81,353</b>	<b>15,500</b>	<b>17,500</b>	<b>18,500</b>
<b>Total Resources</b>	<b>301,140</b>	<b>280,493</b>	<b>315,339</b>	<b>285,479</b>	<b>205,099</b>	<b>222,599</b>	<b>241,099</b>
<b>Expenditures</b>							
Capital & Related Items	83,460	75,984	111,213	95,880	0	0	0
<b>Total Expenditures</b>	<b>83,460</b>	<b>75,984</b>	<b>111,213</b>	<b>95,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>217,680</b>	<b>204,509</b>	<b>204,126</b>	<b>189,599</b>	<b>205,099</b>	<b>222,599</b>	<b>241,099</b>

# Fund Budgets

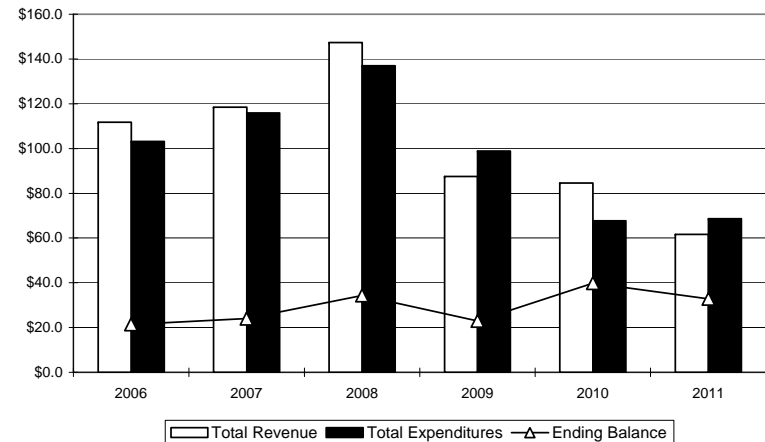
## Capital Improvement Fund

### Capital Improvement Fund Balance Analysis

The Authority's Capital Improvement Fund is used to account for the acquisition, construction, replacement, repair, and renovation of major capital facilities and equipment. The Capital Improvement Plan is composed of both grant-funded projects as well as 100 percent locally funded items.

These projects are included in one of two funds: the RTA Development Fund which includes the majority of the larger projects, including rehabilitations, expansions and large equipment purchases, and the RTA Capital Fund, a smaller fund for more routine expenditures that support daily operational activities. Generally, projects in the RTA Development Fund are greater than \$150,000, have a useful life of greater than five years, and are predominantly, although not exclusively, supported through grants. Projects from the Authority's Long Range Plan are included in this area. Grant projects include those where grant funding already has been approved or will be submitted for approval in future years. The projects included in the RTA Capital Fund are generally less than \$150,000, have a useful life of less than 5 years, and are routine in nature. Unlike the RTA Development Fund, where the majority of projects are funded with grants, the RTA Capital Fund is financed entirely through local dollars in the form of sales tax contributions.

### Capital Improvement Fund Balance Analysis (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Beginning Balance	\$12.8	\$21.4	\$24.0	\$34.3	\$22.9	\$39.8
<b>Total Revenue</b>	<b>\$111.8</b>	<b>\$118.4</b>	<b>\$147.3</b>	<b>\$87.5</b>	<b>\$84.6</b>	<b>\$61.6</b>
Total Resources	\$124.6	\$139.9	\$171.3	\$121.8	\$107.5	\$101.4
<b>Total Expenditures</b>	<b>\$103.2</b>	<b>\$115.9</b>	<b>\$137.0</b>	<b>\$98.9</b>	<b>\$67.7</b>	<b>\$68.6</b>
<b>Ending Balance</b>	<b>\$21.4</b>	<b>\$24.0</b>	<b>\$34.3</b>	<b>\$22.9</b>	<b>\$39.8</b>	<b>\$32.8</b>

Figure FB-11: Capital Improvement Fund Balance Analysis

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# Fund Budgets

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## Capital Improvement Fund

### Capital Improvement Fund Balance Analysis, cont.

Detailed discussions of the fund balances in these funds are presented in the Capital Improvement Plan. Figure FB-11 provides a consolidated look at all Capital Improvement Funds. The fund balance alternates years of increases and decreases as planned activities are balanced with cash infusions. Overall, the balance has been generally decreasing since 1990. Periodic increases over the years have been a direct result of cash infusion from debt sales or from other irregular one-time revenue, such as an infusion from a \$15.0 million "Sale to Lease" transaction in 2002 or a \$25.0 million Capital Lease transaction in 2007.

After increasing by nearly \$8.6 million in 2006 due to a \$25.0 million debt issuance that partially offset an increase in capital expenditures, the available balance in this fund again increased in 2007 due to a \$25.0 million capital lease for revenue collection equipment. In 2008, the ending balance is projected to increase to \$34.3 million, due to the infusion of funds from a \$35 million debt issuance and to a high level of Federal Capital Grant resources associated with the recently opened HealthLine/Euclid Corridor Project. In 2009, the balance is projected to decline as revenue from the 2008 debt issuance is expended and resume a more cyclical nature in 2010, as the balance rebounds due to the next planned debt issuance, then decreases again in 2011.

Capital activity by the Authority increased in the early 1990s, as the GCRTA completed work on the Tower City Rail Station, bus purchases, and Red Line improvements, among other projects. The high level of capital activity continued throughout the 1990s and into

this decade with such projects as construction of the Harvard and Triskett Garages, rehabilitation of the Hayden Garage, the opening of Light Rail Waterfront Line and the recent opening of the HealthLine along Euclid Avenue. Funds set aside for these projects were drawn against, as part of a planned drawdown of the fund balance. In 2008, the capital budget process stressed the need to balance the ambitious capital program with available grant funding and to minimize, where possible, the use of local funds. This resulted in few new projects being added to the budget, a process that was continued during the 2009 budget process.

The Authority's infrastructure needs continue to exceed the amount of available grant funding and will likely require continued high levels of local financial support. In 2009, the Capital Budget request totals \$64.4 million for equipment, services, and projects that will improve, replace or upgrade the Authority's facilities and infrastructure. Proceeds from debt sales, as well as from sales tax contributions, will be used to fulfill the Local Match requirement on grant funded projects as well as for 100 percent locally funded projects. The 2009 Contribution to Capital from the General Fund is budgeted at \$11.3 million and is expected to increase in 2010 to \$11.7 million before dropping down to \$11.2 million in 2011. Efforts continue relative to securing additional federal and state resources, tapping into the increased funding flexibility provided under the newly adopted Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), and becoming more creative with the use of debt and other financing.

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# Fund Budgets

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## Capital Improvement Fund

### Capital Improvement Fund Revenue

The Authority receives various capital grants from the Federal Transit Administration (FTA). Funds are requested from FTA, as needed, to meet obligations, via wire transfer. The timing of the receipt of federal capital revenue is directly related to costs invoiced by contractors/vendors, since these funds must be disbursed within three days after receipt. FTA grants normally cover approximately 80 percent of project costs, the remaining cost being absorbed by the Authority's local match revenue, which consist of interest income, transfers from other funds and sales of bonds and notes. State capital assistance is seen in the form of State capital grants from the Ohio Department of Transportation (ODOT) and loans from the State Infrastructure Bank (SIB).

The RTA Capital Fund was established in 1988, and receives sales and use tax proceeds as part of the minimum 10 percent contribution to capital requirement as described under General Fund Revenue. Interest earned on the investment of those sales tax proceeds is the only other income credited to the RTA Capital Fund. In recent years, the Transfers from General Fund revenue were \$6.6 million in 2005, \$7.1 million in 2006, \$6.8 million in 2007, but increased to nearly \$10.0 million in 2008 as demands from the capital program increased the need for local funds.

In 2009, this amount will increase again to a planned \$11.3 million transfer, which when combined with the \$17.3 million transfer to the Bond Retirement Fund will produce a total contribution to capital of 16.6 percent, thus exceeding the maximum goal of 15 percent. In 2010 and 2011, contributions will again exceed the maximum goal at 17.8 and 17.3 percent respectively due to the cost of the Authority's long-range Capital Plan. The expected growth in the contribution to capital highlights the increasing concerns toward balancing operating needs versus maintaining the Authority's assets as well. Meeting both will continue to challenge the overall financial stability of the Authority, particularly in light of the current economic situation and threats to the regional economic growth.

## Capital Improvement Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	38,309,907	12,818,403	21,432,388	23,960,008	34,291,248	22,913,830	39,790,222
<b>Revenue</b>							
Transfer from General Fund	6,626,560	7,140,207	6,825,687	9,950,000	11,340,836	11,717,800	11,242,355
Investment Income	707,924	1,278,176	940,802	1,842,063	775,000	675,000	675,000
Federal Capital Grants	55,888,368	71,849,886	74,319,702	85,431,813	71,720,952	45,236,244	47,726,409
State Capital Grants	3,177,747	6,011,798	8,532,391	12,789,925	2,637,243	968,147	960,000
Debt Proceeds	0	25,003,289	0	35,472,559	0	25,000,000	0
Capital Lease	0	0	25,000,000	0	0	0	0
Other Revenue	3,000,000	500,000	2,810,906	1,837,731	1,000,000	1,000,000	1,000,000
<b>Total Revenue</b>	69,400,599	111,783,356	118,429,488	147,324,091	87,474,031	84,597,191	61,603,764
<b>Total Resources</b>	107,710,506	124,601,759	139,861,876	171,284,099	121,765,279	107,511,021	101,393,986
<b>Expenditures</b>							
Capital Outlay	94,521,768	102,057,253	113,391,482	134,879,851	98,151,449	67,020,799	67,868,012
Other Expenditures	335	0	2,000,000	0	0	0	0
Transfer to Bond Retirement Fund	370,000	1,112,118	510,386	2,113,000	700,000	700,000	700,000
Transfer to Insurance Fund	0	0	0	0	0	0	0
<b>Total Expenditures</b>	94,892,103	103,169,371	115,901,868	136,992,851	98,851,449	67,720,799	68,568,012
<b>Available Ending Balance</b>	12,818,403	21,432,388	23,960,008	34,291,248	22,913,830	39,790,222	32,825,974

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# DEPARTMENT BUDGETS

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## What You Will Find In The Department Budget Section

The Department Budgets Section provides detailed information about the budget of a particular division or department within the Authority. Departments are listed in department-number order within their respective divisions. The Table of Contents at the beginning of the document lists departments by division. Also, departments are listed on the tabs of each division within this section.

**Budget information is organized at two levels within this section:**

Division – For each of the divisions within the Authority, a narrative introduces the mission and general description of the division. Achievements from 2008 are highlighted, in addition to priorities for the upcoming 2009 Budget Year. Historical expenditure information for the last three years is presented for each department within the division.

Budget information appears for the current year, and estimates of future expenditures are provided for the next two years. A graph shows the distribution of expenditures among the departments within the division.

Department – Detailed information is presented for each department, including a description of the department's functions. Detailed information on historical, current year and projected future expenditures is presented. Current year information reflects the total approved budget presented by summary object classes. Also presented is budget implementation information, including budget directives and performance indicators. Organization charts and staff level summaries accompany each department. All positions listed on the organization charts are described as shown below:

POSITION TITLE JOB CLASS (# OF POSITIONS)
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A solid box indicates that the position is budgeted in and reports to the Department in which it is referenced. A dotted box denotes that the position has a reporting relationship with the particular Department but is not budgeted by the Department in which it is shown. A solid line reflects reporting of one position to another. A dotted line reflects reporting of one position to two or more other positions.



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# DEPARTMENT BUDGETS

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## What You Will Find In The Department Budget Section

The organizational charts and budgeted positions shown in the 2009 Budget represent a snapshot in time. Accordingly, they reflect the positions and organizational structure at the time the budget was adopted. During the course of the year a budgeted position may undergo changes in responsibility and scope as a result of technology and/or process improvements. When these changes are significant, it may become necessary to re-evaluate the grade level and title of a position to ensure it is consistent with the Authority's Job Evaluation System and organizational structure.

Furthermore, the organizational charts included in the 2009 Operating Budget represent the completion of the district management reorganization. During that implementation, a number of operational departments underwent name and/or structural changes or were combined with other departments. These types of changes may also have occurred as a result of re-engineering efforts. In addition to structural changes, a number of positions may have changed in scope, title, and/or function to reflect new responsibilities.

## Division - Operations

<b>Division Summary</b>	<b>DB - 3</b>
Paratransit District	DB - 8
Rail District	DB - 12
Transit Police	DB - 18
Service Management	DB - 22
Service Quality Management	DB - 28
Fleet Management	DB - 32
Satellites and Pass Thrus	DB - 38
Hayden District	DB - 40
Harvard District	DB - 44
Triskett District	DB - 48

# DIVISION SUMMARY

## Operations

Michael C. York, Deputy General Manager

### Mission Statement

The mission of the Operations Division is to provide safe, reliable and effective customer-focused transportation services throughout the RTA's service area in accordance with the service policies and financial plans adopted by the Authority.

### General Description

The Operations Division provides special door-to-door and scheduled fixed route bus and rail transportation services to the general public and is responsible for maintenance of all vehicles, equipment, and properties.

### 2008 Achievements

- Supported and participated in the new TransitStat program implemented by OMB to reduce costs and improve the Authority's business practices and services.
- Supported ECTP efforts and operated 40 foot bus service in new bus way segments prior to full HealthLine service on October 24<sup>th</sup>.
- Conducted Operator training for the 60 foot RTVs on the Euclid Corridor HealthLine and instructed Hayden mechanics about the RTV maintenance requirements.
- Expanded Park-N-Ride service with six new commuter buses.
- Continued LRV rehab contract with Bombardier.
- Completed LRV Single Operator/Multiple Car Train Project.
- Initiated HRV rehabilitation project with 21 new in-house positions. Implemented an apprenticeship program to train rail equipment personnel. Forty HRVs will be rehabilitated over a 3-year period.
- Implemented major service reductions to meet fiscal requirements needed to balance the 2009 Budget.
- Continued efforts to reduce crime on RTA vehicles and at RTA facilities.
- Installed CCTV surveillance cameras on 40 HRVs.
- Continued support of Senior Transportation Connection (STC) initiatives in Cuyahoga County.
- Improved adherence to preventative maintenance schedules for equipment and facilities.
- Continued efforts to resolve outstanding contract issues with Siemens.
- Continued the recommendations of the Rail Track/Wheel Rehabilitation Study with in-house profiling of rail car wheels and ultra-sonic testing of track.
- Continued to aggressively support all safety initiatives and aggressively enforce energy conservation initiatives.
- Continued to focus on customer communications and quality of service delivery.

# DIVISION SUMMARY

## Operations

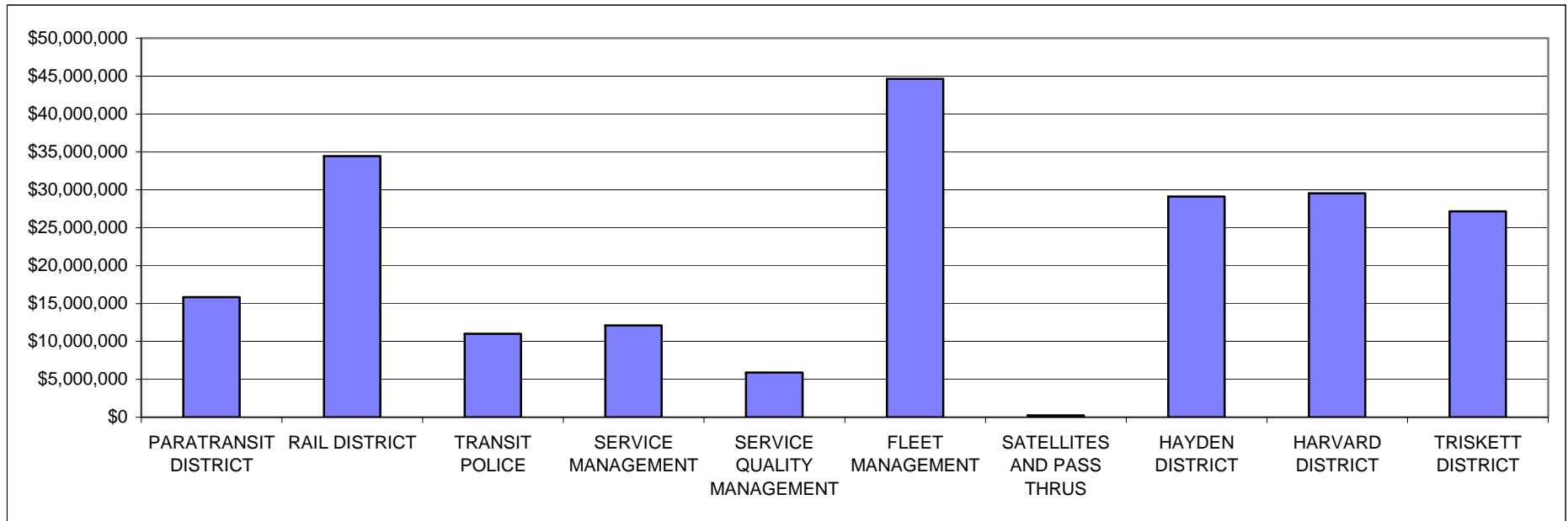
Michael C. York, Deputy General Manager

### 2009 Priorities

- Continue to support and participate in the new TransitStat program implemented by OMB to reduce costs and improve the Authority's business practices and services.
- Continue operation of the new HealthLine on Euclid Avenue.
- Require Proof-of-Payment (POP) fare collection and transit police enforcement of POP on the HealthLine, other Euclid Ave. bus way services and the Red Line rail service.
- Participate in contract negotiations with the ATU (evaluate management and union proposals and provide representation on management's negotiating team).
- Continue fine-tuning services to minimize cost and maximize service delivery productivity.
- Be prepared to implement additional service reductions should the Authority's fiscal situation require further cost containment.
- Place 20 new articulated buses on Triskett and/or Hayden routes as warranted by ridership demand.
- Procure and put into service new replacement Paratransit buses as dictated by funding availability.
- Conduct "flexible routing" study for low-density areas.
- Complete LRV rehabilitation contract for 34 vehicles with Bombardier by midyear.
- Continue in-house rehabilitation of 40 HRVs and continue rail equipment personnel apprenticeship program.
- Continue efforts to reduce crime on RTA vehicles and at RTA facilities.
- Continue efforts to improve adherence to preventative maintenance schedules for equipment and facilities.
- Resolve all outstanding contract issues with Siemens and finalize implementation of all features related to the radio system.
- Continue contractor track geometry profiling and hire contractor for multi-year track profiling/grinding work.
- Continue support of Senior Transportation Connection (STC) initiatives.
- Continue to aggressively support all safety initiatives and aggressively enforce energy conservation initiatives.
- Continue to focus on improving customer communications and the quality of service delivery.

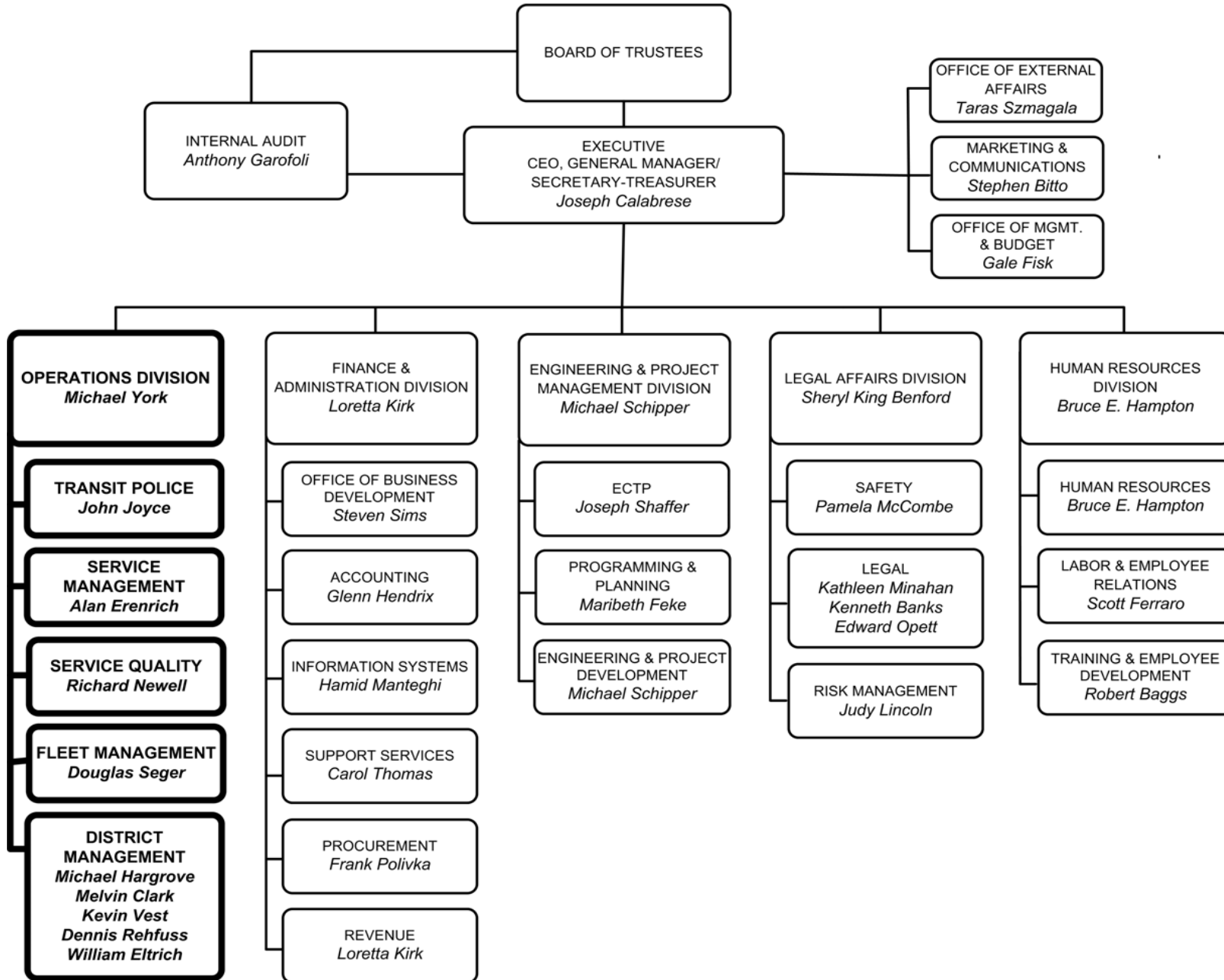
# 2009 OPERATING BUDGET SUMMARY

## Division 1 - Operations



DEPT #	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
31	PARATRANSIT DISTRICT	12,569,314	13,459,289	14,476,315	15,822,011	16,378,884	17,045,291
32	RAIL DISTRICT	32,296,242	33,318,007	34,192,742	34,431,745	35,640,902	37,092,206
34	TRANSIT POLICE	7,702,765	7,949,702	9,006,104	10,993,814	11,335,157	11,769,057
35	SERVICE MANAGEMENT	15,058,146	15,898,967	11,088,908	12,119,280	12,637,873	13,214,022
38	SERVICE QUALITY MANAGEMENT	0	0	5,072,145	5,904,062	6,081,651	6,309,922
39	FLEET MANAGEMENT	38,303,171	40,543,014	46,711,557	44,643,256	47,478,318	50,630,096
43	SATELLITES AND PASS THRUS	455,885	665,335	246,159	250,000	262,500	275,625
46	HAYDEN DISTRICT	27,026,262	27,798,437	27,418,754	29,126,334	28,159,754	29,230,073
47	HARVARD DISTRICT	28,778,222	29,042,871	28,105,576	29,541,854	28,588,066	29,671,210
49	TRISKETT DISTRICT	30,772,962	30,843,672	29,739,952	27,156,119	26,129,662	27,123,492
<b>DIVISION TOTALS</b>		<b>192,962,969</b>	<b>199,519,294</b>	<b>206,058,212</b>	<b>209,988,474</b>	<b>212,692,767</b>	<b>222,360,994</b>

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
AS OF 2009 BUDGET ADOPTION



# DEPARTMENTAL STAFFING ANALYSIS

## Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
<b>OPERATIONS</b>				
PARATRANSIT DISTRICT	176	175	182	7
RAIL DISTRICT	401	415	385	(30)
TRANSIT POLICE	122	151	153	2
SERVICE MANAGEMENT	122	126	64	(62)
SERVICE QUALITY MANAGEMENT	0	0	67	67
FLEET MANAGEMENT	188	182	177	(5)
HAYDEN DISTRICT	438	425	417	(8)
HARVARD DISTRICT	495	458	448	(10)
TRISKETT DISTRICT	511	462	413	(49)
<b>TOTALS</b>	<b>2,453</b>	<b>2,394</b>	<b>2,306</b>	<b>(88)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 31 – Paratransit District

**MICHAEL HARGROVE, DISTRICT DIRECTOR**

The mission of the Paratransit District is to provide essential door-to-door transportation services 24 hours a day, seven days a week for Americans with Disabilities Act (ADA) eligible persons who cannot use regular GCRTA services as required by the ADA law and to manage all facilities and vehicle maintenance functions related to District operations.

**OBJECT**

<b>CLASS DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501100 BUS OPERATOR'S LABOR	3,808,077	4,143,767	4,383,270	4,533,756	4,669,769	4,809,862
501110 OVERTIME - BUS OPERATORS	380,177	544,253	607,981	602,000	620,060	638,662
501200 HOURLY EMPLOYEES PAYROLL	2,241,427	2,244,882	2,284,657	2,394,427	2,466,259	2,540,247
501210 OVERTIME - HOURLY EMPLOYEES	183,033	323,508	219,398	200,000	206,000	212,180
501300 LABOR - SALARIED EMPLOYEES	923,863	912,696	901,601	923,361	951,062	979,594
501310 OVERTIME - SALARIED EMPLOYEES	28,997	39,263	26,143	25,000	25,750	26,523
502000 FRINGE BENEFITS	2,431,542	2,553,791	2,759,576	3,032,843	3,123,828	3,306,260
502071 W. C. - INJURIES & DAMAGES	3,836	459	2,048	0	0	0
503000 SERVICES	49,908	60,694	78,792	90,500	95,025	99,776
504000 MATERIAL & SUPPLIES	210,769	291,724	272,326	460,000	483,000	507,150
508020 PURCHASED TRANSPORTATION - SUBURBAN	2,306,349	2,336,613	2,935,457	3,551,256	3,728,819	3,915,260
508027 PURCHASED TRANSPORTATION - TAXI	0	2,000	(2,000)	0	0	0
509000 MISCELLANEOUS EXPENSES	802	4,328	6,909	6,310	6,626	6,957
512000 LEASES & RENTALS	533	1,310	155	2,558	2,686	2,820
<b>DEPT TOTAL</b>	<b>12,569,314</b>	<b>13,459,289</b>	<b>14,476,315</b>	<b>15,822,011</b>	<b>16,378,884</b>	<b>17,045,291</b>



# Department Budgets

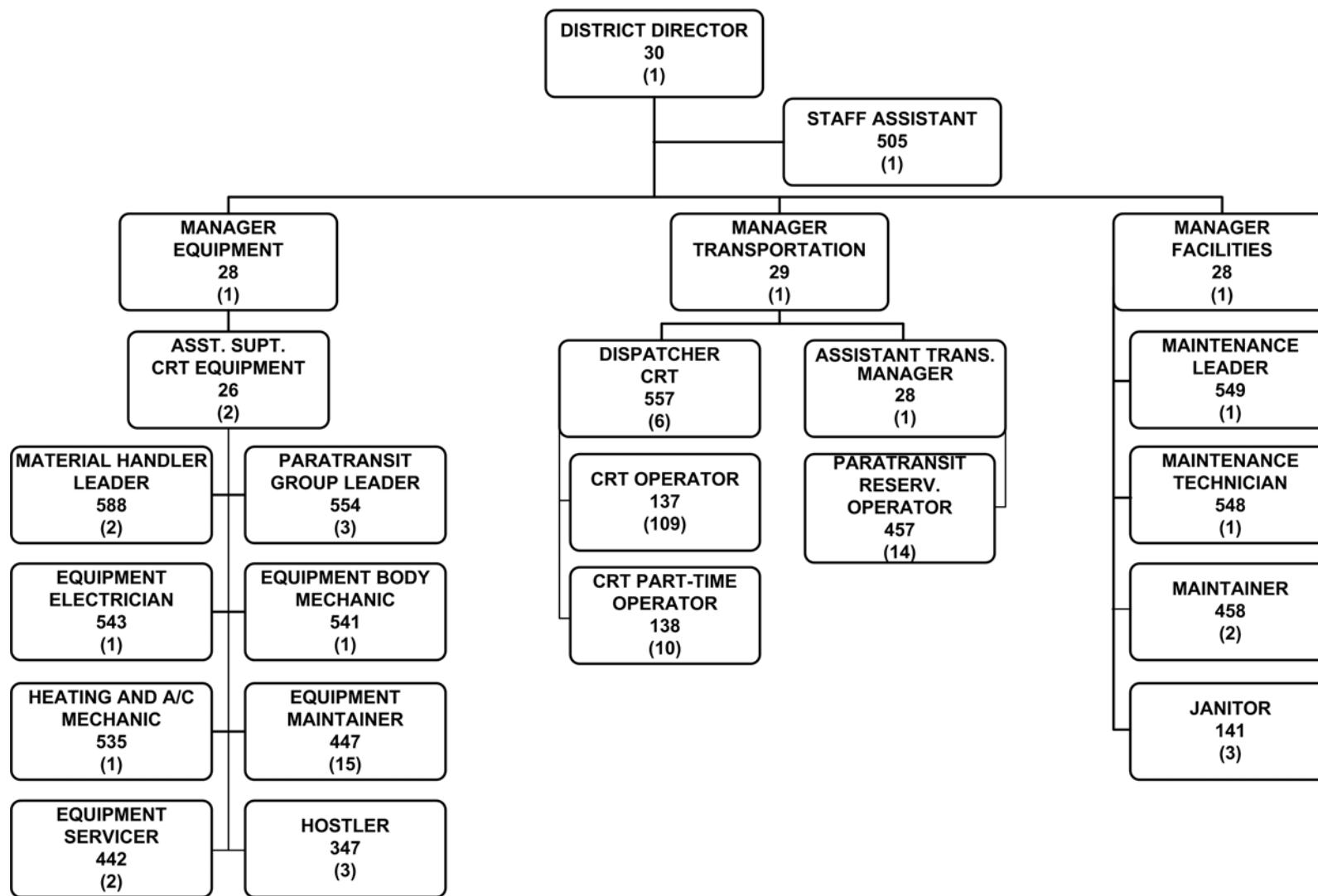
## 2009 Budget Implementation

### Department 31 – Paratransit District

- Continue to implement the Paratransit Action plan to decrease customer wait times, decrease trip denials, and increase unlinked passenger trips per revenue hour.
- Meet FTA/ADA Paratransit service parameters for average wait times and trip denials.
- Support the participation in the new TransitStat project.
- Improve customer utilization of IVR and Web access for scheduling functions.
- Continue to provide support to Senior Transportation Connection (STC).

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
<b>CALLS</b>				
Calls Taken	211,800	209,822	207,085	215,000
Average Wait Time – Minutes per Call	3:53	1:09	1:16	1:10
% Calls Abandoned	12.5%	3.07%	3.55%	2.5%
<b>TRIPS</b>				
Passenger Trips Completed	468,000	481,112	513,502	525,000
% Trip Denials	0.02%	0.0014%	0.00%	0.00%
Cost per Revenue Mile	\$7.04	\$6.00	\$4.19	\$4.25
Unlinked Passenger Trip per Revenue Hour	1.56	1.60	2.01	2.00
Average Number of Revenue Vehicles inspected per month	31	35	39	40

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
OPERATIONS DIVISION  
PARATRANSIT DISTRICT  
#31**



# Staffing Level Comparisons

DEPARTMENT: 31 - PARATRANSIT DISTRICT

JOB CLASS JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
137 PARATRANSIT OPERATOR	112	109	109	0
1XX PART-TIME PARATRANSIT OPERATOR	0	0	10	10
141 JANITOR	3	3	3	0
215 MAINTENANCE CLERK	1	1	0	(1)
347 HOSTLER	3	3	3	0
442 EQUIPMENT SERVICER	0	2	2	0
447 EQUIPMENT MAINTAINER	16	15	15	0
457 COMP. ASSISTED REGULAR SCHEDULE SYSTEM OPERATOR	14	0	0	0
457 PARATRANSIT RESERVATIONS OPERATOR	0	14	14	0
458 MAINTAINER	2	2	2	0
505 STAFF ASSISTANT	1	1	1	0
535 HEATING / AIR CONDITIONING MECHANIC	1	1	1	0
541 EQUIPMENT BODY MECHANIC	1	1	1	0
543 EQUIPMENT ELECTRICIAN	1	1	1	0
548 MAINTENANCE TECHNICIAN	1	1	1	0
549 MAINTENANCE LEADER	1	1	1	0
554 PARATRANSIT GROUP LEADER	3	3	3	0
557 PARATRANSIT DISPATCHER	6	6	6	0
588 MATERIAL HANDLER LEADER	2	2	2	0
658 ROAD SUPERVISOR - PARATRANSIT	2	2	0	(2)
26 ASSISTANT SUPERINTENDENT - PARATRANSIT EQUIPMENT	2	2	2	0
28 PARATRANSIT RESERVATION SCHEDULING MANAGER	0	1	1	0
28 MANAGER - FACILITIES	1	1	1	0
28 MANAGER - EQUIPMENT	1	1	1	0
29 MANAGER - TRANSPORTATION	1	1	1	0
30 DISTRICT DIRECTOR	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>176</b>	<b>175</b>	<b>182</b>	<b>7</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 32 – Rail District

MELVIN CLARK, DISTRICT DIRECTOR

The mission of the Rail District is to provide safe, reliable, clean and effective rapid transit services to GCRTA customers and to effectively manage all facilities, track infrastructure and vehicle maintenance functions related to District operations.

**OBJECT**

CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501100	RAIL OPERATORS' LABOR	5,476,463	5,623,574	5,406,732	4,232,699	4,359,680	4,490,470
501110	OVERTIME - RAIL OPERATORS	531,895	552,122	522,593	403,809	415,923	428,401
501200	HOURLY EMPLOYEES PAYROLL	9,099,081	9,212,164	9,700,446	10,759,571	11,082,358	11,414,829
501210	OVERTIME - HOURLY EMPLOYEES	850,218	1,060,837	638,448	650,000	669,500	689,585
501300	LABOR - SALARIED EMPLOYEES	2,606,132	2,507,831	2,710,714	2,728,785	2,810,648	2,894,967
501310	OVERTIME - SALARIED EMPLOYEES	188,653	215,912	106,169	110,000	113,300	116,699
502000	FRINGE BENEFITS	5,971,512	6,002,431	6,303,246	6,736,599	6,938,697	7,343,917
502071	W. C. - INJURIES & DAMAGES	4,941	4,523	4,331		0	0
503000	SERVICES	2,731,946	3,172,214	2,698,225	3,064,217	3,217,428	3,378,299
504000	MATERIAL & SUPPLIES	732,193	790,172	594,422	600,105	630,110	661,616
504090	TIRES & TUBES	2,362	1,500	1,060	3,000	3,150	3,308
505000	UTILITIES	4,077,369	4,132,498	514,499	369,000	387,450	406,823
505010	PROPULSION POWER			4,960,033	4,729,000	4,965,450	5,213,723
509000	MISCELLANEOUS EXPENSES	23,488	30,129	26,654	37,960	39,858	41,851
512000	LEASES & RENTALS	(11)	12,100	5,170	7,000	7,350	7,718
<b>DEPT TOTAL</b>		<b>32,296,242</b>	<b>33,318,007</b>	<b>34,192,742</b>	<b>34,431,745</b>	<b>35,640,902</b>	<b>37,092,206</b>

# Department Budgets

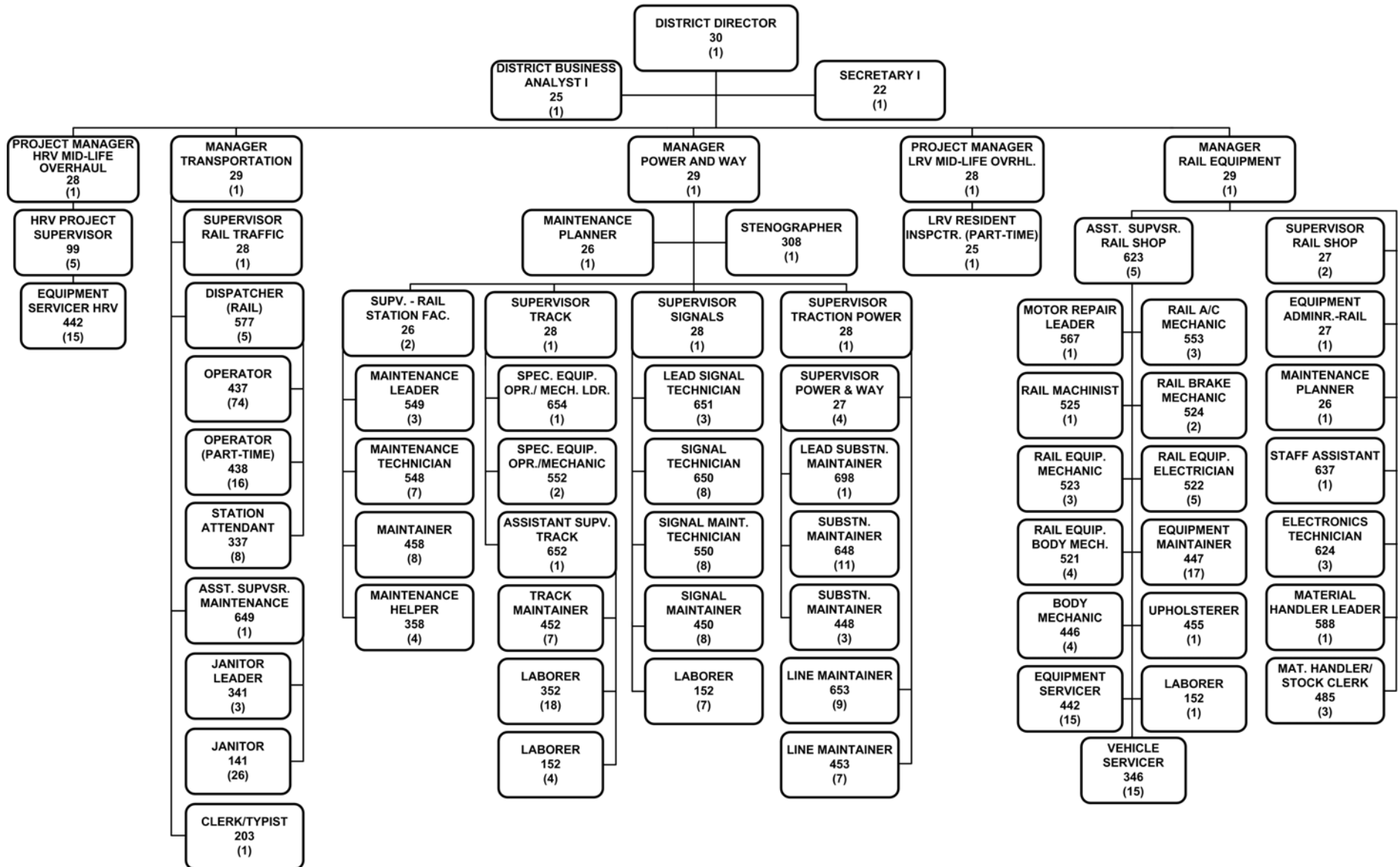
## 2009 Budget Implementation

### Department 32 – Rail District

- Complete Light Rail Vehicle (LRV) rehabilitation project.
- Continue Heavy Rail Vehicle (HRV) rehabilitation project.
- Develop and Implement station-cleaning procedures.
- Evaluate proper staffing levels to reduce overtime.
- Evaluate and continuously monitor propulsion power usage.
- Utilize vehicle location data to track on-time performance and improve service scheduling.
- Respond to customer complaints within 5 business days.
- Update Rail Rule Book.
- Incorporate peer-training program for signal, traction power, and track.
- Revive Rail HQ Safety Committee by improving the front line representation and participation
- Complete implementation of the LRV Single Operator/Multiple Car Train project.
- Procure additional portable radios and train employees on existing units of operation.
- Evaluate documentation of defect, pre-trip, incident, and yard facility storage track forms.
- Increase miles between service interruptions utilizing CITME to track repeat occurrences.
- Support 2009 Operations Division initiatives and projects as assigned.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Passenger Car Revenue Miles	2,626,428	2,573,000	2,446,350	2,431,617
% Deadhead miles	1.34%	1.20%	1.20%	1.20%
Cost per Passenger Trip	\$3.74	\$3.30	\$3.15	\$3.15
Average Passengers per Revenue Hour	58.00	58.00	59.00	61.00
Number of Preventable Accidents per 100,000 miles	0.00	0.00	0.92	0.00
% Vehicles Completed in Light Rail Overhaul	32%	50%	98%	100%
% Vehicles Completed in Heavy Rail Overhaul	0%	0%	10%	33%
<b>Mileage between Maintenance Inspections</b>				
Light Rail Vehicles	3,800	3,500	3,500	3,500
Heavy Rail Vehicles – Single Cab	5,500	5,000	5,000	5,000
Heavy Rail Vehicles – Double Cab	6,300	6,000	6,000	6,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
OPERATIONS DIVISION  
RAIL DISTRICT  
#32**



# Staffing Level Comparisons

DEPARTMENT: 32 - RAIL DISTRICT

JOB CLASS JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
141 JANITOR	26	26	26	0
152 LABORER	12	12	12	0
203 CLERK / TYPIST	1	1	1	0
308 STENOGRAPHER	1	1	1	0
337 STATION ATTENDANT	32	32	8	(24)
341 JANITOR LEADER	3	3	3	0
346 VEHICLE SERVICER	15	15	15	0
352 LABORER	18	18	18	0
358 MAINTENANCE HELPER	4	4	4	0
401 SECRETARY	1	1	0	(1)
437 OPERATOR	88	83	74	(9)
438 OPERATOR (PART-TIME)	9	7	16	9
442 EQUIPMENT SERVICER	5	16	15	(1)
442 EQUIPMENT SERVICER -HRV	0	15	15	0
446 BODY MECHANIC	4	4	4	0
447 EQUIPMENT MAINTAINER	24	17	17	0
448 SUBSTATION MAINTAINER	3	3	3	0
450 SIGNAL MAINTAINER	6	6	8	2
452 TRACK MAINTAINER	7	7	7	0
453 LINE MAINTAINER	7	7	7	0
455 UPHOLSTERER	1	1	1	0
458 MAINTAINER	8	8	8	0
485 MATERIAL HANDLER / STOCK CLERK	3	3	3	0
521 RAIL EQUIPMENT BODY MECHANIC	4	4	4	0
522 RAIL EQUIPMENT ELECTRICIAN	7	5	5	0
523 RAIL EQUIPMENT MECHANIC	4	3	3	0
524 RAIL BRAKE MECHANIC	2	2	2	0
525 RAIL MACHINIST	1	1	2	1
548 MAINTENANCE TECHNICIAN	7	7	7	0

# Staffing Level Comparisons

DEPARTMENT: 32 - RAIL DISTRICT (CONTINUED)

JOB CLASS JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
549 MAINTENANCE LEADER	3	3	3	0
550 SIGNAL MAINTENANCE TECHNICIAN	10	10	8	(2)
552 SPECIAL EQUIPMENT OPERATOR / MECHANIC	2	2	2	0
553 RAIL AIR CONDITIONING MECHANIC	4	3	3	0
567 MOTOR REPAIR LEADER	1	1	1	0
577 DISPATCHER	5	5	5	0
588 MATERIAL HANDLER LEADER	1	1	1	0
623 ASSISTANT SUPERVISOR - RAIL SHOP	5	5	5	0
624 ELECTRONICS TECHNICIAN	3	3	3	0
637 STAFF ASSISTANT	1	1	1	0
648 SUBSTATION MAINTAINER	11	11	11	0
649 ASSISTANT SUPERVISOR - MAINTENANCE	1	1	1	0
650 SIGNAL TECHNICIAN	8	8	8	0
651 LEAD SIGNAL TECHNICIAN	3	3	3	0
652 ASSISTANT SUPERVISOR - TRACK	2	1	1	0
653 LINE MAINTAINER	9	9	9	0
654 SPECIAL EQUIPMENT OPERATOR / MECHANIC LEADER	1	1	1	0
698 LEAD SUBSTATION MAINTAINER	1	1	1	0
22 SECRETARY I	1	1	1	0
25 LRV RESIDENT INSPECTORS (PART-TIME)	1	1	1	0
25 DISTRICT BUSINESS ANALYST	0	0	1	1
26 LOAD DISPATCHER	4	4	0	(4)
26 MAINTENANCE PLANNER	2	2	2	0
26 SUPERVISOR - JANITORIAL SERVICES	1	1	0	(1)
26 SUPERVISOR - LINES	2	0	0	0
26 SUPERVISOR - RAIL STATION FACILITIES	2	2	2	0
27 EQUIPMENT ADMINISTRATOR - RAIL	1	1	1	0
27 SUPERVISOR - POWER & WAY	0	4	4	0
27 SUPERVISOR - RAIL SHOP	2	2	2	0
28 MANAGER - FACILITIES	1	1	0	(1)



# Staffing Level Comparisons

DEPARTMENT: 32 - RAIL DISTRICT (CONTINUED)

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
28	PROJECT MANAGER - LRV MID-LIFE OVERHAUL	1	1	1	0
28	PROJECT MANAGER - HRV MID-LIFE OVERHAUL	0	1	1	0
28	SUPERVISOR - POWER	1	0	0	0
28	SUPERVISOR - SIGNALS	1	1	1	0
28	SUPERVISOR - OVERHEAD	1	0	0	0
28	SUPERVISOR - TRACTION POWER	0	1	1	0
28	SUPERVISOR - RAIL TRAFFIC	1	1	1	0
28	SUPERVISOR - TRACK	1	1	1	0
29	MANAGER - TRANSPORTATION	1	1	1	0
29	MANAGER - RAIL EQUIPMENT	1	1	1	0
29	MANAGER - POWER & WAY	1	1	1	0
30	DISTRICT DIRECTOR	1	1	1	0
99	LEADER - HRV OVERHAUL	0	5	5	0
<b>DEPARTMENT TOTALS</b>		<b>401</b>	<b>415</b>	<b>385</b>	<b>(30)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 34 – Transit Police

JOHN JOYCE, DIRECTOR OF SECURITY / CHIEF

The mission of the GCRTA Transit Police is to provide a safe and orderly environment within the transit system, to promote the confidence of the riding public and to enhance the use of the entire system.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501200	HOURLY EMPLOYEES PAYROLL	4,410,281	4,735,115	5,426,065	6,745,124	6,947,478	7,155,902
501210	OVERTIME - HOURLY EMPLOYEES	242,005	399,738	197,474	120,000	123,600	127,308
501300	LABOR - SALARIED EMPLOYEES	564,829	695,390	688,992	756,458	779,152	802,527
501310	OVERTIME - SALARIED EMPLOYEES	9,738	7,866	1,135	1,500	1,545	1,591
502000	FRINGE BENEFITS	1,757,735	1,879,165	2,231,933	2,794,357	2,878,188	3,046,274
503000	SERVICES	347,955	370,564	343,750	418,950	439,898	461,893
504000	MATERIAL & SUPPLIES	31,188	62,523	45,900	74,900	78,645	82,577
506000	CASUALTY & LIABILITY COSTS	4,000	4,160	10,600	7,000	7,350	7,718
509000	MISCELLANEOUS EXPENSES	317,880	(224,078)	34,055	41,725	43,811	46,002
512000	LEASES & RENTALS	17,153	19,258	26,200	33,800	35,490	37,265
<b>DEPT TOTAL</b>		<b>7,702,765</b>	<b>7,949,702</b>	<b>9,006,104</b>	<b>10,993,814</b>	<b>11,335,157</b>	<b>11,769,057</b>

# Department Budgets

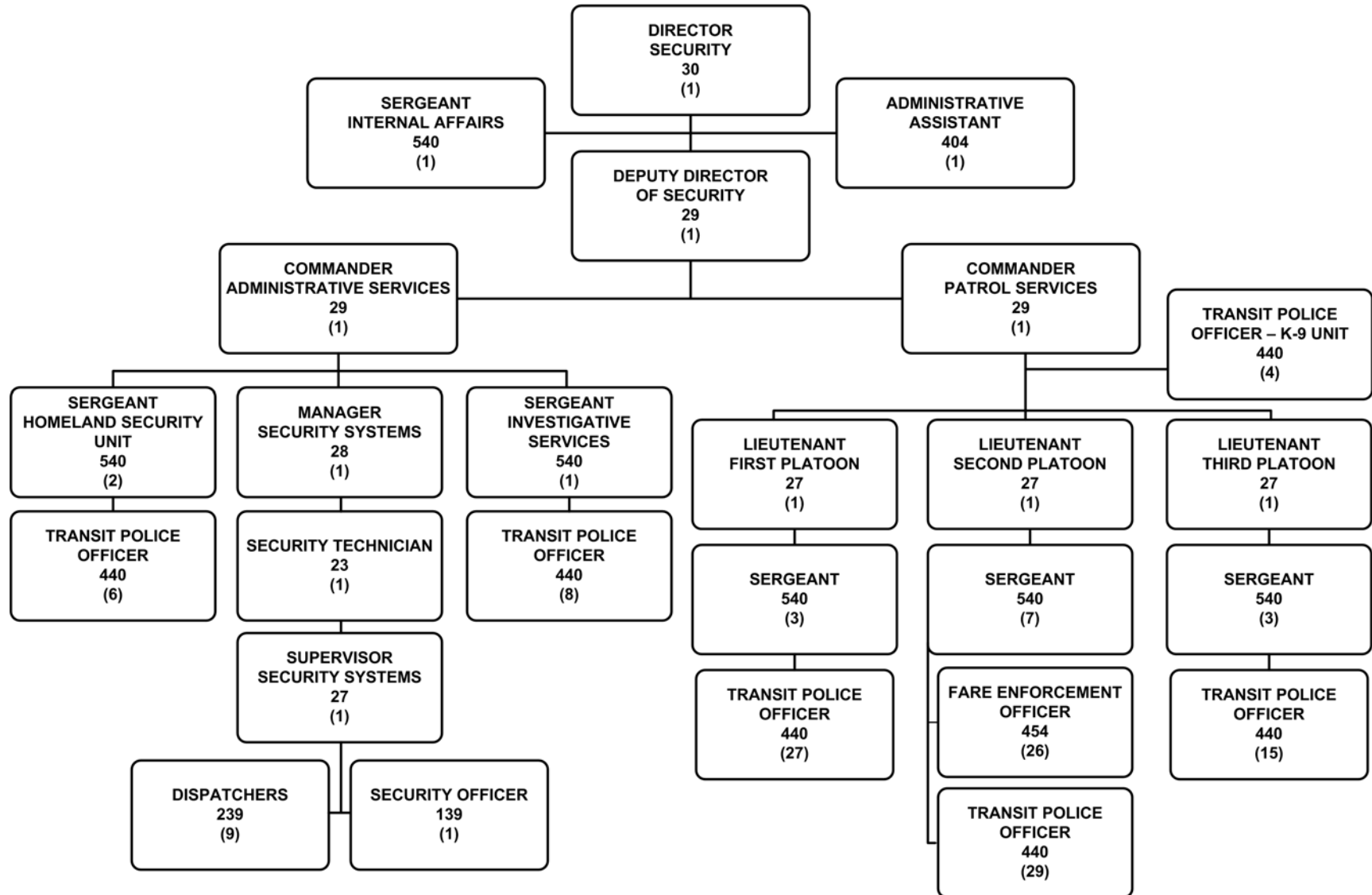
## 2009 Budget Implementation

### Department 34 – Transit Police

- Establish fare enforcement payment/collection procedures and resource requirements, and TMV/revenue security.
- Maintain RTA System Security and Emergency Preparedness and Operations plans.
- Continue facility security system upgrades.
- Continue to train officers on counter-terrorism initiatives.
- Monitor Euclid Corridor and bus-only lanes, and all other facilities, illegal parking, and rail crossings.
- Administer the 2006, 2007, and 2008 Transit Security Grants for training and counter-terrorism needs within the Greater Cleveland region.
- Lead implementation of a shared security camera network.
- Conduct comprehensive Threat and Vulnerability Analysis (TVA) for all GCRTA properties.
- Implement Radio Interoperability through the MARCs system.
- Improve detection of Improvised Explosive Devices (IEDs) and Chemical, Biological, Radiological and Nuclear (CBRN) incidents through canine teams and technical capabilities.
- 2009 Operations Division Initiatives / Projects supported as assigned.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Arrests for Quality of Life Enforcement Issues	566	570	580	700
Passenger Facilities Patrolled	58	58	58	118

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY**  
**TABLE OF ORGANIZATION**  
**OPERATIONS DIVISION**  
**TRANSIT POLICE DEPARTMENT**  
**#34**



# Staffing Level Comparisons

## DEPARTMENT: 34 - TRANSIT POLICE

<b>JOB CLASS</b>	<b>JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
139	SECURITY OFFICER	1	1	1	0
239	DISPATCHER - TRANSIT POLICE	9	9	9	0
404	ADMINISTRATIVE ASSISTANT	1	1	1	0
440	TRANSIT POLICE OFFICER	89	89	89	0
440	TRANSIT POLICE OFFICER -FARE ENFORCEMENT (FTE)	0	29	26	(3)
540	TRANSIT POLICE SERGEANT	12	12	17	5
23	SECURITY TECHNICIAN	1	1	1	0
27	SUPERVISOR - SECURITY SYSTEMS	1	1	1	0
27	LIEUTENANT - TRANSIT POLICE	3	3	3	0
28	MANAGER - SECURITY SYSTEMS	1	1	1	0
29	COMMANDER - TRANSIT POLICE	2	2	2	0
29	DEPUTY DIRECTOR OF SECURITY / POLICE	1	1	1	0
30	DIRECTOR - SECURITY / CHIEF OF POLICE	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>122</b>	<b>151</b>	<b>153</b>	<b>2</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 35 – Service Management

ALAN ERENICH, DIRECTOR

The Service Management Department plans, monitors and adjusts all rail, bus and van pool services. The department works with District Management to ensure safe, reliable and effective service for all passengers. The Department also provides centralized facility maintenance services for the Authority and manages the signage & shelter programs.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501200	HOURLY EMPLOYEES PAYROLL	1,207,740	1,253,255	1,320,772	1,597,137	1,645,051	1,694,403
501210	OVERTIME - HOURLY EMPLOYEES	47,344	78,061	36,671	55,000	56,650	58,350
501300	LABOR - SALARIED EMPLOYEES	4,606,786	4,871,497	1,496,417	1,543,147	1,589,441	1,637,124
501310	OVERTIME - SALARIED EMPLOYEES	359,485	353,568	3,463	2,508	2,583	2,660
502000	FRINGE BENEFITS	1,999,024	2,081,843	1,051,967	1,170,790	1,205,914	1,276,339
503000	SERVICES	556,178	765,233	787,805	951,430	999,002	1,048,952
504000	MATERIAL & SUPPLIES	111,936	210,034	168,160	315,613	331,394	347,964
505000	UTILITIES	5,416,798	5,565,457	5,247,177	5,516,255	5,792,068	6,081,671
508024	PURCHASED TRANSP. - WORK ACCESS	748,603	710,000	950,280	960,000	1,008,000	1,058,400
509000	MISCELLANEOUS EXPENSES	4,250	11,207	25,698	5,500	5,775	6,064
512000	LEASES & RENTALS	0	(1,187)	500	1,900	1,995	2,095
<b>DEPT TOTAL</b>		<b>15,058,146</b>	<b>15,898,967</b>	<b>11,088,908</b>	<b>12,119,280</b>	<b>12,637,873</b>	<b>13,214,022</b>

# Department Budgets

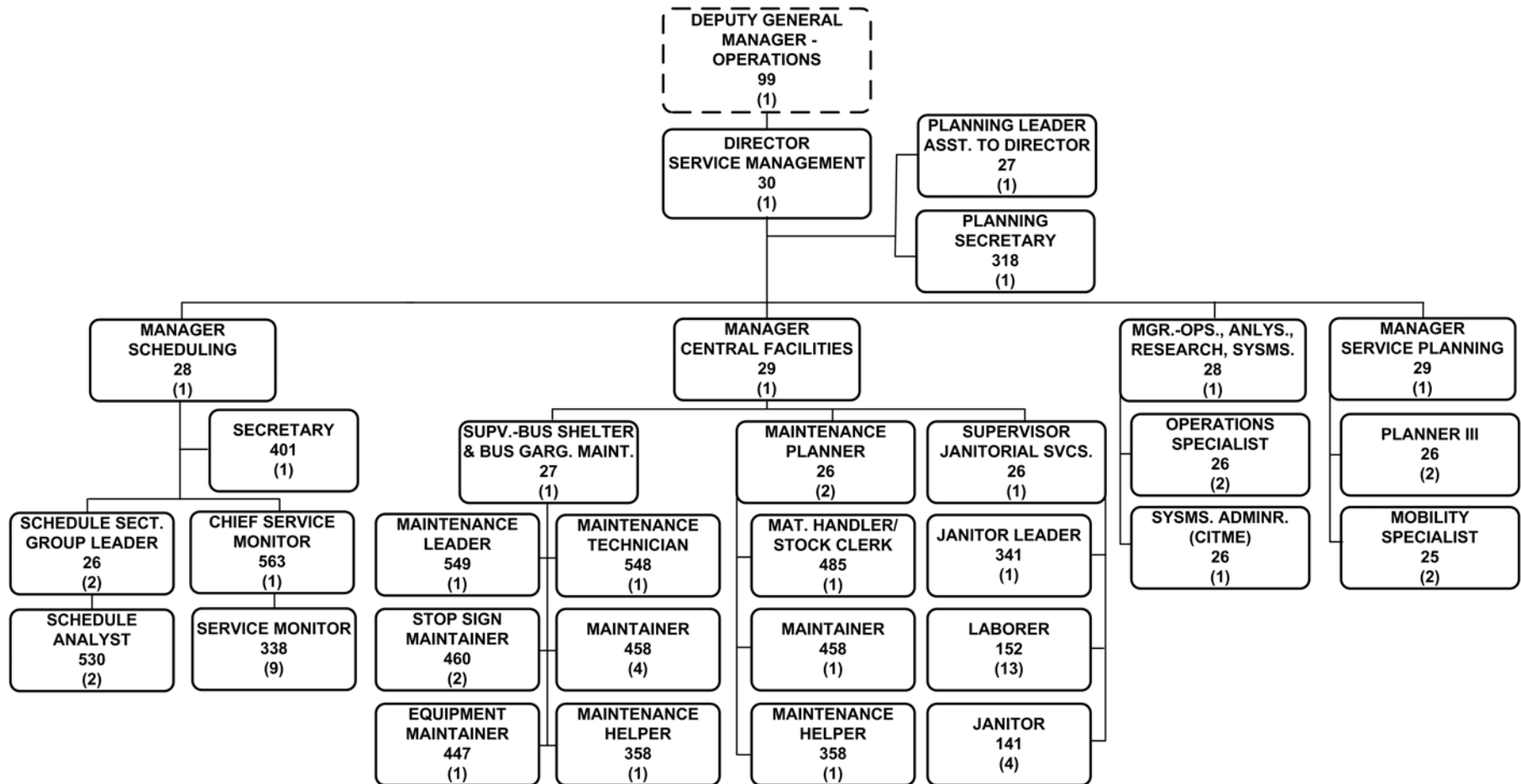
## 2009 Budget Implementation

### Department 35 – Service Management

- Develop and implement the annual Service Management Plan.
- Administer and implement scheduled service changes.
- Continue to improve the cost efficiency of providing all scheduled services by balancing service supply to service demand.
- Continue reducing pay-to-platform ratios through more effective run cuts and operator management.
- Continue the bus stop signage program and replacement of damaged passenger shelters.
- Conduct a study for the implementation of “flexible routing” in low-density areas.
- Resolve all outstanding contract issues with Siemens and finalize implementation of all features related to the Radio Communications System.
- Monitor vehicle service miles and hours on a regular basis.
- Continue to focus on customer communications and quality of service delivery.
- Manage absenteeism.
- Identify and implement workflow efficiency.
- Improve operating efficiencies and aggressively enforce energy conservation initiatives.
- Support employee training and development programs.
- Support safety initiatives designed to reduce accidents.
- Continue efforts to improve adherence to preventative maintenance schedules for equipment and facilities.
- Continue operation of the new ECTP HealthLine and perform routine maintenance of stations, properties and shelters along the Euclid Corridor.

	Vehicle Hours		Vehicle Miles	
	2008	2009	2008	2009
RTA BUS	1,730,368	1,609,233	22,607,393	20,388,534
PARATRANSIT	270,677	302,914	3,977,155	4,415,566

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
OPERATIONS DIVISION  
SERVICE MANAGEMENT DEPARTMENT  
#35**





# Staffing Level Comparisons

DEPARTMENT: 35 - SERVICE MANAGEMENT

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
141	JANITOR	4	4	4	0
152	LABORER	8	12	13	1
301	ADMINISTRATIVE ASSISTANT	1	1	0	(1)
318	PLANNING SECRETARY	1	1	1	0
338	SERVICE MONITOR	8	8	9	1
341	JANITOR LEADER	0	0	1	1
358	MAINTENANCE HELPER	2	2	2	0
401	SECRETARY	1	1	1	0
447	EQUIPMENT MAINTAINER	1	1	1	0
458	MAINTAINER	5	5	5	0
460	STOP SIGN MAINTAINER	2	2	2	0
485	MATERIAL HANDLER / STOCK CLERK	1	1	1	0
530	SCHEDULE ANALYST	3	3	2	(1)
548	MAINTENANCE TECHNICIAN	1	1	1	0
549	MAINTENANCE LEADER	1	1	1	0
563	CHIEF SERVICE MONITOR	1	1	1	0
574	SUPERVISOR I - SERVICE QUALITY	8	8	0	(8)
576	SUPERVISOR - SERVICE QUALITY (RAIL)	11	11	0	(11)
634	SUPERVISOR II - SERVICE QUALITY	19	19	0	(19)
635	SUPERVISOR - TOWER CONTROL	8	8	0	(8)
25	PLANNER II	1	1	0	(1)
25	MOBILITY SPECIALIST	2	2	2	0
26	SCHEDULE SECTION GROUP LEADER	2	2	2	0
26	SYSTEMS ADMINISTRATOR (CITME)	1	1	1	0
26	OPERATIONS SPECIALIST	2	2	2	0
26	SUPERVISOR - JANITORIAL SERVICES	1	1	1	0
26	PLANNER III	1	1	2	1

# Staffing Level Comparisons

## DEPARTMENT: 35 - SERVICE MANAGEMENT (CONTINUED)

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
26	MAINTENANCE PLANNER	2	2	2	0
26	SENIOR STAFF ASSISTANT - OPERATIONS	0	1	0	(1)
27	SUPERVISOR - BUS SHELTER & BUS GARAGE MAINTENANCE	1	1	1	0
27	SERVICE QUALITY COORDINATOR	10	10	0	(10)
27	PLANNING TEAM LEADER	1	1	0	(1)
27	PLANNING LEADER - ASST TO THE DIRECTOR	0	0	1	1
28	MANAGER - OPERATIONS, ANALYSIS, RESEARCH & SYSTEMS	1	1	1	0
28	ASSISTANT MANAGER - SERVICE QUALITY	6	5	0	(5)
28	MANAGER - SCHEDULING	1	1	1	0
29	MANAGER - SERVICE PLANNING	1	1	1	0
29	MANAGER - CENTRAL FACILITIES	1	1	1	0
29	MANAGER - SERVICE QUALITY	1	1	0	(1)
30	DIRECTOR - SERVICE MANAGEMENT	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>122</b>	<b>126</b>	<b>64</b>	<b>(62)</b>

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# 2009 OPERATING BUDGET SUMMARY

## Department 38 – Service Quality Management

RICHARD NEWELL, MANAGER

The Service Quality Department ensures that the Authority's various service offerings are safely provided, on-time and courteously delivered. The department is comprised of supervisors and managers and utilizes a radio system for real-time communications. Primary internal customers include the bus and rail districts and the Service Management Department.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501200	HOURLY EMPLOYEES PAYROLL	0	0	0	0	0	0
501210	OVERTIME - HOURLY EMPLOYEES	0	0	0	0	0	0
501300	LABOR - SALARIED EMPLOYEES	0	0	3,660,090	4,086,021	4,208,602	4,334,860
501310	OVERTIME - SALARIED EMPLOYEES	0	0	257,096	245,000	252,350	259,921
502000	FRINGE BENEFITS	0	0	1,145,980	1,549,680	1,596,171	1,689,387
503000	SERVICES	0	0	0	5,600	5,880	6,174
504000	MATERIAL & SUPPLIES	0	0	4,215	6,900	7,245	7,607
509000	MISCELLANEOUS EXPENSES	0	0	4,763	10,860	11,403	11,973
512000	LEASES & RENTALS	0	0	0	0	0	0
		<b>0</b>	<b>0</b>	<b>5,072,145</b>	<b>5,904,062</b>	<b>6,081,651</b>	<b>6,309,922</b>

# Department Budgets

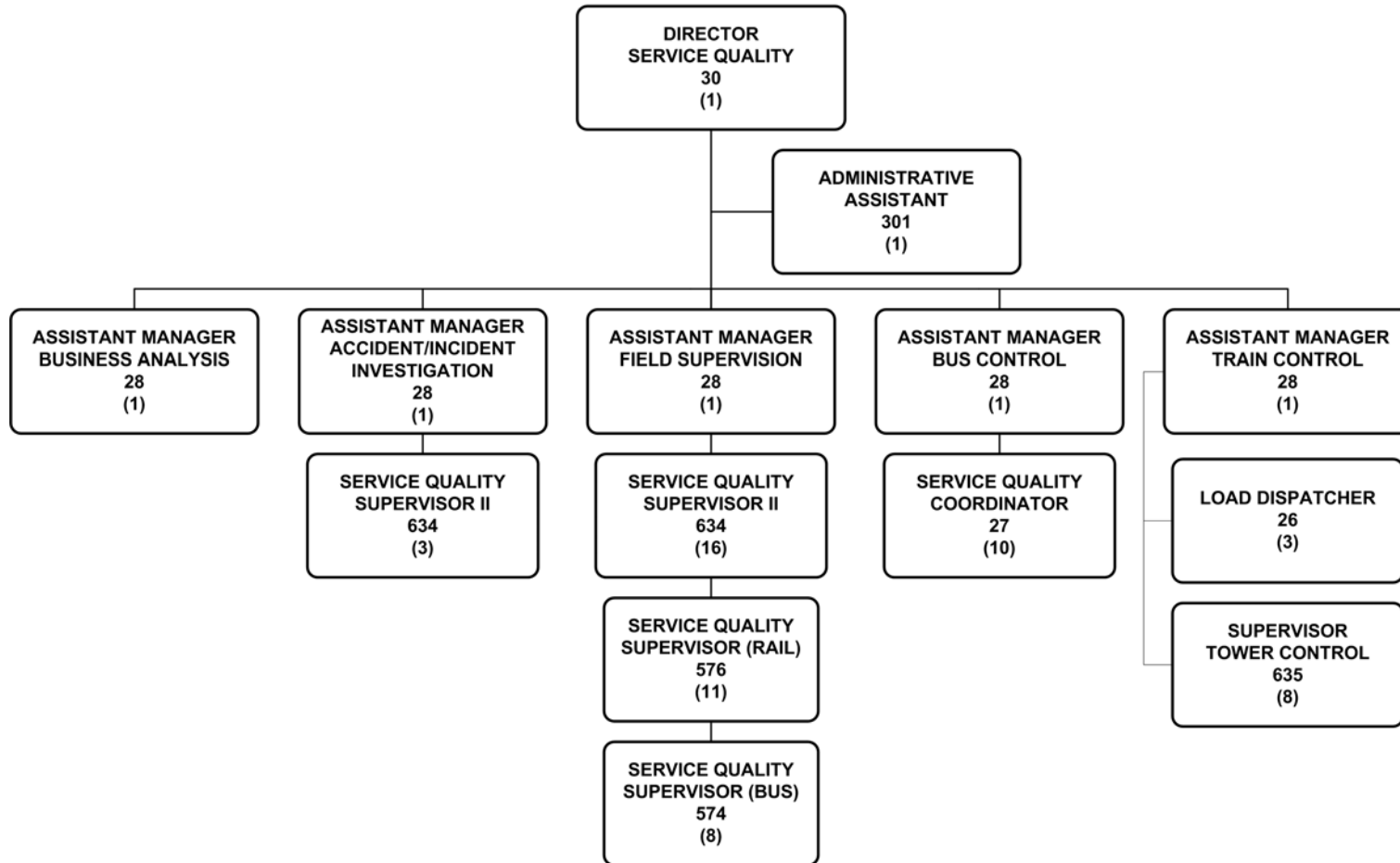
## 2009 Budget Implementation

### Department 38 – Service Quality Management

- Continue to pursue operating efficiencies towards reducing costs and/or increasing effectiveness.
- Continue assessing and refining the zone/sector approach to field supervision.
- Work with the supervisory teams assigned to the mini-transit centers at Stokes/Windemere and University Circle toward stabilizing and normalizing the HealthLine.
- Work cooperatively with Transit Police on a letter writing campaign and ticketing strategy to reduce occurrence of vehicle obstructions along the Euclid Corridor in an effort to reduce impediments to the operation of the HealthLine.
- Identify and target under-performing lines of service to facilitate resource allocations.
- Complete the reconfiguration of the Load Dispatcher function to Central Communications (Cencom), including the transfer of the control of propulsion power to the Control Center.
- Work with the Safety Department and the Service Districts to define, identify, and review accident prone operators with the objective of discovering underlying common factors and use information in development of effective pre-selection techniques and the design of future training and/or preventative measures.
- Provide all field supervisors with additional accident investigation training.
- Continue efforts to reduce overtime.
- Continue efforts to improve customer communications and response time.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Overtime	N/A	N/A	\$257,096	\$249,383
Absence Rates	N/A	N/A	2.83%	2.75%
Supervisor Observations per Supervisor	N/A	N/A	219	230

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
OPERATIONS DIVISION  
SERVICE QUALITY DEPARTMENT  
#38**



# Staffing Level Comparisons

## DEPARTMENT 38 - SERVICE QUALITY MANAGEMENT

<b>JOB CLASS</b>	<b>JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
301	ADMINISTRATIVE ASSISTANT	0	0	1	1
574	SUPERVISOR I - SERVICE QUALITY	0	0	8	8
576	SUPERVISOR - SERVICE QUALITY (RAIL)	0	0	7	7
634	SUPERVISOR II - SERVICE QUALITY	0	0	19	19
635	SUPERVISOR - TOWER CONTROL	0	0	12	12
658	PARATRANSIT ROAD SUPERVISOR	0	0	1	1
26	SENIOR STAFF ASSISTANT - OPERATIONS	0	0	0	0
26	LOAD DISPATCHER	0	0	3	3
27	SERVICE QUALITY COORDINATOR	0	0	10	10
28	ASSISTANT MANAGER - SERVICE QUALITY	0	0	5	5
29	MANAGER - SERVICE QUALITY	0	0	1	1
<b>DEPARTMENT TOTALS</b>		<b>0</b>	<b>0</b>	<b>67</b>	<b>67</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 39 – Fleet Management

DOUGLAS SEGER, DIRECTOR

The Fleet Management Department provides management support for the maintenance of the Authority's bus and circulator fleets. Its primary objective is to provide sufficient, safe, operable, clean & attractive buses to meet the Authority's scheduled service requirements by maintaining & repairing vehicles and overseeing the Authority's central inventory account.

OBJECT						
CLASS DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501200 HOURLY EMPLOYEES PAYROLL	5,841,191	5,892,125	5,957,680	6,627,598	6,826,426	7,031,219
501210 OVERTIME - HOURLY EMPLOYEES	538,222	589,726	387,362	200,000	206,000	212,180
501300 LABOR - SALARIED EMPLOYEES	2,460,513	2,483,736	2,469,848	2,572,206	2,649,372	2,728,853
501310 OVERTIME - SALARIED EMPLOYEES	30,959	29,633	18,162	7,465	7,689	7,920
502000 FRINGE BENEFITS	2,848,036	2,839,591	2,960,610	3,435,981	3,539,060	3,745,741
502071 W. C. - INJURIES & DAMAGES	4,203	902	751	0	0	0
503000 SERVICES	804,081	594,074	641,935	730,841	767,383	805,752
201009 MATERIALS & SUPPLIES - INVENTORY	7,913,919	10,839,554	10,405,000	10,000,000	10,500,000	11,025,000
504000 MATERIAL & SUPPLIES	216,459	220,987	212,615	273,915	287,611	301,992
504020 DIESEL FUEL	12,552,157	12,112,507	19,599,092	17,126,100	18,838,710	20,722,581
504021 COMPRESSED NATURAL GAS	1,905,402	1,676,793	766,412	284,400	196,239	89,615
504031 GASOLINE	291,992	292,763	478,920	560,000	616,000	677,600
504090 TIRES & TUBES	1,274,651	1,284,000	1,206,356	1,244,000	1,306,200	1,371,510
507000 FEDERAL UNDERGROUND FUEL TANK TAX	113	0	(6)	0	0	0
507050 STATE FUEL TAX	1,600,698	1,662,576	1,576,954	1,556,800	1,712,480	1,883,728
509000 MISCELLANEOUS EXPENSES	20,574	24,048	27,365	19,450	20,423	21,444
512000 LEASES & RENTALS	0	0	2,500	4,500	4,725	4,961
<b>DEPT TOTAL</b>	<b>38,303,171</b>	<b>40,543,014</b>	<b>46,711,557</b>	<b>44,643,256</b>	<b>47,478,318</b>	<b>50,630,096</b>
<b>DEPT. TOTAL NET INVENTORY</b>	<b>30,389,252</b>	<b>29,703,460</b>	<b>36,306,557</b>	<b>34,643,256</b>	<b>36,978,318</b>	<b>39,605,096</b>



# Department Budgets

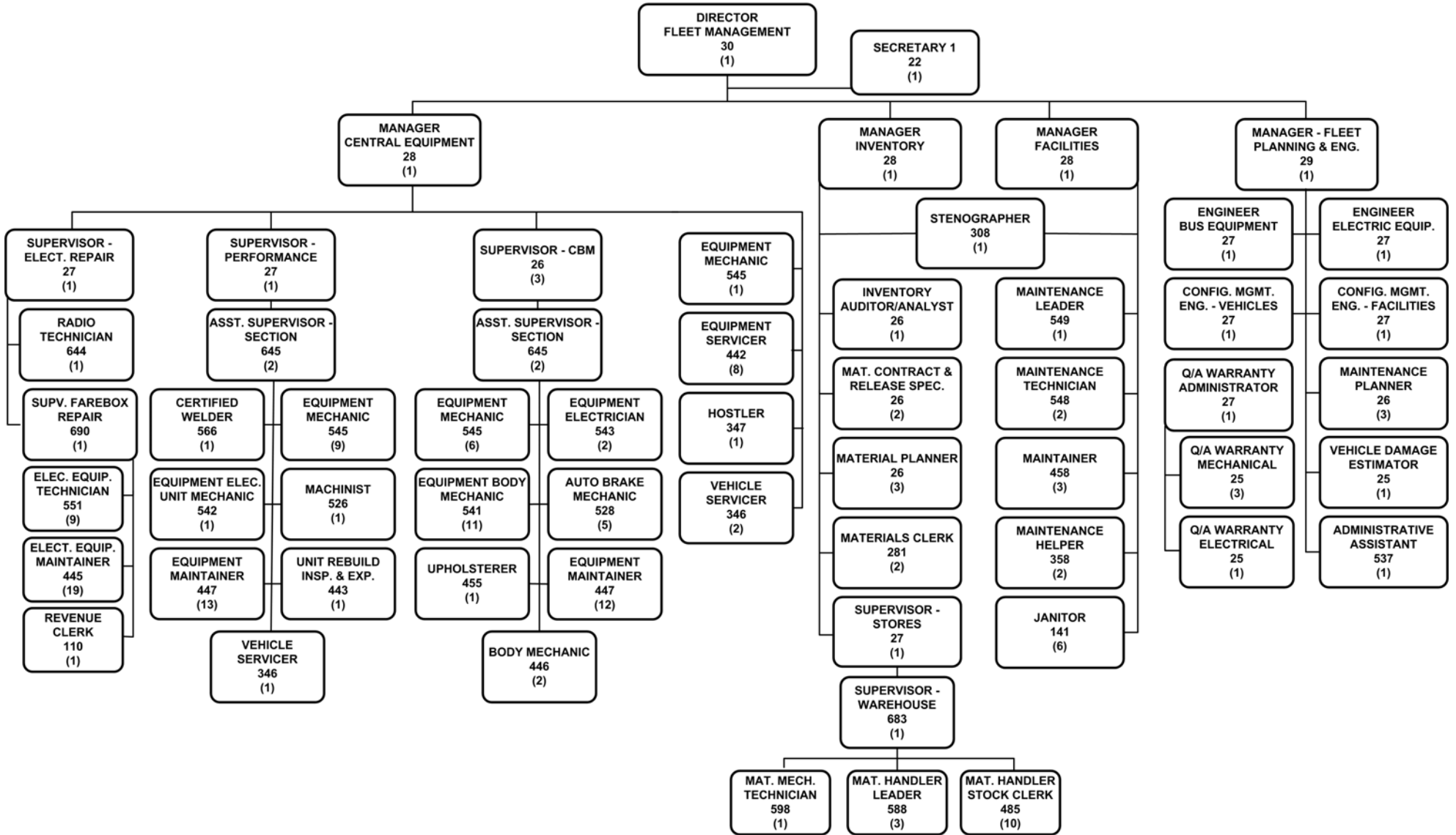
## 2009 Budget Implementation

### Department 39 – Fleet Management

- Refine preventive maintenance program by revising frequencies and expanding the tasks involved to coincide with changes in the fleet.
- Use Computer Integrated Transit Maintenance Environment (CITME) to streamline inventory and maintenance processes.
- Provide technical support to departments within the Authority to support the progress of product reliability and sound maintenance practices.
- Administer Quality Assurance/Warranty program to ensure the receipt of quality goods/services and warranty recovery.
- Administer and control provision and delivery of materials within the inventory materials and supplies budget to all user departments.
- Maintain parts inventory at Paratransit, Central Rail, Central Bus Maintenance Facility, Hayden, Harvard, and Triskett Districts.
- Manage the production of new buses and ensure the delivery of quality built vehicles that meet the needs of the Authority.
- Continue to improve efficiencies through the use of TransitStat data to control labor and material costs while maintaining Fleet Management operations.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Vehicle Availability- % of Active Fleet Available for Service	82%	82%	82%	82%
Heavy Maintenance Overhauls Completed	80	99	95	95
Miles between Preventive Maintenance Inspections	2,000	3,000	3,000	3,000
Problem Identification Corrective Action (PICA) Completed	45	49	88	60
Q/A First Article Inspections	85	48	21	28
Warranty Dollars (\$) Recovered	\$1,024,320	\$2,280,831	\$750,000	\$750,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
OPERATIONS DIVISION  
FLEET MANAGEMENT DEPARTMENT  
#39**



# Staffing Level Comparisons

DEPARTMENT: 39 - FLEET MANAGEMENT

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
110	REVENUE CLERK	1	1	1	0
141	JANITOR	6	6	6	0
215	MAINTENANCE CLERK	2	2	0	(2)
281	MATERIALS CLERK	2	2	2	0
308	STENOGRAPHER	1	1	1	0
346	VEHICLE SERVICER	4	3	3	0
347	HOSTLER	1	1	1	0
358	MAINTENANCE HELPER	2	2	2	0
442	EQUIPMENT SERVICER	4	7	8	1
443	UNIT REBUILD INSPECTOR & EXPEDITOR	1	1	1	0
445	ELECTRONIC EQUIPMENT MAINTAINER	16	14	19	5
446	BODY MECHANIC	7	6	2	(4)
447	EQUIPMENT MAINTAINER	28	25	25	0
455	UPHOLSTERER	1	1	1	0
458	MAINTAINER	3	3	3	0
485	MATERIAL HANDLER / STOCK CLERK	10	10	10	0
526	MACHINIST	1	1	1	0
528	AUTOMOTIVE BRAKE MECHANIC	6	6	5	(1)
535	HEATING / AIR CONDITIONING MECHANIC	1	0	0	0
537	ADMINISTRATIVE ASSISTANT	1	1	1	0
541	EQUIPMENT BODY MECHANIC	12	11	11	0
542	EQUIPMENT ELECTRICIAN UNIT MECHANIC	2	2	1	(1)
543	EQUIPMENT ELECTRICIAN	2	2	2	0
545	EQUIPMENT MECHANIC	17	16	16	0
548	MAINTENANCE TECHNICIAN	2	2	2	0
549	MAINTENANCE LEADER	1	1	1	0
551	ELECTRONIC EQUIPMENT TECHNICIAN	8	9	9	0
566	CERTIFIED WELDER	1	1	1	0
588	MATERIAL HANDLER LEADER	3	3	3	0

# Staffing Level Comparisons

**DEPARTMENT: 39 - FLEET MANAGEMENT (CONTINUED)**

JOB CLASS JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
598 MATERIAL MECHANIC TECHNICIAN	1	1	1	0
638 COACH INSPECTOR	1	1	0	(1)
644 RADIO TECHNICIAN	1	1	1	0
645 ASSISTANT SUPERVISOR - SECTION	4	4	4	0
683 SUPERVISOR - WAREHOUSE	1	1	1	0
690 SUPERVISOR - FAREBOX REPAIR	1	1	1	0
22 SECRETARY I	1	1	1	0
25 QUALITY ASSURANCE / WARRANTY - ELECTRICAL	1	1	1	0
25 QUALITY ASSURANCE / WARRANTY - MECHANICAL	3	3	3	0
25 VEHICLE DAMAGE ESTIMATOR	1	1	1	0
26 INVENTORY AUDITOR / ANALYST	1	1	1	0
26 SUPERVISOR - INVENTORY CONTROL	1	1	0	(1)
26 MAINTENANCE PLANNER	3	3	3	0
26 SUPERVISOR - CENTRAL BUS MAINTENANCE	3	3	3	0
26 MATERIAL PLANNER	3	3	3	0
26 MATERIAL CONTRACT & RELEASE SPECIALIST	2	2	2	0
27 SUPERVISOR - ELECTRONIC REPAIR	1	1	1	0
27 SUPERVISOR - PERFORMANCE	1	1	1	0
27 ENGINEER - BUS EQUIPMENT	1	1	1	0
27 ENGINEER - ELECTRICAL EQUIPMENT	1	1	1	0
27 ENGINEER - MECHANICAL	1	1	0	(1)
27 QUALITY ASSURANCE / WARRANTY ADMINISTRATOR	1	1	1	0
27 SUPERVISOR - STORES	1	1	1	0
27 CONFIGURATION MANAGEMENT ENGINEER - FACILITIES	1	1	1	0
27 CONFIGURATION MANAGEMENT ENGINEER - VEHICLES	1	1	1	0
28 MANAGER - CENTRAL EQUIPMENT	1	1	1	0
28 MANAGER - FACILITIES	1	1	1	0
28 MANAGER - INVENTORY	1	1	1	0
29 MANAGER - FLEET PLANNING & ENGINEERING	1	1	1	0
30 DIRECTOR - FLEET MANAGEMENT	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>188</b>	<b>182</b>	<b>177</b>	<b>(5)</b>

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# 2009 OPERATING BUDGET SUMMARY

## Department 43 – Pass Thrus

**MICHAEL YORK, DEPUTY GENERAL MANAGER - OPERATIONS**

Federal and State financial assistance is passed through to the City of Brunswick for eligible transit projects. In early 2005, the operations of the Maple Heights Transit System and the North Olmsted Municipal Bus Line (NOMBL) were merged with the GCRTA bus operations.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
503000	SERVICES	447,859	418,000	(3,841)	0		
508014	PURCHASED TRANSP. - MAPLE HTS.	(142,277)	0	0	0		
508015	PURCHASED TRANSP. - N. OLMSTED	(102,362)	0	0	0		
509100	BRUNSWICK OPERATING ASSISTANCE	252,664	247,335	250,000	250,000	262,500	275,625
<b>DEPT TOTAL</b>		<b>455,885</b>	<b>665,335</b>	<b>246,159</b>	<b>250,000</b>	<b>262,500</b>	<b>275,625</b>

# **Department Budgets**

## **2009 Budget Implementation**

### **Department 43 – Pass Thrus**

- Administer the agreement with the City of Brunswick (Brunswick Transit Alternative) to ensure that Federal and State financial assistance is passed through for eligible projects.
- In March 2005, the operations of the North Olmsted Municipal Bus Line (NOMBL) and the Maple Heights Transit System were merged within GCRTA bus operations.

# 2009 OPERATING BUDGET SUMMARY

## Department 46 – Hayden District

KEVIN VEST, DISTRICT DIRECTOR

The mission of the Hayden District is to provide high quality, on-time, efficient, safe and clean RTV, bus & circulator transportation services for the eastern and southeastern portions of the GCRTA service area and to effectively manage all facilities and vehicle maintenance functions related to District operations.

OBJECT						
CLASS DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501100 BUS OPERATORS' LABOR	14,278,325	14,610,734	14,809,855	15,195,087	13,808,409	14,222,661
501110 OVERTIME - BUS OPERATORS	1,022,478	1,109,246	1,037,971	1,102,602	1,135,680	1,169,750
501200 HOURLY EMPLOYEES PAYROLL	3,721,572	3,728,983	3,584,788	3,871,960	3,988,119	4,107,763
501210 OVERTIME - HOURLY EMPLOYEES	356,623	505,907	72,368	140,000	144,200	148,526
501300 LABOR - SALARIED EMPLOYEES	879,907	866,749	885,614	1,016,449	1,046,942	1,078,350
501310 OVERTIME - SALARIED EMPLOYEES	129,032	146,917	63,766	60,000	61,800	63,654
502000 FRINGE BENEFITS	6,526,390	6,713,169	6,863,875	7,632,146	7,861,110	8,320,199
502071 W. C. - INJURIES & DAMAGES	8,077	4,874	6,969	0	0	0
503000 SERVICES	35,033	45,958	35,202	60,285	63,299	66,464
504000 MATERIAL & SUPPLIES	66,320	61,872	52,821	41,305	43,370	45,539
509000 MISCELLANEOUS EXPENSES	3,004	4,029	3,625	4,600	4,830	5,072
512000 LEASES & RENTALS	(500)	0	1,900	1,900	1,995	2,095
<b>DEPT TOTAL</b>	<b>27,026,262</b>	<b>27,798,437</b>	<b>27,418,754</b>	<b>29,126,334</b>	<b>28,159,754</b>	<b>29,230,073</b>



# Department Budgets

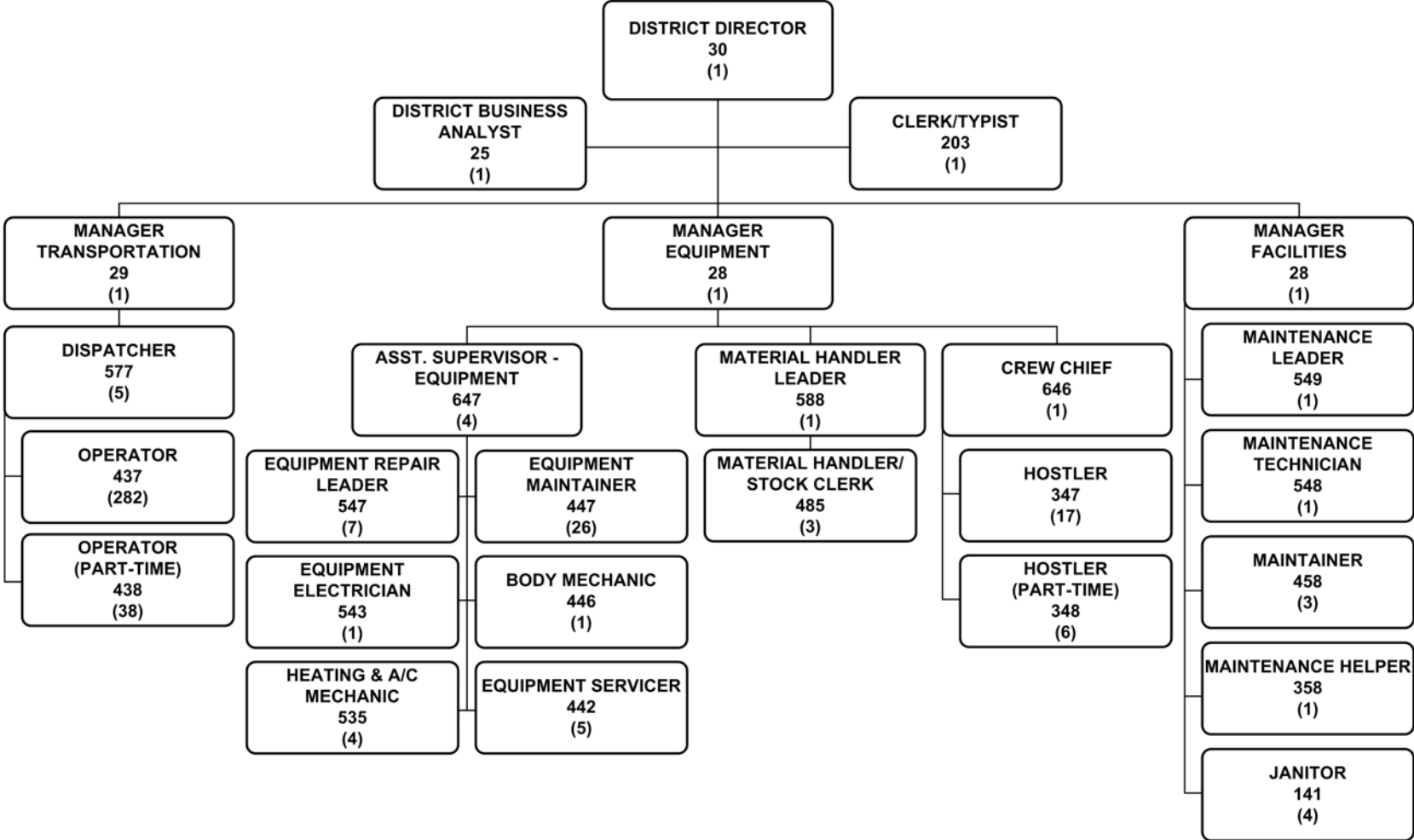
## 2009 Budget Implementation

### Department 46 – Hayden District

- Continue to aggressively support all safety programs designed to reduce collisions and passenger accidents.
- Maximize revenue collection efforts through operator training, preventative maintenance procedures, and improving collection procedures.
- Increase and maintain ridership through creative approaches and improving customer service.
- Support the Health Line.
- Support 2009 Operations Division initiatives and projects as assigned.
- Support communications among employees, management, and the ATU.
- Continue to utilize and maximize the CITME program for facility and vehicle maintenance plans.
- Support participation in the TransitStat program.
- Support RTA's system security, emergency preparedness, and operations plans.
- Enhance customer service communications through operators, service delivery monitoring, field supervision, accident investigation, and performance analysis.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Hayden Vehicle Miles	6,886,595	6,846,977	6,717,510	6,416,400
Preventable Collisions per 100,000 miles	0.30	0.30	0.30	0.45
Collision Accidents per 100,000 miles	3.37	3.31	3.31	3.50
Number of Miles between Service Interruptions	5,807	7,378	7,378	6,500
Absence Rates	9.39%	9.27%	9.00%	6.50%

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
OPERATIONS DIVISION  
HAYDEN DISTRICT  
#46**



# Staffing Level Comparisons

DEPARTMENT: 46 - HAYDEN DISTRICT

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
141	JANITOR	4	4	4	0
147	HOSTLER (PART-TIME)	8	0	0	0
203	CLERK/TYPIST	1	1	1	0
347	HOSTLER	16	18	17	(1)
348	HOSTLER (PART-TIME)	0	6	6	0
358	MAINTENANCE HELPER	1	1	1	0
437	OPERATOR	303	296	282	(14)
438	OPERATOR (PART-TIME)	33	29	38	9
442	EQUIPMENT SERVICER	8	5	5	0
446	BODY MECHANIC	1	1	1	0
447	EQUIPMENT MAINTAINER	25	26	26	0
458	MAINTAINER	3	3	3	0
485	MATERIAL HANDLER / STOCK CLERK	3	3	3	0
535	HEATING / AIR CONDITIONING MECHANIC	4	4	4	0
543	EQUIPMENT ELECTRICIAN	1	1	1	0
547	EQUIPMENT REPAIR LEADER	9	9	7	(2)
548	MAINTENANCE TECHNICIAN	2	2	1	(1)
549	MAINTENANCE LEADER	1	1	1	0
577	DISPATCHER	5	5	5	0
588	MATERIAL HANDLER LEADER	1	1	1	0
646	CREW CHIEF	1	1	1	0
647	ASSISTANT SUPERVISOR - EQUIPMENT	4	4	4	0
25	DISTRICT BUSINESS ANALYST	0	0	1	1
28	MANAGER - FACILITIES	1	1	1	0
28	MANAGER - EQUIPMENT	1	1	1	0
29	MANAGER - TRANSPORTATION	1	1	1	0
30	DISTRICT DIRECTOR	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>438</b>	<b>425</b>	<b>417</b>	<b>(8)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 47 – Harvard District

DENNIS REHFUSS, DISTRICT DIRECTOR

The mission of the Harvard District is to provide high quality, on-time, efficient, safe and clean trolley and big bus transportation services for the Downtown, southern & southeastern portions of the GCRTA service area and to effectively manage all facilities and vehicle maintenance functions related to District operations.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501100	BUS OPERATORS' LABOR	15,276,438	15,664,807	15,123,318	15,486,853	14,108,929	14,532,197
501110	OVERTIME - BUS OPERATORS	1,117,805	1,016,373	1,038,283	1,115,875	1,149,351	1,183,832
501200	HOURLY EMPLOYEES PAYROLL	3,946,372	3,807,638	3,649,859	3,858,220	3,973,967	4,093,186
501210	OVERTIME - HOURLY EMPLOYEES	331,274	374,215	138,917	140,000	144,200	148,526
501300	LABOR - SALARIED EMPLOYEES	891,381	883,154	900,172	1,018,713	1,049,274	1,080,752
501310	OVERTIME - SALARIED EMPLOYEES	121,126	136,315	67,191	60,000	61,800	63,654
502000	FRINGE BENEFITS	6,955,065	7,018,828	7,044,805	7,737,903	7,970,041	8,432,033
502071	W. C. - INJURIES & DAMAGES	14,561	13,937	10,539	0	0	0
503000	SERVICES	54,526	70,459	80,447	72,485	76,109	79,914
504000	MATERIAL & SUPPLIES	67,063	54,795	51,138	45,305	47,570	49,949
509000	MISCELLANEOUS EXPENSES	2,113	1,899	1,371	4,600	4,830	5,072
512000	LEASES & RENTALS	500	450	(464)	1,900	1,995	2,095
<b>DEPT TOTAL</b>		<b>28,778,222</b>	<b>29,042,871</b>	<b>28,105,576</b>	<b>29,541,854</b>	<b>28,588,066</b>	<b>29,671,210</b>

# Department Budgets

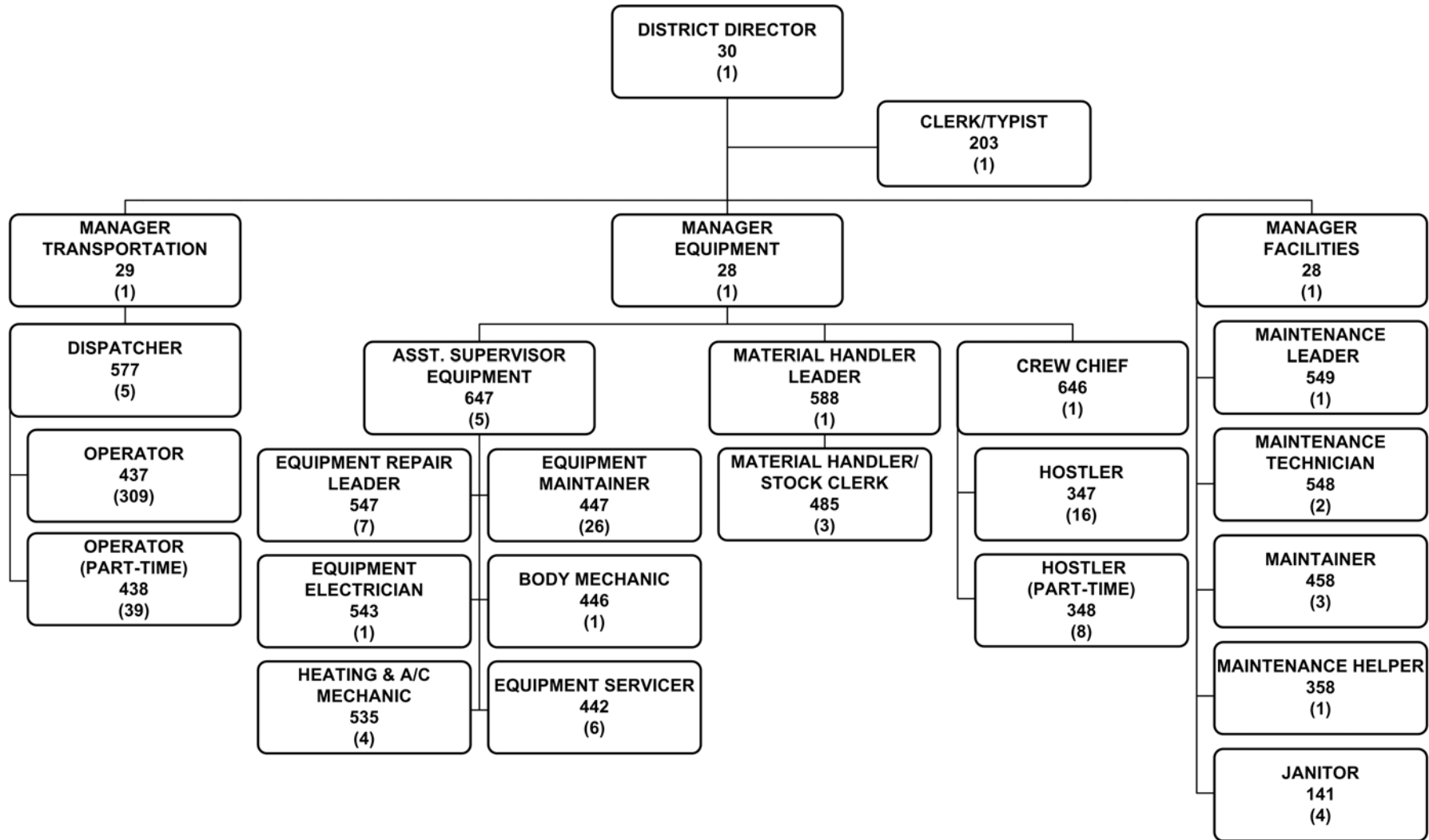
## 2009 Budget Implementation

### Department 47 – Harvard District

- Continue to aggressively support all safety programs designed to reduce collisions and passenger accidents.
- Maximize revenue collection by addressing the problem of fare evasion, improving collection procedures, and supporting farebox preventive maintenance.
- Increase and maintain ridership through creative approaches.
- Verify the daily cycle testing of wheelchair lifts.
- Reduce absenteeism.
- Continue shop safety training to reduce workers' compensation claims and promote personal safety.
- Support the participation in TransitStat project.
- Improve absence monitoring and control through personal contact.
- Support communications among employees, management, and the ATU.
- Continue to utilize and maximize the CITME program for facility and vehicle maintenance plans.
- Increase the number of miles between service interruptions.
- Utilize District Council to support community activities.
- Utilize the District Safety Committee to promote district safety.
- Support 2009 Operations Division initiatives and projects.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Harvard Vehicle Miles	8,613,582	8,520,228	7,385,982	7,508,700
Preventable Collisions per 100,000 miles	1.08	1.07	1.07	1.07
Collision Accidents per 100,000 miles	3.05	2.99	2.99	2.99
Number of Miles between Service Interruptions	7,189	5,790	4,046	9,000
Absence Rates	9.11%	8.99%	8.65%	4.50

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
OPERATIONS DIVISION  
HARVARD DISTRICT  
#47**



# Staffing Level Comparisons

DEPARTMENT: 47 - HARVARD DISTRICT

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
141	JANITOR	4	4	4	0
147	HOSTLER (PART-TIME)	9	0	0	0
203	CLERK / TYPIST	1	1	1	0
347	HOSTLER	18	18	16	(2)
348	HOSTLER (PART-TIME)	0	8	8	0
358	MAINTENANCE HELPER	1	1	1	0
437	OPERATOR	355	330	309	(21)
438	OPERATOR (PART-TIME)	32	24	39	15
442	EQUIPMENT SERVICER	7	9	6	(3)
446	BODY MECHANIC	1	1	1	0
447	EQUIPMENT MAINTAINER	30	25	26	1
458	MAINTAINER	3	3	3	0
485	MATERIAL HANDLER / STOCK CLERK	3	3	3	0
535	HEATING / AIR CONDITIONING MECHANIC	4	4	4	0
543	EQUIPMENT ELECTRICIAN	1	1	1	0
547	EQUIPMENT REPAIR LEADER	8	8	7	(1)
548	MAINTENANCE TECHNICIAN	2	2	2	0
549	MAINTENANCE LEADER	1	1	1	0
577	DISPATCHER	5	5	5	0
588	MATERIAL HANDLER LEADER	1	1	1	0
646	CREW CHIEF	1	1	1	0
647	ASSISTANT SUPERVISOR - EQUIPMENT	4	4	5	1
28	MANAGER - FACILITIES	1	1	1	0
28	MANAGER - EQUIPMENT	1	1	1	0
29	MANAGER - TRANSPORTATION	1	1	1	0
30	DISTRICT DIRECTOR	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>495</b>	<b>458</b>	<b>448</b>	<b>(10)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 49 – Triskett District

WILLIAM ELTRICH, DISTRICT DIRECTOR

The mission of the Triskett District is to provide high quality public transportation services that are customer friendly, on-time, efficient and safe for the downtown and western portion of the GCRTA service area and to effectively manage all facilities and vehicle maintenance functions related to District operations.

OBJECT							
CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501100	BUS OPERATORS' LABOR	16,632,699	16,723,104	16,247,806	14,350,150	12,938,125	13,326,269
501110	OVERTIME - BUS OPERATORS	1,189,705	1,069,061	1,006,175	997,219	1,027,136	1,057,950
501200	HOURLY EMPLOYEES PAYROLL	3,863,889	3,966,225	3,851,259	3,435,521	3,538,587	3,644,745
501210	OVERTIME - HOURLY EMPLOYEES	506,557	502,238	138,704	140,000	144,200	148,526
501300	LABOR - SALARIED EMPLOYEES	902,662	896,231	919,057	976,730	1,006,032	1,036,213
501310	OVERTIME - SALARIED EMPLOYEES	177,644	152,942	29,952	60,000	61,800	63,654
502000	FRINGE BENEFITS	7,432,257	7,459,667	7,471,511	7,127,059	7,340,870	7,769,577
502071	W. C. - INJURIES & DAMAGES	3,341	4,714	7,467	0	0	0
503000	SERVICES	17,617	24,730	21,024	17,485	18,359	19,277
504000	MATERIAL & SUPPLIES	43,154	40,752	42,354	46,355	48,673	51,107
509000	MISCELLANEOUS EXPENSES	3,436	3,870	3,173	4,900	5,145	5,402
512000	LEASES & RENTALS	0	140	1,470	700	735	772
<b>DEPT TOTAL</b>		<b>30,772,962</b>	<b>30,843,672</b>	<b>29,739,952</b>	<b>27,156,119</b>	<b>26,129,662</b>	<b>27,123,492</b>



# Department Budgets

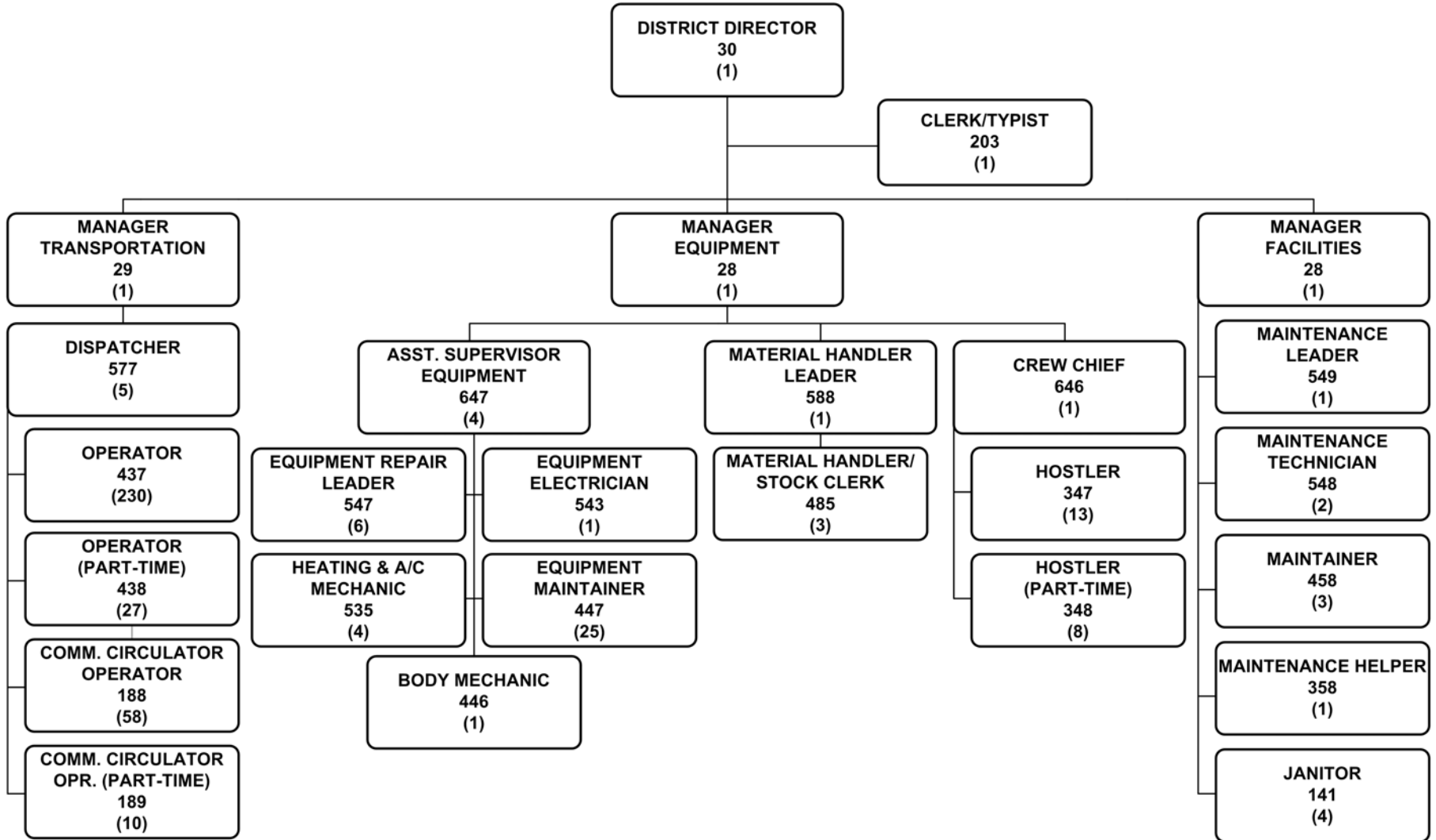
## 2009 Budget Implementation

### Department 49 – Triskett District

- Continue to aggressively support all safety programs to reduce collisions and passenger accidents by coordinating with the Safety Department and tracking the number and type of accidents on a monthly basis.
  - Support participation in TransitStat project by reporting on the TransitStat 'Score Card' on a monthly basis.
  - Continue to utilize and maximize CITME maintenance program by reporting preventative maintenance compliance data on a monthly basis.
  - Continue to aggressively support revenue vehicle cleanliness by maintaining or exceeding the standard set on detail cleaning on a monthly basis.
- Support the Authority's system of security, emergency preparedness, and operational plan by participating in the annual emergency drill exercise and attending NIMS courses.
  - Maximize revenue collection efforts by coordinating information with the Revenue Department in tracking the percentage of coaches vaulted and probed on a monthly basis.
  - Reduce the absenteeism rate at the district through creative approaches and by tracking the absenteeism rate on a monthly basis.
  - Support 2009 Operations Division initiatives and projects as assigned.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Triskett Vehicle Miles	8,546,324	8,423,584	8,503,901	6,463,434
Preventable Collisions per 100,000 miles	0.84	0.82	0.82	0.10
Collision Accidents per 100,000 miles	2.81	2.69	2.57	0.10
Number of Miles between Service Interruptions	5,698	7,174	6,655	8,500
Absence Rates	10.25%	6.15%	5.36%	4.50%

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
OPERATIONS DIVISION  
TRISKETT DISTRICT  
#49**



# Staffing Level Comparisons

DEPARTMENT: 49 - TRISKETT DISTRICT

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
141	JANITOR	4	4	4	0
147	HOSTLER (PART-TIME)	8	0	0	0
188	COMMUNITY CIRCULATOR OPERATOR	100	81	58	(23)
189	COMMUNITY CIRCULATOR OPERATOR (PART-TIME)	18	11	10	(1)
203	CLERK/TYPIST	1	1	1	0
347	HOSTLER	18	15	13	(2)
348	HOSTLER (PART-TIME)	0	8	8	0
358	MAINTENANCE HELPER	1	1	1	0
437	OPERATOR	260	254	230	(24)
438	OPERATOR - PART-TIME	28	18	27	9
442	EQUIPMENT SERVICER	3	0	0	0
446	BODY MECHANIC	1	1	1	0
447	EQUIPMENT MAINTAINER	32	32	25	(7)
458	MAINTAINER	3	3	3	0
485	MATERIAL HANDLER / STOCK CLERK	3	3	3	0
535	HEATING / AIR CONDITIONING MECHANIC	4	4	4	0
543	EQUIPMENT ELECTRICIAN	2	1	1	0
547	EQUIPMENT REPAIR LEADER	7	7	6	(1)
548	MAINTENANCE TECHNICIAN	2	2	2	0
549	MAINTENANCE LEADER	1	1	1	0
577	DISPATCHER	5	5	5	0
588	MATERIAL HANDLER LEADER	1	1	1	0
646	CREW CHIEF	1	1	1	0
647	ASSISTANT SUPERVISOR - EQUIPMENT	4	4	4	0
28	MANAGER - FACILITIES	1	1	1	0
28	MANAGER - EQUIPMENT	1	1	1	0
29	MANAGER - TRANSPORTATION	1	1	1	0
30	DISTRICT DIRECTOR	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>511</b>	<b>462</b>	<b>413</b>	<b>(49)</b>

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## **Division - Finance & Administration**

<b>Division Summary</b>	<b>DB - 53</b>
Office of Business Development	DB - 58
Accounting	DB - 62
Information Systems	DB - 66
Support Services	DB - 70
Procurement	DB - 74
Revenue	DB - 78

# DIVISION SUMMARY

## FINANCE & ADMINISTRATION

Loretta Kirk, Deputy General Manager

### Mission Statement

As an integrated group of professions, the Finance and Administration Division contributes to the organizational success by managing the financial resources of the Authority efficiently and in strict compliance with government regulations, generally accepted financial management principles and Authority policies and by providing timely delivery of administrative services to internal and external customers.

### General Description

The Finance and Administration Division is responsible for the Authority's financial management and critical support functions. Performs financial management functions, accounting, financial reporting, cash management, debt management and passenger fare collection and processing. Performs critical support functions, such as purchasing, contract administration, information technology, grants management, records management, mail, reproduction services, administrative services and outreach efforts for DBE contracting opportunities with the GCRTA.

### 2008 Achievements

- Implemented Information Technology projects and modules to improve productivity and customer service.

- Completed procurements according to Procurement Plan.
- Progressed on replacement of Fare Collection System.
- Completed 2007 Financial Audit and Comprehensive Annual Financial Report (CAFR).
- Continued Grant Closeouts & Grants Administration improvements.
- Continued improvements and enhancements to Disadvantaged Business Enterprise (DBE) Program.
- Completed financing transactions to support operations and capital program.
- Received Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) from the Government Finance Officer's Association.
- Provided support for implementation of Euclid Corridor Transportation Project.
- Completed Vital Records Program.
- Completion of Information Technology policies.

# DIVISION SUMMARY

## FINANCE & ADMINISTRATION

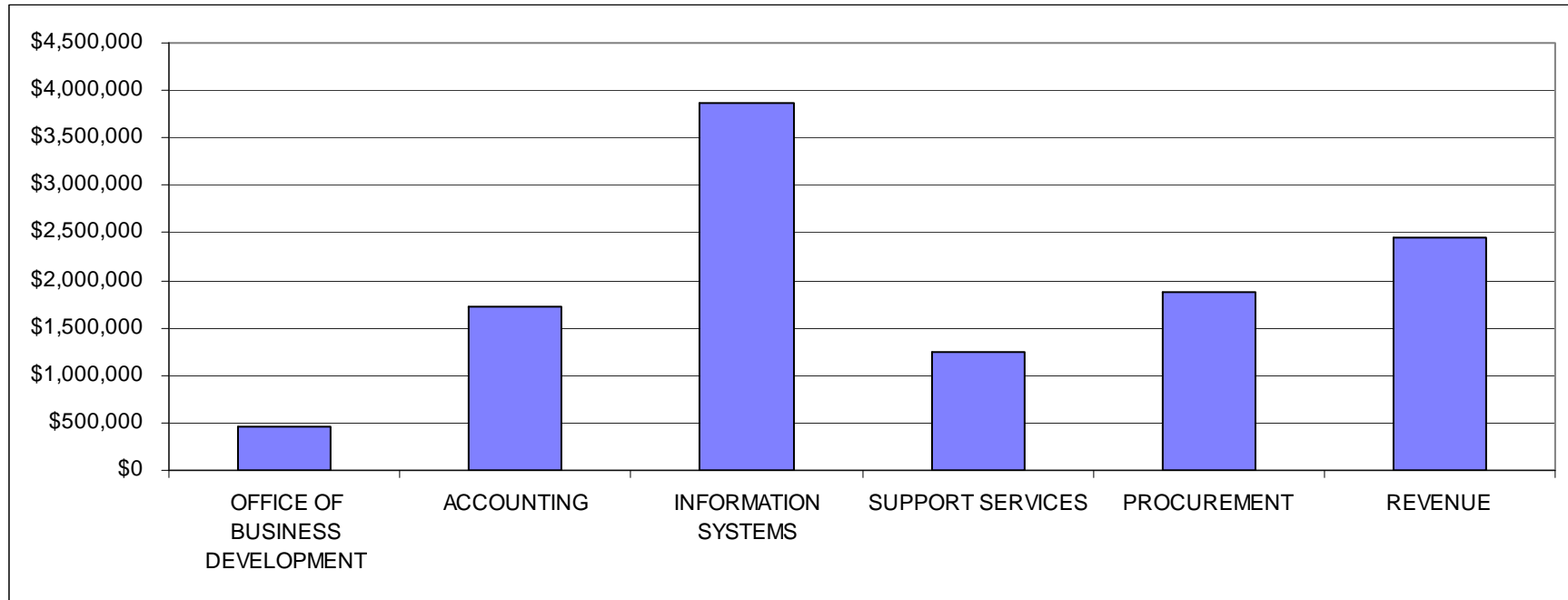
Loretta Kirk, Deputy General Manager

### 2009 Priorities

- Support development of short and long range Information Technology (IT) Strategic Plans and update IT Policies and Procedures.
- Upgrade, maintain and replace distributed network and client server applications.
- Support enhancement of telecommunications services, including audio, video and data.
- Support Disaster Recovery Implementation.
- Monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Complete implementation of new Fare Collection System.
- Implement proof-of-payment fare collection on heavy rail and BRT systems.
- Monitor procurement processes to reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Prepare Comprehensive Annual Financial Report (CAFR), conforming to the requirements outlined by the Government Finance Officers Association (GFOA).
- Develop and implement programs to provide technical assistance and increase the outreach and communication to the Disadvantaged Business Enterprises (DBE) community.
- Increase the number of Disadvantaged Business Enterprises on the certified database and participating in GCRTA procurements.
- Increase the number of Disadvantaged Business Enterprises involved in small purchase program.
- Assist departments in minimizing the Authority's overall administration costs.
- Oversee Record Management function for the Authority.
- Assist with Energy Risk Management Program.

# 2009 OPERATING BUDGET SUMMARY

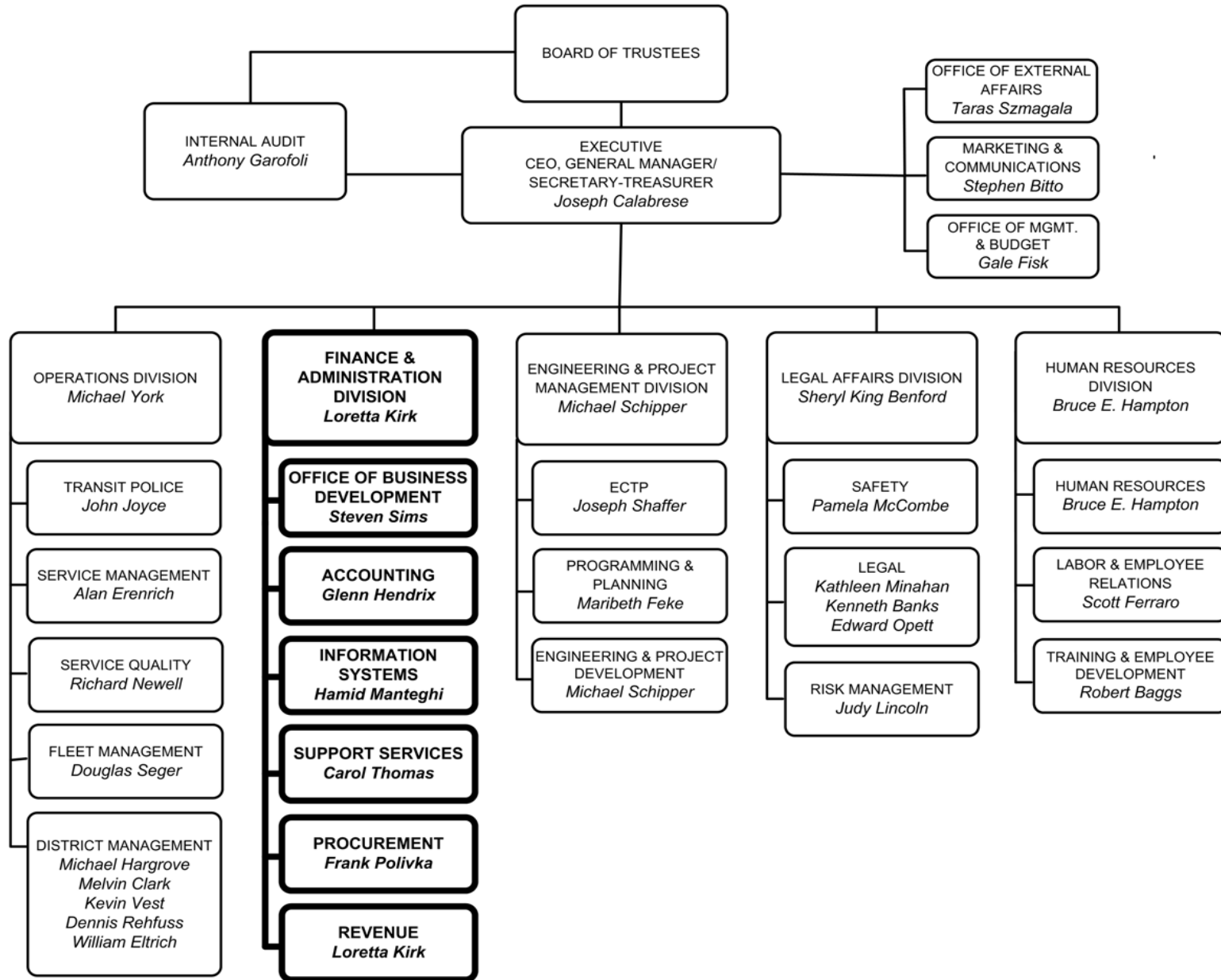
## Division 2 – Finance & Administration



DEPT #	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
10	OFFICE OF BUSINESS DEVELOPMENT	345,402	417,526	431,947	459,218	473,120	490,961
60	ACCOUNTING	1,290,995	1,331,757	1,541,739	1,721,228	1,773,609	1,840,537
61	INFORMATION SYSTEMS	3,355,584	3,411,556	3,653,854	3,873,327	4,026,581	4,201,959
62	SUPPORT SERVICES	1,231,630	1,086,625	1,277,782	1,235,690	1,285,593	1,342,210
64	PROCUREMENT	1,731,470	1,833,520	1,874,328	1,876,369	1,933,698	2,006,961
65	REVENUE	2,163,600	2,191,023	2,309,124	2,458,535	2,551,613	2,659,944
<b>DIVISION TOTALS</b>		<b>10,118,682</b>	<b>10,272,008</b>	<b>11,088,774</b>	<b>11,624,368</b>	<b>12,044,214</b>	<b>12,542,572</b>



GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
AS OF 2009 BUDGET ADOPTION



# DEPARTMENTAL STAFFING ANALYSIS

## Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
<b>FINANCE &amp; ADMINISTRATION</b>				
OFFICE OF BUSINESS DEVELOPMENT	5	5	5	0
ACCOUNTING	20	23	22	(1)
INFORMATION SYSTEMS	23	24	23	(1)
SUPPORT SERVICES	10	10	8	(2)
PROCUREMENT	22	22	20	(2)
REVENUE	21	25	20	(5)
<b>TOTALS</b>	<b>101</b>	<b>109</b>	<b>98</b>	<b>(11)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 10 – Office of Business Development

**STEVEN SIMS, DIRECTOR**

The mission of the Office of Business Development is to direct the Authority's efforts to engage the small & disadvantaged business community through outreach and education programs and to ensure equal contracting opportunities.

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	271,297	313,519	320,306	332,753	342,735	353,017
501310	OVERTIME - SALARIED EMPLOYEES	0	0	0	0	0	0
502000	FRINGE BENEFITS	92,584	99,912	103,991	120,190	123,796	131,026
503000	SERVICES	(24,999)	0	0	0	0	0
503020	ADVERTISING FEES	0	842	1,500	1,500	1,575	1,654
504000	MATERIAL & SUPPLIES	619	563	500	500	525	551
509000	MISCELLANEOUS EXPENSES	5,900	2,691	5,650	4,275	4,489	4,713
<b>DEPT TOTAL</b>		<b>345,402</b>	<b>417,526</b>	<b>431,947</b>	<b>459,218</b>	<b>473,120</b>	<b>490,961</b>

# Department Budgets

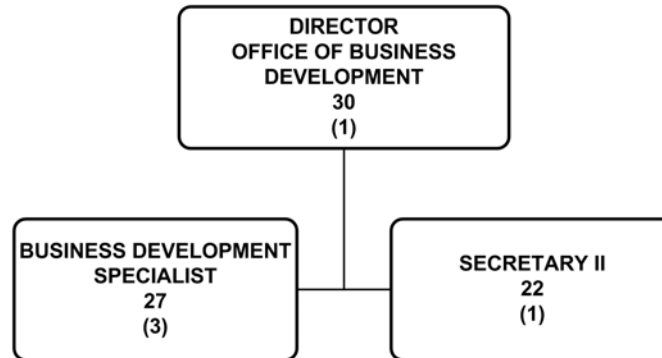
## 2009 Budget Implementation

### Department 10 – Office of Business Development

- Administer the Authority's Disadvantaged Business (DBE) Program to include certification of firms as a DBE contractor, establishing DBE goals on contracts, and ensuring compliance with federal regulations.
- Encourage strong business relationships between RTA and women and minority owned firms by supporting avenues to communicate procurement opportunities.
- Work to increase the number of businesses and overall spending that women and minority owned firms represent in all procurement opportunities including small purchases.
- Assist and support women and minority owned firms through sponsoring topic-oriented workshops, training and information sessions.
- Encourage and monitor the utilization of women and minority workers on RTA construction projects to ensure that required participation levels are reached.
- Actively seek to identify and certify DBE firms.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Conduct on site construction compliance reviews	18	24	32	16
Host contract informational sessions for DBE and prime contractors regarding RTA procurements	3	4	2	2
Sponsor and support business focused workshops and training sessions for women and minority business owners	2	4	3	4
Conduct DBE certification workshops	2	8	2	2
Conduct outreach programs to attract participation	N/A	N/A	6	10

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
FINANCE & ADMINISTRATION DIVISION  
OFFICE OF BUSINESS DEVELOPMENT  
#10**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 10 - OFFICE OF BUSINESS DEVELOPMENT

<b>JOB CLASS JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
22 SECRETARY II	1	1	1	0
27 BUSINESS DEVELOPMENT SPECIALIST	3	3	3	0
30 DIRECTOR - OFFICE OF BUSINESS DEVELOPMENT	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 60 - Accounting

GLENN HENDRIX, DIRECTOR

The mission statement of the Accounting Department is to maintain accurate and timely accounting records of the Authority, process accurate voucher and payroll checks for both our internal and external customers, and to develop, monitor and maintain an effective internal control system that safeguards the Authority's financial assets.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	911,535	952,746	1,107,486	1,211,757	1,248,110	1,285,553
501310	OVERTIME - SALARIED EMPLOYEES	30,428	28,669	38,570	30,000	30,900	31,827
502000	FRINGE BENEFITS	303,277	312,889	350,167	442,322	455,591	482,198
503000	SERVICES	1,986	19,518	23,619	13,850	14,543	15,270
503049	TEMPORARY HELP	24,000	(4)	0	0	0	0
504000	MATERIAL & SUPPLIES	12,719	12,198	16,091	17,000	17,850	18,743
509000	MISCELLANEOUS EXPENSES	7,050	5,741	5,805	6,300	6,615	6,946
<b>DEPT TOTAL</b>		<b>1,290,995</b>	<b>1,331,757</b>	<b>1,541,739</b>	<b>1,721,228</b>	<b>1,773,609</b>	<b>1,840,537</b>

# Department Budgets

## 2009 Budget Implementation

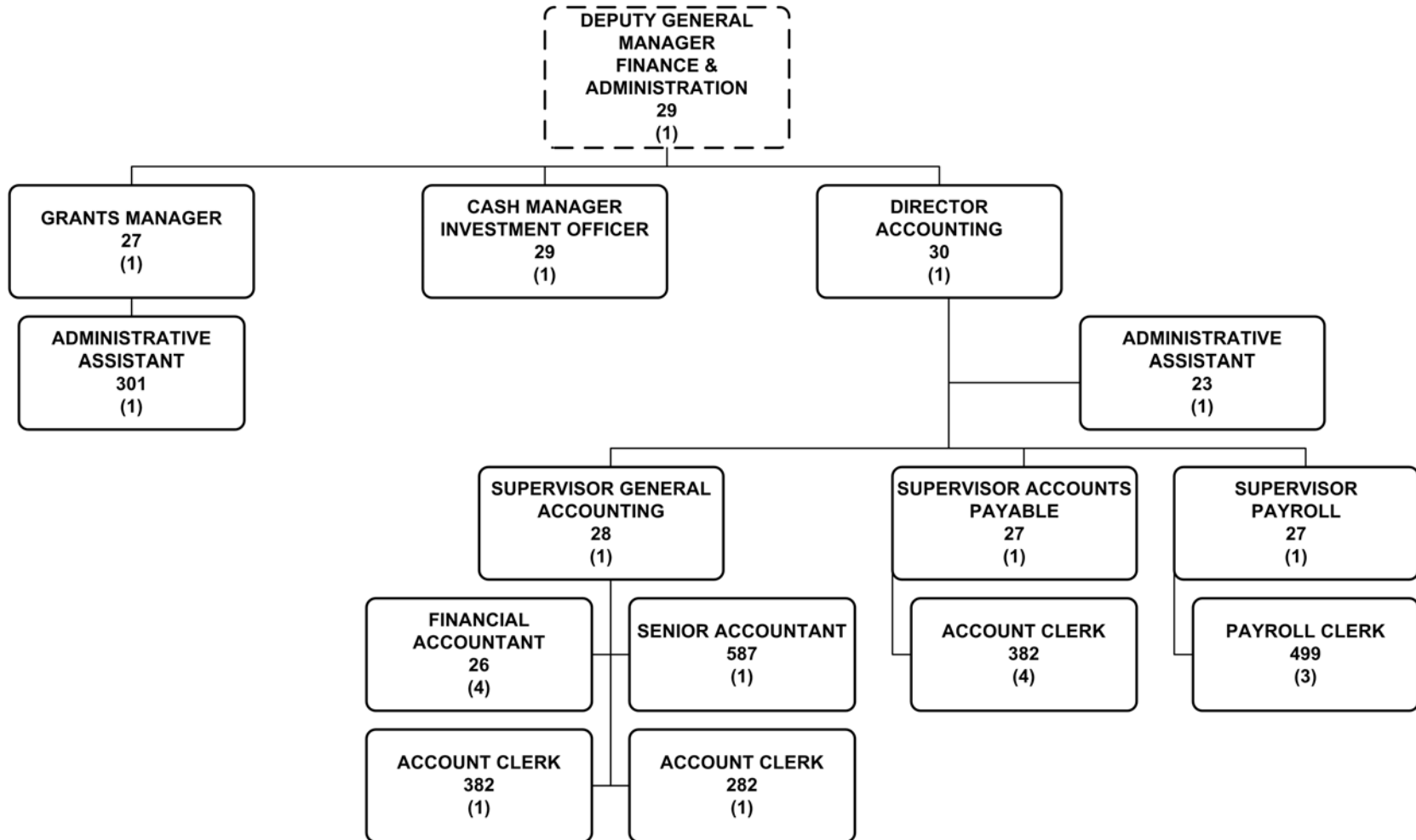
### Department 60 - Accounting

- Reduce time required to process payments to vendors and employees by revising the payments process and streamlining procedures.
- Prepare Comprehensive Annual Financial Report, conforming to the requirements outlined by the Government Finance Officers Association.
- Improve department performance to eliminate audit citations and expedite workflow.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Number Of Days To Process Cash Disbursement Reports	1	1	1	1
Number Of Days To Complete Month-End Closings	6	6	5	5
Average Days To Process Invoices	5	5	5	5



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY**  
**TABLE OF ORGANIZATION**  
**FINANCE & ADMINISTRATION DIVISION**  
**ACCOUNTING DEPARTMENT**  
**#60**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 60 - ACCOUNTING

<b>JOB CLASS JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
282 ACCOUNT CLERK	1	1	1	0
301 ADMINISTRATIVE ASSISTANT	0	1	1	0
382 ACCOUNT CLERK	5	5	5	0
499 PAYROLL CLERK	3	3	3	0
587 SENIOR ACCOUNTANT	1	1	1	0
23 ADMINISTRATIVE ASSISTANT	1	1	1	0
26 PAYROLL ADMINISTRATOR	1	1	0	(1)
26 FINANCIAL ACCOUNTANT	4	4	4	0
27 SUPERVISOR - ACCOUNTS PAYABLE	1	1	1	0
27 SUPERVISOR - PAYROLL	1	1	1	0
27 GRANTS MANAGER	0	1	1	0
28 SUPERVISOR - GENERAL ACCOUNTING	1	1	1	0
29 CASH MANAGER / INVESTMENT OFFICER	0	1	1	0
30 DIRECTOR - ACCOUNTING	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>20</b>	<b>23</b>	<b>22</b>	<b>(1)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 61 – Information Systems

HAMID MANTEGHI, DIRECTOR

The mission of the Information Systems Department is to deliver reliable Information Technology services to the entire Greater Cleveland Regional Transit Authority, based on business requirements established by department and divisions, in a cost effective manner. Its focus is on the effective use of technology solutions through IT planning, procurement, business process improvement, and by maintaining the enterprise software, hardware and infrastructure.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	1,297,340	1,378,862	1,388,314	1,482,098	1,526,560	1,572,357
501310	OVERTIME - SALARIED EMPLOYEES	2,013	1,083	200	2,743	2,825	2,910
502000	FRINGE BENEFITS	414,931	443,800	453,758	535,757	551,830	584,057
503000	SERVICES	1,157,132	1,074,118	1,261,843	1,338,479	1,405,403	1,475,673
504000	MATERIAL & SUPPLIES	31,247	30,981	31,458	34,300	36,015	37,816
505000	UTILITIES	451,001	477,368	513,199	476,200	500,010	525,011
509000	MISCELLANEOUS EXPENSES	1,920	5,345	5,083	3,750	3,938	4,135
<b>DEPT TOTAL</b>		<b>3,355,584</b>	<b>3,411,556</b>	<b>3,653,854</b>	<b>3,873,327</b>	<b>4,026,581</b>	<b>4,201,959</b>

# Department Budgets

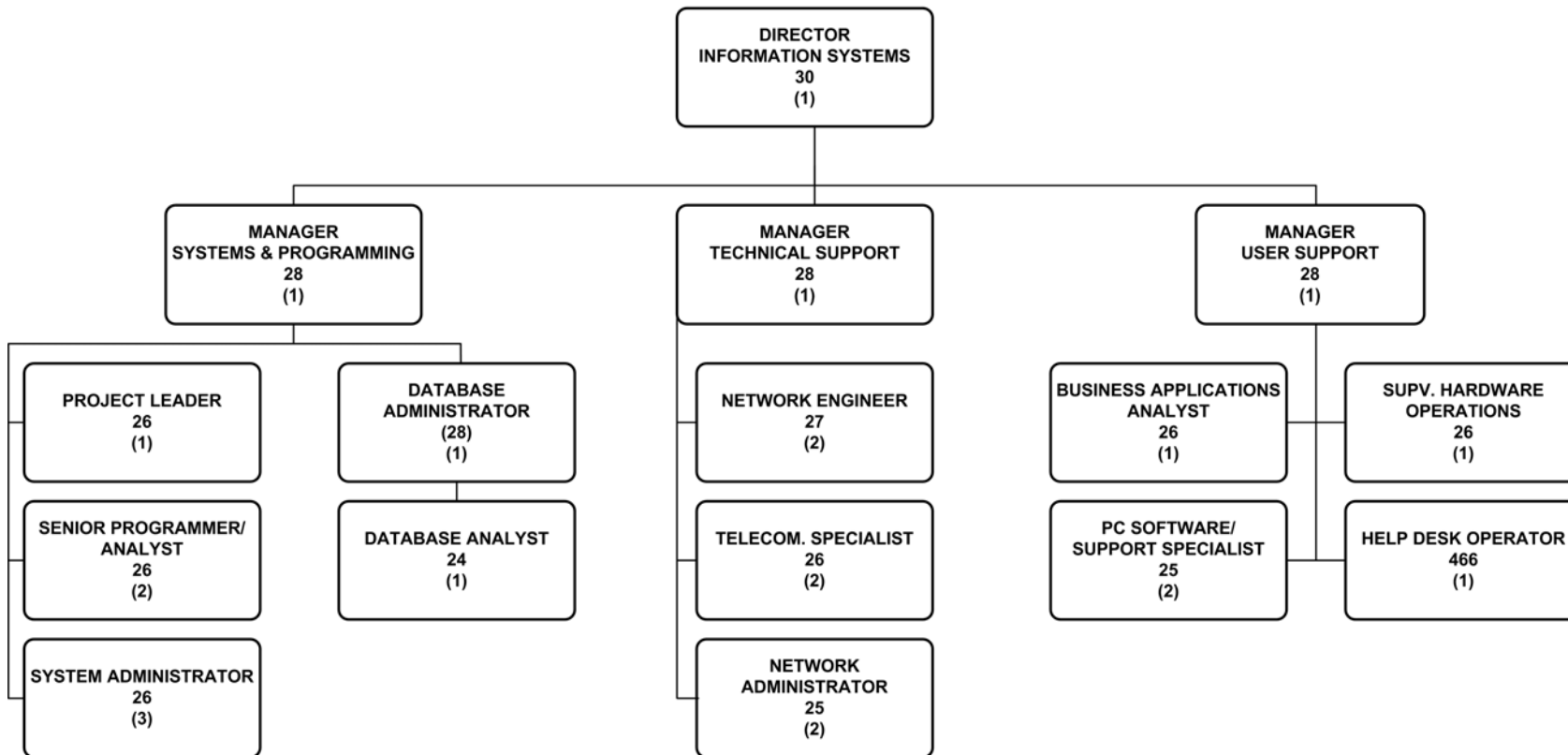
## 2009 Budget Implementation

### Department 61 – Information Systems

- Support development of short and long range Information Technology (IT) Strategic Plans and update IT Policies and Procedures.
- Support daily operations and office automations.
- Provide Help Desk support and users technical training.
- Upgrade, maintain and replace distributed network and client server applications.
- Support telecommunications services, including audio, video and data.
- Support Disaster Recovery Implementation.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
<b><u>IT Projects (Percent Of Project Completed)</u></b>				
Kronos FMLA	0%	5%	5%	5%
Fare Collection (Infrastructure)	5%	10%	90%	100%
ECTP Infrastructure	25%	75%	90%	100%
Oracle Products Implementation	85%	90%	90%	95%
Document Management System	5%	20%	20%	20%
Video Conferencing	0%	50%	100%	100%
Communication Infrastructure Assessment	0%	30%	100%	100%
Data Center Renovation Center	0%	20%	60%	85%
<b><u>User Support</u></b>				
Printers Supported	220	220	200	250
Users Supported	1,250	1,250	1,250	1,225
RTA Locations Supported	19	18	18	18
Personal Computers	1,000	1,000	1,000	1,000
Telephone/Voice Mail Boxes	1,900	1,900	1,900	1,850
911 Call Box	133	145	220	279

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
FINANCE & ADMINISTRATION DIVISION  
INFORMATION SYSTEMS DEPARTMENT  
#61**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 61 - INFORMATION SYSTEMS

<b>JOB CLASS</b>	<b>JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
466	HELP DESK OPERATOR	1	1	1	0
596	COORDINATOR - USER SUPPORT	1	1	0	(1)
24	DATABASE ANALYST	1	1	1	0
25	NETWORK ADMINISTRATOR	3	4	2	(2)
25	PC SOFTWARE/SUPPORT SPECIALIST	2	2	2	0
26	TELECOMMUNICATION SPECIALIST	2	2	2	0
26	BUSINESS APPLICATIONS ANALYST	1	1	1	0
26	SYSTEM ADMINISTRATOR	2	2	2	0
26	SENIOR PROGRAMMER / ANALYST	2	2	2	0
26	SUPERVISOR - HARDWARE OPERATIONS	1	1	1	0
26	PROJECT LEADER	2	2	2	0
27	NETWORK ENGINEER	0	0	2	2
28	MANAGER - USER SUPPORT	1	1	1	0
28	MANAGER - TECHNICAL SUPPORT	1	1	1	0
28	DATABASE ADMINISTRATOR	1	1	1	0
28	MANAGER - SYSTEMS AND PROGRAMMING	1	1	1	0
30	DIRECTOR - INFORMATION SYSTEMS	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>23</b>	<b>24</b>	<b>23</b>	<b>(1)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 62 – Support Services

CAROL THOMAS, MANAGER

Support Services provides high-tech duplicating services, mail management, mail and supplies delivery to our facilities and other business establishments, high-speed offset printing at our Print Shop, vending machine services, office furniture recycling services, and a Records Management Program.

OBJECT		2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
CLASS	DESCRIPTION						
501200	HOURLY EMPLOYEES PAYROLL	45,497	46,676	47,935	49,787	51,281	52,819
501210	OVERTIME - HOURLY EMPLOYEES	1,140	497	462	750	773	796
501300	LABOR - SALARIED EMPLOYEES	441,136	457,374	465,326	379,637	391,026	402,757
501310	OVERTIME - SALARIED EMPLOYEES	9,677	8,447	5,064	7,500	7,725	7,957
502000	FRINGE BENEFITS	160,076	165,150	165,454	156,383	161,074	170,481
503000	SERVICES	96,998	69,707	79,666	86,400	90,720	95,256
504000	MATERIAL & SUPPLIES	81,419	45,907	75,800	106,000	111,300	116,865
504051	POSTAGE EXPENSE	149,128	110,538	126,773	124,000	130,200	136,710
504052	DUPLICATING MATERIAL & SUPPLIES	90,917	120,452	118,967	118,320	124,236	130,448
509000	MISCELLANEOUS EXPENSES	106	4,236	1,053	4,025	4,226	4,437
512000	LEASES & RENTALS	155,535	57,641	191,282	202,888	213,032	223,684
<b>DEPT TOTAL</b>		<b>1,231,630</b>	<b>1,086,625</b>	<b>1,277,782</b>	<b>1,235,690</b>	<b>1,285,593</b>	<b>1,342,210</b>

# Department Budgets

## 2009 Budget Implementation

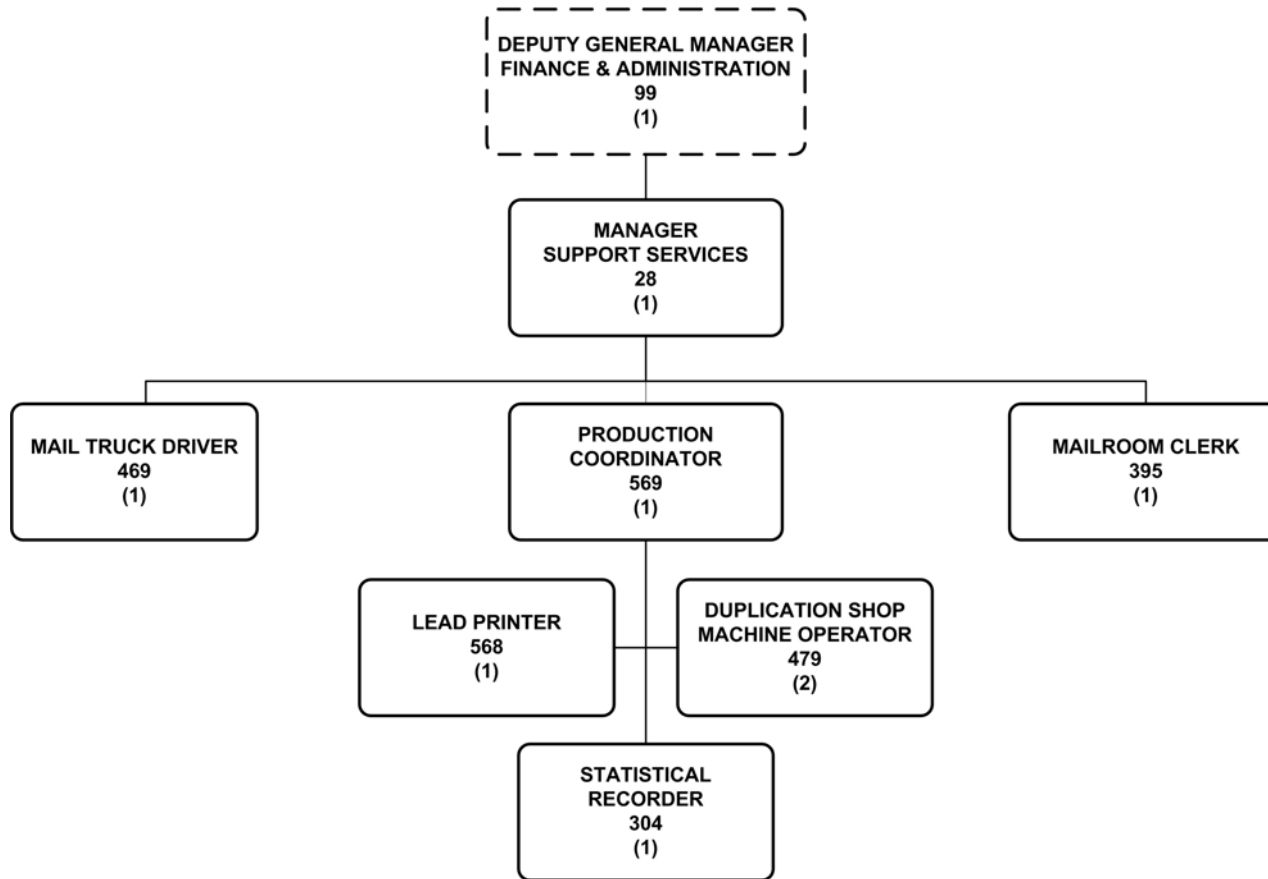
### Department 62 – Support Services

- Offset printing at the Print Shop.
- High-tech duplicating.
- Mail Management.
- Mail and supplies distribution to our facilities.
- Commercial delivery service.
- Provide and operate audio-visual equipment for Board Room meetings.
- Handle monthly maintenance and lease fees for non-revenue parking facility.
- Provide cost-effective paper usage and postage techniques.
- Manage copying and printing equipment leases.
- Manage vending machines.
- Manage Records Management Program

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Print & Distribute Timetables	9,500,000	10,000,000	10,000,000	10,000,000
Duplicate Copies	10,000,000	12,000,000	12,000,000	11,500,000



GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
FINANCE & ADMINISTRATION DIVISION  
SUPPORT SERVICES DEPARTMENT  
#62



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 62 - SUPPORT SERVICES

<b>JOB CLASS JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
204 STATISTICAL RECORDER	1	0	0	0
304 SUPPORT SERVICES CLERK	0	1	1	0
395 MAILROOM CLERK	1	1	1	0
469 MAIL TRUCK DRIVER	1	1	1	0
479 DUPLICATION SHOP MACHINE OPERATOR	2	2	2	0
496 SENIOR MAIL CLERK / WORK UNIFORM COORDINATOR	1	1	0	(1)
568 LEAD PRINTER	1	1	1	0
569 PRODUCTION COORDINATOR	1	1	1	0
27 MANAGER - RECORDS	1	1	0	(1)
28 MANAGER - BUILDING SUPPORT SERVICES	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>10</b>	<b>10</b>	<b>8</b>	<b>(2)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 64 – Procurement

FRANK POLIVKA, DIRECTOR

The mission of the Procurement Department is to efficiently procure the Authority's goods, services and capital improvements in a manner consistent with GCRTA Board Policy, Federal Regulations, State Law & Generally Accepted Business Practices and to effectively administer all purchase and service contracts.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	1,255,983	1,352,240	1,386,500	1,340,339	1,380,549	1,421,965
501310	OVERTIME - SALARIED EMPLOYEES	152	0	0	0	0	0
502000	FRINGE BENEFITS	415,318	432,862	450,754	484,130	498,654	527,775
503000	SERVICES	3,050	6,250	3,950	4,000	4,200	4,410
503020	ADVERTISING FEES	20,485	24,767	12,924	31,000	32,550	34,178
503049	TEMPORARY HELP	10,000	(122)	0	0	0	0
504000	MATERIAL & SUPPLIES	12,106	2,471	7,000	7,000	7,350	7,718
509000	MISCELLANEOUS EXPENSES	14,375	15,052	13,200	9,900	10,395	10,915
<b>DEPT TOTAL</b>		<b>1,731,470</b>	<b>1,833,520</b>	<b>1,874,328</b>	<b>1,876,369</b>	<b>1,933,698</b>	<b>2,006,961</b>

# Department Budgets

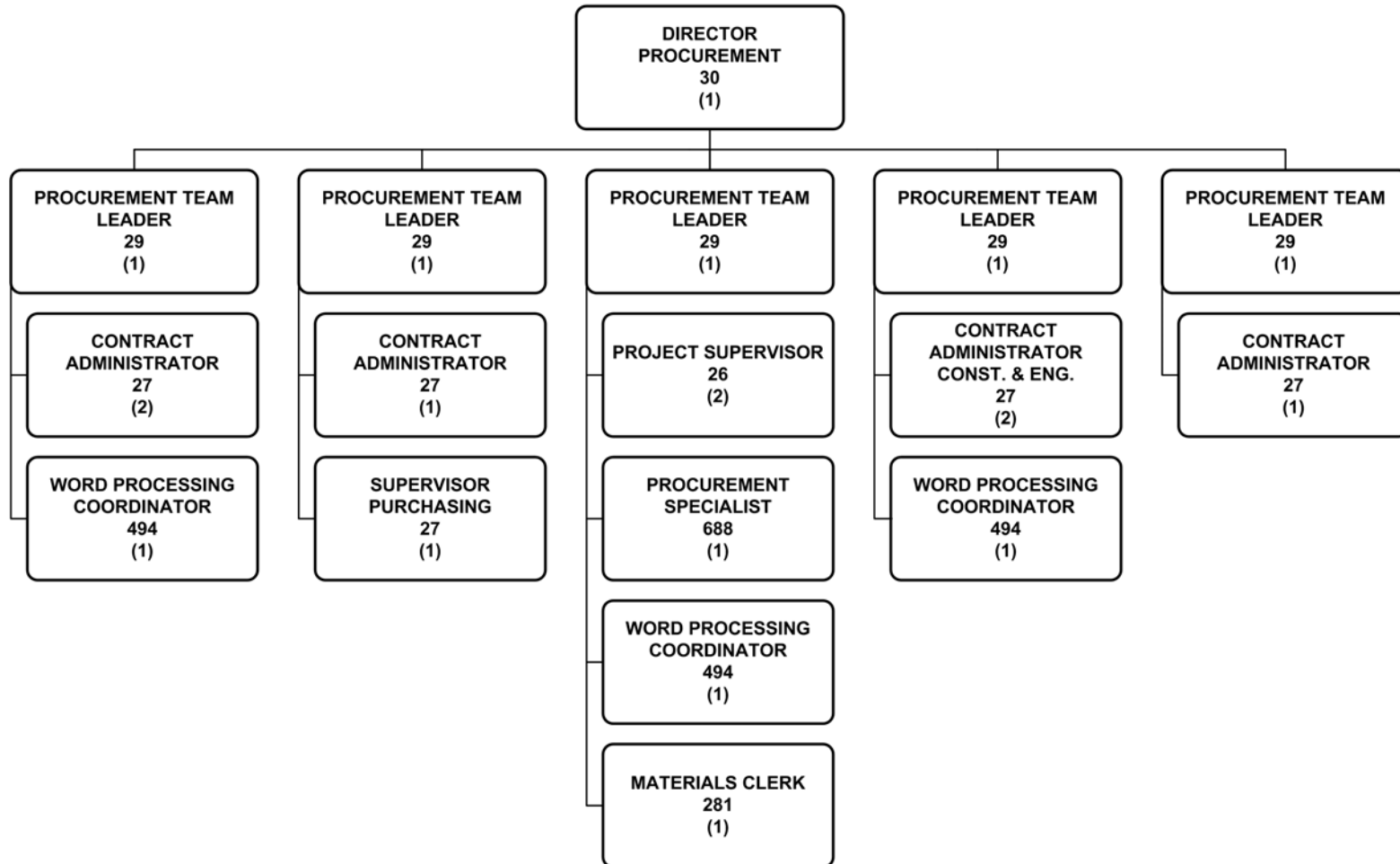
## 2009 Budget Implementation

### Department 64 – Procurement

- Implement, monitor and improve procurement acquisition process to reduce procurement turnaround time.
- Expedite procurement and delivery of goods and services to user departments utilizing a functional work team structure.
- Implement procurement processes to reduce processing time of purchase requisitions and reduce inventory-carrying cost.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Number Of Work Days To Complete Purchases Under 100K	3	3	3	10
Number Of Work Days To Complete Bids Over 100K	60	60	60	60
Number Of Work Days To Process Proposals Over 100K	90	90	90	90

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
FINANCE & ADMINISTRATION DIVISION  
PROCUREMENT DEPARTMENT  
#64**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 64 - PROCUREMENT

<b>JOB CLASS JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
281 MATERIALS CLERK	1	1	1	0
404 ADMINISTRATIVE ASSISTANT	1	0	0	0
494 WORD PROCESSING COORDINATOR	2	3	3	0
688 PROCUREMENT SPECIALIST	1	1	1	0
26 ASSISTANT CONTRACT ADMINISTRATOR	1	1	0	(1)
26 PROJECT SUPERVISOR	2	2	2	0
26 PRODUCTS AND SERVICES SPECIFICATION WRITER	1	1	0	(1)
27 SUPERVISOR - PURCHASING	1	1	1	0
27 CONTRACT ADMINISTRATOR	4	4	4	0
27 CONTRACT ADMIN. - CONSTRUCTION & ENGINEERING	2	2	2	0
29 PROCUREMENT TEAM LEADER	5	5	5	0
30 DIRECTOR - PROCUREMENT	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>22</b>	<b>22</b>	<b>20</b>	<b>(2)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 65 – Revenue

**VACANT, DIRECTOR**

The mission of the Revenue Department is to maximize, collect & safeguard passenger revenues from fareboxes & retail outlets. Other responsibilities include administering sales of farecards & passes, generation of ridership reports, oversight & maintenance of all vending equipment and the review & integration of new fare policies and collection technologies as they are adopted.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	950,901	975,234	998,657	1,079,485	1,111,870	1,145,226
501310	OVERTIME - SALARIED EMPLOYEES	43,521	51,474	53,977	20,000	20,600	21,218
502000	FRINGE BENEFITS	319,459	327,343	335,936	393,000	404,790	428,430
503000	SERVICES	542,143	524,019	611,923	647,200	679,560	713,538
504000	MATERIAL & SUPPLIES	299,988	306,343	299,400	316,100	331,905	348,500
509000	MISCELLANEOUS EXPENSES	7,588	6,609	9,231	2,750	2,888	3,032
<b>DEPT TOTAL</b>		<b>2,163,600</b>	<b>2,191,023</b>	<b>2,309,124</b>	<b>2,458,535</b>	<b>2,551,613</b>	<b>2,659,944</b>

# Department Budgets

## 2009 Budget Implementation

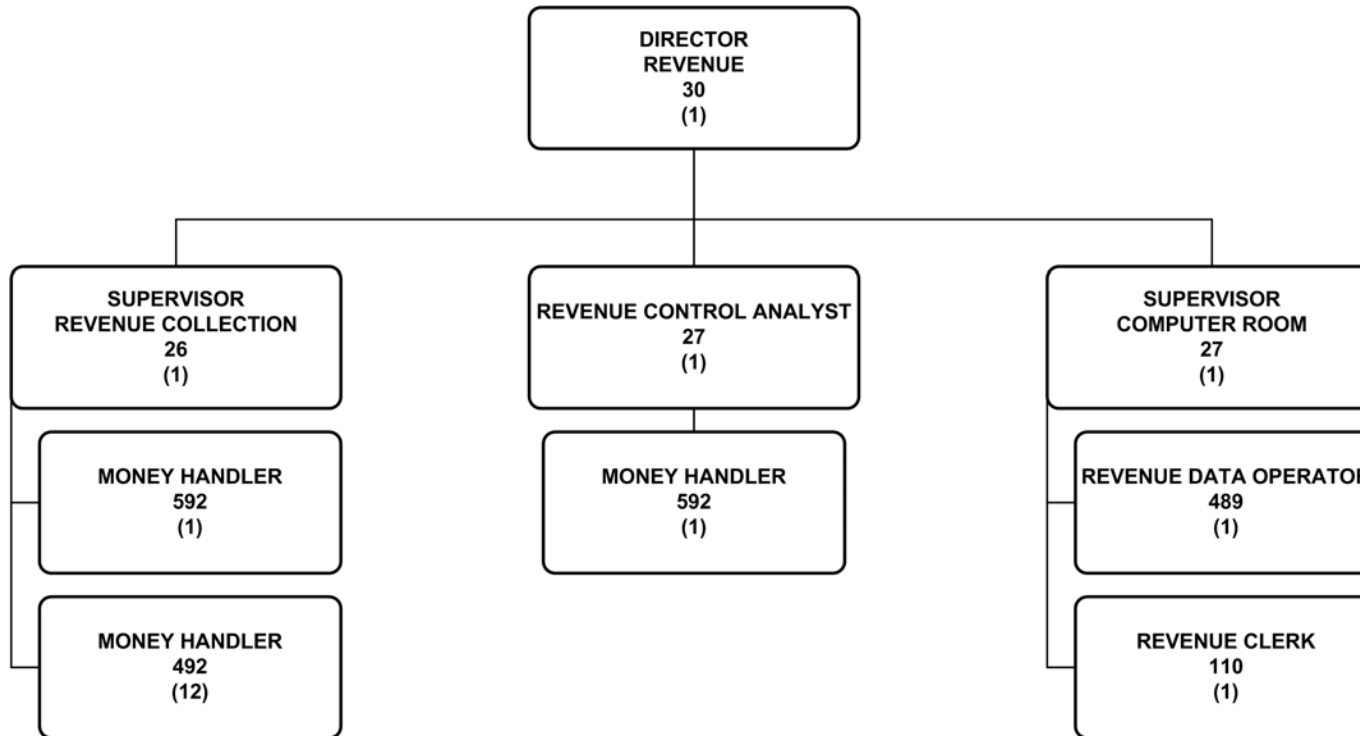
### Department 65 – Revenue

- Continue the implementation efforts of the new fare collection system.
- Complete installation of proof-of-payment fare collection on the Heavy Rail and BRT systems.
- Ensure farecards and passes are available for distribution to the public.
- Improve ridership reporting through the Operator Review Program and communication with various stakeholders.
- Direct implementation of fare policies and continuously seek ways to improve public education.
- Maintain and improve cash handling processes and fare collection equipment security.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Number of Ticket and Pass Outlets	140	190	210	240
Percentage Increase in Total Revenue	3.3%	6.5%	5.0%	8%
Average Number of Passes Sold Monthly				
Monthly Passes	8,850	9,500	10,500	11,000
Seven Day Passes	51,400	55,000	56,500	38,000
Average Number of Farecards Sold Monthly	193,000	210,000	230,000	240,000
Average Monthly On-line Fare Sales in Dollars	18,125	21,000	24,000	27,000
Farebox Revenue Sources by Percentage				
Cash On Board				
• Single Fare	21%	19%	18%	16%
• Day Passes	29%	30%	30%	32%
Farecards	13%	13%	12%	13%
Passes (Weekly and Monthly combined)	37%	38%	40%	39%



GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
FINANCE & ADMINISTRATION DIVISION  
REVENUE DEPARTMENT  
#65



# STAFFING LEVEL COMPARISONS

DEPARTMENT: 65 - REVENUE

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
110	REVENUE CLERK	2	2	1	(1)
290	ASSISTANT MONEY HANDLER	0	2	0	(2)
489	REVENUE DATA OPERATOR	1	1	1	0
492	MONEY HANDLER	12	14	12	(2)
592	MONEY HANDLER	2	2	2	0
26	SUPERVISOR - REVENUE COLLECTION	1	1	1	0
27	REVENUE CONTROL ANALYST	1	1	1	0
27	SUPERVISOR - COMPUTER ROOM	1	1	1	0
30	DIRECTOR - REVENUE COLLECTION	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>21</b>	<b>25</b>	<b>20</b>	<b>(5)</b>

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## **Division - Engineering & Project Management**

<b>Division Summary</b>	<b>DB - 83</b>
Euclid Corridor Transportation Project	DB - 88
Programming & Planning	DB - 92
Engineering & Project Development	DB - 96

# DIVISION SUMMARY

## Engineering & Project Management

Michael Schipper, Deputy General Manager

### Mission Statement

The mission of the Engineering and Project Management Division is to ensure the successful completion of capital improvement projects through professional planning, design, right-of-way, and construction services.

### General Description

The Engineering and Project Management Division is responsible for RTA's planning, real estate and capital project design and construction administrative activities.

### 2008 Achievements

- Completed the manufacture and delivery of all BRT vehicles.
- Completed the construction on all roadway, station and systems contracts for the Euclid Corridor Transportation Project.
- Opened the Euclid Corridor HealthLine on October 24, 2008 and began revenue operations on October 27, 2008.
- Hired a Real Estate Consultant to market GCRTA's surplus property.
- Completed the construction of the Cab Signal Upgrade from the Airport to Brookpark Stations.
- Completed the Tower City Station Paging System Upgrades.
- Completed the designs of the East 55<sup>th</sup> Street and Puritas Rapid Station ADA Rehabilitations.
- Completed design of the Rocky River Bus Loop Repairs.
- Completed the design and construction of the Buckeye Transit Waiting Environment Project.
- Continued the design and environmental documentation of the Westlake Park and Ride Lot Expansion.
- Continued the design of the East Side Transit Center and the University Circle Station ADA Rehabilitation.
- Began the designs of the East 120<sup>th</sup>/Mayfield and Lee/Van Aken Station ADA Rehabilitations.
- Completed construction of the Abbey Road Street Bridge Rehabilitation.
- Began construction of the four Red line Bridge Rehabilitations in East Cleveland.
- Began design of the East Boulevard Track Bridge Rehabilitation.
- Began the design of the Paratransit Rehabilitation project.
- Began the Strategic Planning Study for the Authority.

# DIVISION SUMMARY

## Engineering & Project Management

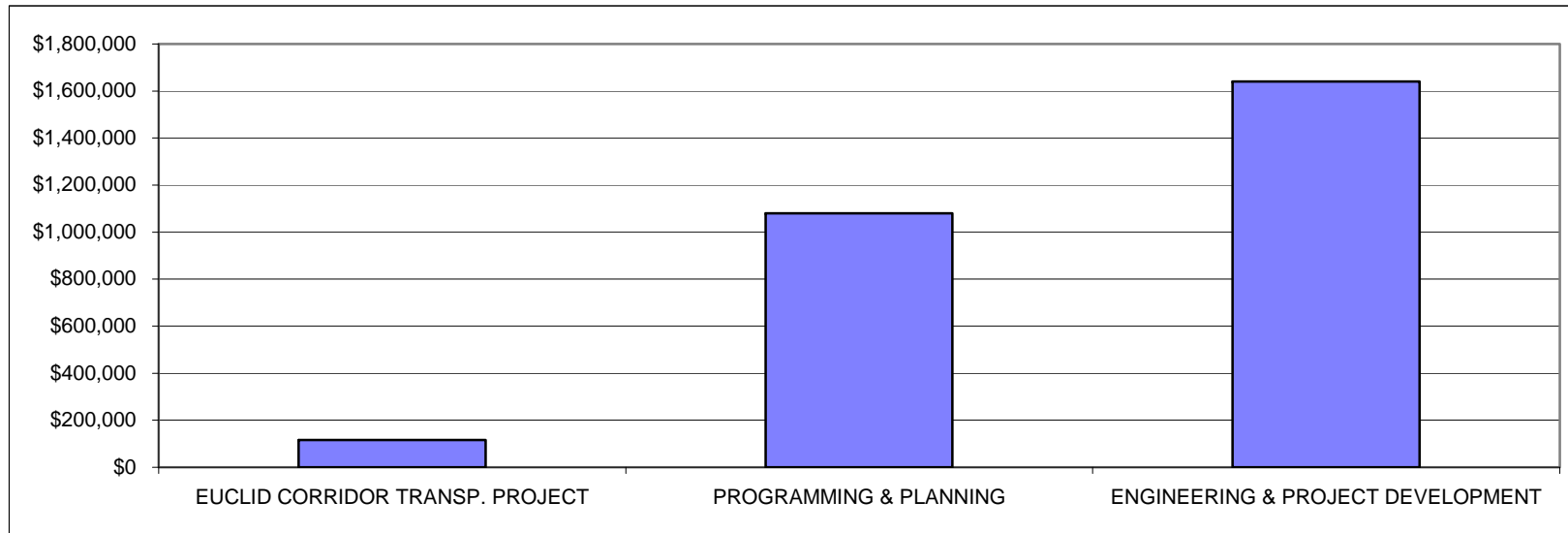
Michael Schipper, Deputy General Manager

### 2009 Priorities

- Close-out all remaining Euclid Corridor contracts.
- Reorganize Engineering and Project Management Division to incorporate Euclid Corridor staff into the Planning & Programming, Engineering & Project Development, and Project Support staffs.
- Complete the design and begin construction of the Paratransit Rehabilitation project.
- Begin the construction of the East 55<sup>th</sup> Street and Puritas Rapid Station ADA Rehabilitations.
- Complete the design and begin construction of the Buckeye/Woodhill Station ADA Rehabilitation.
- Complete design and construction of the Westlake Park and Ride Lot Expansion.
- Complete design and begin construction of the Stephanie Tubbs Jones/East Side Transit Center.
- Complete the design and construction of the Holyoke Retaining Wall Repairs on the Red line.
- Complete the design of the Redline S-Curve reconstruction.
- Complete the design and begin construction of four at-grade rail crossing upgrades on the Light Rail System.
- Complete design and begin construction of the Airport Tunnel Rehabilitation.
- Complete the repairs to the Rocky River Bus Loop.
- Complete the designs and begin construction of the Tremont and Slavic Village Transit Waiting Environment Projects.
- Complete the designs of the East 120<sup>th</sup>/Mayfield and Lee/Van Aken Station ADA Rehabilitations.
- Complete the design of the University Circle Station ADA Rehabilitation.
- Begin design of the Brookpark and East 116<sup>th</sup> Station ADA Rehabilitations.
- Complete the construction of the four Red line Bridge Rehabilitations in East Cleveland.
- Complete the design and begin the Rockefeller Bridge Demolition.
- Complete the design of the East Boulevard Track Bridge Rehabilitation.

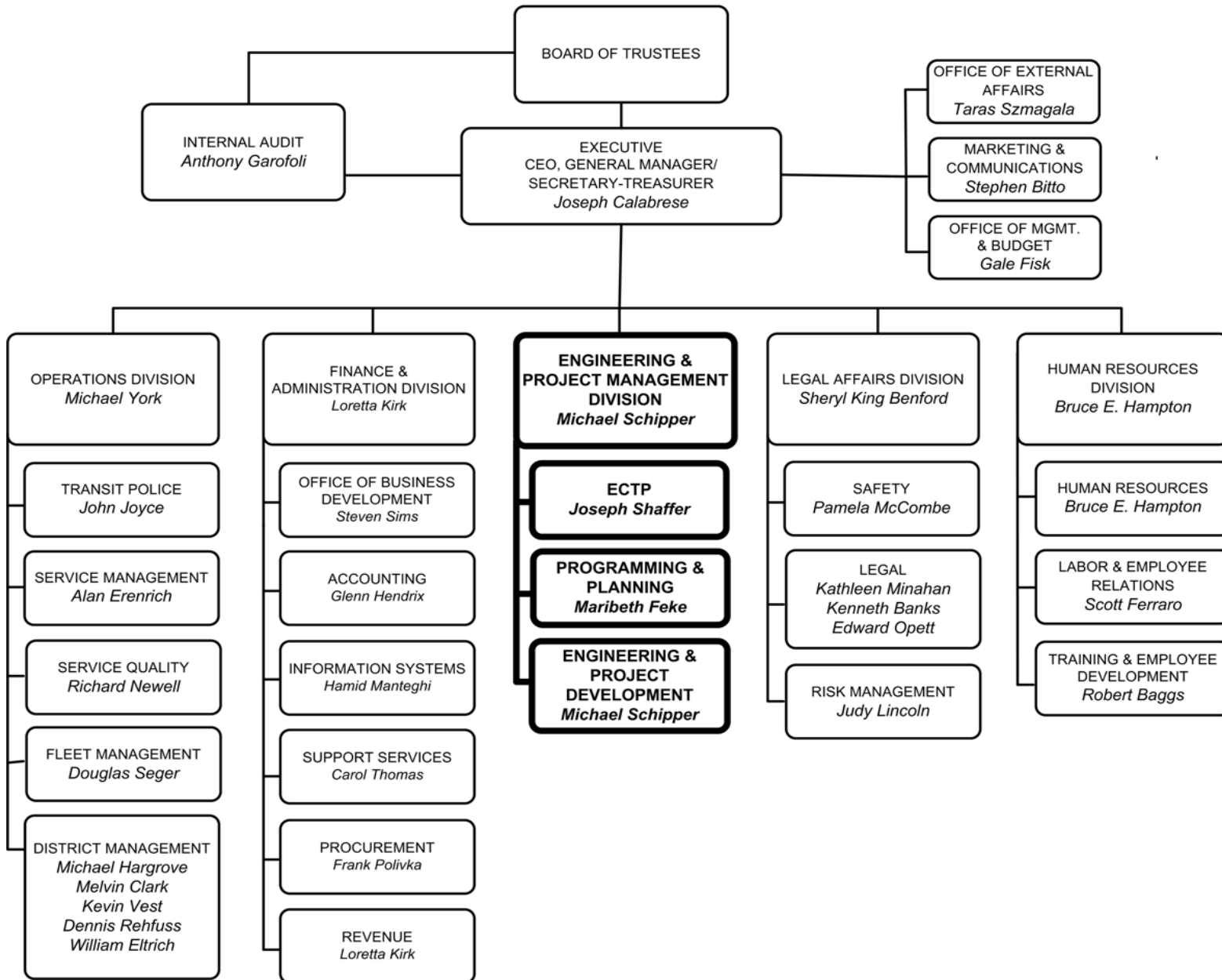
# 2009 OPERATING BUDGET SUMMARY

## Division 3 – Engineering & Project Management



DEPT #	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
09	EUCLID CORRIDOR TRANSP. PROJECT	999,754	1,072,269	943,020	115,835	0	0
57	PROGRAMMING & PLANNING	1,082,378	767,650	970,524	1,080,482	1,122,404	1,170,758
80	ENGINEERING & PROJECT DEVELOPMENT	1,496,756	1,653,990	1,643,168	1,640,784	1,690,368	1,753,966
<b>DIVISION TOTALS</b>		<b>3,578,887</b>	<b>3,493,909</b>	<b>3,556,712</b>	<b>2,837,100</b>	<b>2,812,772</b>	<b>2,924,724</b>

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
 TABLE OF ORGANIZATION  
 AS OF 2009 BUDGET ADOPTION





# DEPARTMENTAL STAFFING ANALYSIS

## Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
<b>ENGINEERING &amp; PROJECT MANAGEMENT</b>				
EUCLID CORRIDOR TRANSPORTATION PROJECT	12	11	2	(9)
PROGRAMMING AND PLANNING	5	6	6	0
ENGINEERING & PROJECT DEVELOPMENT	18	18	16	(2)
<b>TOTALS</b>	<b>35</b>	<b>35</b>	<b>24</b>	<b>(11)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 9 – Euclid Corridor Transportation Project

JOSEPH SHAFFER, PROJECT MANAGER

The Euclid Corridor Transportation Project Department was created to plan, design and construct a bus-rapid transit system along the Euclid Avenue Corridor that will increase service frequency, reduce travel times and enhance passenger amenities for transit customers.

CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501300	LABOR - SALARIED EMPLOYEES	748,974	795,821	694,631	82,673	0	0
501310	OVERTIME - SALARIED EMPLOYEES	0	0	0	0	0	0
502000	FRINGE BENEFITS	246,272	270,108	223,699	29,862	0	0
503000	SERVICES	(200)	0	2,000	0	0	0
504000	MATERIAL & SUPPLIES	1,942	2,904	2,240	2,200	0	0
509000	MISCELLANEOUS EXPENSES	2,766	3,435	20,450	1,100	0	0
<b>DEPT TOTAL</b>		<b>999,754</b>	<b>1,072,269</b>	<b>943,020</b>	<b>115,835</b>	<b>0</b>	<b>0</b>

# Department Budgets

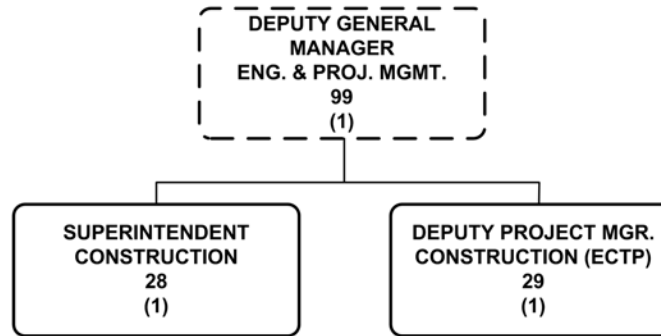
## 2009 Budget Implementation

### Department 9 – Euclid Corridor Transportation Project

- Work with utility companies to close-out utility agreements.
- Close-out remaining construction contracts.
- Complete the transfer of permanent easements to the City of Cleveland.
- Close-out design and construction management contracts.
- Complete two remaining public art installations along the corridor.
- Eliminate department and re-distribute staff as part of divisional re-organization in 2009.

	<b>Projected Date</b>	<b>Actual Date</b>
Begin Construction for Contract C-03	March 2006	February 28, 2006
Begin Construction for Contract C-05B	March 2006	April 7, 2006
Begin Construction for Contract C-02	April 2006	May 22, 2006
Begin Construction C-05A	June 2007	May 15, 2006
Complete All Real Estate Acquisition	June 2008	September 17, 2008
Begin Construction for Contract C-04	July 2006	August 8, 2006
Complete Construction for Contract C-06	September 2006	August 15, 2006
Complete BRT Vehicle Testing	December 2006	December 1, 2006
Overall Construction Ongoing	2006-2008	2006-2008
Bus Rapid Transit Service Begins	End of 2008	October 24, 2008
Overall Project Close-out	June 30, 2009	

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
ENGINEERING & PROJECT MANAGEMENT DIVISION  
EUCLID CORRIDOR TRANSPORTATION PROJECT  
#09**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 09 - EUCLID CORRIDOR TRANSPORTATION PROJECT

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
23	ADMINISTRATIVE ASSISTANT	1	1	0	(1)
24	PROJECT ASSISTANT (ECTP)	1	1	0	(1)
26	PROJECT CONTROL ADMINISTRATOR	1	1	0	(1)
27	CONSTRUCTION ENGINEER	1	1	0	(1)
27	PROJECT OFFICER (ECTP)	1	1	0	(1)
28	DEPUTY PROJECT MANAGER OF REAL ESTATE (ECTP)	1	0	0	0
28	MANAGER - CIVIL & ARCHITECTURAL DESIGN	1	1	0	(1)
28	RESIDENT ENGINEER	2	2	0	(2)
28	STATION ENGINEER/CONSTRUCTION SUPERINTENDENT	1	1	1	0
29	DEPUTY PROJECT MANAGER OF CONSTRUCTION	1	1	1	0
29	ENGINEERING PROJECT MANAGER	1	1	0	(1)
<b>DEPARTMENT TOTALS</b>		<b>12</b>	<b>11</b>	<b>2</b>	<b>(9)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 57 – Programming & Planning

MARIBETH FEKE, DIRECTOR

The Department of Programming and Planning is responsible for initiating studies and long-term projects designed to maintain and to improve transit ridership through project viability studies, joint venture identification, station design and land use planning. This Department is also responsible for the oversight of the Authority's real estate property holdings.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	337,141	337,241	383,077	444,502	457,837	471,572
502000	FRINGE BENEFITS	108,365	107,966	132,496	160,554	165,371	175,029
503000	SERVICES	8,132	(100)	5,000	5,000	5,250	5,513
504000	MATERIAL & SUPPLIES	449	620	500	400	420	441
507030	PROPERTY TAXES	369,064	307,266	288,423	342,000	359,100	377,055
509000	MISCELLANEOUS EXPENSES	3,503	2,855	11,803	5,325	5,591	5,871
512000	LEASES & RENTALS	255,725	11,801	149,225	122,700	128,835	135,277
<b>DEPT TOTAL</b>		<b>1,082,378</b>	<b>767,650</b>	<b>970,524</b>	<b>1,080,482</b>	<b>1,122,404</b>	<b>1,170,758</b>

# Department Budgets

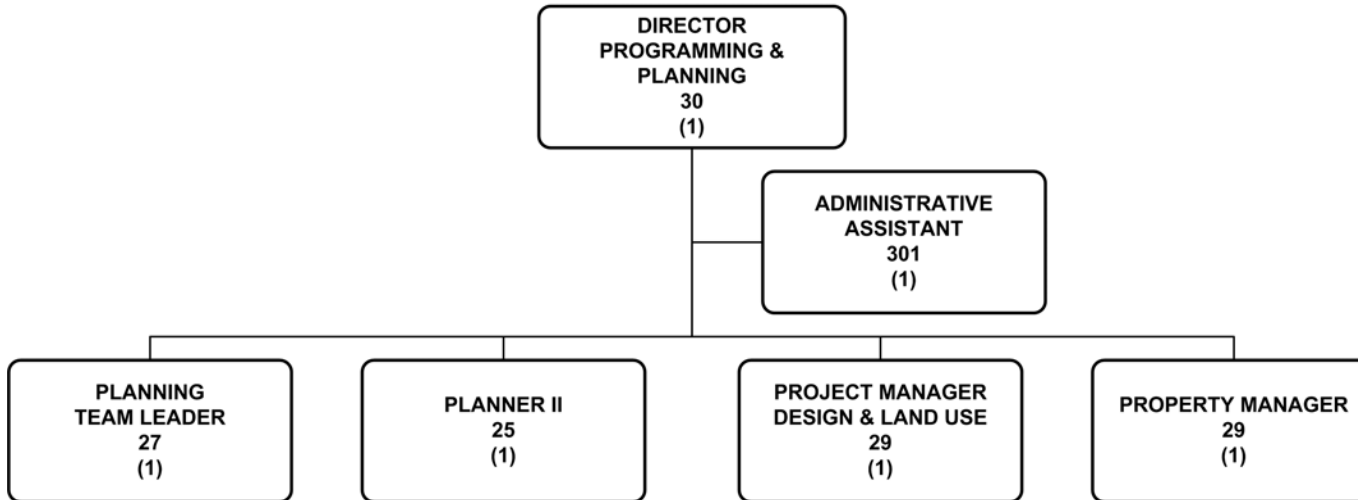
## 2009 Budget Implementation

### Department 57 – Programming & Planning

- Continue Transit Oriented Development efforts.
- Complete design and begin construction of the Stephanie Tubbs Jones East Side Transit Center.
- Complete Strategic Plan Update.
- Complete design of the Buckeye-Woodhill and Lee/Van Aken Rapid Station projects.
- Continue Transit Waiting Environment Program.
- Continue designs of the University Circle and Mayfield/East 120<sup>th</sup> Rapid Stations.
- Begin the design of the Brookpark Rapid Station.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Number of Rapid Transit Stations Under Design	5	5	6	5
Number of Transit Centers Under Design	1	1	1	1
Number of Park-n-Ride Lots Under Design	3	2	1	0
Number of Planning Studies Completed	N/A	2	2	1
Number of Transit Waiting Environment Projects Completed	N/A	1	2	4
Number of Joint Developments Underway	2	1	1	1

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
ENGINEERING & PROJECT MANAGEMENT DIVISION  
PROGRAMMING & PLANNING DEPARTMENT  
#57**





# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 57 - PROGRAMMING AND PLANNING

<b>JOB CLASS JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
301 ADMINISTRATIVE ASSISTANT	1	1	1	0
25 PLANNER II	1	1	1	0
27 PLANNING TEAM LEADER	1	1	1	0
29 PROJECT MANAGER - DESIGN & LAND USE	1	1	1	0
29 PROPERTY MANAGER	0	1	1	0
30 DIRECTOR - PROGRAMMING AND PLANNING	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>0</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 80 – Engineering & Project Development

**MICHAEL SCHIPPER, DEPUTY GENERAL MANAGER**

The mission of the Engineering & Project Development Department is to design and manage construction of the Authority's capital improvement and rehabilitation programs, to provide quality assurance oversight and program review services.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	1,105,742	1,233,199	1,214,579	1,175,209	1,210,465	1,246,779
501310	OVERTIME - SALARIED EMPLOYEES	22,992	14,805	21,202	20,000	20,600	21,218
502000	FRINGE BENEFITS	357,144	397,933	395,111	427,575	440,403	466,123
503000	SERVICES	2,009	2,868	6,500	7,500	7,875	8,269
504000	MATERIAL & SUPPLIES	455	2,663	3,419	3,400	3,570	3,749
509000	MISCELLANEOUS EXPENSES	8,414	2,522	2,357	7,100	7,455	7,828
<b>DEPT TOTAL</b>		<b>1,496,756</b>	<b>1,653,990</b>	<b>1,643,168</b>	<b>1,640,784</b>	<b>1,690,368</b>	<b>1,753,966</b>

# Department Budgets

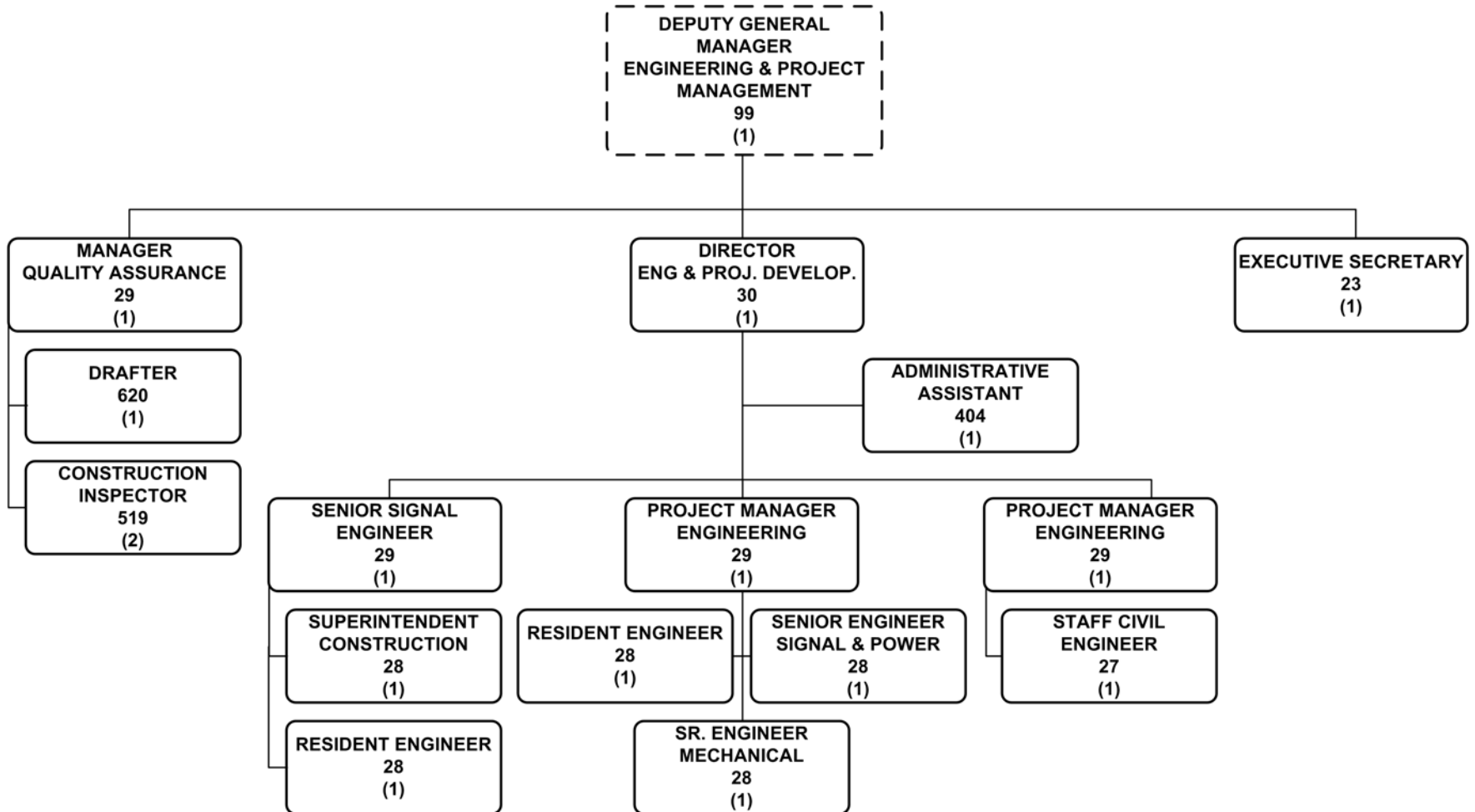
## 2009 Budget Implementation

### Department 80 – Engineering & Project Development

- Manage design and construction of capital projects.
- Provide project support, quality assurance and program review services in support of the Authority’s capital projects and development activities.
- Estimated percentage completion of some, but not all, of the Authority’s Capital projects are shown below:

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Triskett Garage Reconstruction	100%	N/A	N/A	N/A
Kingsbury Tunnel Rehabilitation	100%	N/A	N/A	N/A
Parmatown Transit Center	100%	N/A	N/A	N/A
Shaker Square Median Beautification	100%	N/A	N/A	N/A
Shaker Square Station ADA Upgrade	100%	N/A	N/A	N/A
Strongsville Park & Ride Expansion	100%	N/A	N/A	N/A
Bridge (Street) E. 121st Rehabilitation	20%	100%	N/A	N/A
North Olmsted Transit Center Expansion	10%	100%	N/A	N/A
Brookpark to Airport Signals	10%	80%	100%	N/A
Rail Service Building Boilers	N/A	60%	100%	N/A
Bridge (Street) Rehabilitation - Abbey Road	N/A	10%	100%	N/A
Bridge (Street) Demo - Broadway/Rockefeller	N/A	8%	99%	100%
CTDS Host Processor and Workstation	N/A	N/A	90%	100%
Substation - Westpark	N/A	10%	70%	100%
Four Bridges (Track) Rehab Const - Red Line East Cleveland	N/A	N/A	50%	100%
Bridge (Track) Rehabilitation - East Boulevard	N/A	N/A	30%	100%
Paratransit Rehabilitation Design	N/A	N/A	30%	100%
Light Rail Trunkline Turnouts	N/A	N/A	10%	100%
S-Curve Reconstruction Design	N/A	N/A	N/A	100%
Waterfront Line Chute Track Repairs	N/A	N/A	N/A	100%
Rail Grade Crossing Construction –Phase I	N/A	N/A	N/A	80%
Westlake Park-N-Ride Expansion Construction	N/A	N/A	N/A	80%
Puritas Station Rehabilitation Construction	N/A	N/A	N/A	40%
East 55th Street Station Rehabilitation Construction	N/A	N/A	N/A	30%
Woodhill Station Rehabilitation Construction	N/A	N/A	N/A	20%
Tower City ADA Earess	N/A	N/A	N/A	10%

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY**  
**TABLE OF ORGANIZATION**  
**ENGINEERING & PROJECT MANAGEMENT DIVISION**  
**ENGINEERING & PROJECT DEVELOPMENT DEPARTMENT**  
**#80**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 80 - ENGINEERING AND PROJECT DEVELOPMENT

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
404	ADMINISTRATIVE ASSISTANT	1	1	1	0
519	CONSTRUCTION INSPECTOR	2	2	2	0
620	DRAFTER	1	1	1	0
23	EXECUTIVE SECRETARY	1	1	1	0
27	ENGINEER - CIVIL	2	2	1	(1)
28	SUPERINTENDENT - CONSTRUCTION	1	1	1	0
28	SENIOR ENGINEER OF SIGNAL AND POWER	1	1	1	0
28	RESIDENT ENGINEER	2	2	2	0
28	SENIOR MECHANICAL ENGINEER	1	1	1	0
28	QUALITY ASSURANCE ENGINEER / ARCHITECT	1	1	0	(1)
29	PROJECT MANAGER - ENGINEERING	2	2	2	0
29	SENIOR SIGNAL ENGINEER	1	1	1	0
29	QUALITY ASSURANCE MANAGER	1	1	1	0
30	DIRECTOR - ENGINEERING & PROJECT DEVELOPMENT	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>18</b>	<b>18</b>	<b>16</b>	<b>(2)</b>

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## Division - Legal Affairs

**Division Summary**

**DB - 101**

Safety

DB - 106

Legal

DB - 110

Risk Management

DB - 114

# DIVISION SUMMARY

## Legal Affairs

Sheryl King Benford, Deputy General Manager

### Mission Statement

The mission of the Legal Affairs Division is to provide professional, cost-effective legal, safety, and risk management services as well as ensuring equal opportunity, access, and treatment to all stakeholders of the Greater Cleveland Regional Transit Authority.

### General Description

The Legal Department provides legal counsel and representation to the Board of Trustees and the Authority. Legal represents the GCRTA on major projects, in personal injury, property damage, labor, civil rights, debt collection and contract lawsuits and provides expertise on procurement, general contract and real estate law, personnel policies, liability, and labor negotiations. The Office of Equal Opportunity enforces EEO/ADA compliance and workplace harassment policy. The Safety Department provides accident prevention, forklift, defensive driving, bus system safety, industrial safety, and rail system safety training. The Risk Management Department provides workers' compensation and insurance expertise for the Authority and protects the Authority against future and catastrophic losses. Risk Management investigates and purchases personal property and equipment insurance.

### 2008 Achievements

- Completed the implementation of the recommendations from the 2006 Triennial Rail State Safety Oversight (ODOT) audit and APTA's 2006 Bus System Safety Audit.
  - Completed Safety & Security Certification of the ECTP.
  - Concluded labor relations training in coordination with Human Resources for RTA management employees.
  - Received FTA approval of the Triennial Update of the Affirmative Action Program.
  - Provided effective and cost efficient legal representation in all GCRTA transactional matters, including performing portions of outside real estate counsel work scope saving 25% of the outside counsel budgeted costs for ECTP.
  - Enhanced and improved legal, OEO/ADA, safety, and risk management forums.
  - Managed the Authority's ADA Program to ensure compliance with federal, state, and local laws.
  - Continued proactive approach to reducing collisions and incidents through root cause analysis.
  - Concluded RTA training with RTA operators on service animal requirements.
  - Conducted five training sessions regarding Workers' Compensation for all district personnel at the management level and higher to highlight their role in injury investigation and claim management.
- Provided Legal, Risk Management, and Safety support for ECTP, including contract negotiations, insurance requirements and compliance, and safety certification for capital projects.



# **DIVISION SUMMARY**

## **Legal Affairs**

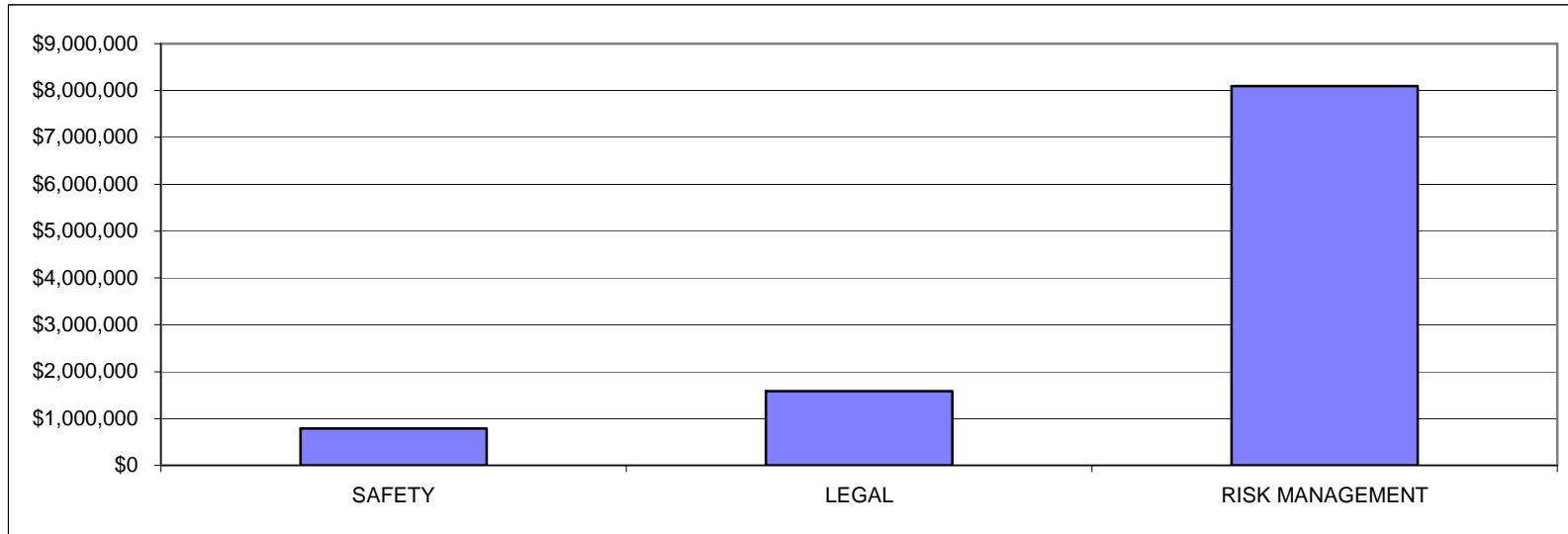
**Sheryl King Benford, Deputy General Manager**

### **2009 Priorities**

- Support Close Out Activities for the ECTP.
- Support GCRTA objectives in revenue enhancing initiatives.
- Provide effective and cost efficient legal representation in all GCRTA litigation, transactional and administrative matters.
- Continue legal information program to inform GCRTA Departments of public sector legal issues that affect their operations.
- Participate in Diversity Training in cooperation with the Human Resources Department.
- Manage the Authority's ADA Program to ensure compliance with federal, state and local laws regarding employment practices, facilities and services.
- Oversee an equitable ADA Paratransit Appeals Process.
- Continue implementation of Worker' Compensation Plan.
- Investigate allegations of discrimination or non-compliance with the Equal Opportunity policies and procedures, or state and federal laws, in a timely and thorough manner and provide employees the appropriate training on these issues.
- Assist in the development and monitoring of the Authority's Affirmative Action Plan.
- Negotiate the most favorable renewal of GCRTA insurance programs.
- Continue a proactive approach to reducing collisions and injuries through root cause analysis, completion of corrective actions and engineering controls.
- Improve environmental and employee safety compliance.
- Prepare and implement at least five programs required under the revised State Safety Oversight regulations.

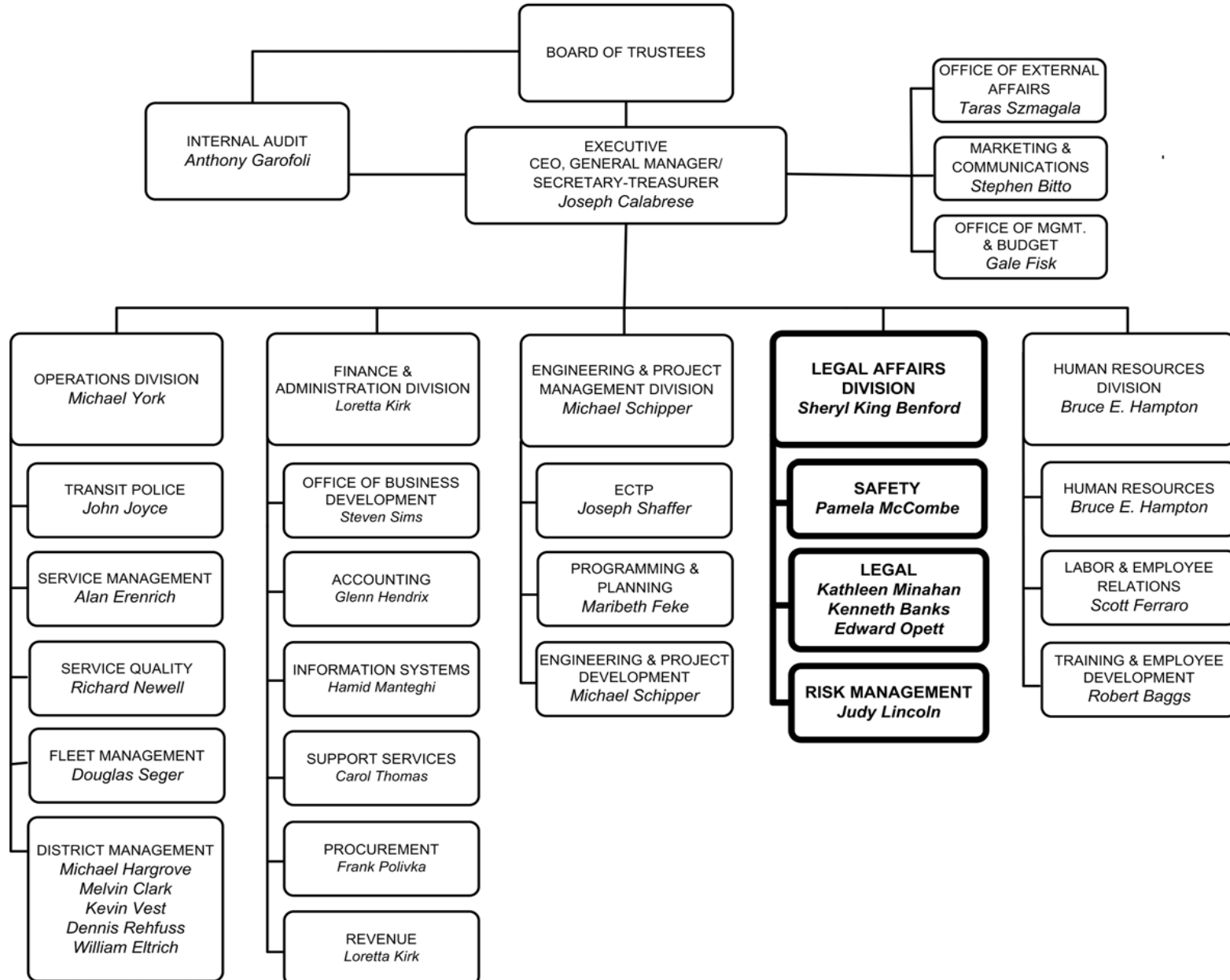
# 2009 OPERATING BUDGET SUMMARY

## Division 4 – Legal Affairs



DEPT #	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
15	SAFETY	628,275	710,250	724,646	788,464	817,847	852,285
21	LEGAL	1,461,465	1,588,866	1,549,158	1,586,466	1,638,595	1,703,069
22	RISK MANAGEMENT	7,249,556	7,229,820	7,786,863	8,092,580	8,470,111	8,876,210
<b>DIVISION TOTALS</b>		<b>9,339,296</b>	<b>9,528,937</b>	<b>10,060,666</b>	<b>10,467,510</b>	<b>10,926,553</b>	<b>11,431,564</b>

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
AS OF 2009 BUDGET ADOPTION



# DEPARTMENTAL STAFFING ANALYSIS

## Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
<b>LEGAL AFFAIRS</b>				
SAFETY	6	6	6	0
LEGAL	15	15	15	0
RISK MANAGEMENT	19	19	17	(2)
<b>TOTALS</b>	<b>40</b>	<b>40</b>	<b>38</b>	<b>(2)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 15 – Safety

PAMELA McCOMBE, DIRECTOR

The mission of the Safety Department is to provide a proactive approach towards the prevention of collisions and injuries, and the enhancement of employee and passenger safety. In addition, the Safety Department is committed to protecting the environment.

OBJECT						
CLASS DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501300 LABOR - SALARIED EMPLOYEES	284,682	330,265	338,596	367,099	378,112	389,455
501310 OVERTIME - SALARIED EMPLOYEES	2,100	5,501	4,689	2,000	2,060	2,122
502000 FRINGE BENEFITS	89,699	105,582	109,593	132,905	136,892	144,886
503000 SERVICES	206,526	219,753	229,092	242,900	255,045	267,797
504000 MATERIAL & SUPPLIES	18,746	13,224	10,535	15,000	15,750	16,538
509000 MISCELLANEOUS EXPENSES	26,521	35,925	32,142	28,560	29,988	31,487
<b>DEPT TOTAL</b>	<b>628,275</b>	<b>710,250</b>	<b>724,646</b>	<b>788,464</b>	<b>817,847</b>	<b>852,285</b>

# Department Budgets

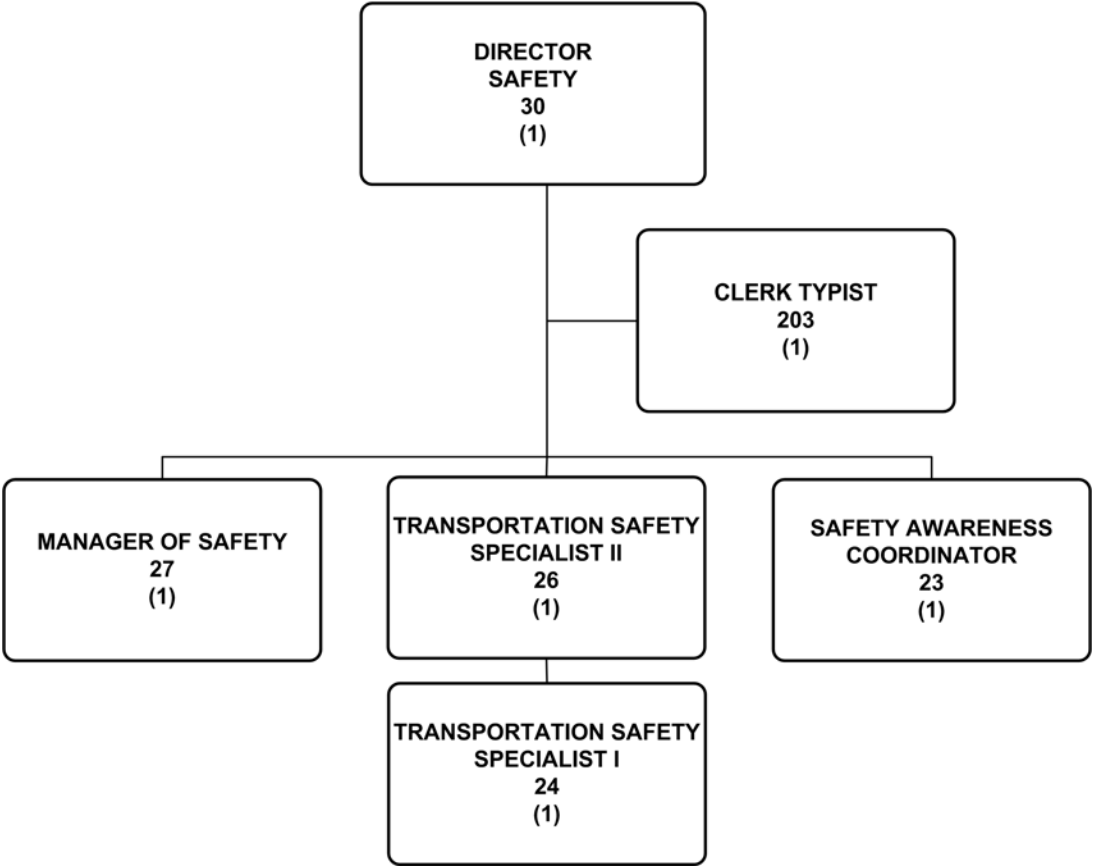
## 2009 Budget Implementation

### Department 15 – Safety

- Continue a proactive approach to reducing collisions and injuries through root cause analysis, statistical trending, and assisting with implementation of corrective actions.
- Improve employee safety compliance. Develop Job Hazard Analysis for Injury Reduction and Hazard Identification.
- Manage safety and security certification for capital projects.
- Prepare and implement new programs required under the revised Rail State Safety Oversight Regulations, such as audits, inspections and hazard management.
- Coordinate and facilitate the 2009 Rail State Safety Oversight (ODOT) audit and APTA's Bus System Safety Audit.
- Provide guidance for environmental compliance and respond to BUSTR (Bureau for Underground Storage Tank Regulations) and the EPA regulations on storage tanks.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Total Collisions	2.78	3.42	3.31	3.28
Total Preventable Collisions	0.79	0.83	1.08	1.20
Internal Rail Audits	7	5	9	7
Bus/Rail Car Safety Inspections	0	33	45	75
Facility Inspections	39	65	70	70
Radar Audits	9	20	20	22
Ride Checks	35	30	50	36
Fire Drills	6	12	38	38
BMV Checks				
-Authoritywide	2 runs	2 runs	2 runs	2 runs
-CDLs	12 runs	12 runs	12 runs	12 runs
Environmental Waste Disposal (lbs)	50,000	111,645	100,000	110,000
Material Safety Data				
Sheet Evaluation	106	14	25	25
Bus Incident Investigations	22	26	34	30
Rail Incident Investigations	29	35	41	40
Total Investigations	51	61	75	70

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
LEGAL AFFAIRS DIVISION  
SAFETY DEPARTMENT  
#15



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 15 - SAFETY

<b>JOB CLASS JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
203 CLERK / TYPIST	1	1	1	0
23 SAFETY AWARENESS COORDINATOR	1	1	1	0
24 TRANSPORTATION SAFETY SPECIALIST I	1	1	1	0
26 TRANSPORTATION SAFETY SPECIALIST II	1	1	1	0
27 MANAGER - SAFETY	1	1	1	0
30 DIRECTOR - SAFETY	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>



# 2009 OPERATING BUDGET SUMMARY

## Department 21 – Legal

**SHERYL KING BENFORD, DEPUTY GENERAL MANAGER - LEGAL AFFAIRS**

The mission of the Legal Department is to provide comprehensive, effective legal services to the Authority including representing the Authority in lawsuits, administrative and grievance hearings, preparing legal opinions & documents and providing advice in all labor negotiations.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501200	HOURLY EMPLOYEES PAYROLL	18,669	19,421	13,253	0	0	0
501210	OVERTIME - HOURLY EMPLOYEES	0	11	0	0	0	0
501300	LABOR - SALARIED EMPLOYEES	940,768	981,412	921,092	998,939	1,028,908	1,059,775
501310	OVERTIME - SALARIED EMPLOYEES	1,802	2,788	904	0	0	0
502000	FRINGE BENEFITS	312,790	327,266	302,601	360,817	371,641	393,345
503000	SERVICES	170,593	221,339	255,269	189,210	198,671	208,605
503049	TEMPORARY HELP			29,317	0	0	0
504000	MATERIAL & SUPPLIES	1,095	1,481	2,187	4,700	4,935	5,182
509000	MISCELLANEOUS EXPENSES	12,547	15,701	9,535	12,400	13,020	13,671
512000	LEASES & RENTALS	3,200	19,448	15,000	20,400	21,420	22,491
<b>DEPT TOTAL</b>		<b>1,461,465</b>	<b>1,588,866</b>	<b>1,549,158</b>	<b>1,586,466</b>	<b>1,638,595</b>	<b>1,703,069</b>

# Department Budgets

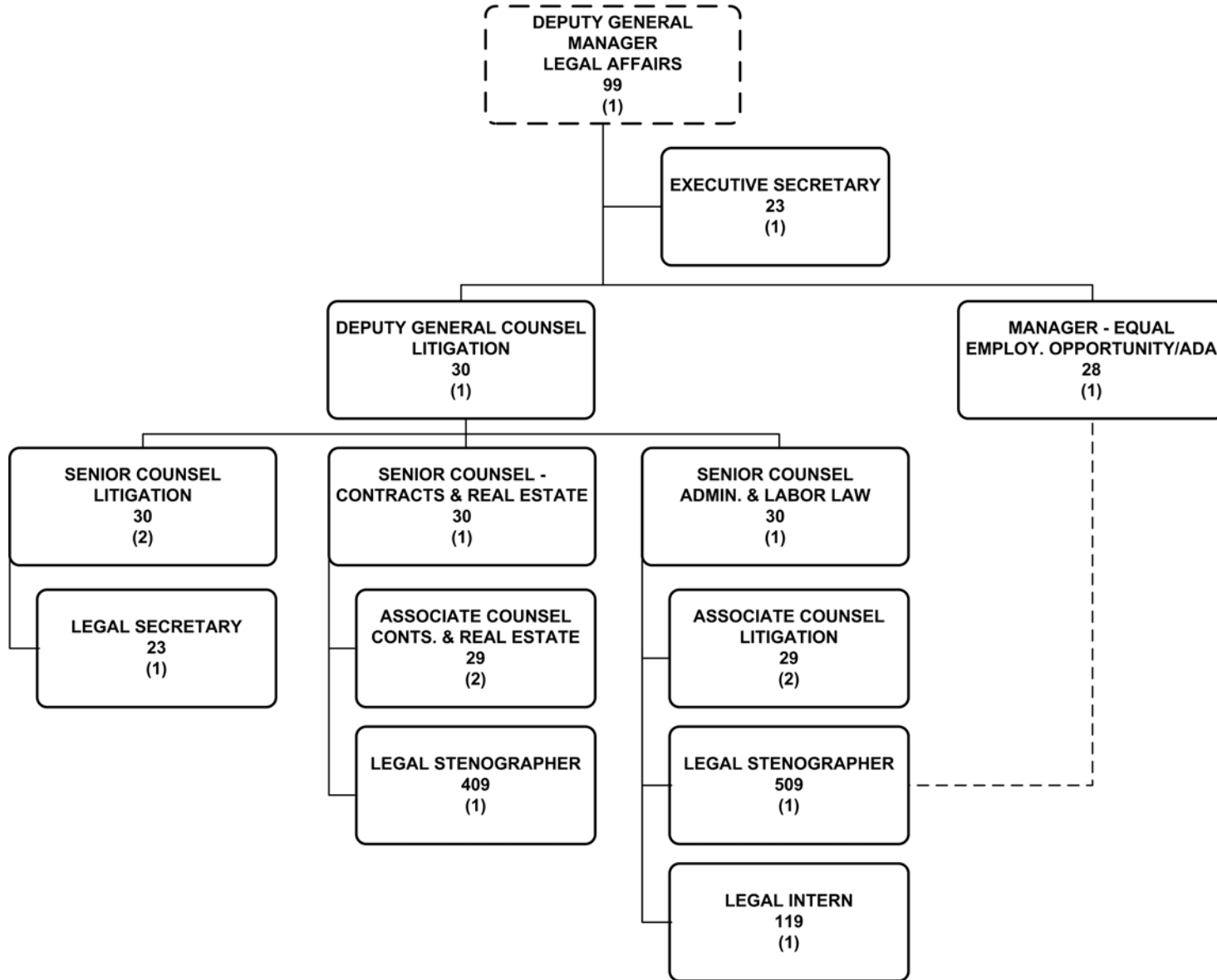
## 2009 Budget Implementation

### Department 21 - Legal

- Provide legal service to the Authority including representing the Authority in tort claims, contract claims, workers' compensation cases and associated lawsuits; federal, state and local administrative proceedings/hearings; grievance hearings; and labor negotiations.
- Conduct training sessions on significant legal topics affecting the Authority.
- Prepare legal opinions and responses to Board of Trustee inquiries, provide client consultation and participate on Procurement, Engineering and Project Management, Human Resource System Security, Americans with Disabilities Act, and Labor Relations panels and committees.
- Conduct investigations on all EEO and ADA allegations.
- Provide legal support for all phases of the Euclid Corridor Transportation Project, development projects, land use and acquisition.
- Provide legal support for fiscal responsibility including damage claims, subrogation, location and pursuit of unclaimed funds, management and cost control of outside counsel, and contract, environmental and other risk and insurance evaluations.
- Provide legal support for the development, drafting and revision of policies and procedures, including those for Procurement, and drafting and revision of contract forms and personnel forms.
- Conduct harassment and ADA training.

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
Depositions Scheduled	82	95	100	100
Court Hearings	210	210	160	200
Court Arbitration Cases	9	10	8	10
Scheduled Trials	25	25	28	25
Bureau Of Workers' Compensation Hearings	600	625	642	650
Labor Arbitration Cases	20	22	23	25
Bureau of Employment Service Hearings	5	9	16	20
Public Records Requests	75	75	120	125
Contract Reviews	342	368	340	350
Contracts Negotiated and Drafted	74	75	75	75
Legal Opinions	40	11	56	56
Subpoenas Processed	625	750	1,452	1,500
Resolutions Reviewed	226	220	186	100
New Lawsuits Filed	93	100	87	95
ADA Paratransit Appeals	2	48	90	70
Number of Lawsuits Closed	73	90	85	85
ADA/OEO Complaints Received	56	46	58	52

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
LEGAL AFFAIRS DIVISION  
LEGAL DEPARTMENT  
#21**



# STAFFING LEVEL COMPARISONS

DEPARTMENT: 21 - LEGAL

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
119	LEGAL INTERN	1	1	1	0
409	LEGAL STENOGRAPHER	1	1	1	0
509	LEGAL STENOGRAPHER	1	1	1	0
23	LEGAL SECRETARY	1	1	1	0
23	EXECUTIVE SECRETARY	1	1	1	0
28	MANAGER - EQUAL EMPLOYMENT OPPORTUNITY & ADA	1	1	1	0
29	ASSOCIATE COUNSEL - CONTRACTS & REAL ESTATE	2	2	2	0
29	ASSOCIATE COUNSEL - LITIGATION	4	4	4	0
30	SENIOR COUNSEL - ADMINISTRATION & LABOR LAW	1	1	1	0
30	SENIOR COUNSEL - CONTRACTS & REAL ESTATE	1	1	1	0
30	SENIOR COUNSEL - LITIGATION	1	0	0	0
30	DEPUTY GENERAL COUNSEL/LITIGATION	0	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 22 – Risk Management

JUDY LINCOLN, DIRECTOR

The mission of the Risk Management Department is to protect the assets of the Authority from catastrophic loss through risk identification and analysis, risk avoidance, mitigation and risk transfer. The Department is also responsible for managing the Authority's property and casualty insurance and self-insurance programs as well as the Liability Claims and Workers Compensation section of the Department.

OBJECT		2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
CLASS	DESCRIPTION						
501300	LABOR - SALARIED EMPLOYEES	953,410	939,105	954,714	992,827	1,022,612	1,053,290
501310	OVERTIME - SALARIED EMPLOYEES	825	550	2,850	3,000	3,090	3,183
502000	FRINGE BENEFITS	309,413	300,686	322,665	359,073	369,845	391,444
502071	W. C. - INJURIES & DAMAGES	1,669,541	1,518,118	1,769,175	1,792,000	1,881,600	1,975,680
502082	W. C. - MEDICAL PAYMENTS	1,119,990	971,871	1,205,087	1,290,000	1,354,500	1,422,225
503000	SERVICES	216,550	196,515	270,732	231,185	242,744	254,881
503030	WORKERS COMP ADMINISTRATION FEE	635,543	654,172	436,950	505,225	530,486	557,010
504000	MATERIAL & SUPPLIES	6,230	12,062	5,124	7,140	7,497	7,872
506000	CASUALTY & LIABILITY COSTS	349,059	277,197	350,044	315,100	330,855	347,398
506010	PHYSICAL DAMAGE INSURANCE	645,557	638,743	559,318	775,000	813,750	854,438
506040	LIABILITY & PROPERTY DAMAGE CLAIMS	1,270,384	1,607,421	1,525,100	1,625,100	1,706,355	1,791,673
506200	W. C. - SETTLEMENT & LAWSUIT EXPENSE	62,000	96,400	371,916	175,000	183,750	192,938
509000	MISCELLANEOUS EXPENSES	11,054	16,980	13,188	21,930	23,027	24,178
<b>DEPT TOTAL</b>		<b>7,249,556</b>	<b>7,229,820</b>	<b>7,786,863</b>	<b>8,092,580</b>	<b>8,470,111</b>	<b>8,876,210</b>

# Department Budgets

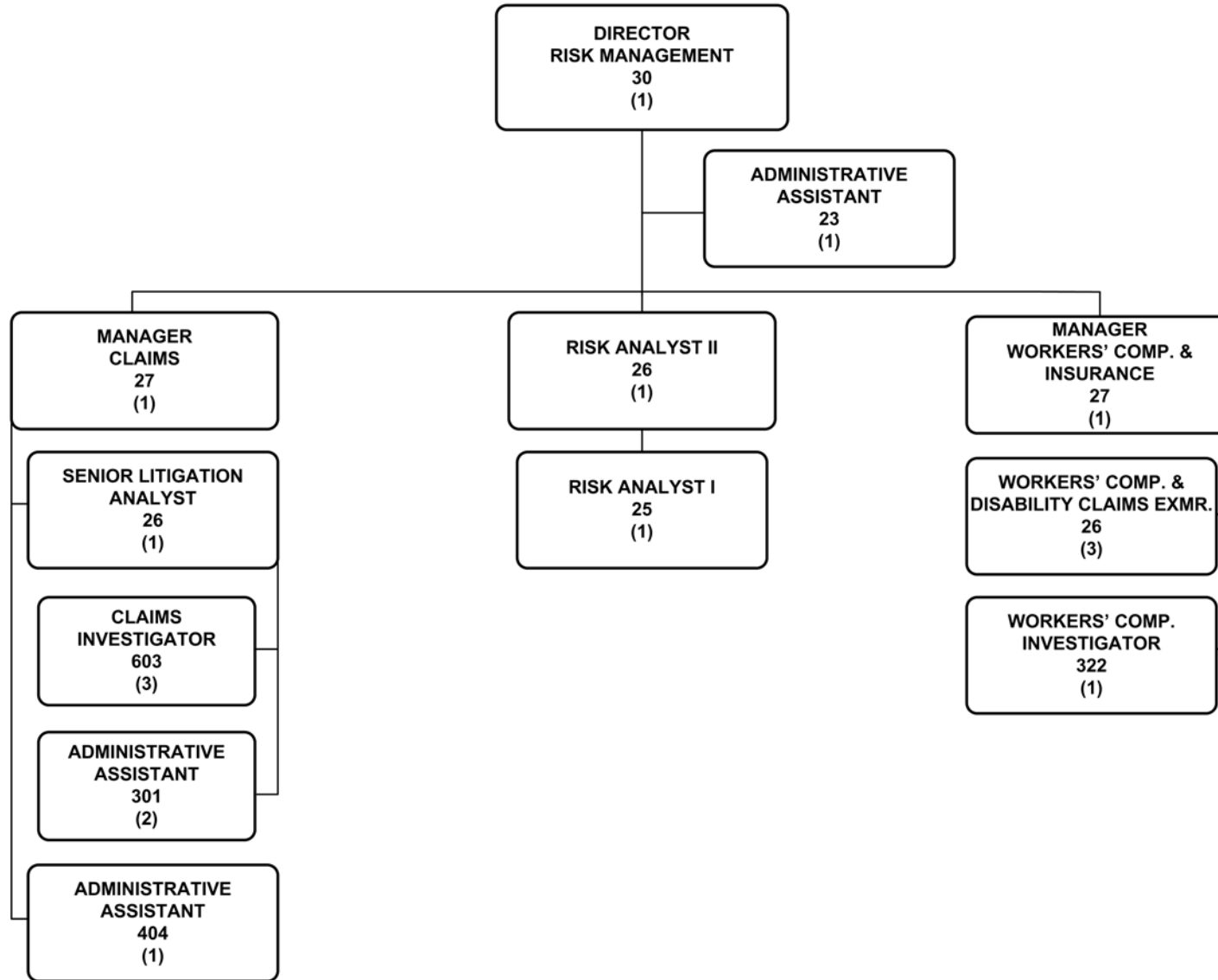
## 2009 Budget Implementation

### Department 22 – Risk Management

- Continue implementation of Workers' Compensation Action Plan with a focus on strengthening and expanding the Return to Work Program by formation of a formal Return to Work Committee, contracting with a Nurse Case Manager as Return to Work Coordinator, and increasing the number of Transitional Work positions available in Districts and require their participation.
- Upgrade of Risk Management Information System (RMIS) from client-server to web-based program increasing ease and flexibility of data entry and reporting. Furthermore, allowing centralized installation and management of this and all future upgrades.
- Finalize effort to provide RMIS access to districts thereby eliminating redundant data entry and eliminating need for obsolete InMagic software.
- Work with TransitStat to add employee injuries as a new performance measure for 2009. Various measures will be utilized to educate the districts and hold them accountable for performance.
- Finalize and implement the Claims Section Procedures including the Claims/Litigation Procedures to Claims and Legal Department Staff.
- Negotiate best terms and conditions available in the marketplace and most cost-effective renewal of GCRTA insurance programs including casualty, property and public officials' liability.
- Develop an interface for the Workers' Compensation Office with the Accounting Department to improve the payment and check reconciliation efficiency by allowing Accounting to process all non-indemnity payments automatically and enabling Workers' Compensation to reconcile check number electronically.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
<b><u>THIRD PARTY LIABILITY CLAIMS</u></b>				
Total Occurrences in Calendar Year	3,143	3,284	3,008	3,181
Total # Claims in Calendar Year	1,066	1,109	1,290	1,082
Average Cost per Claim (excluding large losses)	\$2,010	\$1,199	\$1,122	\$1,595
	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
<b><u>WORKERS' COMPENSATION</u></b>				
Total # of Claims in Calendar Year	319	321	360	336
Average Cost per Employee (excluding large costs)	\$692	\$794	\$665	\$881
Average Cost per Claim (excluding large losses)	\$5,761	\$6,590	\$4,918	\$7,173

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
LEGAL AFFAIRS DIVISION  
RISK MANAGEMENT DEPARTMENT  
#22**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 22 - RISK MANAGEMENT

<b>JOB CLASS</b>	<b>JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
301	ADMINISTRATIVE ASSISTANT	2	2	2	0
303	CLAIMS CLERK	1	1	0	(1)
322	WORKERS' COMPENSATION INVESTIGATOR	1	1	1	0
404	ADMINISTRATIVE ASSISTANT	1	1	1	0
603	CLAIMS INVESTIGATOR	3	3	3	0
23	ADMINISTRATIVE ASSISTANT	1	1	1	0
25	RISK ANALYST I	1	1	1	0
26	RISK ANALYST II	1	1	1	0
26	ASSISTANT CLAIMS MANAGER ADVISOR	1	1	0	(1)
26	SENIOR LITIGATION ANALYST	0	1	1	0
26	SENIOR ADJUSTER	1	0	0	0
26	WORKERS' COMP & DISABILITY CLAIMS EXAMINER	3	3	3	0
27	MANAGER - CLAIMS	1	1	1	0
27	MANAGER - WORKERS' COMPENSATION & INSURANCE	1	1	1	0
30	DIRECTOR - RISK MANAGEMENT	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>19</b>	<b>19</b>	<b>17</b>	<b>(2)</b>



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## Division - Human Resources

### **Division Summary**

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Human Resources

DB - 124

Labor & Employee Relations

DB - 128

Training & Employee Development

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# DIVISION SUMMARY

## HUMAN RESOURCES

Bruce E. Hampton, Deputy General Manager

### Mission Statement

The Human Resources Division provides personnel services, benefits, compensation, labor and employee relations, training, and employee development to support the Authority.

### General Description

The Human Resources Division is responsible for the organization, coordination and administration of labor and employee relations; recruitment, compensation and benefits of personnel; training and employee development; and medical and wellness programs, as well as ensuring equal opportunities in the Authority's employment practices.

### 2008 Achievements

- Completed development and implementation of the Authority's first Management Development Program (MDP), which is designed to bring on new talent and develop a pipeline of new leaders to the organization.
- Implemented Employee Self-Service, a web-based tool that allows employees to view certain Human Resources & Payroll information. Employees now have the freedom to update data relating to human resources and payroll as changes occur.

- Implemented the new Benefits Open Enrollment Form. Implementation of this format is planned to move the Authority closer to self-service; the form closely mirrors the online view of the benefits self-service.
- Provided training blitz for all Bus Operators to renew the sense of urgency, and heighten awareness on our procedures for safely making left-hand turns. Operators received training directives and hands-on training which highlighted the prescribed safety procedures. Left-turn safety classes were conducted for 100% of all operators, completed at all districts, and were trained by November 30, 2008.
- Implemented training to introduce Operators to safe operation of bus-only shoulder lane driving during morning and afternoon rush hours. Partnered with the Ohio Department of Transportation (ODOT) to provide guidelines and procedures for driving in the shoulder lane.
- Training & Employee Development designed/developed and implemented a Diversity Program for participation by all employees to further the understanding of differences, and how the optimization of differences provides positive outcomes to the bottom line of our organization.

# DIVISION SUMMARY

## HUMAN RESOURCES

Bruce E. Hampton, Deputy General Manager

### 2008 Achievements (cont.)

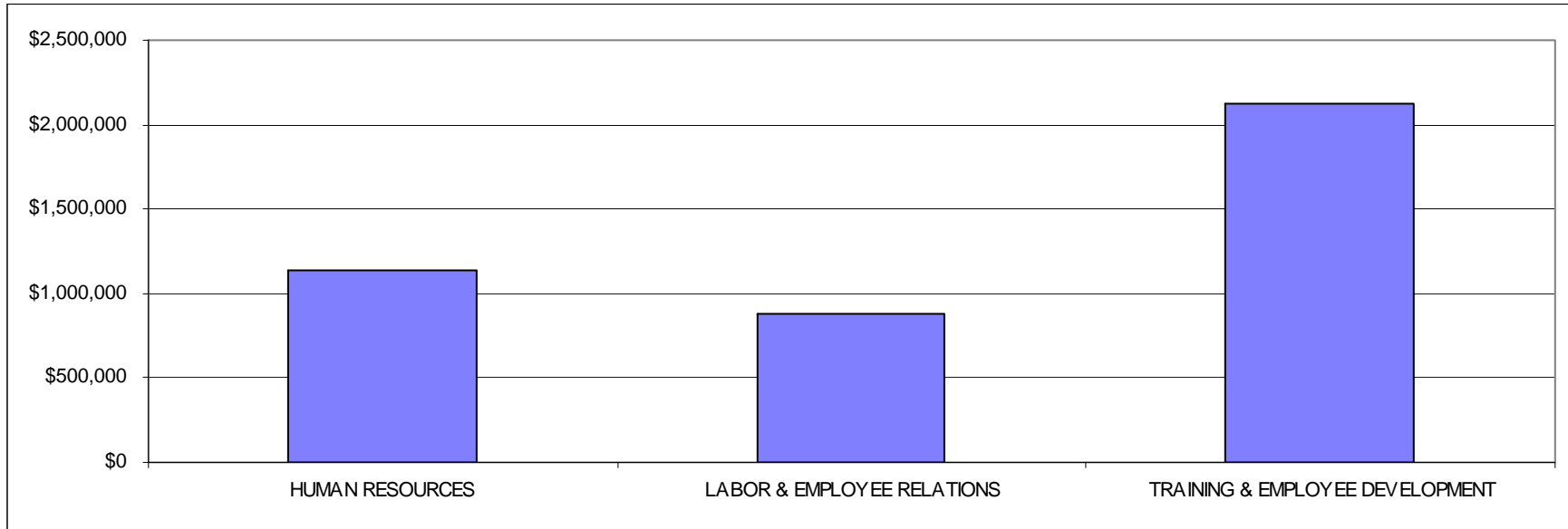
- Continued Positive Discipline and Labor Relations training for supervisors and new employees.
- Continued to enhance Wellness Initiatives for all GCRTA employees to improve employee's health and reduce health care costs by working with our healthcare provider's Disadvantaged Businesses (DBE's) to cooperatively produce GCRTA's first Wellness Book.

### 2009 Priorities

- Develop a long-term strategic plan to continue to lower healthcare costs, and optimize benefits design and wellness activities.
- Prepare for and negotiate fair, but cost effective labor agreements with Amalgamated Transit Union (ATU) Local 268, and the Fraternal Order of Police (FOP).
- Implement procedures and processes that effectively monitor attendance trends and comply with revised Family Medical Leave Act; thereby reducing absence duration and lowering employer cost.
- Continue the implementation of Oracle HRMS modules that will provide decision support information for employee self-service, benefits, training, as well as Family Medical Leave Act (FMLA) training and maintenance.
- Continue Positive Discipline and Labor Relations supervisory training.
- Implementation of HR reorganization plans to include the expansion of individual HR job responsibilities to provide prompt, efficient and personalized service to the Operating Districts.
- Mobility Management Project/Travel Trainer Initiative.
- Implement the Travel Trainer Initiative. This project will support the Travel Training initiative, which focuses on one-on-one training for our ADA passengers to move from Paratransit to fixed route service. The Travel Trainer will also develop partnerships with senior facilities to support their use of our service. The Project Plan/ Milestones and job description are now complete, and the position is currently posted.

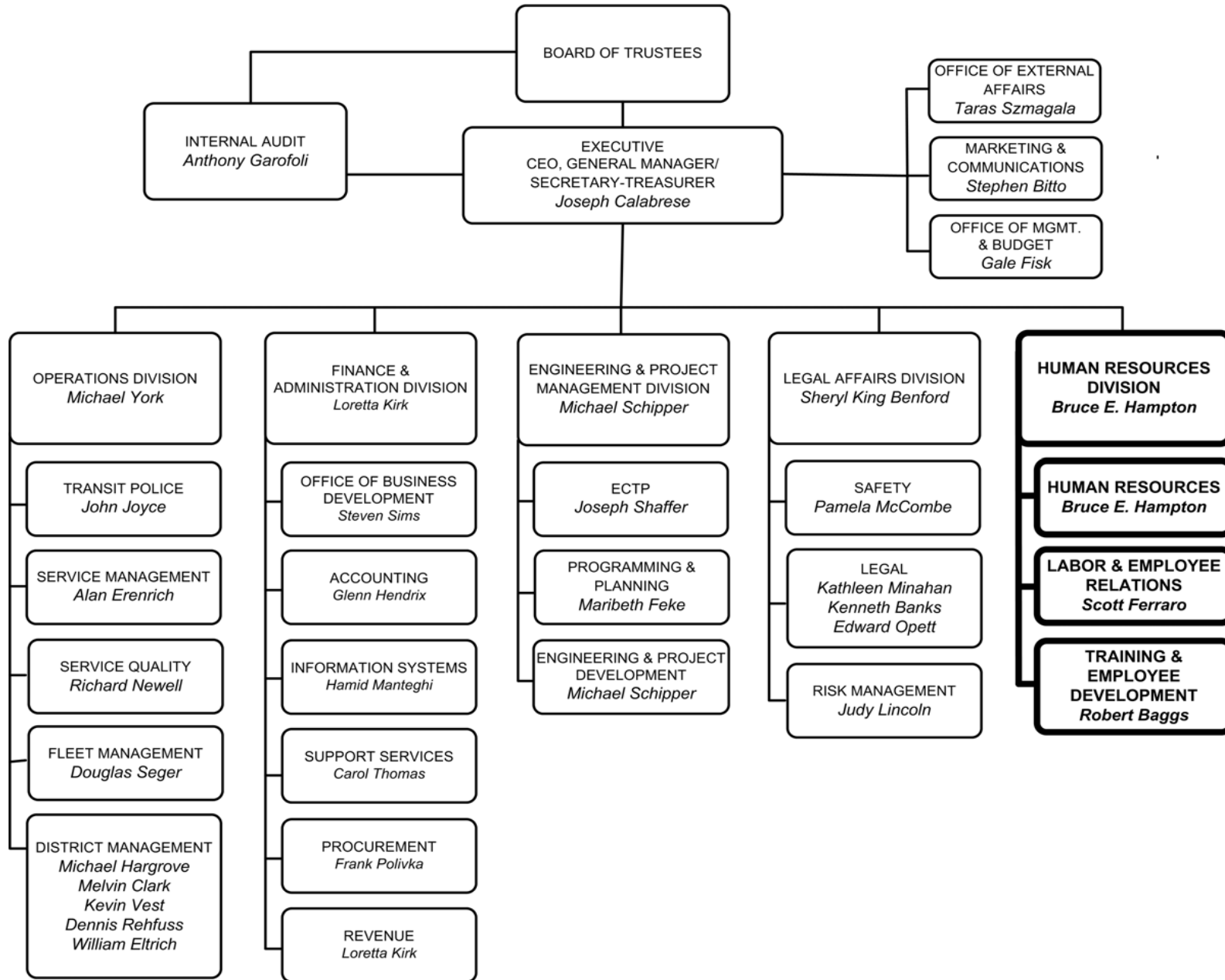
# 2009 OPERATING BUDGET SUMMARY

## Division 5 – Human Resources



DEPT #	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
14	HUMAN RESOURCES	931,365	843,975	1,089,571	1,139,159	1,175,808	1,221,561
18	LABOR & EMPLOYEE RELATIONS	675,218	662,181	875,962	882,845	918,653	959,236
30	TRAINING & EMPLOYEE DEVELOPMENT	1,713,661	2,001,240	2,071,303	2,119,259	2,186,296	2,270,623
<b>DIVISION TOTALS</b>		<b>3,320,244</b>	<b>3,507,397</b>	<b>4,036,836</b>	<b>4,141,263</b>	<b>4,280,757</b>	<b>4,451,420</b>

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
 TABLE OF ORGANIZATION  
 AS OF 2009 BUDGET ADOPTION



# DEPARTMENTAL STAFFING ANALYSIS

## Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
<b>HUMAN RESOURCES*</b>				
HUMAN RESOURCES*	10	10	13	3
LABOR AND EMPLOYEE RELATIONS*	5	6	5	(1)
TRAINING AND EMPLOYEE DEVELOPMENT	22	25	23	(2)
<b>TOTALS</b>	<b>37</b>	<b>41</b>	<b>41</b>	<b>0</b>

\* Due to a structural reorganization, some Divisions and Departments have undergone functional changes or been eliminated

# 2009 OPERATING BUDGET SUMMARY

## Department 14 – Human Resources

**BRUCE E. HAMPTON, DEPUTY GENERAL MANAGER - HUMAN RESOURCES**

The Human Resources Department is responsible for providing management for the Authority's employee recruitment and staffing functions, benefits administration, human resources information systems and the Employee Service Center.

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501200	HOURLY EMPLOYEES	76,909	98,168	154,409	65,021	66,971	68,980
501300	LABOR - SALARIED EMPLOYEES	549,074	482,319	560,928	680,974	701,404	722,446
501310	OVERTIME - SALARIED EMPLOYEES	216	0	(3)	0	0	0
502000	FRINGE BENEFITS	201,450	184,622	243,098	269,454	277,537	293,745
502071	W. C. - INJURIES & DAMAGES	140	0	0	0	0	0
503000	SERVICES	33,161	9,863	46,100	52,000	54,600	57,330
503020	ADVERTISING FEES	38,447	39,703	42,834	40,000	42,000	44,100
503049	TEMPORARY HELP	0	13,409	13,588	0	0	0
504000	MATERIAL & SUPPLIES	23,678	11,615	21,618	24,960	26,208	27,518
509000	MISCELLANEOUS EXPENSES	8,290	4,277	6,999	6,750	7,088	7,442
<b>DEPT TOTAL</b>		<b>931,365</b>	<b>843,975</b>	<b>1,089,571</b>	<b>1,139,159</b>	<b>1,175,808</b>	<b>1,221,561</b>



# Department Budgets

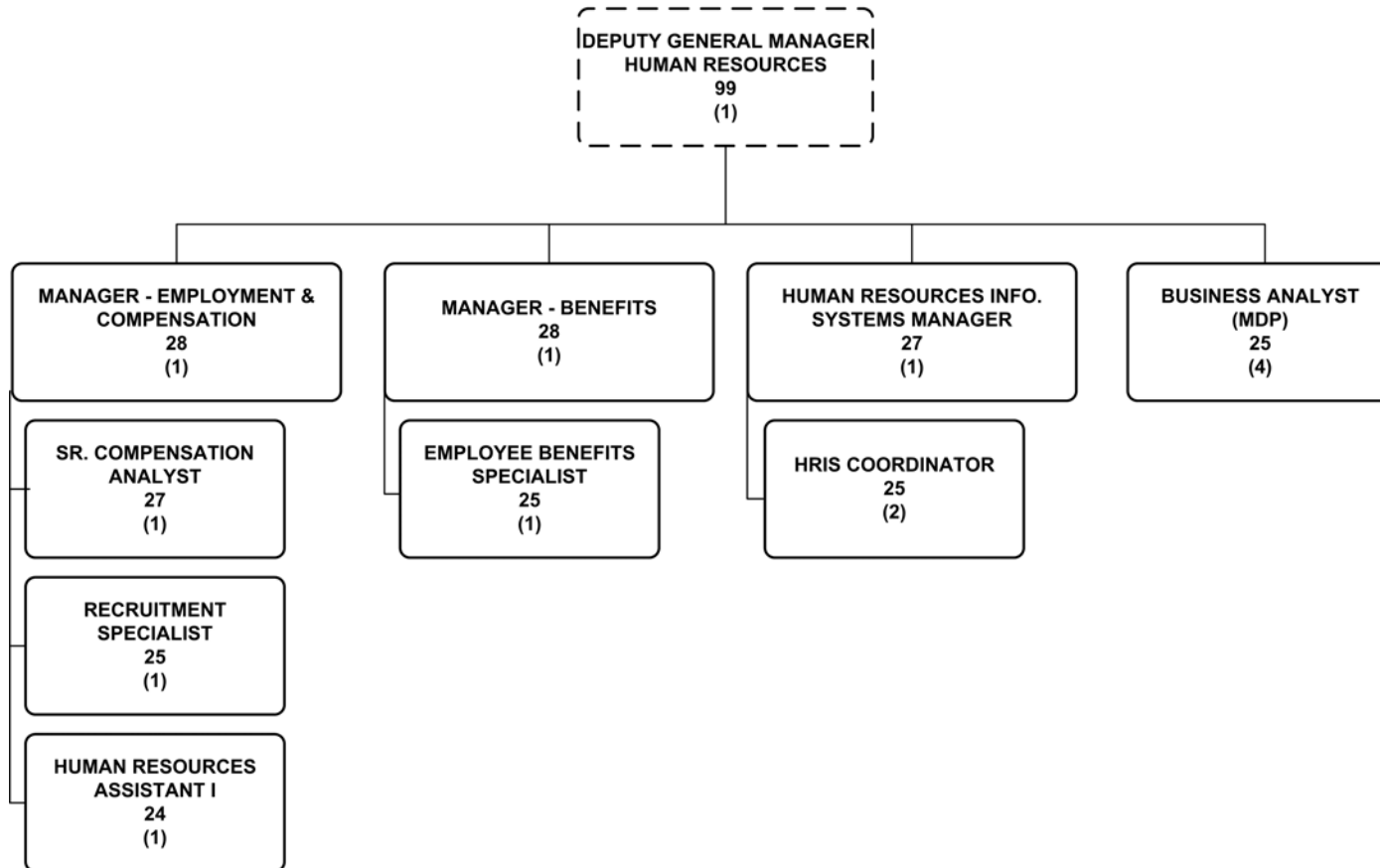
## 2009 Budget Implementation

### Department 14 – Human Resources

- Develop a long-term strategic plan to continue to lower healthcare costs, and optimize benefits design and wellness activities.
- Implementation of HR reorganization plans to include the expansion of individual HR job responsibilities, to provide prompt, efficient and personalized service to the Operating Districts.
- Continue the implementation of Oracle HRMS modules that will provide decision support information for employee self-service, benefits, training, as well as Family Medical Leave Act (FMLA) training and maintenance.
- Work with a benefits consultant for the production of benefits statements, and additional communication materials to promote wellness programming; in an effort to reduce healthcare cost and absenteeism.
- Continue execution of retirement attrition analysis for 2009 with primary emphasis on identification of decision support information to meet manpower projections for mechanics, operators, and other specialized positions.
- Continue development and monitoring of Oracle system security plan and enhancing Quality Assurance metrics.
- Provide training series for Oracle HRMS users in the areas of Oracle Discoverer and Position Control.
- Continue to enhance recruitment initiatives within positions that are identified as underutilized and/or non-traditional positions for minorities.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Total Number of Requested Positions	230	114	160	138
Total Number of Filled Positions	320	248	200	90

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY**  
**TABLE OF ORGANIZATION**  
**HUMAN RESOURCES DIVISION**  
**HUMAN RESOURCES DEPARTMENT**  
**#14**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 14 - HUMAN RESOURCES\*

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
23	HUMAN RESOURCES ASSISTANT I	2	4	0	(4)
23	HUMAN RESOURCES ASSISTANT II	2	0	0	0
24	HUMAN RESOURCES ASSISTANT	0	0	2	2
25	EMPLOYEE BENEFITS SPECIALIST	1	1	1	0
25	RECRUITMENT SPECIALIST	1	1	1	0
25	BUSINESS ANALYST (MDP)	0	0	4	4
25	HUMAN RESOURCES INFORMATION SYSTEMS COORDINATOR	0	0	1	1
26	HUMAN RESOURCES INFORMATION SYSTEMS SPECIALIST	1	0	0	0
27	HUMAN RESOURCES INFORMATION SYSTEMS MANAGER	0	1	1	0
27	SENIOR COMPENSATION ANALYST	1	1	1	0
28	MANAGER - EMPLOYMENT & COMPENSATION	1	1	1	0
28	MANAGER - BENEFITS	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>10</b>	<b>10</b>	<b>13</b>	<b>3</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 18 – Labor & Employee Relations

SCOTT FERRARO, DIRECTOR

The mission of the Labor & Employee Relations Department is to build and support the continuous relationship between labor unions and the Authority. The Department also administers the Occupational Health & Wellness programs of the Authority to enhance attendance and the well-being of all employees.

OBJECT							
CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501300	LABOR - SALARIED EMPLOYEES	217,150	298,010	326,541	306,130	315,314	324,773
502000	FRINGE BENEFITS	51,193	57,009	82,048	110,574	113,891	120,542
502070	UNEMPLOYMENT COMPENSATION	106,636	76,534	175,000	175,000	183,750	192,938
503000	SERVICES	296,797	225,323	287,869	286,166	300,474	315,498
504000	MATERIAL & SUPPLIES	940	776	500	500	525	551
509000	MISCELLANEOUS EXPENSES	2,502	4,530	4,004	4,475	4,699	4,934
<b>DEPT TOTAL</b>		<b>675,218</b>	<b>662,181</b>	<b>875,962</b>	<b>882,845</b>	<b>918,653</b>	<b>959,236</b>

# Department Budgets

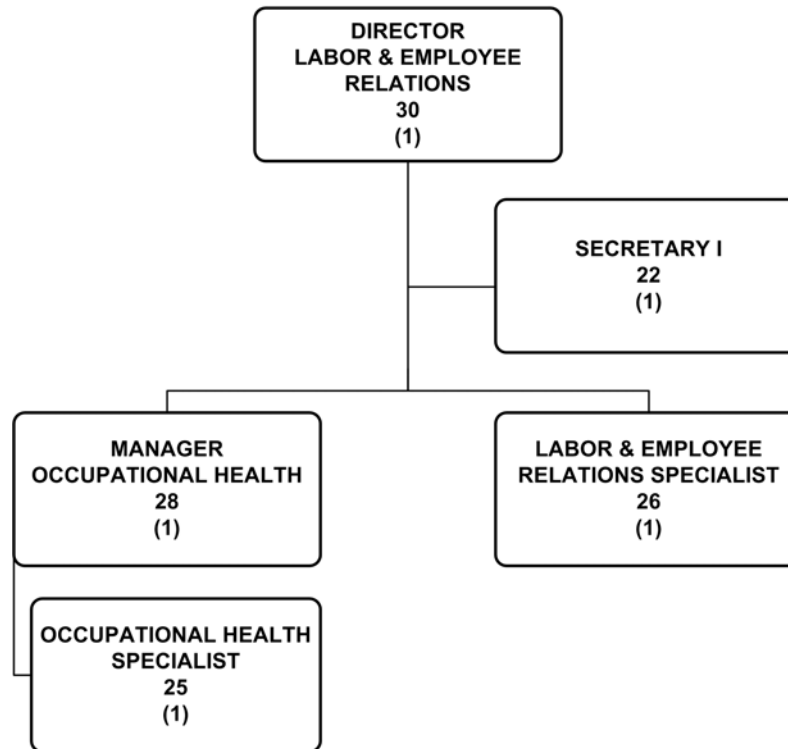
## 2009 Budget Implementation

### Department 18 – Labor & Employee Relations

- Provide advice, training, and counsel to managers, supervisors and employees on discipline, grievances, policies, contracts and labor laws.
- Contract negotiations with ATU in 2009.
- Contract preparation for negotiations with FOP in 2010.
- Serve as Fourth Step Grievance Hearing Officer.
- Administer unemployment compensation benefit process and monitor funds budgeted for this purpose.
- Process biennial exams that have expired for operators.
- Perform alcohol tests on at least 10% of safety sensitive pool.
- Continue performance management under the Positive Discipline Policy.
- Chair or facilitate various Labor Management committees.
- Administer Drug & Alcohol policies and process all FMLA requests.
- Implement wellness initiatives.
- Assist departments in tracking employee attendance to ensure compliance with policies.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Number of Fourth Step Grievance Hearings Held	38	40	35	40
Number of Labor Management Committees	9	9	9	9
Number of Discipline Actions Approved	98	66	115	110
Total Number of Drug & Alcohol Tests	2,902	2,636	2,595	2,600
FMLA Requests Processed	1,100	1,030	1,140	1,200
Unemployment Claims Processed	89	74	155	130

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
HUMAN RESOURCES DIVISION  
LABOR & EMPLOYEE RELATIONS DEPARTMENT  
#18**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 18 - LABOR AND EMPLOYEE RELATIONS\*

<b>JOB CLASS</b>	<b>JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
22	SECRETARY I	1	1	1	0
22	HUMAN RESOURCES CLERK	1	1	0	(1)
25	OCCUPATIONAL HEALTH SPECIALIST	0	1	1	0
26	LABOR & EMPLOYEE RELATIONS SPECIALIST	1	1	1	0
28	MANAGER - OCCUPATIONAL HEALTH	1	1	1	0
30	DIRECTOR - LABOR AND EMPLOYEE RELATIONS	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>5</b>	<b>6</b>	<b>5</b>	<b>(1)</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 30 – Training & Employee Development

ROBERT BAGGS, DIRECTOR

The mission of the Training & Employee Development Department is to provide growth and development opportunities for all GCRTA employees by improving their skills, knowledge and abilities in support of the Authority's goals.

**OBJECT**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	1,160,046	1,366,419	1,440,859	1,429,848	1,472,743	1,516,925
501310	OVERTIME - SALARIED EMPLOYEES	21,656	28,096	2,992	0	0	0
502000	FRINGE BENEFITS	376,532	443,311	468,652	516,461	531,955	563,021
502148	TUITION REIMBURSEMENT	68,131	43,240	50,000	50,000	52,500	55,125
503000	SERVICES	21,825	12,645	20,700	34,100	35,805	37,595
503049	TEMPORARY HELP	4,079	(1,340)	0	0	0	0
504000	MATERIAL & SUPPLIES	4,878	15,142	18,100	18,100	19,005	19,955
509000	MISCELLANEOUS EXPENSES	56,513	93,727	70,000	70,750	74,288	78,002
<b>DEPT TOTAL</b>		<b>1,713,661</b>	<b>2,001,240</b>	<b>2,071,303</b>	<b>2,119,259</b>	<b>2,186,296</b>	<b>2,270,623</b>



# Department Budgets

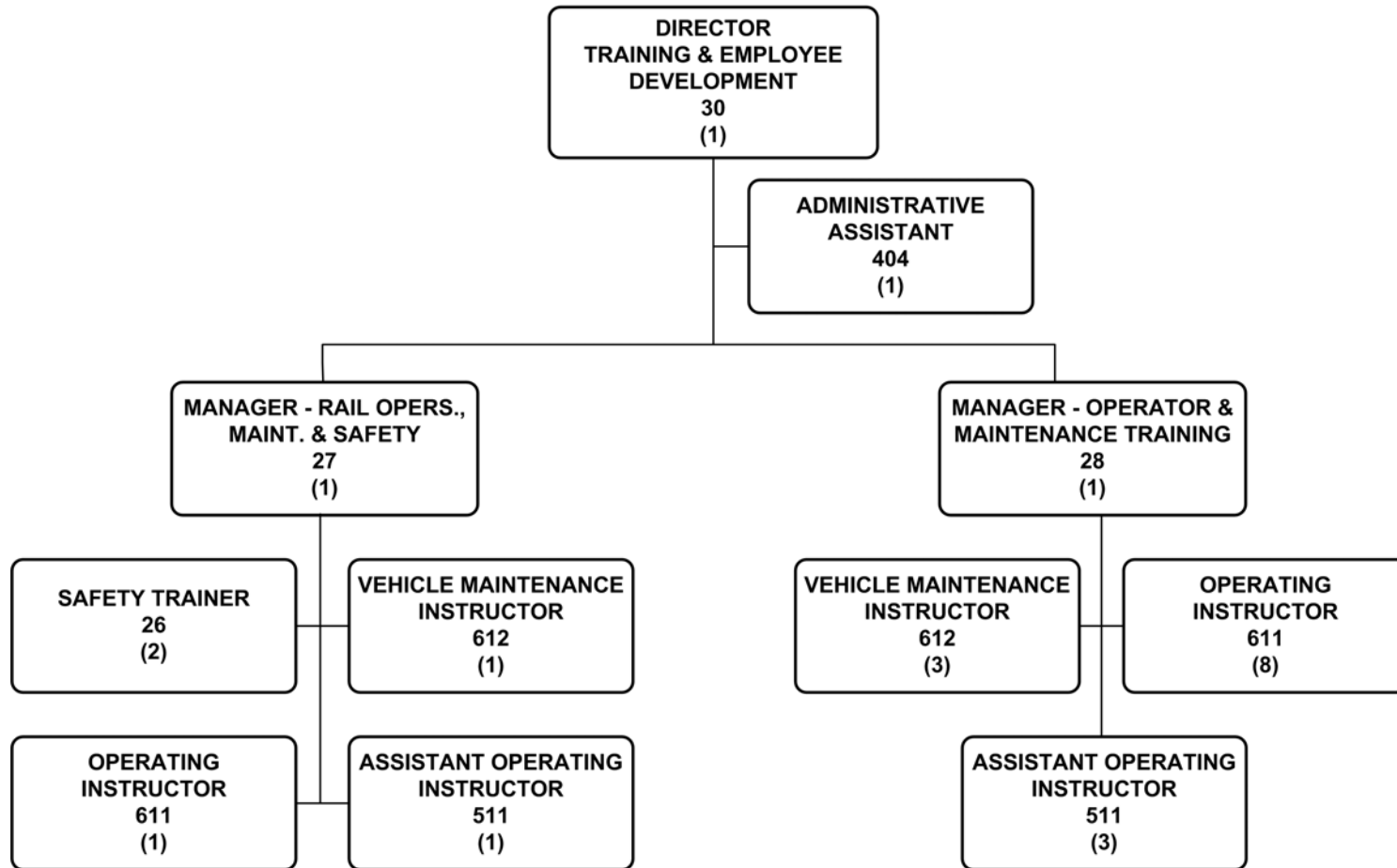
## 2009 Budget Implementation

### Department 30 – Training & Employee Development

- Provide growth and development opportunities for all employees.
- Implement the new Employee Orientation Program (including Safety Training).
- Continue to implement the Biennial Bus Recertification Program and the Rail ReQualification Program.
- Continue the implementation of a comprehensive Safety Training Program for the Authority.
- Continue the implementation of Quality Customer Service.
- Develop and provide training for Rail Standard Operating Procedures (SOP's) and implement Rail Operator Training.
- Monitor Bus-On-Shoulder Initiative.
- Implement the Emergency Operating Plan (EOP) and Terrorist Activity Recognition Reaction (TARR) for the Authority.
- Develop the conversion of Peoplesoft.
- Maintain Training Records to a Training Administrator database.
- Establish a comprehensive training program for Facilities Maintenance, janitorial services, and Power & Way Departments.
- Implement a comprehensive training program for Central Rail Maintenance employees.
- Implement New Fare Training for operators.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Operators Trained	3,700	3,700	3,700	3,700
Maintenance Employees Trained	2,500	2,500	2,500	2,500
Safety Training	800	2,400	2,400	2,400

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
HUMAN RESOURCES DIVISION  
TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT  
#30**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 30 - TRAINING & EMPLOYEE DEVELOPMENT

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
404	ADMINISTRATIVE ASSISTANT	1	1	1	0
511	ASSISTANT OPERATING INSTRUCTOR	2	5	4	(1)
512	ASSISTANT VEHICLE MAINTENANCE INSTRUCTOR	1	1	0	(1)
611	OPERATING INSTRUCTOR	9	9	9	0
612	VEHICLE MAINTENANCE INSTRUCTOR	3	3	4	1
26	EMPLOYEE DEVELOPMENT & TRAINING SPECIALIST	1	1	0	(1)
26	SAFETY TRAINER	2	2	2	0
27	MANAGER - RAIL OPS., MAINTENANCE, & SAFETY TRAINING	1	1	1	0
28	MANAGER - OPERATOR & MAINTENANCE TRAINING	1	1	1	0
30	DIRECTOR - TRAINING & EMPLOYEE DEVELOPMENT	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>22</b>	<b>25</b>	<b>23</b>	<b>(2)</b>

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## Division - Executive

<b>Division Summary</b>	<b>DB - 137</b>
Executive	DB - 144
Secretary/Treasurer - Board of Trustees	DB - 148
Internal Audit	DB - 152
Marketing & Communications	DB - 156
Office of Management & Budget	DB - 160
Fund Transfers	DB - 164

# DIVISION SUMMARY

## EXECUTIVE

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

### **Mission Statement**

To plan, execute and manage the efficient and effective 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.

### **2008 Achievements**

The focus of RTA's business plan is to enhance customer service, improve our image, strengthen financial resources and increase ridership.

#### **Enhance Customer Service**

- Completed construction on, and opened, the \$200+ million Euclid Corridor Transportation Project, on budget and on schedule. Sold naming rights for a period of 25 years, for what is now called the "HealthLine". This state-of-the-art system, which is 9.3 miles in length and operates 24/7, along with the Rapid Transit Vehicles (RTV) developed specifically for this project, have attracted significant international attention. Ridership increased 12.2 percent in the first month of operation.

- Recorded our first one-millionth annual rider on the downtown trolleys, which are now carrying more than 5,000 customers daily.
- Continued the Light Rail Vehicle Fleet rehabilitation.
- Started the Heavy Rail Fleet rehabilitation.

#### **Improve Our Image**

- In 2008, the American Public Transportation Association named Joe Calabrese the *Transit Manager of the Year*, a great way to follow-up on RTA being named North America's Best Public Transportation System, in 2007.
- Won a Downtown Development Award from the Downtown Cleveland Alliance. The award is presented annually to real estate projects that help shape downtown neighborhoods. RTA received the award for the HealthLine.
- Continued the "Smile and Ride Free" promotion for the downtown trolley service through a partnership with Dollar Bank.

# DIVISION SUMMARY

## EXECUTIVE

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

### **2008 Achievements (cont.)**

- Continued to nurture positive relationships with elected officials, civic leaders and the media.
- Received the “Carrier of Distinction” award from the Transportation Security Administration, for exceptional work in security preparedness.
- Upgraded our Web site to improve the capacity for customers to buy on-line fare media.

### **Strengthen Financial Resources**

- Ended fiscal year 2008 at \$4+ million better than budget.
- Successfully worked with Governor Strickland and ODOT Director Beasley to obtain \$9.2 million in supplemental funding to RTA to help offset the rise in diesel fuel costs.
- Implemented fare increases in January and November 2008 to significantly increase customer revenues.
- Pioneered the development and use of “TransitStat” as an operational efficiency tool, saving \$2.3 million in overtime, and reducing inventory expenses.
- Further increased operational efficiencies, allowing RTA to reduce positions and fleet size.

- Refinanced \$27.4 million in prior debt for a \$1.65 million savings.
- Managed a successful functional testing program for Paratransit clients to assure those who really require these specialized services can have their needs met.
- Appointed by Governor Strickland to the 21st Century Transportation Priorities Task-Force, and as vice-chair of the committee to focus on multi-modal transit investments. The final report, presented to the Governor in late 2008, calls for a significant increase in funding for public transportation.

### **Increase Ridership**

- Increased ridership for the sixth consecutive year, despite a depressed economy, fare increases and service cuts.
- Saw significant ridership increase on the downtown trolleys, at Park-N-Ride facilities and on the rail network.
- Increased the number of Commuter Advantage companies from 386 to 446. This puts RTA in a position to reach our 500 goal in 2009 -- a 500 percent increase since 2003. Participants increased from 9,287 to 10,359, surpassing our 10,000 benchmark goal. This increased our customer base 200 percent since 2003, and resulted in \$7.8 million in annual program revenue, up from \$6.4 million in 2007.
- For the first time, RTA’s Paratransit system for the disabled had zero denials for 12 consecutive months.

# DIVISION SUMMARY

## EXECUTIVE

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

### 2009 Priorities

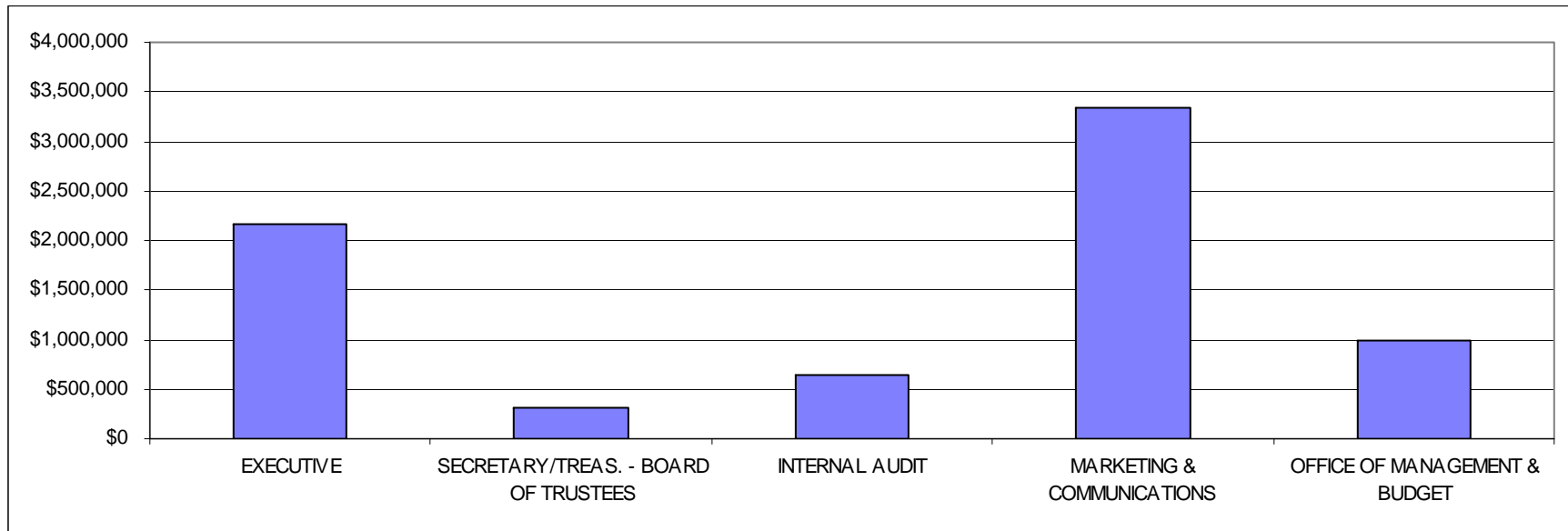
- Continue to improve service quality for all RTA customers, including:
  - On-Time Performance
  - Reliability
  - Customer Satisfaction
  - Safety
- Investigate additional strategies to increase our productivity and efficiency.
- Successfully move forward several important capital projects, such as Rapid Station upgrades, and Park-N-Ride expansions.
- Deliver a creative marketing plan to promote the value of RTA to maximize ridership.
- Continue our positive relationship with civic leaders, elected officials and the media.
- Develop and implement a strategy to increase state funding of transit in the state biennium budget and capture available discretionary dollars at both the state and federal levels.
- Special focus on increasing the cleanliness of RTA facilities and vehicles.



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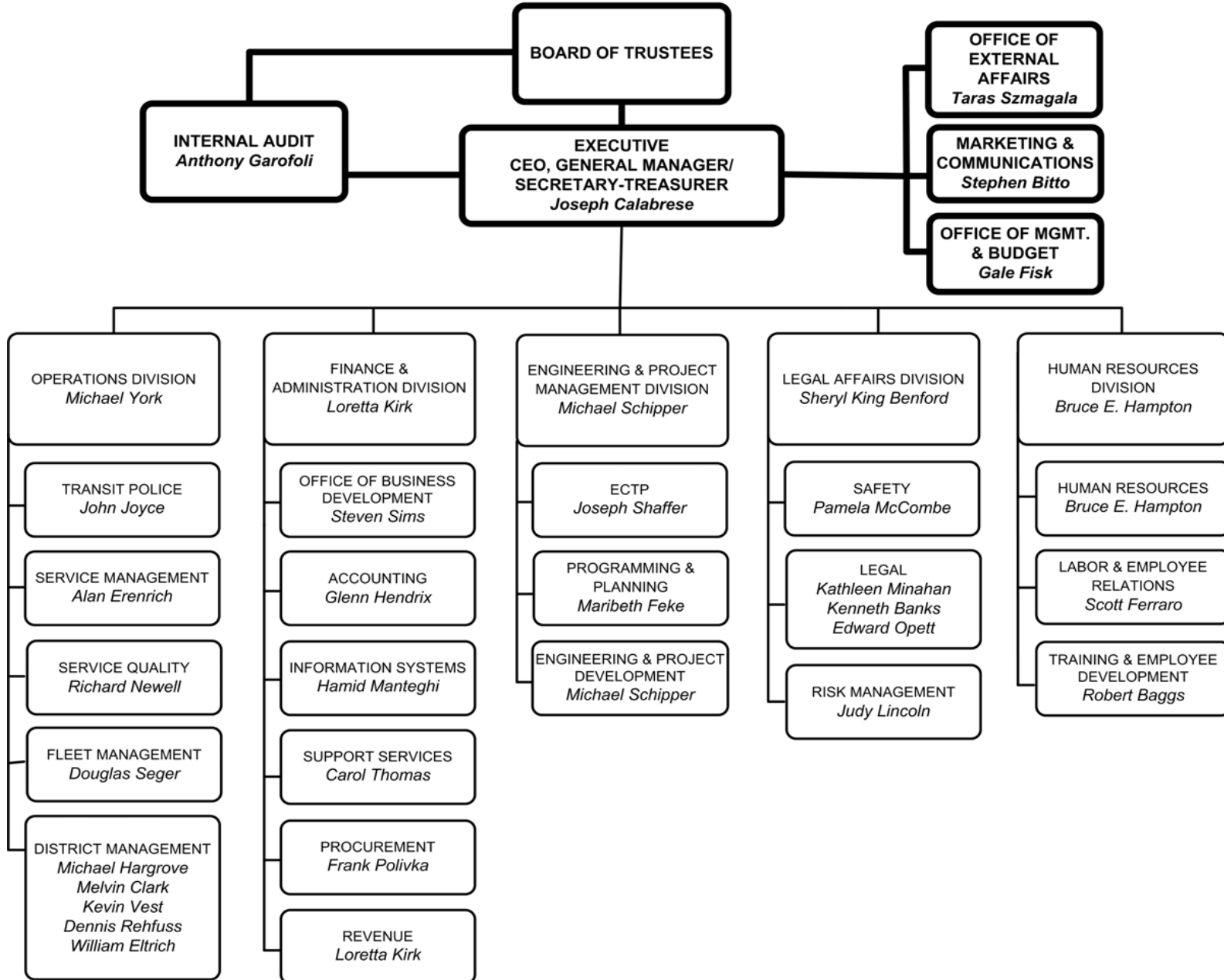
# 2009 OPERATING BUDGET SUMMARY

## Division 6 – Executive



DEPT #	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
12	EXECUTIVE	2,203,229	2,323,694	2,089,184	2,158,215	2,227,624	2,313,925
16	SECRETARY/TREAS. - BOARD OF TRUSTEES	259,767	298,660	309,610	320,931	334,438	349,530
19	INTERNAL AUDIT	573,540	599,494	595,158	647,314	667,517	693,086
53	MARKETING & COMMUNICATIONS	3,066,395	3,073,524	3,164,433	3,339,506	3,465,125	3,611,803
67	OFFICE OF MANAGEMENT & BUDGET	878,886	946,179	896,759	989,755	1,021,063	1,060,447
99	FUND TRANSFERS	22,696,207	23,581,814	27,668,950	31,567,898	33,376,358	32,785,266
<b>DIVISION TOTALS</b>		<b>29,678,023</b>	<b>30,823,365</b>	<b>34,724,094</b>	<b>39,023,620</b>	<b>41,092,125</b>	<b>40,814,057</b>

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
AS OF 2009 BUDGET ADOPTION



# DEPARTMENTAL STAFFING ANALYSIS

## Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
<b>EXECUTIVE</b>				
EXECUTIVE*	17	13	13	0
SECRETARY / TREASURER - BOARD OF TRUSTEES	11	11	11	0
INTERNAL AUDIT	7	7	7	0
MARKETING AND COMMUNICATIONS	33	33	30	(3)
OFFICE OF MANAGEMENT AND BUDGET	10	10	9	(1)
<b>TOTALS</b>	<b>78</b>	<b>74</b>	<b>70</b>	<b>(4)</b>

\* Due to a structural reorganization, some Divisions and Departments have undergone functional changes or been eliminated

# 2009 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 to develop and work towards the achievement of the Authority's goals and objectives.

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	1,515,039	1,602,558	1,388,507	1,426,806	1,469,610	1,513,698
502000	FRINGE BENEFITS	500,569	525,281	463,377	498,309	513,259	543,233
502000	MERIT POOL FRINGES		0	0	0	0	0
503000	SERVICES	7,205	(394)	7,400	6,200	6,510	6,836
504000	MATERIAL & SUPPLIES	3,879	2,328	2,700	2,700	2,835	2,977
509000	MISCELLANEOUS EXPENSES	176,537	193,921	227,200	224,200	235,410	247,181
<b>DEPT TOTAL</b>		<b>2,203,229</b>	<b>2,323,694</b>	<b>2,089,184</b>	<b>2,158,215</b>	<b>2,227,624</b>	<b>2,313,925</b>

# Department Budgets

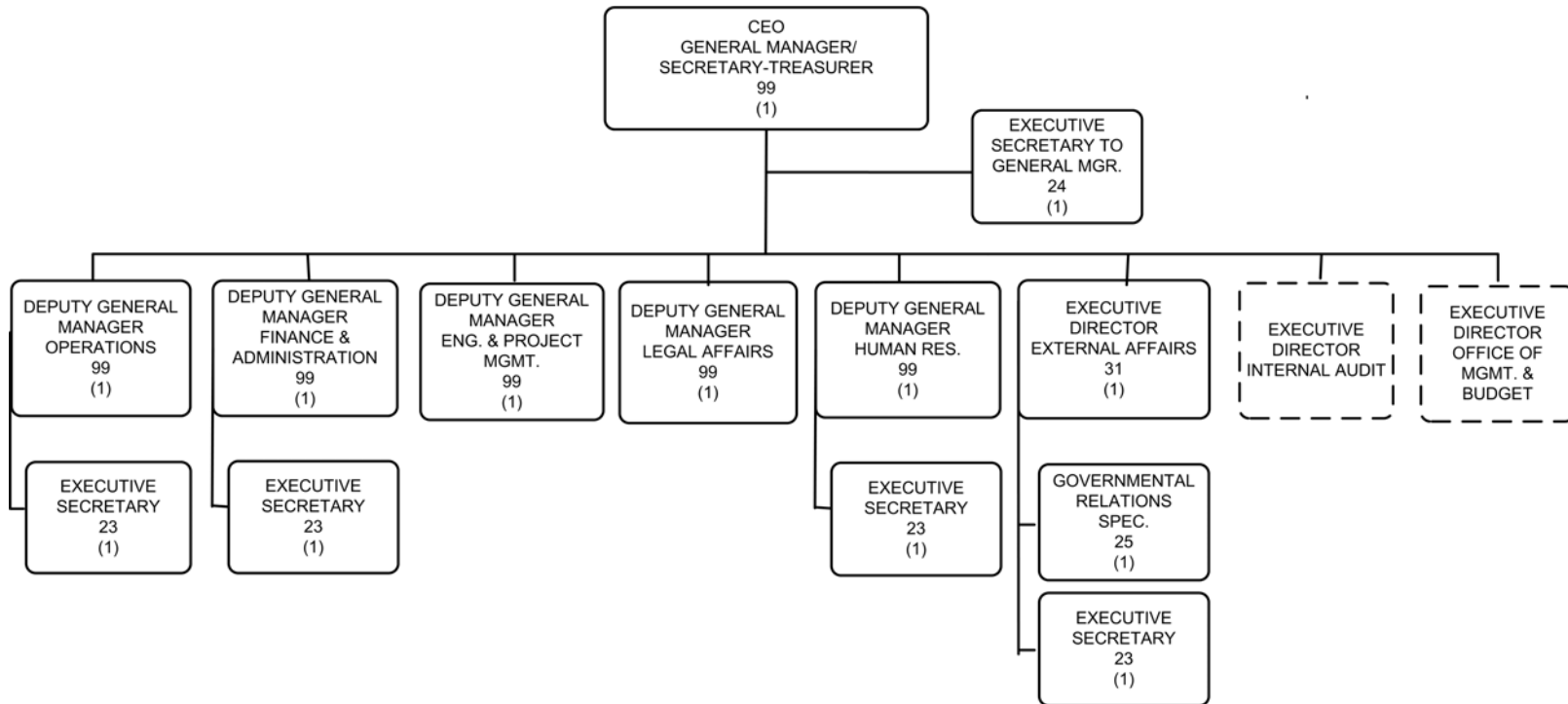
## 2009 Budget Implementation

### Department 12 – Executive

- Stabilize service level.
- 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 service.
- 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.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Ridership	57,246,000	57,322,600	57,977,574	56,800,000
Percent Change Prior Year	0.3%	0.1%	1.14%	-2%
Pass Revenue	N/A	43,467,210	48,173,966	54,411,601
% Change	N/A	N/A	10.83	12.9

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
 TABLE OF ORGANIZATION  
 EXECUTIVE DIVISION  
 EXECUTIVE DEPARTMENT  
 #12



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 12 - EXECUTIVE

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
301	ADMINISTRATIVE ASSISTANT	1	0	0	0
23	EXECUTIVE SECRETARY	4	4	4	0
24	SECRETARY TO GEN. MANAGER / SEC.-TREASURER	1	1	1	0
25	GOVERNMENTAL RELATIONS SPECIALIST	1	1	1	0
26	SENIOR STAFF ASSISTANT - OPERATIONS	1	0	0	0
27	GRANTS MANAGER	1	0	0	0
29	CASH MANAGER / INVESTMENT OFFICER	1	0	0	0
31	EXECUTIVE DIRECTOR - EXTERNAL AFFAIRS	1	1	1	0
99	DEPUTY GENERAL MANAGER - OPERATIONS	1	1	1	0
99	DEPUTY GENERAL MANAGER - FINANCE & ADMINISTRATION	1	1	1	0
99	DEPUTY GENERAL MANAGER - ENG. & PROJECT MANAGEMENT	1	1	1	0
99	DEPUTY GENERAL MANAGER - LEGAL AFFAIRS	1	1	1	0
99	DEPUTY GENERAL MANAGER - HUMAN RESOURCES	1	1	1	0
99	CEO/GENERAL MANAGER AND SECRETARY-TREASURER	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>17</b>	<b>13</b>	<b>13</b>	<b>0</b>



# 2009 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 of the Authority.

OBJECT							
CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501300	LABOR - SALARIED EMPLOYEES	62,532	82,586	86,005	93,323	96,123	99,007
502000	FRINGE BENEFITS	29,467	25,817	28,105	33,708	34,720	36,748
503000	SERVICES	155,779	154,910	158,000	161,600	169,680	178,164
504000	MATERIAL & SUPPLIES	468	404	1,500	1,500	1,575	1,654
509000	MISCELLANEOUS EXPENSES	11,520	34,944	36,000	30,800	32,340	33,957
<b>DEPT TOTAL</b>		<b>259,767</b>	<b>298,660</b>	<b>309,610</b>	<b>320,931</b>	<b>334,438</b>	<b>349,530</b>

# Department Budgets

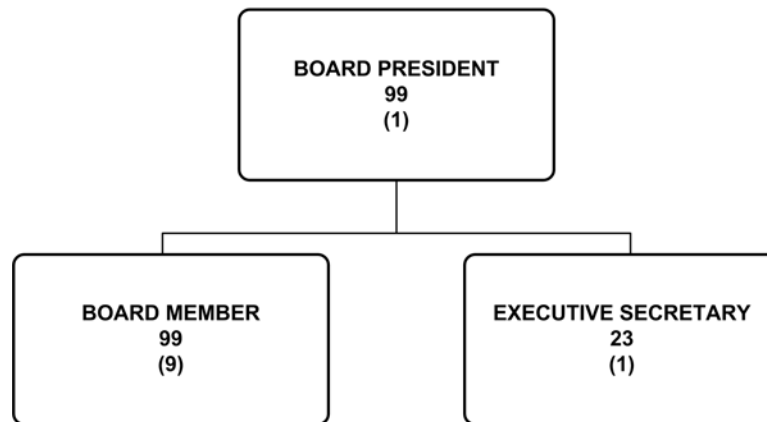
## 2009 Budget Implementation

### 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.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
RTA Annual Yield on Investments	4.30%	5.10%	2.90%	1.50%

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
EXECUTIVE DIVISION  
SECRETARY/TREASURER - BOARD OF TRUSTEES  
#16**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 16 - SECRETARY/TREASURER - BOARD OF TRUSTEES

<b>JOB CLASS</b>	<b>JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
23	EXECUTIVE SECRETARY	1	1	1	0
99	BOARD MEMBER	10	10	10	0
<b>DEPARTMENT TOTALS</b>		<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>

# 2009 OPERATING BUDGET SUMMARY

## Department 19 – Internal Audit

**ANTHONY GAROFOLI, EXECUTIVE DIRECTOR**

Internal Audit is an independent, objective assurance & consulting activity designed to add value & improve the Authority's operations. It 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**

<b>CLASS</b>	<b>DESCRIPTION</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
501300	LABOR - SALARIED EMPLOYEES	406,796	429,991	418,505	446,767	460,170	473,975
502000	FRINGE BENEFITS	128,007	136,149	145,603	161,372	166,213	175,920
503000	SERVICES	30,000	16,000	6,500	17,500	18,375	19,294
504000	MATERIAL & SUPPLIES	615	3,460	2,300	2,300	2,415	2,536
509000	MISCELLANEOUS EXPENSES	8,122	13,893	22,250	19,375	20,344	21,361
<b>DEPT TOTAL</b>		<b>573,540</b>	<b>599,494</b>	<b>595,158</b>	<b>647,314</b>	<b>667,517</b>	<b>693,086</b>

# Department Budgets

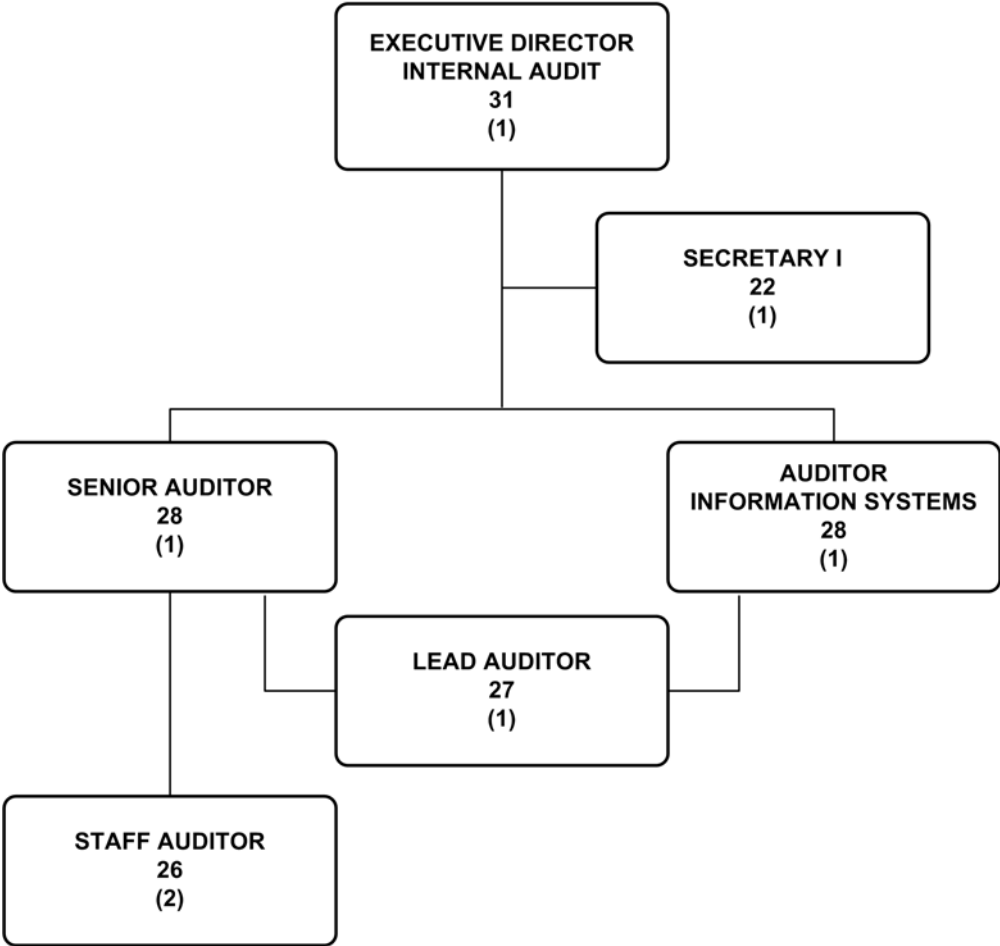
## 2009 Budget Implementation

### Department 19 – Internal Audit

- Coordinate and assist 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 Euclid Corridor Transportation Project contract audits.
- Perform Information Systems audits.
- Perform Bus purchase contract audits and compliance with Buy America Program grants.
- Perform Heavy Rail and Light Rail Vehicle Rehabilitation program audits.
- Assist the Safety Department and Transit Police to perform program audits.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Number of Audits Planned	50	50	50	51
Number of Audits Completed	45	46	45	46
Percentage of Time Budgeted for Audits	90%	92%	90%	90%

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
EXECUTIVE DIVISION  
INTERNAL AUDIT DEPARTMENT  
#19**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 19 - INTERNAL AUDIT

<b>JOB CLASS JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
22 SECRETARY I	1	1	1	0
26 STAFF AUDITOR	3	3	2	(1)
27 LEAD AUDITOR	0	0	1	1
28 AUDITOR - INFORMATION SYSTEMS	1	1	1	0
28 SENIOR AUDITOR	1	1	1	0
31 EXECUTIVE DIRECTOR - INTERNAL AUDIT	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>



# 2009 OPERATING BUDGET SUMMARY

## Department 53 – Marketing & Communications

STEPHEN BITTO, DIRECTOR

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

OBJECT							
CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
501300	LABOR - SALARIED EMPLOYEES	1,489,254	1,531,130	1,499,719	1,513,205	1,558,601	1,605,359
501310	OVERTIME - SALARIED EMPLOYEES	27,939	11,596	32,742	7,000	7,210	7,426
502000	FRINGE BENEFITS	491,035	519,457	495,350	547,651	564,081	597,023
503000	SERVICES	137,629	91,202	211,955	364,900	383,145	402,302
503020	ADVERTISING FEES	880,759	880,781	877,500	877,500	921,375	967,444
503049	TEMPORARY HELP	7,752	0	0	0	0	0
504000	MATERIAL & SUPPLIES	18,281	19,266	25,700	25,500	26,775	28,114
509000	MISCELLANEOUS EXPENSES	11,868	20,092	21,466	3,750	3,938	4,135
509080	DISTRICT COUNCIL	995	0	0	0	0	0
512000	LEASES & RENTALS	883	0	0	0	0	0
<b>DEPT TOTAL</b>		<b>3,066,395</b>	<b>3,073,524</b>	<b>3,164,433</b>	<b>3,339,506</b>	<b>3,465,125</b>	<b>3,611,803</b>

# Department Budgets

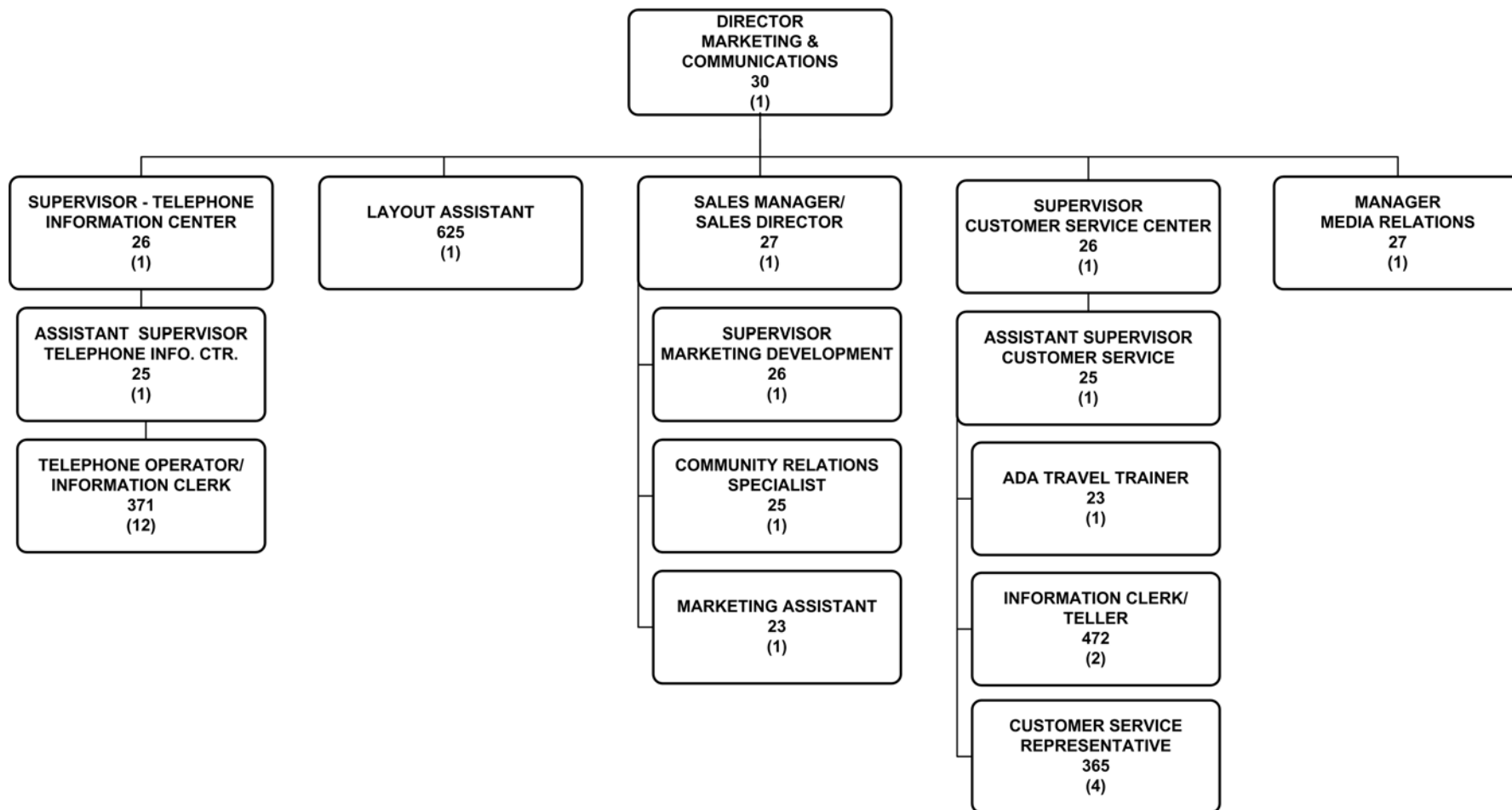
## 2009 Budget Implementation

### Department 53 – Marketing & Communications

- Develop a fully-integrated communication strategy to enhance the community’s awareness of the Authority’s brand and product line.
- Solicit, establish, and expand relationships with Commuter Advantage clients.
- Develop strategies to increase utilization of the Authority’s existing service package, targeting the rapid transit system, community circulators, Park-N-Ride facilities and trolley lines.
- Establish and maintain U-Pass relationships with local colleges and universities.
- Develop an integrated marketing program to promote the use of the HealthLine.
- 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.
- Implement a new travel training program.

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
Answerline Calls Processed	1,100,000	1,250,000	1,250,000	1,250,000
New Commuter Advantage Relationships	66	60	50	75
Ridership Solicitation Programs	20	24	20	20
ADA / Senior Presentations	36	36	36	36
Neighborhood Outreach Activities	38	30	35	36
U-Pass Relationships	4	4	7	7
Newsletters Produced	38	45	50	60

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
TABLE OF ORGANIZATION  
EXECUTIVE DIVISION  
MARKETING & COMMUNICATIONS DEPARTMENT  
#53**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 53 - MARKETING AND COMMUNICATIONS

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
301	ADMINISTRATIVE ASSISTANT	1	1	0	(1)
365	CUSTOMER SERVICE REPRESENTATIVE	4	4	4	0
371	TELEPHONE OPERATOR / INFORMATION CLERK	12	12	12	0
472	INFORMATION CLERK / TELLER	3	3	2	(1)
625	LAYOUT ASSISTANT	1	1	1	0
23	ADA TRAVEL TRAINER	0	0	1	1
23	MARKETING ASSOCIATE	0	0	1	1
25	PUBLICATION SPECIALIST	1	0	0	0
25	PUBLICATION MANAGER	0	1	0	(1)
25	COMMUNITY RELATIONS SPECIALIST	2	2	1	(1)
25	ASSISTANT SUPERVISOR - TELEPHONE INFO. CENTER	1	1	1	0
25	ASSISTANT SUPERVISOR - CUSTOMER SERVICE CENTER	1	1	1	0
26	SUPERVISOR - MARKETING DEVELOPMENT	1	1	1	0
26	SUPERVISOR - TELEPHONE INFORMATION CENTER	1	1	1	0
26	SUPERVISOR - CUSTOMER SERVICE CENTER	1	1	1	0
26	LONG RANGE PLANNER	1	1	0	(1)
27	SALES MANAGER / SALES DIRECTOR	1	1	1	0
27	MANAGER - MEDIA RELATIONS	1	1	1	0
30	DIRECTOR - MARKETING & COMMUNICATIONS	1	1	1	0
<b>DEPARTMENT TOTALS</b>		<b>33</b>	<b>33</b>	<b>30</b>	<b>(3)</b>

# 2009 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, to provide organizational and strategic leadership & consultation services for the CEO / General Manager and the Board of Trustees and to provide management consulting services to all departments on behalf of the CEO / General Manager.

OBJECT		2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
CLASS	DESCRIPTION						
501300	LABOR - SALARIED EMPLOYEES	633,492	684,900	611,670	667,834	687,869	708,505
502000	FRINGE BENEFITS	217,343	214,613	202,388	241,222	248,458	262,968
503000	SERVICES	18,973	39,500	73,000	73,000	76,650	80,483
503020	ADVERTISING FEES	432	175	550	550	578	607
504000	MATERIAL & SUPPLIES	521	408	3,000	1,000	1,050	1,103
509000	MISCELLANEOUS EXPENSES	8,125	6,583	6,150	6,150	6,458	6,781
<b>DEPT TOTAL</b>		<b>878,886</b>	<b>946,179</b>	<b>896,759</b>	<b>989,755</b>	<b>1,021,063</b>	<b>1,060,447</b>

# Department Budgets

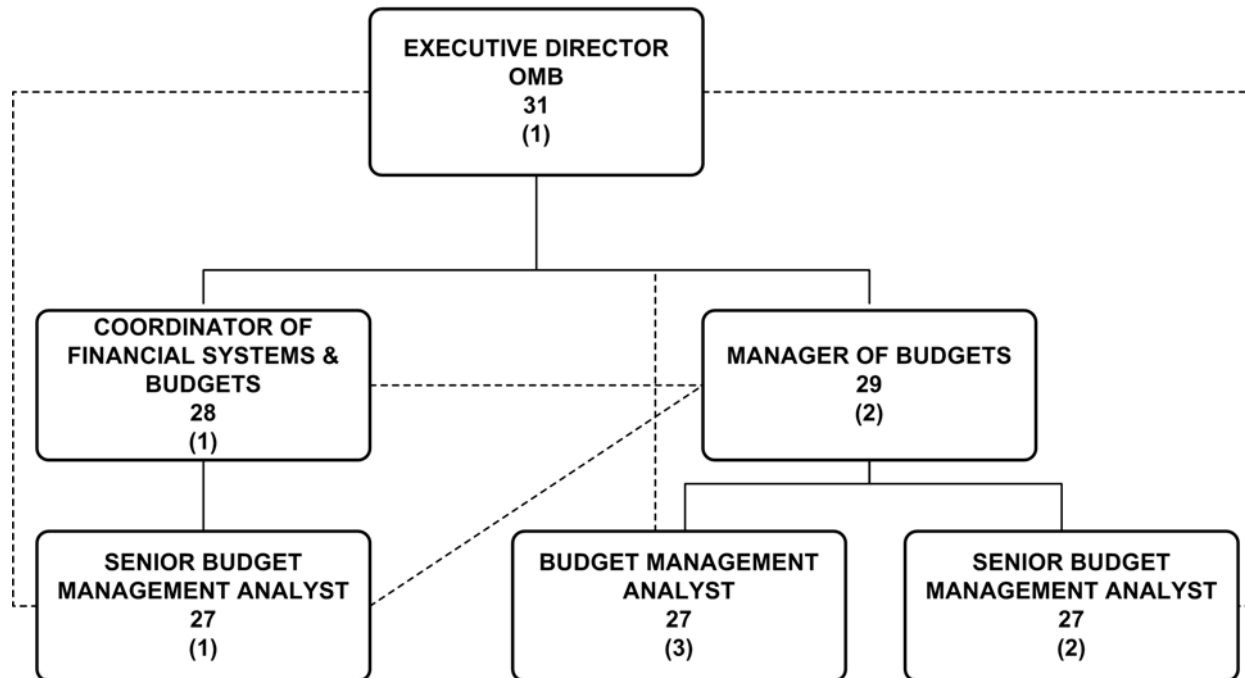
## 2009 Budget Implementation

### 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 2009 budget development process and produce an Adopted Budget Plan.
- 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.
- Implement a process for position evaluation and control.
- Assess and develop methodology for ridership counts.
- Continue to monitor and evaluate the impact of the fare increase implemented in 2008 and further actions needed on the fuel surcharge.
- Investigate and develop proposal for a more regional approach to transit in northeast Ohio.
- Implement the Energy Price Risk Management Program to control and

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Budget</b>
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	N/A	3	3	3
Operating Budget Variances:				
Revenues over/(under)	(1.09%)	(1.37%)	(1.15%)	1.00%
Expenditures over/(under)	(3.67%)	(4.1%)	(1.13%)	(2.00%)

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY**  
**TABLE OF ORGANIZATION**  
**EXECUTIVE DIVISION**  
**OFFICE OF MANAGEMENT & BUDGET**  
**#67**



# STAFFING LEVEL COMPARISONS

## DEPARTMENT: 67 - OFFICE OF MANAGEMENT & BUDGET

<b>JOB CLASS JOB TITLE</b>	<b>APPROVED 2007</b>	<b>APPROVED 2008</b>	<b>APPROVED 2009</b>	<b>2009-2008 VARIANCE</b>
27 BUDGET MANAGEMENT ANALYST	3	3	3	0
27 SENIOR BUDGET MANAGEMENT ANALYST	3	3	2	(1)
28 COORDINATOR OF FINANCIAL SYSTEMS & BUDGETS	1	1	1	0
29 MANAGER OF BUDGETS	2	2	2	0
31 EXECUTIVE DIRECTOR - OFFICE OF MGMT. AND BUDGET	1	1	1	0
<b>DEPARTMENT TOTALS</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>(1)</b>



# 2009 OPERATING BUDGET SUMMARY

## Department 99 – Fund Transfers

### DEPT: 99 - FUND TRANSFERS

All transfers from the General Fund to other funds are accounted for in this Department. In particular, transfers to the Bond Retirement Fund to retire outstanding debt and transfers to the RTA Capital Fund that support locally-funded capital improvements projects are captured here.

OBJECT							
CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
510065	TRANSFERS TO/FROM PENSION FUND	106,000	100,000	100,000	100,000	100,000	100,000
510075	TRANSFERS TO / FROM RTA CAPITAL	7,140,207	6,825,687	9,950,000	11,340,836	11,717,800	11,242,355
510085	TRANSFERS TO / FROM BOND RETIREMENT	14,700,000	15,456,127	14,718,950	17,327,062	19,258,558	19,142,911
510190	TRANSFERS TO / FROM INSURANCE FUND	750,000	1,200,000	2,900,000	2,800,000	2,300,000	2,300,000
<b>DEPT TOTAL</b>		<b>22,696,207</b>	<b>23,581,814</b>	<b>27,668,950</b>	<b>31,567,898</b>	<b>33,376,358</b>	<b>32,785,266</b>

## Capital Improvement Plan

Introduction	CIP - 1
Organization of the Capital Improvement Plan	CIP - 1
Capital Assets	CIP - 2
Capital Improvement Planning Cycle	CIP - 8
Budget Calendar of Events	CIP - 9
Transportation Improvement Program	CIP - 10
Appropriations	CIP - 10
Capital Improvement Financial Policies	CIP - 11
Capital Improvement Criteria	CIP - 12
Priority Areas	CIP - 13
Financial Capacity	CIP - 14
Debt Management	CIP - 18
Operating Impacts	CIP - 20
Project Categories	CIP - 22
RTA Capital Fund	CIP - 23
RTA Development Fund	CIP - 31

### Capital Improvement Plan

What is the Authority's plan for maintaining, repairing and replacing its fleet of bus and rail vehicles, bus garages, rail stations and track and other equipment and how will these capital improvements be financed? The **Capital Improvement Plan** presents a five-year look at capital improvements and discusses funding sources, but primarily focuses on 2009 activity. The detailed list of proposed capital improvement projects is provided, in addition to a discussion of the impact of the 2009 Capital Improvement Plan on the Operating Budget and the Authority's current outstanding debt obligations.

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# 2009 - 2013 Capital Improvement Plan

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## Introduction

The GCRTA Capital Improvement Plan (CIP) relates to the process of maintaining, replacing, or upgrading the Authority's capital assets. Capital assets are properties such as buses, rail cars, facilities, and equipment, the life of which extends over a period of years. Due to the size of the expenditures involved and the length of time required to complete them, the CIP covers a five-year period.

The capital-intensive nature of the Authority's operations makes long-term financial planning indispensable. Effective services depend on the maintenance and upkeep of transportation vehicles, rail infrastructure, passenger stations, maintenance facilities, and other Authority assets. When the condition of these assets is allowed to deteriorate, maintenance and operating costs increase, ridership declines, and the eventual cost of replacement or rehabilitation multiplies.

Capital improvement planning facilitates the process of maintaining these assets and provides a framework for scheduling improvements based on the availability of resources, the condition of assets, and priorities between projects.

## Organization of the Capital Improvement Plan

This chapter contains the 2009-2013 Capital Improvement Plan. The first year of the plan reflects the 2009 Capital Improvement Budget, which is the guide for approved 2009 capital projects. The following four years of the CIP, outlines planned long-term capital plans of the Authority. Projects and budget amounts included in the four-year plan are subject to change in future CIPs based on financial circumstances or changes in project time lines.

A summary of the Authority's capital assets helps to put these projects into perspective. The size, age, and service requirements of the bus and rail fleets support plans such as the on-going Bus Improvement Program and the two Rail Vehicle overhaul projects for the light and heavy rail fleets. Similarly, the age, purpose, and maintenance history of the RTA's facilities provide a basis for reconstruction and rehabilitation decisions.

This chapter also describes the planning process for the capital program, including the method for establishing budget appropriation authority. It explains the chain of events involved and its relationship to the development of the Transportation Improvement Program (TIP). During this process, the Capital Improvement Financial Policies and Criteria help focus the plan on the priority areas that guide the capital improvement decision-making process.

# 2009 - 2013 Capital Improvement Plan

## Organization of the Capital Improvement Plan (continued)

The Financial Capacity section explains Federal, State, and Local funding sources and debt management as it relates to the Authority. It also discusses the impact of capital investment decisions on the operating budget.

The final section is devoted to the details of the 2009 Capital Improvement Budget and the overall 2009-2013 Capital Improvement Plan. RTA Capital Fund projects are ordered by department and projects, while the RTA Development Fund projects are organized by project category and reflect specific funding sources, which support those projects.

## Capital Assets

The bulk of the Authority's capital expenditures have been invested in operating service facilities, light and heavy rail systems & infrastructure and revenue vehicle fleets. The relative age of the Authority's primary facilities, including their history in terms of original in-service dates, rehabilitations, and additions are shown in Figure CIP-1. These facilities and others are briefly discussed between pages CIP-3 and CIP-5.

## Age Distribution of Primary Facilities

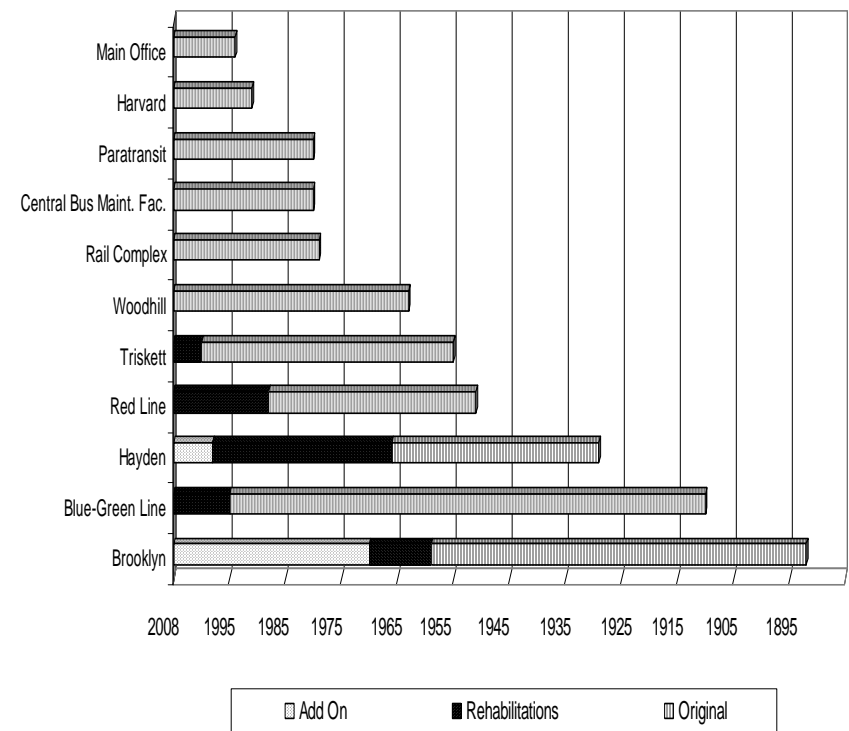


Figure CIP-1: Age Distribution of GCRTA Primary Facilities

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# 2009 - 2013 Capital Improvement Plan

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## Capital Assets (continued)

### Facilities

#### **Central Bus Maintenance Facility**

The Central Bus Maintenance Facility (CBM), 2500 Woodhill Road, was put into service in 1983 and houses a remanufacturing division, diagnostic center, general bus service & maintenance area, and central stores.

#### **Bus District Garage Facilities**

The Authority has three active bus district garages:

1. **Triskett**, 13405 Lakewood Heights Boulevard – originally put into service in 1958 at this location; a new replacement garage opened in 2005.
2. **Hayden**, 1661 Hayden Avenue – originally constructed in 1932 with additions in 1952 and 1968. A total rehabilitation of this garage was completed in 1998.
3. **Harvard**, 2501 Harvard Avenue – This garage was put into service in 1995.

#### **Brooklyn Facility**

The Brooklyn garage was originally built in 1895 with building additions in both 1955 and 1969 remained in service until 2003.

#### **Woodhill Facility**

The Woodhill garage opened in 1966 as a bus garage and remained in service until 1998. It is currently in use as a training facility and houses the bus simulator and the Authority's Print Shop operations.

#### **Paratransit Facility**

The Paratransit Facility, at 4601 Euclid Avenue, was completed in 1983 and houses all Paratransit functions including scheduling, dispatching, and both revenue and non-revenue vehicle repairs. Engineering & design work is underway for a planned rehabilitation of this facility in 2009.

#### **Rail District Complex**

The Rail District Complex, at 6200 Grand Avenue, was put into service between 1982 and 1983. It houses Rail Headquarters, the Central Rail Maintenance Facility, which handles all mechanical, body, and electrical repairs for the rail fleet, the Central Rail Service Building, and the RTA Rail Yards. It is also the location of the Authority's Transit Police Headquarters.

#### **Main Office Building**

The Main Office Building, a renovated warehouse in the downtown Cleveland Warehouse District, at 1240 West Sixth Street, opened in September of 1997. This facility houses the administrative functions of the Authority and the Authority's Communication Center.

#### **Customer Service Centers**

The GCRTA has two Customer Service Centers located at the Tower City Rapid Station Rotunda in downtown Cleveland and on the first floor of the GCRTA Main Office Building.

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# 2009 - 2013 Capital Improvement Plan

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## Capital Assets (continued)

### Park-N-Ride Lots

An objective of the GCRTA is to provide rail and/or bus Park-N-Ride services for all major commuter corridors in Cuyahoga County. As such, the GCRTA provides a combined total of 8,350 parking spaces at 21 of its rapid stations and operates two bus Park-N-Ride lots at Strongsville and Westlake with more than one thousand parking spaces combined. An expansion project, adding 250 additional parking spaces at the Westlake Park-N-Ride Lot will be under construction in 2009.

### Passenger Shelters

There are approximately 1,450 shelters for the system's 8,500 bus stops. The Authority's Bus Passenger Shelter Program Policy prescribes the purchase of various types of bus shelters on a regular basis to replace shelters no longer serviceable or at high volume bus stops. The program's goal is to provide new glass shelters at all bus stops, which meet the Program's criteria.

### Transit Centers

Transit Centers are facilities that provide heated customer waiting areas and roadways to allow several bus routes to meet and transfer passengers. RTA has five Transit Centers at Westgate (Fairview Park), Euclid, North Olmsted, Southgate (Maple Heights), and Parmatown, with a combined total of more than 900 parking spaces. Planned activity for 2009 includes continued development of the Stephanie Tubbs Jones Transit Center (formerly the East Side Transit Center) located downtown near the Cleveland State University campus.

## Rail System

### Right-of-Way

RTA owns 65 miles of rail lines (32.5 miles of joint rail), which are used for the operation of its rapid transit system. Twenty-seven miles are light rail and thirty-eight miles are heavy rail. The right-of-way includes bridges, 52 passenger stations, 17 power substations, overhead catenary wires, signals, and associated rail infrastructure.

### Bridges/Tunnels

The GCRTA is responsible for the maintenance and inspection of 63 track bridges owned within its right-of-way. This includes four station bridges, eight highway bridges, nine service/access bridges, one transit tunnel, five fly-over bridges on the Red Line, and a  $\frac{3}{4}$  mile long viaduct bridge over the Cuyahoga River. In addition, the GCRTA has joint responsibility for inspecting and maintaining the substructures of 100 city and county highway bridges that span the rail tracks. A majority of these bridges were built prior to 1930 and now require major repairs.

Since 2000, 14 track bridges and 5 street bridges have been rehabilitated or completely replaced. Starting in 2008, four track bridge crossings (eight bridges) went into construction and will be completed in 2009. During 2009, it is anticipated that construction of one-track bridge crossing (two bridges) and one street bridge will be underway, as well as a project to rehabilitate the Red Line tunnel going into the Airport Station.

The 2009-13 CIP provides for engineering & design services and/or rehabilitation work on six track bridges, including engineering & design services in 2009 for the Light Rail Trunk Line Bridge between the East 55<sup>th</sup> Street Station and Shaker Square.

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# 2009 - 2013 Capital Improvement Plan

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## Capital Assets (continued)

### The Red Line

The RTA's heavy rail line (Red Line) runs on joint tracks for 19 miles from its eastern terminal at the Louis Stokes Station at Windermere, located in East Cleveland through the Tower City Station in downtown Cleveland to its western terminal at Cleveland Hopkins International Airport. There are 18 stations along the line, eight east of downtown, one at Tower City in downtown Cleveland, and nine west of downtown. Fifteen of the Red Line stations were originally constructed between 1954 & 1958 with three other stations, including the Line's western terminal at the Cleveland Hopkins Airport, put into service in 1967.

With the recent opening of the reconstructed West 117<sup>th</sup> Street Station, the RTA has completely renovated or reconstructed seven of the Red Line stations since 2000. In 2009, construction is scheduled to begin on the Puritas Station on the west side and design work will be completed on the East 55<sup>th</sup> Street, Cedar-University and East 120<sup>th</sup>/Mayfield Road Stations. In addition, design work will begin in 2009 for the reconstruction of the west side S-Curve track section located between the West Boulevard & West 117<sup>th</sup> Street Stations.

### The Blue and Green Lines

The Blue and Green Lines comprise the RTA's light rail system. The lines run on joint track from the downtown Tower City station east to Shaker Square, where they separate. From there, the Blue Line follows Van Aken Boulevard to its termination at Warrensville Center Road, while the Green Line travels along Shaker Boulevard and terminates at Green Road.

Most of the 13.5-mile light rail lines were originally built between 1913 and 1920, but a 2.2-mile Waterfront Line extension was added in 1996. The Authority's light rail system has 35 stations, including three it shares with the Red Line on the east side at Tower City, the East 34<sup>th</sup>/Campus Station and the East 55<sup>th</sup> Street Station.

The entire light rail system, including tracks, infrastructure, and stations was rebuilt between 1980 and 1984. In 2009, the Woodhill Station is scheduled for reconstruction; design work will be completed on the Lee Road/Van-Aken Boulevard Station in Shaker Heights; and a station area plan will be completed for the East 116<sup>th</sup> Street Station.

Also included in the five year plan is a program to reconstruct light rail crossings and two projects to upgrade the rail signal system from East 79<sup>th</sup> Street to the ends of the Blue and Green Lines.

### Tower City Station

Tower City Station, formerly the Cleveland Union Terminal, is the only downtown station for both the heavy (Red Line) and light rail (Blue & Green Lines) systems. Originally constructed and opened in 1930 for passenger rail service, the station was modified in 1955 to accommodate heavy rail service on the Red Line. The station was rehabilitated in 1981 and then completely reconstructed in the late eighties, reopening in 1990 as a part of the multi-use Tower City Center complex.

# 2009 - 2013 Capital Improvement Plan

## Capital Assets (continued)

### Revenue Vehicle Fleets

#### **Conventional Buses**

There were 552 vehicles in the GCRTA bus fleet at the end of 2008 consisting of 453, 40-foot transit buses; 36, 29-foot circulator buses; 23, 40-foot commuter buses; 20 60-foot articulated hybrid rapid transit vehicles (RTVs); 11, 30-foot Trolley buses; and 9, 45-foot commuter buses. Compressed Natural Gas (CNG) powers a total of 14 vehicles, or 2.5%, of RTA's bus fleet. The average bus vehicle age was 6.1 years at the end of 2008. All buses fifteen years old or older have been retired (FTA defines the useful life of a bus to be the lesser of 12 years or 500,000 miles). The fleet age distribution is shown in Figure CIP-2.

The Authority's goal is to replace 1/14 of its fleet every year and to accommodate any increases in peak vehicle requirements. A regular replacement program will:

1. Lower maintenance costs
2. Improve fleet reliability
3. Distribute maintenance efforts more evenly
4. Reduce the Authority's vulnerability to large groups of bus defects
5. Prevent one-time large purchases

### Age Distribution of Bus Fleet

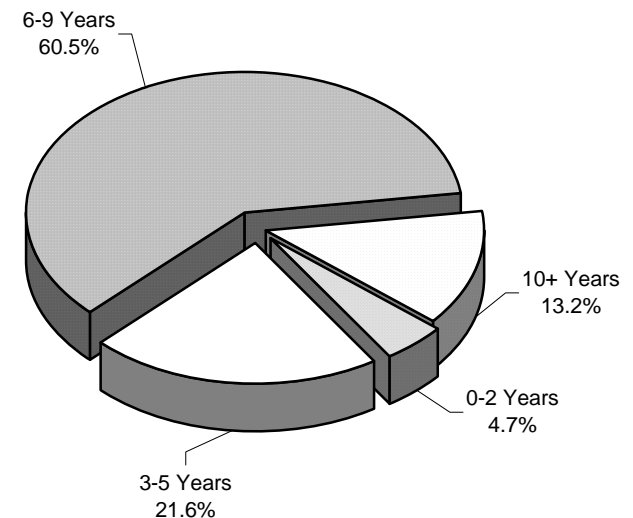


Figure CIP-2: Age Distribution of Bus Fleet



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# 2009 - 2013 Capital Improvement Plan

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## Capital Assets (continued)

Plans for 2009 include putting into service 20, 60-foot articulated buses that were recently ordered and will be delivered by mid-2009. All GCRTA buses are compliant with the Americans with Disabilities Act (ADA) and, with the exception of the trolleys and RTVs, are equipped with bicycle racks.

### Paratransit Buses

RTA's Paratransit Program transports senior citizens and disabled persons on an advanced-reservation basis. Currently, there are 80 wheelchair-equipped buses in the Paratransit fleet. Due to service changes implemented in 2008, that reduced the need for circulator buses, the replacement program for Paratransit buses was accelerated. Fifty-seven (57) vehicles will be replaced over the next two years, including eight vehicles with longer wheelbases to address our jitney service.

In 1991, the Board adopted a policy to provide for the integration of fixed rail and bus services with Paratransit services into a network of services comparable to that available to the general public. This policy is designed to attain full system accessibility and provide compliance with ADA and U.S. Department of Transportation Regulations.

### Rail Vehicles

RTA leases 108 heavy and light rail vehicles with an average age of 26 years at the end of 2008. Heavy and Light Rail vehicle mid-life overhaul projects are currently underway to economically extend the useful life of these vehicles approximately 12 years beyond their normal expected operating life of 25 to 30 years. The cost of a new heavy or light rail vehicle is between \$1.5 and \$3.0 million, while mid-life rehabilitation costs are much less.

There are 60 active Tokyu Heavy Rail vehicles, purchased in 1984 and 1985 that operate on the Red Line. Peak rush hour service requirements for the Red Line are 24 cars, while peak special event service requirements are 32 cars.

The 48 active Breda Light Rail vehicles, acquired between 1981 and 1983, run on the Blue, Green, and Waterfront Lines. Vehicle requirements for peak rush hour service are 18 cars, and 26 cars for peak special event services.

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# 2009 - 2013 Capital Improvement Plan

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## Capital Improvement Planning Cycle

The Capital Improvement Planning Cycle is longer than the operating budget process due to the preparation, scope, and cost involved with the projects. Grant-funded projects must be identified well in advance of execution so that applications can be filed and approved. Furthermore, construction projects must be preceded by preliminary engineering & design work to determine the scope and specifications of the project.

The following Calendar of Events, on page CIP-9, depicts the Capital Improvement and TIP planning cycles. The cycle begins in May when the Office of Management and Budget reviews the budgeting policies and sets the parameters for the Capital Budget. Simultaneously, departments use the previous year's Capital Improvement Plan as a starting point to assess the condition of assets and operating priorities. In July, the Office of Management and Budget (OMB) presents the Board of Trustees with resource estimates and economic assumptions for the coming fiscal year in the Tax Budget.

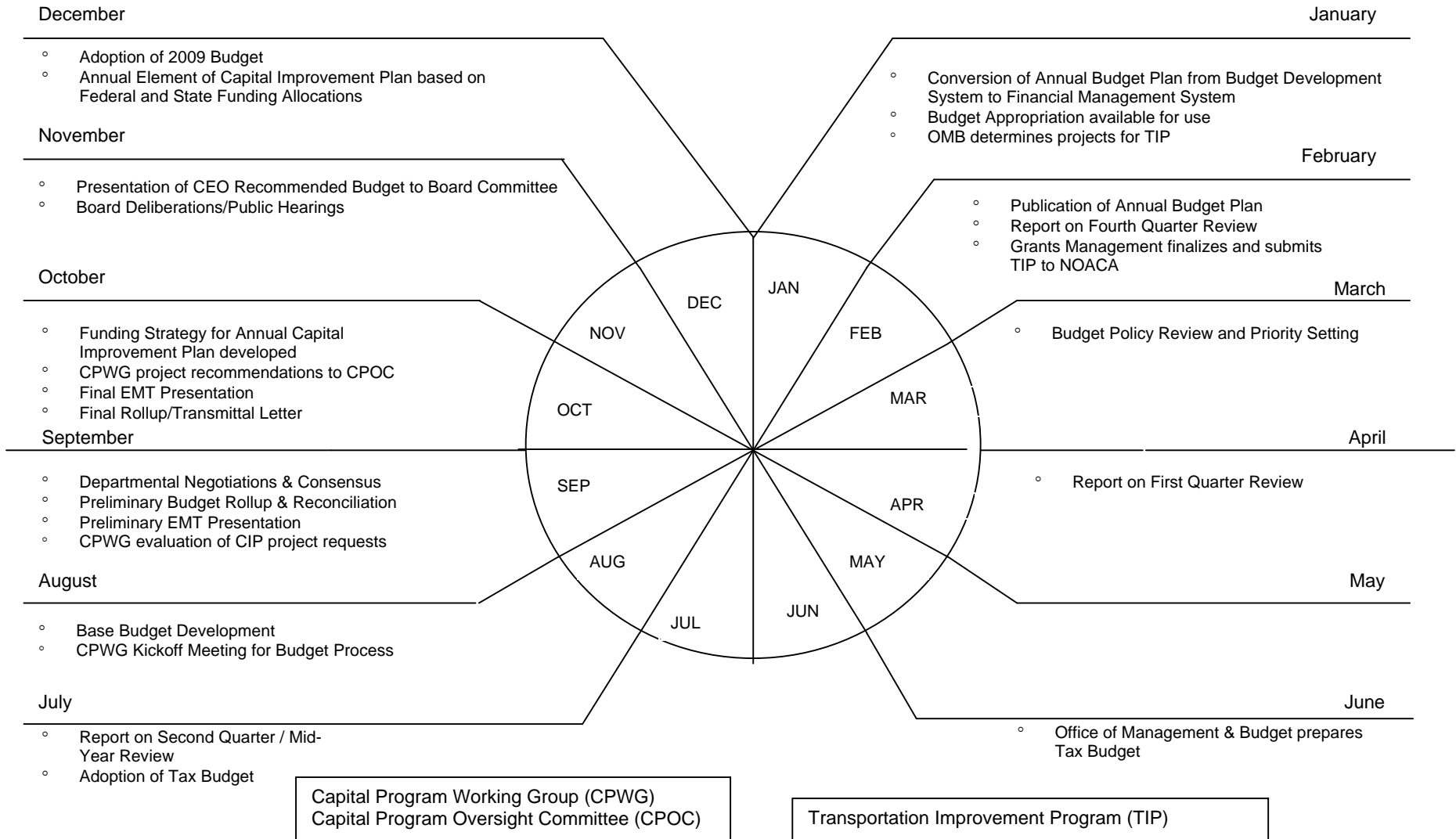
In July, a mid-year review is also conducted to assess the status of the current year's Capital Improvement Budget. OMB staff notifies the departments about resource projections and data requirements for the upcoming budget process.

A more detailed set of instructions is provided to the departments in August including a review of the information required for the budget process. This system is used to capture Capital Budget requests, which are submitted in August along with operating budget requests.

In September and October, OMB staff review budget requests for consistency with capital improvement criterion, funding availability, the Long Range Plan, the Transportation Improvement Plan (TIP), and the annual strategic planning process. Furthermore, projects are ranked in accordance to RTA's priority areas (see page CIP 13) to help refine the list. The Capital Program Oversight Committee (CPOC), formed to develop and monitor the Capital program, then meets to review budget parameters and requests. After initial meetings with the Deputy General Managers at the division level and with the General Manager and the Executive Management Team at the organizational level, the Recommended Operating and Capital Budgets are finalized.

The proposed Capital Improvement Plan is presented to the Board of Trustees' Finance Committee in November. Outstanding issues are resolved in anticipation of the public hearings and the December Board of Trustees meeting at which time it approves the budget for the upcoming year.

# 2009 - 2013 Capital Improvement Plan



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# 2009 - 2013 Capital Improvement Plan

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## Transportation Improvement Program

The planning cycle for grant-funded projects includes the development of the Transportation Improvement Program (TIP). The TIP documents transportation-related capital projects within the region for which Federal funding will be requested. Projects must appear in the TIP to receive funding consideration. The Northeast Ohio Area-wide Coordinating Agency (NOACA) is responsible for bi-annually preparing for the four-year plan for this area. The GCRTA completes the transit component of the plan.

The GCRTA Long-Range Plan and its related five-year Strategic Plan drive the TIP and the Capital Improvement Plan (CIP). These plans, the latter of which is currently being developed, will articulate the types of services and markets the Authority expects to serve.

Preparation of the TIP begins in August when departments request revisions to the previous year's CIP. The Budget Calendar of Events reflects the TIP process and how it corresponds to the Capital Improvement planning cycle. Based on the requests received in August and the prior year TIP, the budget year's annual element is developed and submitted to the Capital Program Oversight Committee (CPOC) for review. In December, the annual element is further defined depending on funding allocations for the new Federal fiscal year.

In addition to finalizing the annual element, the adopted CIP is incorporated into the next four-year TIP, which is developed in December and January. The Board then approves the transit element of the TIP for submittal to NOACA.

## Appropriations

The budget process culminates when the Board approves the budget and establishes appropriation authority. With respect to the Capital Budget, appropriation authority varies depending on which of the two Capital Improvement Funds, either the RTA Capital or RTA Development Fund supports the project.

The RTA Capital Fund supports 100 percent locally funded projects. Generally, these projects are less than \$150,000, have a useful life of less than 5 years, and are routine in nature. Both Routine Capital and Asset Maintenance projects are funded through this account. Routine Capital projects are for the acquisition of non-revenue vehicles & other equipment and Asset Maintenance projects include the rehabilitation and construction projects that are smaller in scope to repair and maintain the Authority's existing facilities.

The RTA Development Fund includes projects more than \$150,000, that have a useful life of greater than 5 years and represents large rehabilitation and expansion projects of the Authority. All grant-funded projects are accounted for in the RTA Development Fund. Projects in this Fund are supported through a combination of Federal and State of Ohio grants, debt service and 100 percent local funds.

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# 2009 - 2013 Capital Improvement Plan

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## Appropriations (continued)

Budget appropriation authority for both RTA Capital and RTA Development Fund projects is established for the upcoming year when the Board of Trustees approves the annual budget in December. The Board also approves grant applications and the acceptance of the awards, which commits the Authority to providing matching funds when grant funds are drawn down. Once approved, the Authority may draw against the grant until the project is completed or the time limit on the grant has expired. Grant awards can only fund projects specified in the application unless the Federal Transit Administration (FTA) or grantor agency approves an amendment.

## Capital Improvement Financial Policies

The Board of Trustees has established a set of financial policies to ensure that adequate funds are invested in maintaining the Authority's long-term capital assets. These policies, which are highlighted in the Budget Guide, are used as goals for planning and controlling. They are as follows:

- An amount equivalent to at least 10 percent of sales tax revenues shall be allocated to the Capital Improvement Fund on an annual basis
- Capital Improvement Funds shall be used to account for the construction and acquisition of major capital facilities, vehicles, and equipment
- The percent of capital maintenance outlay to capital expansion outlay will be a minimum of 33 percent and a maximum of 67 percent
- The Authority will strive to take advantage of all available Federal and State grant and other financing programs for capital improvements

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# 2009 - 2013 Capital Improvement Plan

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## Capital Improvement Criteria

As on the operating side, capital budget requests for the 2009 – 2013 period exceeded available resources. As a result, established guidelines are used to prioritize projects. The following criteria provide a basis for preliminary capital investment decisions:

- **The value and useful life of the capital asset**
  - To be included in the Capital Improvement Plan, the asset must have a value of \$5,000 or more and have a useful life exceeding one year. If financed by debt, the useful life should exceed the term of the bond
- **The availability of resources to fund the Capital Improvement, including grant resources**
  - The availability of grant resources against which local funds can be leveraged greatly enhances the likelihood of approval
- **The age and condition of the capital asset**
  - Generally, assets, which are older and in poor condition rank higher on the rehabilitation or replacement list. Specific vehicle rehabilitation or replacement programs have been established for buses, rail cars, and non-revenue vehicles
- **The relative cost to the Authority for the benefit obtained**
  - Benefits may be measured in terms of avoided cost or the ability of the improvement to recover the capital investment within a given time frame
- **Value engineering considerations with regard to the scheduling/order of projects**
  - The relationship between projects is an important consideration in the scheduling of construction projects. For example, major rehabilitation to a bridge on a rail line might coincide with a track rehabilitation to achieve economies and avoid a duplication of effort

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# 2009 - 2013 Capital Improvement Plan

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## Priority Areas

In addition to these criteria, all capital projects must relate to one of the following priority areas to be considered for approval. Capital projects, which address multiple priority areas, have a greater likelihood of approval.

During this planning cycle, priority areas were defined as:

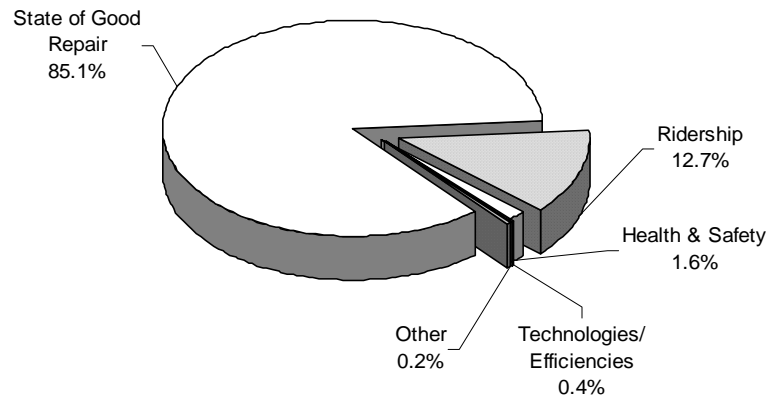
- **Ridership** – Maintaining current riders and attracting new customers
- **Health and Safety** – Ensuring the physical well-being of the Authority's customers, employees, and the general public
- **State of Good Repair** – Maintaining the Authority's current 'core business' through investments in projects, which are necessary in order to operate the existing infrastructure or add an additional dimension/mode to existing systems
- **Technologies/Efficiencies** – Instituting improvements, which can produce operating efficiencies and make better use of resources or implementing projects which minimize additional operating expenses
- **Environmental Impact** – Investing in equipment, adapting facilities or enhancing service infrastructure to support overall environmental benefits such as improved air quality

- **Mandates** – Ensuring compliance with Federal and State mandates such as the Clean Air Act and Americans with Disabilities Act
- **Transit Oriented Development** – Investing in projects that stimulate the development of current property with opportunities for private investment, increased revenue and ridership and encouraging partnerships with other organizations

Figure CIP-3, on the following page, reflects the distribution of approved 2009 Capital Improvement projects. The largest portion of the 2009 Capital Budget, \$54.8 million or 85.1 percent, will impact the State of Good Repair category. This is followed by Ridership with \$8.2 million, or 12.7 percent. The remaining categories combine to make up the balance of the budgeted capital projects.

# 2009 - 2013 Capital Improvement Plan

## 2009 Capital Projects by Priority Area (Millions)



Priority Area	2009	2010	2011	2012	2013	2009-13
Ridership	\$8.2	\$2.9	\$7.6	\$5.1	\$16.7	\$40.5
Health & Safety	\$1.0	\$0.2	\$0.2	\$0.2	\$0.2	\$1.9
State of Good Repair	\$54.8	\$91.4	\$81.7	\$74.1	\$73.6	\$375.6
Technologies/Efficiencies	\$0.3	\$1.3	\$0.3	\$0.3	\$0.3	\$2.3
Other	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.6
<b>Total</b>	<b>\$64.4</b>	<b>\$95.9</b>	<b>\$89.8</b>	<b>\$79.7</b>	<b>\$90.9</b>	<b>\$420.9</b>

Figure CIP-3: Capital Projects by Priority Area

## Financial Capacity

The nature of public transit requires that the Authority pursue a capital-intensive budget. The Authority's capacity to support its ongoing CIP depends on the availability of governmental grants, local matching funds, and an ability to issue bonds. In the 1980's and early 1990's, debt financing had been used sparingly by the RTA in favor of a pay-as-you-go method, maximizing the benefits of Federal and State grant programs. In recent years, however, this strategy was adjusted to meet the financial needs of an aggressive Capital Improvement Program.

At the end of 2008, the Authority will have a combined \$172.8 million in outstanding debt among six debt issues. They are, along with their original amounts, \$33 million of bonds and \$29 million in refunding bonds issued in 1998, \$20.9 million issued in 2001, \$17.5 million in refunding bonds from 2002, \$67.2 million in 2004, \$38.5 million issued in 2006, and \$35.0 million of bonds and \$27.4 million of refunding bonds issued in 2008.

In addition to determining the method of financing, capital investment decisions should take into account a project's impact on operating costs. If a new facility is built, the operating budget must be capable of supporting any additional costs or be positioned to take advantage of efficiencies.



# 2009 - 2013 Capital Improvement Plan

## Financial Capacity (continued)

### Federal Sources

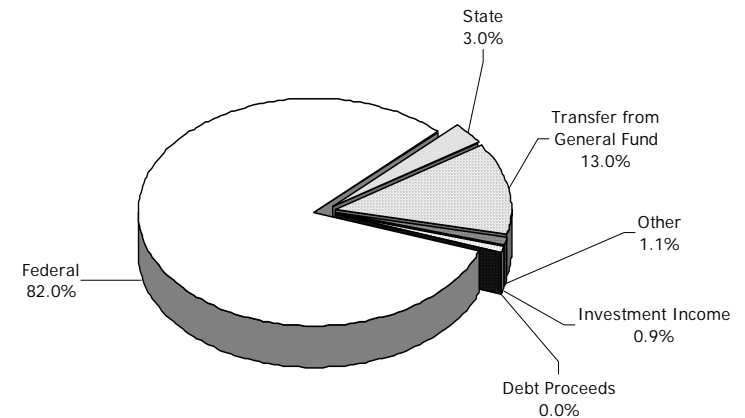
As reflected in Figure CIP-4, Federal grants are expected to provide approximately 82.0 percent of total revenue during the 2009 budget year. Approximately 75 percent of the capital projects included in the CIP will be financed by Federal grants. The three major Federal grant programs normally require participation in the form of a local match. Federal grant programs were modified by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), and confirmed by both the Transportation Equity Act for the Twenty First Century (TEA-21) and the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) adopted in 2005. They are described below.

### **Section 5307 (Formerly Section 9)**

Capital grants are provided under Section 5307 of the Urban Mass Transportation Act of 1964. Resources are allocated to urban areas according to a formula and are matched on an 80 percent Federal, 20 percent local basis. The State may contribute up to one-half of the local match.

Section 5307 grant awards totaled \$32.1 million in 2008 and \$41.4 million in 2007. The 2009 Cleveland Urbanized Area allocation of \$32.7 million includes funds for preventive maintenance and passenger amenities including passenger shelters.

## Capital Improvement Revenue By Source (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Transfer from General Fund	\$7.1	\$6.8	\$10.0	\$11.3	\$11.7	\$11.2
Investment Income	\$1.3	\$0.9	\$1.8	\$0.8	\$0.7	\$0.7
Federal	\$71.9	\$74.3	\$85.4	\$71.7	\$45.2	\$47.7
State	\$6.0	\$8.5	\$12.8	\$2.6	\$1.0	\$1.0
Debt Proceeds	\$25.0	\$0.0	\$35.5	\$0.0	\$25.0	\$0.0
Capital Lease	\$0.0	\$25.0	\$0.0	\$0.0	\$0.0	\$0.0
Other	\$0.5	\$2.8	\$1.8	\$1.0	\$1.0	\$1.0
<b>Total</b>	<b>\$111.8</b>	<b>\$118.4</b>	<b>\$147.3</b>	<b>\$87.5</b>	<b>\$84.6</b>	<b>\$61.6</b>

Figure CIP-4: Capital Improvement Revenue By Source

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# 2009 - 2013 Capital Improvement Plan

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<b>Financial Capacity (continued)</b>
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## **Section 5309 (Formerly Section 3)**

Section 5309 assistance has historically been distributed at the Federal Transit Administration's (FTA) discretion on a 75 percent Federal, 25 percent local basis. The ISTEA increased the Federal participation to 80 percent and has instituted a four-tier formula to allocate Section 5309 Rail Modernization grants. This process has remained the same in the recent SAFETEA-LU legislation. Section 5309 bus grants continue to be awarded at the discretion of the FTA.

Section 5309 grants totaled \$22.2 million in 2008, \$23.8 million in 2007, \$52.4 million in 2006, \$52.7 million in 2005, and \$25.9 million in 2004. The Authority's 2009 apportionment and earmarks for Section 5309 funds totals \$23.4 million. This represents rail modernization and bus discretionary funds and will be used for preventive maintenance, the Light Rail Vehicle Overhaul Project, rail station, infrastructure and track bridge rehabilitation projects, fare collection equipment, and replacement buses. This amount also includes earmarks for Sub-recipient projects including three Intermodal Facilities located at Euclid Avenue & the Cleveland Clinic, University Circle, and at Euclid Avenue and University Hospital.

## **State Sources**

The State can contribute up to one-half of the local match portion of the Federal grant programs. The Ohio Department of Transportation (ODOT) administers these funds. In the past, the State contributed in this form, however, the State is now trending towards larger contributions, which are project-specific rather than matches. In 1995 and 1996, the State provided more than \$20 million to help fund the Waterfront Line construction. In 1998, funding was provided in the form of a loan through the State Infrastructure Bank to be used for the rehabilitation of the Viaduct Bridge. In 2003, ODOT provided \$4.8 million for the Triskett Bus Garage Rehabilitation Project. In 2008, GCRTA received \$1.8 million from ODOT's new discretionary program to be used towards the purchase of up to three articulated Rapid Transit Vehicles (RTVs).

In 2008, GCRTA also received the annual formula allocation of \$782,000 from ODOT for use toward bus replacements. In 2009, the ODOT allocation is \$1.25 million that will be used for replacement buses.

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# 2009 - 2013 Capital Improvement Plan

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## Financial Capacity (continued)

### Local Sources

The Capital Improvement Budget requires local resources to support the match for some grant-funded projects as well as to support 100 percent locally funded projects in both the RTA Capital and RTA Development Funds. Local support in 2009 is comprised of \$11.3 million transferred from the General Fund (Sales Tax Contribution to Capital) and \$700,000 from interest earnings. Furthermore, nearly \$18.1 million is budgeted in the Bond Retirement Fund to cover the debt service from previous debt issues used to support the local portion of capital projects.

# 2009 - 2013 Capital Improvement Plan

## Debt Management

Although major capital improvements are mostly funded by Federal and State capital grants, the Authority is required to pay a percentage of most grant-funded projects from its own local sources. Debt sales are used for this purpose as well as to pay for 100 percent locally funded major projects. General Obligation (G.O.) bonds were last issued in 2008 in the amount of \$35.0 million in new debt and \$27.4 million in refunding bonds. All of the Authority's current outstanding debt will mature by December 2027. The nearly \$172.8 million balance of outstanding bonds at the end of 2008, along with a loan from the State Infrastructure Bank (SIB) with a remaining balance of \$3.6 million, will require principal and interest payments of \$18.1 million in 2009.

### Debt Limitations

As a regional transit authority, Ohio law permits the Authority to issue both unvoted and voted general obligation bonds. In the past, only unvoted general obligation bonds have been issued. As the name implies, unvoted debt is issued without the vote of the electorate, within the limitations provided under State law. General obligation bonds are secured by a pledge of the 'full faith and credit' of the Authority which is backed by the power to levy and collect ad valorem property taxes. Current debt obligations have not required the use of ad valorem property taxes to pay debt service but have been supported by the Authority's other revenue sources.

## Outstanding G.O. Debt Service & SIB Loan as of 12/31/08 and Annual Debt Service Payments (Millions)

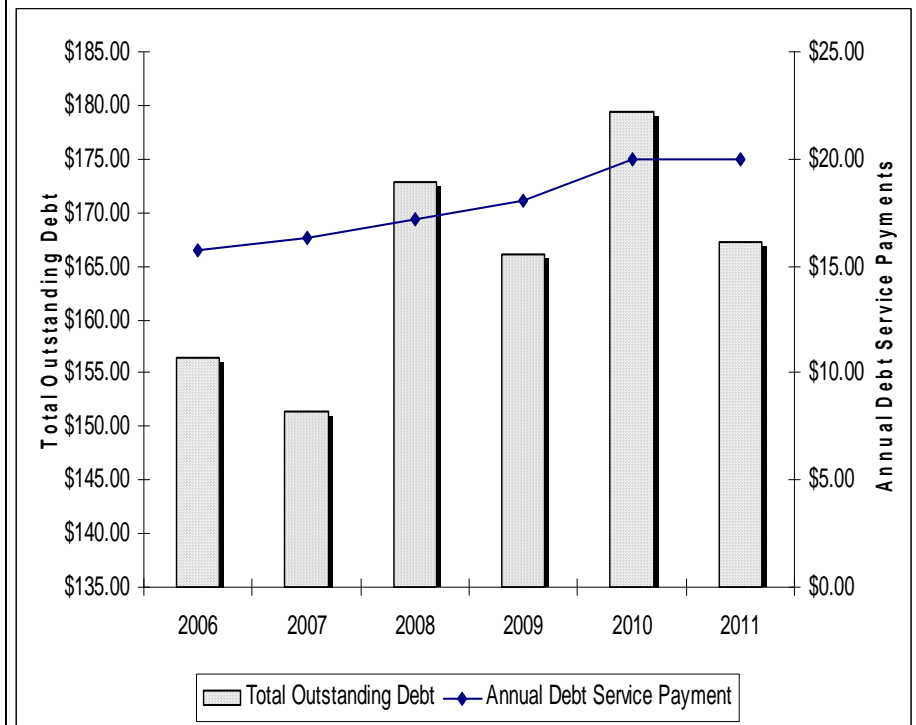


Figure CIP-5: Outstanding G.O. Debt Service & SIB Loan and Annual Debt Service Payments

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# 2009 - 2013 Capital Improvement Plan

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## Debt Management (continued)

There are three limitations, which relate to the Authority's ability to issue debt:

- I. Section 306.40 of the Ohio Revised Code limits the principal amount of bonds, which are supported by property taxes to five percent of the assessed valuation within the Authority's territory. The assessed valuation of property within Cuyahoga County applicable to the GCRTA was nearly \$31.9 billion at year-end 2008, limiting the amount of debt to \$1.59 billion. This limitation is not currently very restrictive to the Authority in view of the large dollar limit and its applicability only to debt supported by property taxes.
- II. The second limitation, also contained in Section 306.40 of the Ohio Revised Code, restricts annual principal and interest payments on the Authority's unvoted general obligation bonds to one-tenth of one percent (0.1 percent) of the assessed valuation. Based on the assessed valuation of nearly \$31.9 billion, annual debt servicing capacity would be close to \$31.9 million. This provision applies to all debt issued by the Authority and is the most restrictive of the limitations, though it exceeds current debt payment levels.
- III. The third constraint is derived from both the Ohio Constitution and the Ohio Revised Code. Article XII, Section 11, of the Constitution requires that any political subdivision incurring debt must provide for the levying of taxes sufficient to pay principal and interest on that debt. Section 2 of the same Article and Section 5705.02 of the Ohio Revised Code limits to ten mills (one mill equals \$1 of tax for each \$1,000 of assessed valuation) for the amount of taxes that may be levied without a vote of the citizens.

This 'indirect' limit on unvoted debt prohibits the county and all political subdivisions from jointly levying property taxes above ten mills without a vote of the people. Thus, the ability of the Authority to issue unvoted general obligation debt is 'shared' with overlapping political subdivisions. As these entities issue debt subject to the 10-mill limitation, the amount of room available for other subdivisions' debt is reduced. Political subdivisions include Cuyahoga County, various municipal corporations, school districts, and townships within the taxing district.

# 2009 - 2013 Capital Improvement Plan

## Debt Management (continued)

With all the outstanding debt issued as of year-end 2008, slightly more than 9.83 of the 10-mill limitation will be in use (based on the 2008 collection year), leaving less than 0.17 mills for additional debt issuances. The used portion is distributed among the various public entities as follows:

City of Cleveland	8.2534 mills
Cuyahoga County	0.9480
GCRTA	0.5454
<u>Warrensville Hts. School District</u>	<u>0.0864</u>
<b>Total</b>	<b>9.8332 mills</b>

Since the Authority's total annual debt service is limited to 1.0 mill, based on the direct limitation described in section II, on page CIP-19, the Authority could issue approximately \$80 million of unvoted debt assuming a 20-year maturity and a 4.5 percent interest rate. The ability to issue more debt is limited though, under the third constraint, in that the total outstanding debt issued as of year-end 2008 by various public entities within the County is approaching the unvoted ten-mill limit.

## Operating Impacts

One of the benefits of considering the Operating and Capital Budgets concurrently is the ability to gauge the impact of Capital Improvement decisions on the Operating Budget. The 2009 Capital Improvement Budget will impact the 2009 Operating Budget in the following ways:

- The Trustees' commitment to contribute a portion of sales tax revenues to the Capital Improvement Fund transfers resources which could otherwise be used to support operations (\$11.3 million in 2009)
- Continuing challenges with intergovernmental assistance, in tandem with increased capital requirements, will continue to place pressure on the General Fund to contribute escalating amounts to the Capital Improvement Fund in the future, further reducing the amount available for operating expenditures
- Decisions to issue additional debt for capital projects will result in debt service payments of nearly \$18.1 million in 2009, requiring a General Fund transfer of nearly the same amount. Anticipated debt issues in future years will continue to increase this amount
- The delivery of 20, 60-foot articulated RTVs in 2009 and the planned delivery of 57 Paratransit vehicles, over the next two years, will improve bus fleet reliability and reduce maintenance costs

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# 2009 - 2013 Capital Improvement Plan

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## Operating Impacts (continued)

- Some Operating Budget expenditures, including personnel costs within the Engineering & Project Development Department and other Authority departments, are incurred in support of ongoing activities within capital projects. These costs are reimbursed to the General Fund as revenue from the Capital Fund. In 2009, this activity will result in nearly \$3.7 million in reimbursements, some of which is grant funded and some 100 percent locally funded.
- The use of Capital Grants for preventive maintenance, an operating expense, reduces the available funding for the Capital Program resulting in deferral of planned projects. In 2009, with the 20% local match included, \$28.7 million of available Federal Capital grants are expected to be used for reimbursement of preventive maintenance expenses incurred within the Operating Budget.
- The Light Rail Vehicle and Heavy Rail Vehicle Overhaul projects, as well as other projects to maintain and improve the rail infrastructure, are expected to improve rail fleet and service delivery reliability and reduce maintenance costs incurred in the operating budget.
- Daily activities within the Operating Budget are supported by the smaller, routine capital purchases and facilities maintenance activities included in the \$3.1 million appropriated in the RTA Capital Fund.

# 2009 - 2013 Capital Improvement Plan

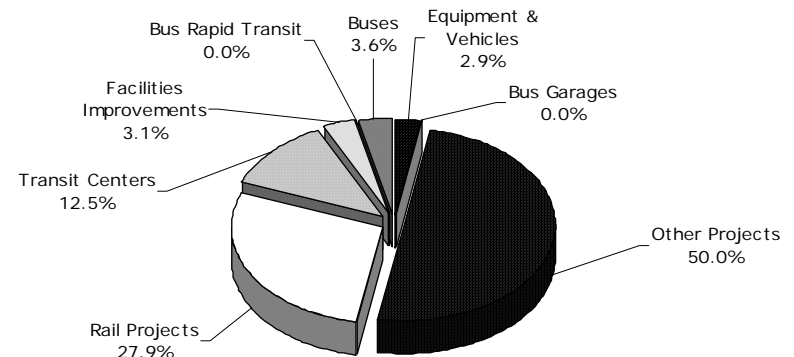
## Project Categories

The 2009–2013 Capital Improvement Plan (CIP) totals nearly \$420.9 million. Projects included within the plan fall into eight major project categories – Rail Projects, Bus Garages, Transit Centers, Facilities Improvements, Buses, Equipment & Vehicles, the Bus Rapid Transit category, and Other Projects.

As reflected in Figure CIP-6, in 2009 the Other Projects category totals \$32.2 million, or nearly 50 percent of the entire Capital Budget. It includes the project for Capitalized Operating Expenses, at \$28.7 million, the single largest capital project in not only 2009, but in each of the years included within the 2009-2013 CIP. The next largest categories in the 2009 capital budget are various Rail Projects budgeted at \$18.0 million, or 27.9 percent, Transit Centers with \$8.0 million, or nearly 12.5 percent, Buses with \$2.3 million, or 3.6 percent, Facilities Improvements with \$2.0 million, or 3.1 percent and Equipment & Vehicles with \$1.9 million, or 2.9 percent.

The largest category over the five-year period is the Other Projects category, which includes reimbursements for preventive maintenance expenses at \$151.1 million, or 35.9 percent of the entire CIP. The second largest category within the total five-year CIP is Rail Projects with \$150.1 million, or 35.7 percent. The Bus Improvement Program at \$50.6 million, or 12.0 percent, Transit Centers with \$39.3 million, or 9.3 percent, Facilities Improvements at \$21.2 million, or 5.0 percent, and Equipment & Vehicle purchases at \$8.6 million, or 2.0 percent are the remaining categories that make up the difference. The Bus Garage and Bus Rapid Transit Categories have no projects included within the 2009-13 CIP.

## 2009 Capital Projects by Category



	2009	2010	2011	2012	2013	2009 - 13
Rail Projects	\$18,007,250	\$38,824,100	\$33,366,620	\$27,853,300	\$32,060,000	\$150,111,270
Bus Garages	\$0	\$0	\$0	\$0	\$0	\$0
Transit Centers	\$8,018,700	\$2,627,000	\$7,315,000	\$4,880,000	\$16,480,000	\$39,320,700
Facilities Improvements	\$1,990,000	\$8,096,500	\$4,557,000	\$3,309,250	\$3,209,250	\$21,162,000
Buses	\$2,320,000	\$12,676,000	\$13,000,000	\$13,000,000	\$9,640,000	\$50,636,000
Equipment & Vehicles	\$1,897,100	\$2,516,000	\$1,398,500	\$1,464,700	\$1,291,000	\$8,567,300
Bus Rapid Transit	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$32,200,000	\$31,204,850	\$30,210,200	\$29,215,700	\$28,230,250	\$151,061,000
<b>Total</b>	<b>\$64,433,050</b>	<b>\$95,944,450</b>	<b>\$89,847,320</b>	<b>\$79,722,950</b>	<b>\$90,910,500</b>	<b>\$420,858,270</b>

Figure CIP-6: Capital Projects by Category



# 2009 - 2013 Capital Improvement Plan

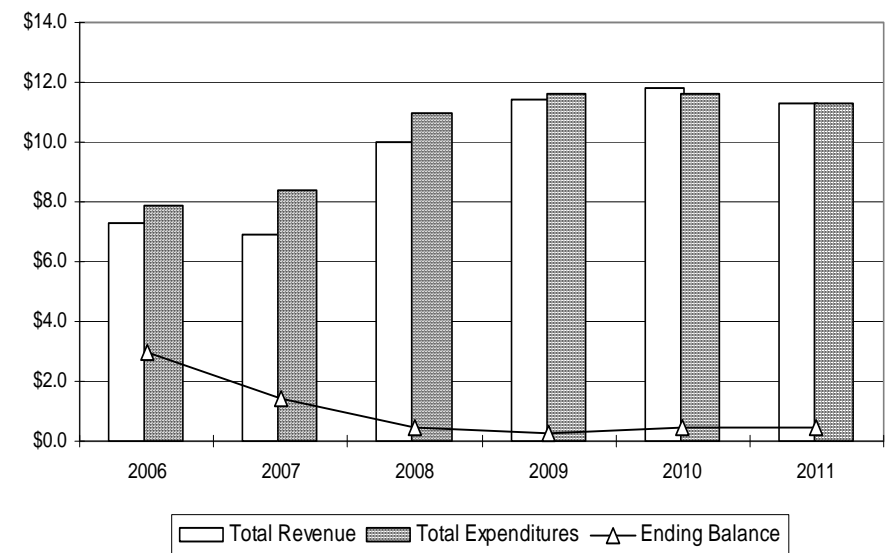
## RTA Capital Fund

The RTA Capital Fund is a smaller fund of more routine expenditures. Projects within this fund are generally less than \$150,000 and have a useful life not exceeding five years. Items which comprise the RTA Capital Fund are segregated into two types: Routine Capital, which includes the acquisition of non-revenue vehicles and small equipment, and Asset Maintenance, which includes small rehabilitation projects to maintain the Authority's existing assets. The RTA Capital Fund is 100 percent locally funded, almost exclusively through sales tax contributions by way of a transfer from the Operating Budget.

Figure CIP-7 presents the fund balance analysis for the RTA Capital Fund. The sales tax 'set aside' as corresponding transfer from the General Fund to RTA Capital began in 1989 and is the only source of revenue into this fund other than investment income. In 2009, transfers from the General Fund are estimated at \$11.3 million, or approximately 6.5 percent of expected sales tax revenues along with anticipated investment income of \$75,000. These amounts, in combination with a planned \$17.3 million transfer from the Operating Budget to the Bond Retirement Fund, bring the total commitment to Capital to nearly \$28.7 million or 16.6 percent of the projected 2009 sales tax revenue.

Total 2009 budgeted expenditures of over \$11.6 million include \$1.9 million for Asset Maintenance projects, \$1.4 million for Routine Capital purchases and a \$8.3 million transfer into the RTA Development Fund. The estimated 2009 ending balance is \$153,323, compared to a projected \$363,000 balance at year-end 2008 and \$1.4 million at the end of 2007.

## RTA Capital Fund Balance Analysis (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Beginning Balance	\$3.5	\$2.9	\$1.4	\$0.4	\$0.2	\$0.4
<b>Total Revenue</b>	<b>\$7.3</b>	<b>\$6.9</b>	<b>\$10.0</b>	<b>\$11.4</b>	<b>\$11.8</b>	<b>\$11.3</b>
Total Resources	\$10.8	\$9.8	\$11.4	\$11.8	\$12.0	\$11.7
<b>Total Expenditures</b>	<b>\$7.9</b>	<b>\$8.4</b>	<b>\$11.0</b>	<b>\$11.6</b>	<b>\$11.6</b>	<b>\$11.3</b>
<b>Ending Balance</b>	<b>\$2.9</b>	<b>\$1.4</b>	<b>\$0.4</b>	<b>\$0.2</b>	<b>\$0.4</b>	<b>\$0.4</b>

Figure CIP-7: RTA Capital Fund Balance Analysis

## RTA Capital Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	4,018,775	3,451,793	2,899,226	1,374,346	362,887	153,323	370,723
<b>Revenue</b>							
Transfer from General Fund	6,626,560	7,140,207	6,825,687	9,950,000	11,340,836	11,717,800	11,242,355
Investment Income	100,298	166,058	96,409	65,007	75,000	50,000	50,000
Other Revenue	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>6,726,858</b>	<b>7,306,265</b>	<b>6,922,096</b>	<b>10,015,007</b>	<b>11,415,836</b>	<b>11,767,800</b>	<b>11,292,355</b>
<b>Total Resources</b>	<b>10,745,633</b>	<b>10,758,058</b>	<b>9,821,322</b>	<b>11,389,353</b>	<b>11,778,723</b>	<b>11,921,123</b>	<b>11,663,078</b>
<b>Expenditures</b>							
Asset Maintenance	1,211,997	1,233,421	1,394,482	1,797,706	1,925,000	1,825,000	1,875,000
Routine Capital	1,081,843	1,625,411	2,052,494	1,778,760	1,425,000	1,650,000	1,550,000
Other Expenditures	0	0	0	0	0	0	0
Transfer to RTA Development Fund	5,000,000	5,000,000	5,000,000	7,450,000	8,275,400	8,075,400	7,875,400
<b>Total Expenditures</b>	<b>7,293,840</b>	<b>7,858,832</b>	<b>8,446,976</b>	<b>11,026,466</b>	<b>11,625,400</b>	<b>11,550,400</b>	<b>11,300,400</b>
<b>Ending Balance</b>	<b>3,451,793</b>	<b>2,899,226</b>	<b>1,374,346</b>	<b>362,887</b>	<b>153,323</b>	<b>370,723</b>	<b>362,678</b>

# 2009 - 2013 Capital Improvement Plan

## RTA Capital Fund (continued)

### Routine Capital Projects

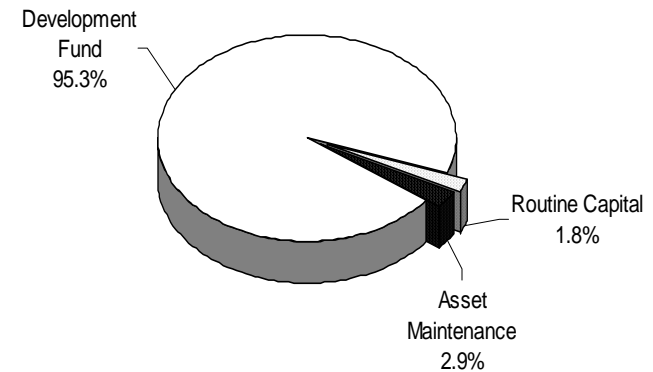
This category includes the purchase of vehicles and equipment, where each unit has a value of at least \$5,000 and a useful life in excess of one year. Furthermore, these items are generally less than \$150,000 and have a useful life not exceeding five years. Thus, budget appropriation for routine capital projects are approved annually.

As indicated in Figure CIP-8, the budget appropriation for Routine Capital projects accounts for \$1.2 million, or 1.8 percent, of the 2009 Capital Improvement Budget. The largest concentration of Routine Capital projects is within the Operations Division, which has \$642,100, or over half (54.9 percent), of the total dollars appropriated for this purpose. The Fleet Management Department, which is responsible for the non-revenue vehicle program, has the largest single department appropriation for Routine Capital purchases in 2009 with \$402,500.

The following highlights major routine capital projects funded in the 2009 Capital Improvement Budget:

- Fleet Management Department projects total \$402,500. Most of this amount is for the purchase of various non-revenue vehicles including \$150,000 for heavy-duty vehicles, \$107,500 for support vehicles, and \$60,000 for Transit Police vehicles. An equipment pool is also budgeted for \$85,000 that includes replacement parts for the Central Bus Maintenance Facility washing system and various shop tools & equipment.

### 2009 Capital Improvement Projects by Funding Type (Millions)



	2009	2010	2011	2012	2013	2009-2013
Routine Capital	\$1.2	\$1.6	\$1.5	\$1.7	\$1.5	\$7.5
Asset Maintenance	\$1.9	\$1.7	\$1.8	\$1.7	\$1.8	\$8.8
Development Fund	\$61.4	\$92.6	\$86.5	\$76.3	\$87.7	\$404.5
<b>Total</b>	<b>\$64.4</b>	<b>\$95.9</b>	<b>\$89.8</b>	<b>\$79.7</b>	<b>\$90.9</b>	<b>\$420.9</b>

Figure CIP-8: Capital Improvement Projects by Funding Type

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# 2009 - 2013 Capital Improvement Plan

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## RTA Capital Fund (continued)

- An Authority-wide Systems Development Pool project is included at \$250,000 in the Information Systems Department budget.
- An Authority-wide securities improvement pool of \$185,000 has been included in the Transit Police Department Budget.
- Various capital project-related fees of \$183,000 have been budgeted in the Executive Department.
- Funding for the Rail District totals \$54,600 and includes replacements for a machine shop lathe & track equipment press and the purchase of various shop tools & equipment.
- In 2009, a contingency amount of \$75,000 has been included for emergency routine capital purchases.
- A total \$20,000 has been budgeted in the Support Services Department for furniture and office equipment purchases.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009-2013 CAPITAL IMPROVEMENT PLAN  
RTA CAPITAL FUND**

**ROUTINE CAPITAL**

DEPARTMENT / PROJECT NAME	PROJECT NUMBER	2009	2010	2011	2012	2013	TOTALS 2009-2013
<b><u>12 EXECUTIVE</u></b>							
NOACA Dues	49120199	55,000	57,750	60,800	64,000	67,500	305,050
Build-up Greater Cleveland Dues	49120299	42,000	44,100	46,400	48,700	51,150	232,350
Outside Legal Services - Legislative Review	49120399	86,000	86,000	86,000	86,000	94,600	438,600
		<b>183,000</b>	<b>187,850</b>	<b>193,200</b>	<b>198,700</b>	<b>213,250</b>	<b>976,000</b>
<b><u>32 RAIL DISTRICT</u></b>							
Rail District Equipment Pool	47320199	54,600	41,000	31,500	29,700	20,000	176,800
		<b>54,600</b>	<b>41,000</b>	<b>31,500</b>	<b>29,700</b>	<b>20,000</b>	<b>176,800</b>
<b><u>34 TRANSIT POLICE</u></b>							
Security Improvements Pool	44340199	185,000	185,000	200,000	200,000	200,000	970,000
		<b>185,000</b>	<b>185,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>970,000</b>
<b><u>35 SERVICE MANAGEMENT</u></b>							
Passenger Vans for Job Access Program	46350199	0	50,000	52,000	0	56,000	158,000
		<b>0</b>	<b>50,000</b>	<b>52,000</b>	<b>0</b>	<b>56,000</b>	<b>158,000</b>
<b><u>39 FLEET MANAGEMENT</u></b>							
NRVIP - Transit Police Vehicles	46390199	60,000	120,000	75,000	125,000	75,000	455,000
NRVIP - Support Vehicles	46390299	107,500	280,000	200,000	225,000	150,000	962,500
NRVIP - Heavy-Duty Vehicles	46390399	150,000	350,000	300,000	450,000	375,000	1,625,000
Fleet Management District Equipment Pool	47390199	85,000	80,000	55,000	20,000	20,000	260,000
		<b>402,500</b>	<b>830,000</b>	<b>630,000</b>	<b>820,000</b>	<b>620,000</b>	<b>3,302,500</b>
<b><u>46 HAYDEN DISTRICT</u></b>							
Hayden District Equipment Pool	45460179	0	0	90,000	120,000	0	210,000
		<b>0</b>	<b>0</b>	<b>90,000</b>	<b>120,000</b>	<b>0</b>	<b>210,000</b>

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009-2013 CAPITAL IMPROVEMENT PLAN  
RTA CAPITAL FUND**

<b>ROUTINE CAPITAL</b>							
<b>DEPARTMENT / PROJECT NAME</b>	<b>PROJECT NUMBER</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>TOTALS 2009-2013</b>
<b><u>61 INFORMATION SYSTEMS</u></b> Systems Development Pool	42610199	250,000	250,000	250,000	250,000	250,000	1,250,000
		<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,250,000</b>
<b><u>62 SUPPORT SERVICES</u></b> Office Equipment/Furniture Replacement Pool	43620199	20,000	20,000	20,000	20,000	20,000	100,000
		<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>100,000</b>
<b><u>67 OFFICE OF MANAGEMENT &amp; BUDGET</u></b> Routine Capital Contingency	49990159	75,000	75,000	75,000	75,000	75,000	375,000
		<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>
<b>TOTAL ROUTINE CAPITAL</b>		<b>1,170,100</b>	<b>1,638,850</b>	<b>1,541,700</b>	<b>1,713,400</b>	<b>1,454,250</b>	<b>7,518,300</b>

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# 2009 - 2013 Capital Improvement Plan

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## RTA Capital Fund (continued)

### Asset Maintenance Projects

Asset Maintenance projects are locally funded projects that maintain, repair, or rehabilitate an existing capital asset. They include projects of smaller scope, duration, and expense than those included in the RTA Development Fund. The duration of these projects is often less than one year with the cost generally not exceeding \$150,000 and a useful life not exceeding five years.

Budgeted 2009 Asset Maintenance projects total nearly \$1.9 million, representing 2.9 percent of the 2009 Capital Improvement Budget (see Figure CIP-8). The largest portion of these projects, \$1.3 million, or 70.8 percent, are included within the Engineering and Project Development Department, which coordinates larger construction-related routine improvements. This is followed by the Service Management Department with \$350,000, or 18.6 percent, of all Asset Maintenance projects. The remaining amounts are \$100,000 budgeted in the Fleet Management Department for bus lift rebuilds and a contingency project for asset maintenance (\$100,000).

Some highlights of 2009 Asset Maintenance projects include:

- A total of \$550,000 has been budgeted to maintain passenger facilities. This amount is allocated to the Engineering and Project Development Department (\$400,000) and the Service Management Department (\$150,000).

- To maintain the Authority's operating facilities, a total of \$710,000 has been provided in 2009. This amount is allocated between the Engineering and Project Development Department (\$560,000) and the Service Management Department (\$150,000).
- A sum of \$50,000 has been appropriated for Track Maintenance within the Engineering and Project Development Department .
- Authority-wide ADA-related projects are included in the Engineering and Project Development Department budget for \$175,000.
- Bridge Maintenance and Bus Pad Replacement projects are budgeted at \$75,000 and \$50,000 respectively, both in the Engineering and Project Development Department budget.
- A contingency for emergency asset maintenance projects has been budgeted in the amount of \$100,000.

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009-2013 CAPITAL IMPROVEMENT PLAN  
RTA CAPITAL FUND**

**ASSET MAINTENANCE**

DEPARTMENT / PROJECT NAME	PROJECT NUMBER	2009	2010	2011	2012	2013	TOTALS 2009-2013
<b><u>35 SERVICE MANAGEMENT</u></b>							
Passenger Facilities Maintenance Pool	32355099	150,000	150,000	150,000	150,000	150,000	750,000
Administration Facilities Maintenance Pool	32355199	50,000	50,000	50,000	50,000	50,000	250,000
Operating Facilities Maintenance Pool	32355299	150,000	150,000	150,000	150,000	150,000	750,000
		<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,750,000</b>
<b><u>39 FLEET MANAGEMENT</u></b>							
Central Bus Maint. Lift Rebuilds/Replacements	47395099	100,000	0	100,000	0	100,000	300,000
		<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>300,000</b>
<b><u>80 ENGINEERING &amp; PROJECT DEV.</u></b>							
Bridge Maintenance Pool	20805099	75,000	75,000	75,000	75,000	75,000	375,000
Track Maintenance Pool	23805099	50,000	50,000	50,000	50,000	50,000	250,000
Facilities - ADA Projects	32805099	175,000	175,000	175,000	175,000	175,000	875,000
Passenger Facilities Maintenance Pool	32805199	400,000	400,000	400,000	400,000	400,000	2,000,000
Operating Facilities Maintenance Pool	32805299	560,000	450,000	450,000	450,000	450,000	2,360,000
Bus Pad Replacement Pool	33805099	50,000	50,000	50,000	50,000	50,000	250,000
Authority-Wide Sign Replacement	47805099	25,000	25,000	25,000	25,000	25,000	125,000
		<b>1,335,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>6,235,000</b>
<b><u>99 OFFICE OF MANAGEMENT &amp; BUDGET</u></b>							
Asset Maintenance Contingency	49995059	100,000	100,000	100,000	100,000	100,000	500,000
		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>
<b>TOTAL ASSET MAINTENANCE</b>		<b>1,885,000</b>	<b>1,675,000</b>	<b>1,775,000</b>	<b>1,675,000</b>	<b>1,775,000</b>	<b>8,785,000</b>
<b>RTA CAPITAL FUND TOTAL</b>		<b>3,055,100</b>	<b>3,313,850</b>	<b>3,316,700</b>	<b>3,388,400</b>	<b>3,229,250</b>	<b>16,303,300</b>



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# 2009 - 2013 Capital Improvement Plan

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## RTA Development Fund

The Authority's Capital Improvement Funds are used to account for the acquisition, construction, replacement, repair, and renovation of major capital facilities and equipment. The RTA Development Fund includes both a majority of the larger rehabilitation and expansion projects and the Authority's Long Range projects. Generally, RTA Development Fund projects must be greater than \$150,000 and have a useful life of greater than five years. This Fund is primarily supported through grants.

Federal Capital grants require that local match funds be set aside and available for Capital Improvement projects. During the budget process, local match requirements are reviewed and resources provided through sales tax contributions transferred from the RTA Capital Fund, debt sales, and interest income.

In 2005, 2006, and 2007 \$5.0 million was transferred from the RTA Capital Fund to the RTA Development Fund to cover the local match for the Capitalized Operating Expenses project and to cover other expenses within the fund not covered by other revenue sources. The amount increased to an estimated \$7.5 million in 2008 and will further increase to \$8.3 million in 2009, then decrease slightly to \$8.1 million and \$7.9 million in the following years. In 2004, \$38.0 million in bond proceeds was deposited into the RTA Development Fund and continues to be drawn down. A \$25.0 million bond issue occurred in 2006, followed by a \$35.0 million bond issue in 2008. Interest income has varied over the years due to fluctuations in the fund balance with \$700,000 expected in 2008, followed by a decrease to \$625,000 in the following years.

Figure CIP-9, on the following page, presents the fund balance analysis for the RTA Development Fund. In 2005, following its cyclical nature, the RTA Development Fund experienced a decrease to \$9.4 million as capital activities increased, but a debt issuance in 2006 increased the fund balance to \$18.5 million by the end of the year. In 2007, the balance slightly increased to \$22.6 million due to proceeds from a \$25.0 million capital lease that offset an increase in capital activities. It again increased to \$33.9 million in 2008, due to proceeds from a \$35.0 million bond issuance, but is expected to decrease to \$22.8 million in 2009 as proceeds are drawn down by capital activities. Future years will continue to exhibit this cyclical pattern as an increase in fund balance, due to a bond issuance, is followed by a down turn in the fund balance due to capital activities.

Federal funding resources flow into the Authority through the FTA Grant funds. When grant-funded capital improvements are made, funds are paid to the Authority from the Federal Government via wire transfer. Payments to vendors are then paid from the Authority and the assets acquired are accounted for in the capital funds. A similar process is in place to draw down State grant funds.

As reflected in the detailed fund balance statement on page CIP-35, Federal grants of \$71.7 million, State grants of \$2.6 million, a transfer from the RTA Capital Fund of \$8.3 million, investment income of \$700,000, and \$1.0 million from other sources will help support expected outlays of \$94.8 million in 2009. The Fund Balance Analysis is presented on a cash basis and attempts to estimate the actual flow of revenue and expenditures. Thus, expenditure estimates differ from the levels presented in the Capital Improvement Project lists, which are based on the establishment of budget appropriation authority.

# 2009 - 2013 Capital Improvement Plan

## RTA Development Fund (continued)

### RTA Development Fund Projects

In 2009, the combined budget appropriation for RTA Development Fund projects accounts for nearly 95.3 percent, or \$61.4 million, of the entire 2009 Capital Improvement Budget. The listing of projects within this fund is based upon the establishment of budget appropriation authority. It includes projects that may have already received grant-funding, projects in the application stage, projects included in the Transportation Improvement Program (TIP), and larger projects supported by 2009 local funds. The following highlights some of the larger programmed RTA Development Fund Capital Improvement Projects in 2009.

#### Bus Garages - \$0.0 million

There is no bus garage project included within the 2009-13 CIP for the RTA Development Fund. The last bus garage rehabilitation/reconstruction scheduled, the Paratransit Garage, was included in the 2008 Budget. This project is currently under design, with construction expected to begin in early 2009.

#### Bus/Paratransit Improvement Programs - \$2.3 million

The only project included in this category in 2009 is the budgeted purchase of up to 27 replacement Paratransit Vehicles for delivery in 2010.

#### Bus Rapid Transit (BRT) - \$0.0 million

The Euclid Corridor Transportation Project (ECTP), now named the HealthLine, has been the only budgeted project within this category.

## RTA Development Fund Balance Analysis (Millions)



	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
Beginning Balance	\$9.4	\$18.5	\$22.6	\$33.9	\$22.8	\$39.4
<b>Total Revenue</b>	<b>\$109.5</b>	<b>\$116.5</b>	<b>\$144.8</b>	<b>\$84.3</b>	<b>\$80.9</b>	<b>\$58.2</b>
Total Resources	\$118.8	\$135.0	\$167.3	\$118.3	\$103.7	\$97.6
<b>Total Expenditures</b>	<b>\$100.3</b>	<b>\$112.4</b>	<b>\$133.4</b>	<b>\$95.5</b>	<b>\$64.2</b>	<b>\$65.1</b>
<b>Ending Balance</b>	<b>\$18.5</b>	<b>\$22.6</b>	<b>\$33.9</b>	<b>\$22.8</b>	<b>\$39.4</b>	<b>\$32.5</b>

Figure CIP-9: RTA Development Fund Balance Analysis

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# 2009 - 2013 Capital Improvement Plan

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## RTA Development Fund (continued)

The project opened for service in the fourth quarter of 2008 and no further budget appropriations will be needed to complete this project. Closeout of remaining project activities will be substantially complete by the end of the 2009 Budget Year.

### Equipment & Vehicles - \$860 thousand

There are two projects included for 2009 in this category. A Security Upgrade program for \$510,000 and the remaining budget appropriation of \$350,000 needed to complete the Central Public Address System.

### Facilities Improvements - \$380 thousand

This category includes projects to rehabilitate or replace bridges and other system-wide facilities owned by the Authority. The two projects included for the 2009 Budget Year are design work for the rehabilitation of the Light Rail Trunk Line Bridge for \$350,000 and a small amount, \$30,000, to begin work on the rehabilitation of a track bridge over East Boulevard.

### Other Projects - \$32.2 million

The major project included within this category is the largest single project, both within the 2009 Budget Year, as well as over the five years of the 2009-13 CIP. Capitalized Operating Expenses, with a budget appropriation of \$28.7 million, makes up nearly 46.8 percent of the entire RTA Development Fund appropriation for the upcoming 2009 Budget Year. Other budgeted projects within this category in 2009 include a fare collection equipment lease payment of \$2.4 million, contingency projects for force account labor, and project

administration costs, each at \$300,000, and an on-going planning study with \$115,000.

### Rail Projects- \$17.9 million

The Rail Projects category is the most diverse category within the RTA Development Fund. It includes rail station rehabilitation & construction projects, vehicle rehabilitations, signalization & electrical work, and on-going rail infrastructure & track rehabilitation projects.

Nearly \$18.0 million of budget appropriation is included in the 2009 Budget Year for various rail projects within this category. Some of the major budgeted 2009 projects in this category include the Heavy-Rail Vehicle Overhaul project (\$5.2 million), rehabilitation of the Woodhill Road Light Rail Station (\$3.7 million), an on-going rail infrastructure improvement program (\$2.6 million), and additional budget appropriation needed to reconstruct the Puritas Avenue Heavy Rail Station (\$2.5 million).

Other significant projects in 2009 include the beginning of a five-year project to reconstruct various Light-Rail crossings (\$1.4 million), construction work on the Airport Tunnel Rehabilitation (\$700,000) and land acquisitions & public art for the Mayfield Road Heavy Rail Station (\$700,000) with the remainder spread in smaller amounts over other projects included within this category.

### Transit Centers / Bus Loops - \$8.0 million

The major projects in this category in 2009 are three inter-modal stations: the Cleveland Museum of Art, University Hospitals, and Cleveland Clinic, with a combined budget appropriation of \$5.2 million; the Stephanie Tubbs Jones/East Side Transit Center with \$2.4 million; and \$50,000 for preliminary work on the Brecksville Transit Center.

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# 2009 - 2013 Capital Improvement Plan

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## RTA Development Fund (continued)

### Transit 2025 Long Range Plan

The purpose of the Long Range Plan of the Authority is to support its Mission and Policy goals. The plan accomplishes this by providing a guide for developing a balanced, multi-modal transit system that meets the mobility needs of Cuyahoga County residents and all visitors safely, efficiently, and cost-effectively.

The original plan was drafted in 1998. RTA updated the plan in 2004 to reflect the existing system's state of repair, the future plans of key stakeholders, and the economic conditions of the region. In 2008, RTA initiated an update of the Long Range Plan, titled the "GCRTA Strategic Plan" that will be completed in 2009.

The GCRTA Strategic Plan will provide focus on strategic initiatives from 2010 – 2015. The goals of the Plan are to set the course of projects and services within GCRTA that can result in the increase of ridership, increase in revenues, and bring the system into a state of good repair while being grounded in the economic and the financial reality of public transportation funding in Northeast Ohio.

The existing Key Transit 2025 project elements include:

- Completion of the recently opened HealthLine / Euclid Corridor Transportation Project and exploring additional Bus Rapid Transit projects in other major travel corridors;
- Completing the Transit Center Network;
- Initiating Transit-Oriented Development Projects;
- Implementation of the Transit Waiting Environment Program; and
- Reconstruction of the Rapid Transit Stations as part of the FTA Key Station requirements

The new Strategic Plan, now in development, will review these goals and develop objectives that will support them. It will be completed in draft form in early 2009 and be ready for adoption by mid-2009.

## RTA Development Fund Balance Analysis

	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Budget	2011 Budget
<b>Beginning Balance</b>	34,291,132	9,366,610	18,533,162	22,585,662	33,928,361	22,760,507	39,419,499
<b>Revenue</b>							
General Obligation Debt Proceeds	0	25,003,289	0	35,472,559	0	25,000,000	0
Transfer from RTA Capital Fund	5,000,000	5,000,000	5,000,000	7,450,000	8,275,400	8,075,400	7,875,400
Investment Income	607,626	1,112,118	844,393	1,777,056	700,000	625,000	625,000
Federal Capital Grants	55,888,368	71,849,886	74,319,702	85,431,813	71,720,952	45,236,244	47,726,409
State Capital Grants	3,177,747	6,011,798	8,532,391	12,789,925	2,637,243	968,147	960,000
Capital Lease	0	0	25,000,000	0	0	0	0
Other Revenue	3,000,000	500,000	2,810,906	1,837,731	1,000,000	1,000,000	1,000,000
<b>Total Revenue</b>	<b>67,673,741</b>	<b>109,477,091</b>	<b>116,507,392</b>	<b>144,759,084</b>	<b>84,333,595</b>	<b>80,904,791</b>	<b>58,186,809</b>
<b>Total Resources</b>	<b>101,964,873</b>	<b>118,843,701</b>	<b>135,040,554</b>	<b>167,344,746</b>	<b>118,261,956</b>	<b>103,665,298</b>	<b>97,606,308</b>
<b>Expenditures</b>							
Capital Outlay	92,227,928	99,198,421	109,944,506	131,303,385	94,801,449	63,545,799	64,443,012
Other Expenditures	335	0	2,000,000	0	0	0	0
Transfer to Bond Retirement Fund	370,000	1,112,118	510,386	2,113,000	700,000	700,000	700,000
<b>Total Expenditures</b>	<b>92,598,263</b>	<b>100,310,539</b>	<b>112,454,892</b>	<b>133,416,385</b>	<b>95,501,449</b>	<b>64,245,799</b>	<b>65,143,012</b>
<b>Ending Balance</b>	<b>9,366,610</b>	<b>18,533,162</b>	<b>22,585,662</b>	<b>33,928,361</b>	<b>22,760,507</b>	<b>39,419,499</b>	<b>32,463,296</b>

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009 - 2013 CAPITAL IMPROVEMENT PLAN  
RTA DEVELOPMENT FUND**

**FUNDING SOURCE**

CATEGORY / PROJECT NAME	PROJECT NUMBER	2009	2010	2011	2012	2013	TOTALS 2009-2013
<b><u>RAIL PROJECTS</u></b>							
<b><u>ELECTRICAL SYSTEM</u></b>							
Red Line Self-Tensioning Catenary To Be Determined (TBD)	21800140	0	0	349,600	6,395,000	12,200,000	18,944,600
18,944,600							
Substation Replacement - West 117th Street TBD	21800160	0	0	0	61,000	1,860,000	1,921,000
1,921,000							
Substation Replacement - West 65th Street TBD	21800190	0	1,743,000	0	0	0	1,743,000
1,743,000							
Substation Replacement - East 120th Street Transportation Improvement Program (TIP) TBD	21800240	0	0	117,750	3,233,300	125,000	3,476,050
122,000 3,354,050							
Sectionalize Tower City Catenary System TBD	21800260	0	0	30,000	600,000	0	630,000
630,000							
Substation Replacement - Fairhill Avenue TBD	21800290	0	56,000	2,910,000	112,000	0	3,078,000
3,078,000							
Second Independent Feed for E. 55th Street Substation TBD	21800360	0	59,000	1,820,000	0	0	1,879,000
1,879,000							
Substation Replacement - Puritas Avenue TBD	21800390	0	0	0	0	120,000	120,000
120,000							
<b>Sub-Total - Electrical System</b>		<b>0</b>	<b>1,858,000</b>	<b>5,227,350</b>	<b>10,401,300</b>	<b>14,305,000</b>	<b>31,791,650</b>

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009 - 2013 CAPITAL IMPROVEMENT PLAN  
RTA DEVELOPMENT FUND**

<b>FUNDING SOURCE</b>							
<b>CATEGORY / PROJECT NAME</b>	<b>PROJECT NUMBER</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>TOTALS 2009-2013</b>
<b><u>RAIL PROJECTS - Cont.</u></b>							
<b><u>TRACK REHABILITATION</u></b>							
Rail Infrastructure Program (formerly Power & Way Maint.)	23320190	2,560,000	2,250,000	2,250,000	2,250,000	2,250,000	11,560,000
TIP		7,930,000					
TBD		3,630,000					
S-Curve Reconstruction on Heavy Rail Line	23800170	0	0	7,230,000	0	0	7,230,000
TBD				7,230,000			
Airport Tunnel Rehabilitation	23800180	705,000	0	0	0		705,000
TIP		705,000					
Light Rail Crossings Improvements	23800190	1,400,000	1,085,000	1,140,000	1,140,000	1,140,000	5,905,000
TIP		1,400,000					
TBD		4,505,000					
Waterfront Line Chute Plinths	23800290	600,000	0	0	0	0	600,000
TIP		600,000					
<b>Sub-Total - Track Rehabilitation</b>		<b>5,265,000</b>	<b>3,335,000</b>	<b>10,620,000</b>	<b>3,390,000</b>	<b>3,390,000</b>	<b>26,000,000</b>
<b><u>RAIL STATION REHABILITATION</u></b>							
Lee Road/Van Aken Blvd. LRV Station Rehabilitation	24570240	50,000	3,925,000	100,000	0	0	4,075,000
Federal Grant		50,000					
TIP		3,350,000					
TBD		675,000					
Woodhill Road LRV Station Rehabilitation	24800220	3,717,000	100,000	0	0	0	3,817,000
TIP		3,717,000					
TBD		100,000					
East 116th Street LRV Station Rehabilitation	24800370	0	600,000	90,000	3,925,000	75,000	4,690,000
TBD			4,690,000				

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009 - 2013 CAPITAL IMPROVEMENT PLAN  
RTA DEVELOPMENT FUND**

**FUNDING SOURCE**

CATEGORY / PROJECT NAME	PROJECT NUMBER	2009	2010	2011	2012	2013	TOTALS 2009-2013
<b><u>RAIL PROJECTS - Cont.</u></b>							
Puritas Ave. HRV Station - Construction	24121210	2,389,000	0	0	0	0	2,389,000
Puritas Ave. HRV Station - Force Account Labor	24121240	0	100,000	0	0	0	100,000
Puritas Ave. HRV Station - Project Administration	24121520	150,000	0	0	0	0	150,000
Federal Grant	2,415,353						
TIP	223,647						
Mayfield Road HRV Station	24570140	695,000	0	10,256,250	150,000	50,000	11,151,250
TIP	695,000						
TBD	10,456,250						
University Circle HRV Station Rehabilitation	24570160	275,000	13,210,000	250,000	50,000	0	13,785,000
TBD	13,785,000						
East 55th Street HRV/LRV Station Rehabilitation	24570230	0	2,300,000	125,000	0	0	2,425,000
TIP	381,500						
TBD	2,425,000						
Brookpark Road HRV Station Rehabilitation	24800260	0	0	0	0	14,040,000	14,040,000
TBD	14,040,000						
<b>Sub-Total - Rail Station Rehabilitation</b>		<b>7,276,000</b>	<b>20,235,000</b>	<b>10,821,250</b>	<b>4,125,000</b>	<b>14,165,000</b>	<b>56,622,250</b>
<b><u>TRAIN CONTROL / SIGNAL SYSTEM</u></b>							
Light Rail (LR) Signal Upgrade - East of Shaker Square	26800180	0	0	757,050	9,762,000	150,000	10,669,050
TBD	10,669,050						
LR Signal Upgrade - East 79th Street to Shaker Square	26800240	250,000	7,820,000	150,000	125,000	0	8,345,000
TIP	880,000						
TBD	7,465,000						
<b>Sub-Total - Train Control / Signal System</b>		<b>250,000</b>	<b>7,820,000</b>	<b>907,050</b>	<b>9,887,000</b>	<b>150,000</b>	<b>19,014,050</b>
<b><u>RAIL VEHICLE FLEET</u></b>							
Tokyu Car (HRV) Overhaul	47291550	5,166,250	5,526,100	5,740,970	0	0	16,433,320
TIP	14,383,320						
TBD	2,050,000						
<b>Sub-Total - Rail Vehicle Fleet</b>		<b>5,166,250</b>	<b>5,526,100</b>	<b>5,740,970</b>	<b>0</b>	<b>0</b>	<b>16,433,320</b>
<b>TOTAL - RAIL PROJECTS</b>		<b>17,957,250</b>	<b>38,774,100</b>	<b>33,316,620</b>	<b>27,803,300</b>	<b>32,010,000</b>	<b>149,861,270</b>



**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009 - 2013 CAPITAL IMPROVEMENT PLAN  
RTA DEVELOPMENT FUND**

<b>FUNDING SOURCE</b>							
<b>CATEGORY / PROJECT NAME</b>	<b>PROJECT NUMBER</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>TOTALS 2009-2013</b>
<b><u>TRANSIT CENTERS</u></b>							
<b><u>BUS SHELTERS</u></b>							
Passenger Shelters	28540110	345,000	0	345,000	0	345,000	1,035,000
TIP	345,000						
TBD	690,000						
<b>Sub-Total - Bus Shelters</b>		<b>345,000</b>	<b>0</b>	<b>345,000</b>	<b>0</b>	<b>345,000</b>	<b>1,035,000</b>
<b><u>TRANSIT WAITING ENVIRONMENT</u></b>							
Transit Waiting Environment Program	30570160	25,000	0	225,000	0	225,000	475,000
TIP	475,000						
Passenger Enhancements	30570180	0	397,000	0	405,000	0	802,000
Federal Grant: Enhancements	397,000						
TBD	405,000						
<b>Sub-Total - Transit Waiting Environment</b>		<b>25,000</b>	<b>397,000</b>	<b>225,000</b>	<b>405,000</b>	<b>225,000</b>	<b>1,277,000</b>
<b><u>TRANSIT CENTERS</u></b>							
Stephanie Tubbs Jones/East Side Transit Center	30570120	2,440,000	75,000	0	0		2,515,000
TBD	2,515,000						
Mayfield / Highland Heights Transit Center	30570230	0	0	2,125,000	50,000	3,590,000	5,765,000
TIP	5,765,000						
Solon Transit Center	30570340	0	0	0	2,850,000	3,920,000	6,770,000
TIP	6,770,000						
Brecksville Transit Center	30570540	50,000	2,155,000	3,375,000	25,000	0	5,605,000
TIP	5,605,000						
West Side Transit Center	30570640	0	0	1,245,000	1,550,000	8,400,000	11,195,000
TIP	11,195,000						
<b>Sub-Total - Transit Centers</b>		<b>2,490,000</b>	<b>2,230,000</b>	<b>6,745,000</b>	<b>4,475,000</b>	<b>15,910,000</b>	<b>31,850,000</b>

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009 - 2013 CAPITAL IMPROVEMENT PLAN  
RTA DEVELOPMENT FUND**

<b>FUNDING SOURCE</b>							
<b>CATEGORY / PROJECT NAME</b>	<b>PROJECT NUMBER</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>TOTALS 2009-2013</b>
<b><u>TRANSIT CENTERS - Cont.</u></b>							
<b><u>Intermodal Stations</u></b>							
Intermodal Station - Cleveland Museum of Art Federal Grant	30570170	1,998,620	0	0	0	0	1,998,620
Intermodal Station - University Hospitals Federal Grant	30570270	1,241,460	0	0	0	0	1,241,460
Intermodal Station - Cleveland Clinic Federal Grant	30570370	1,918,620	0	0	0	0	1,918,620
<b>Sub-Total - Inter-Modal Stations</b>		<b>5,158,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,158,700</b>
<b>TOTAL - TRANSIT CENTERS/SHELTERS</b>		<b>8,018,700</b>	<b>2,627,000</b>	<b>7,315,000</b>	<b>4,880,000</b>	<b>16,480,000</b>	<b>39,320,700</b>
<b><u>FACILITIES IMPROVEMENTS</u></b>							
<b><u>BRIDGE REHABILITATION</u></b>							
Track Bridge Rehabilitation - East Boulevard 100% Local TBD	20800150	30,000	1,820,000	100,000	0	0	1,950,000
Track Bridge Rehabilitation - East 81st Street TBD	20800160	0	209,000	50,000	1,709,250	0	1,968,250
Track Bridge Rehabilitation - N/S & East 92nd Street TBD	20800170	0	335,000	2,275,000	50,000	0	2,660,000
Track Bridge Rehabilitation - Light Rail Trunk Line TIP TBD	20800190	350,000	2,350,000	0	0	0	2,700,000
Track Bridge Rehabilitation - East 83rd Street TBD	20800260	0	0	239,000	50,000	1,709,250	1,998,250
Track Bridge Rehabilitation - Mayfield Road TBD	20800340	0	1,882,500	0	0	0	1,882,500
<b>Sub-Total - Bridge Rehabilitation</b>		<b>380,000</b>	<b>6,596,500</b>	<b>2,664,000</b>	<b>1,809,250</b>	<b>1,709,250</b>	<b>13,159,000</b>

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009 - 2013 CAPITAL IMPROVEMENT PLAN  
RTA DEVELOPMENT FUND**

<b>FUNDING SOURCE</b>							
CATEGORY / PROJECT NAME	PROJECT NUMBER	2009	2010	2011	2012	2013	TOTALS 2009-2013
<b><u>FACILITIES IMPROVEMENTS - Cont.</u></b>							
<b><u>System-Wide Facilities</u></b>							
Woodhill Service Building Roof TBD	32800190	0	0	393,000	0	0	393,000
<b>Sub-Total - System-Wide Facilities</b>		<b>0</b>	<b>0</b>	<b>393,000</b>	<b>0</b>	<b>0</b>	<b>393,000</b>
<b>TOTAL - FACILITIES IMPROVEMENTS</b>		<b>380,000</b>	<b>6,596,500</b>	<b>3,057,000</b>	<b>1,809,250</b>	<b>1,709,250</b>	<b>13,552,000</b>
<b><u>BUSES</u></b>							
<b><u>BUS IMPROVEMENT PROGRAM</u></b>							
Bus Improvement Program TIP	10390180	0	7,360,000	13,000,000	13,000,000	7,325,000	40,685,000
TBD							28,325,000
Circulator Bus Improvement Program TIP	12390180	0	5,316,000	0	0		5,316,000
<b>Sub-Total - Bus Improvement Program</b>		<b>0</b>	<b>12,676,000</b>	<b>13,000,000</b>	<b>13,000,000</b>	<b>7,325,000</b>	<b>46,001,000</b>
<b><u>PARATRANSIT IMPROVEMENT PROGRAM</u></b>							
Paratransit Bus Improvement Program TIP	12390280	2,320,000	0	0	0	2,315,000	4,635,000
<b>Sub-Total - Paratransit Improvement Program</b>		<b>2,320,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,315,000</b>	<b>4,635,000</b>
<b>TOTAL-BUSES</b>		<b>2,320,000</b>	<b>12,676,000</b>	<b>13,000,000</b>	<b>13,000,000</b>	<b>9,640,000</b>	<b>50,636,000</b>

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009 - 2013 CAPITAL IMPROVEMENT PLAN  
RTA DEVELOPMENT FUND**

<b>FUNDING SOURCE</b>								
<b>CATEGORY / PROJECT NAME</b>	<b>PROJECT NUMBER</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>TOTALS 2009-2013</b>	
<b><u>EQUIPMENT &amp; VEHICLES</u></b>								
<b><u>SECURITY EQUIPMENT</u></b>								
Centralized Public Address System TIP	405,000	44340160	350,000	55,000	0	0	0	405,000
Terrorism Security Upgrades Federal Grant	510,000	44340460	510,000	0	0	0	0	510,000
<b>Sub-Total - Security Equipment</b>			<b>860,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>915,000</b>
<b><u>Mgt. Information System</u></b>								
Operator Dispatch System 100% Local	1,060,000	42610180	0	1,060,000	0	0	0	1,060,000
<b>Sub-Total - Mgt. Information System</b>			<b>0</b>	<b>1,060,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,060,000</b>
<b>TOTAL - EQUIPMENT &amp; VEHICLES</b>			<b>860,000</b>	<b>1,115,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,975,000</b>
<b><u>OTHER PROJECTS</u></b>								
Force Account Labor For Grants TBD	1,500,000	49101240	300,000	300,000	300,000	300,000	300,000	1,500,000
Project Administration For Grants TBD	1,500,000	49111520	300,000	300,000	300,000	300,000	300,000	1,500,000
Fare Collection Equipment Lease Federal Grant TIP	2,427,000 9,708,000	49650180	2,427,000	2,427,000	2,427,000	2,427,000	2,427,000	12,135,000

**GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY  
2009 - 2013 CAPITAL IMPROVEMENT PLAN  
RTA DEVELOPMENT FUND**

<b>FUNDING SOURCE</b>							
<b>CATEGORY / PROJECT NAME</b>	<b>PROJECT NUMBER</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>TOTALS 2009-2013</b>
<b><u>OTHER PROJECTS - Cont.</u></b>							
Planning Studies	49570170	115,000	115,000	115,000	115,000	115,000	575,000
Non-Traditional Grant	115,000						
TIP	460,000						
Capitalized Operating Expenses	51670190	28,700,000	27,700,000	26,700,000	25,700,000	24,700,000	133,500,000
Federal Grant	28,700,000						
TIP	104,800,000						
<b>TOTAL - OTHER PROJECTS</b>		<b>31,842,000</b>	<b>30,842,000</b>	<b>29,842,000</b>	<b>28,842,000</b>	<b>27,842,000</b>	<b>149,210,000</b>
<b>TOTAL RTA DEVELOPMENT FUND</b>		<b>61,377,950</b>	<b>92,630,600</b>	<b>86,530,620</b>	<b>76,334,550</b>	<b>87,681,250</b>	<b>404,554,970</b>
<b>TOTAL RTA CAPITAL FUND (Page CIP-30)</b>		<b>3,055,100</b>	<b>3,313,850</b>	<b>3,316,700</b>	<b>3,388,400</b>	<b>3,229,250</b>	<b>16,303,300</b>
<b>GRAND TOTAL CAPITAL IMPROVEMENT PLAN</b>		<b>64,433,050</b>	<b>95,944,450</b>	<b>89,847,320</b>	<b>79,722,950</b>	<b>90,910,500</b>	<b>420,858,270</b>

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