

Division - Executive

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DIVISION SUMMARY

EXECUTIVE

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

Mission Statement

To plan, execute and manage the efficient 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

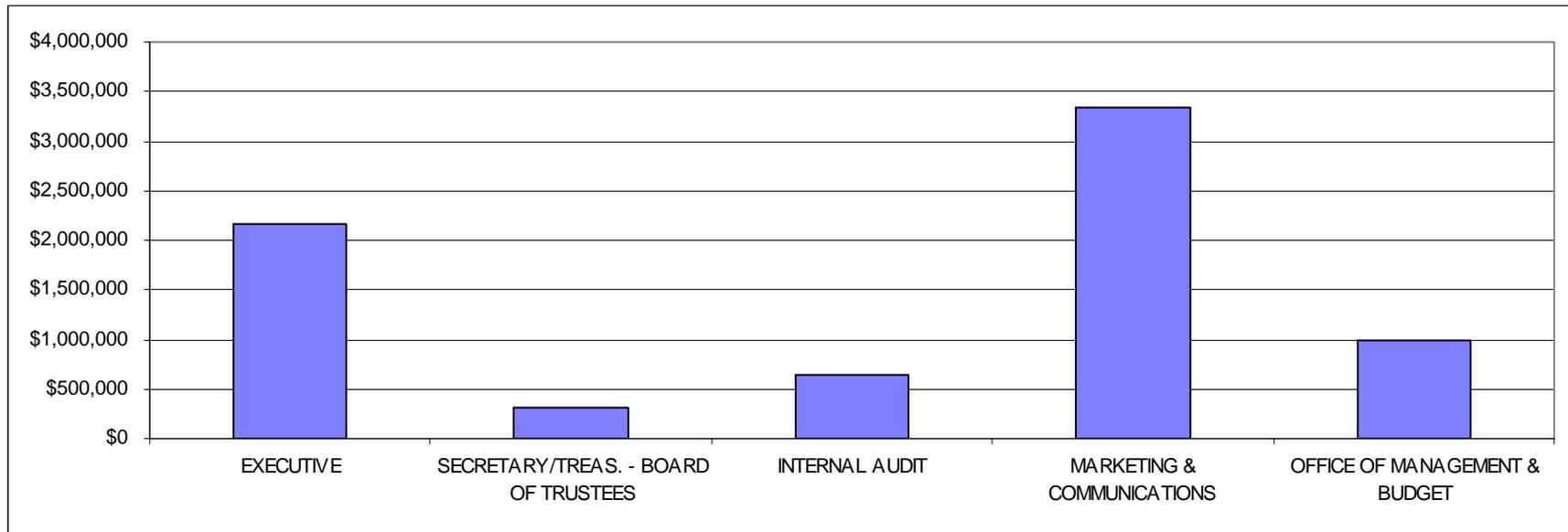
2009 Priorities

- 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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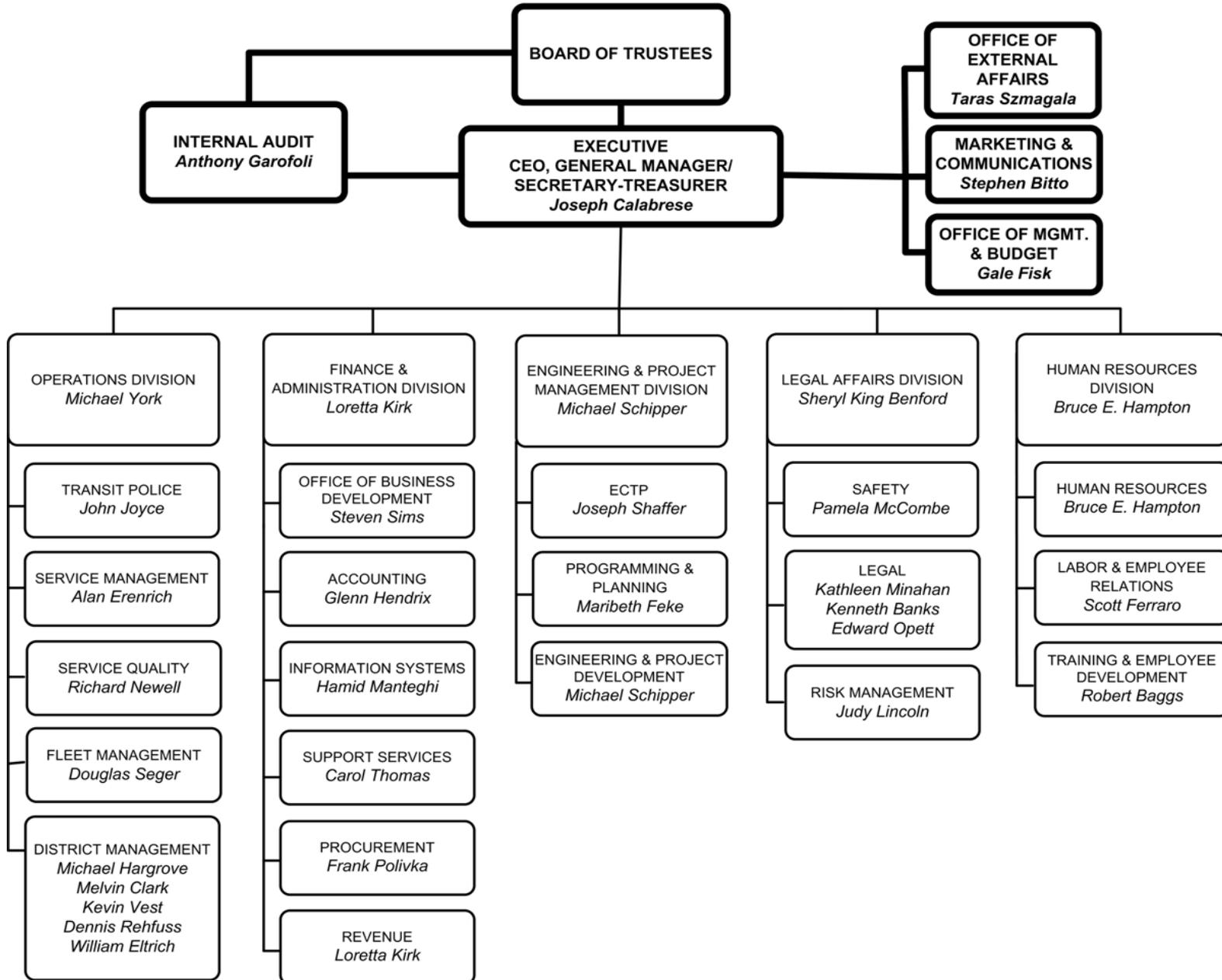
2009 OPERATING BUDGET SUMMARY

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
DIVISION TOTALS		29,678,023	30,823,365	34,724,094	39,023,620	41,092,125	40,814,057

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



DEPARTMENTAL STAFFING ANALYSIS

Authorized Staffing Level by Division

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>Variance 2009-2008</u>
EXECUTIVE				
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)
TOTALS	78	74	70	(4)

* 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.

CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
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
DEPT TOTAL		2,203,229	2,323,694	2,089,184	2,158,215	2,227,624	2,313,925

Department Budgets

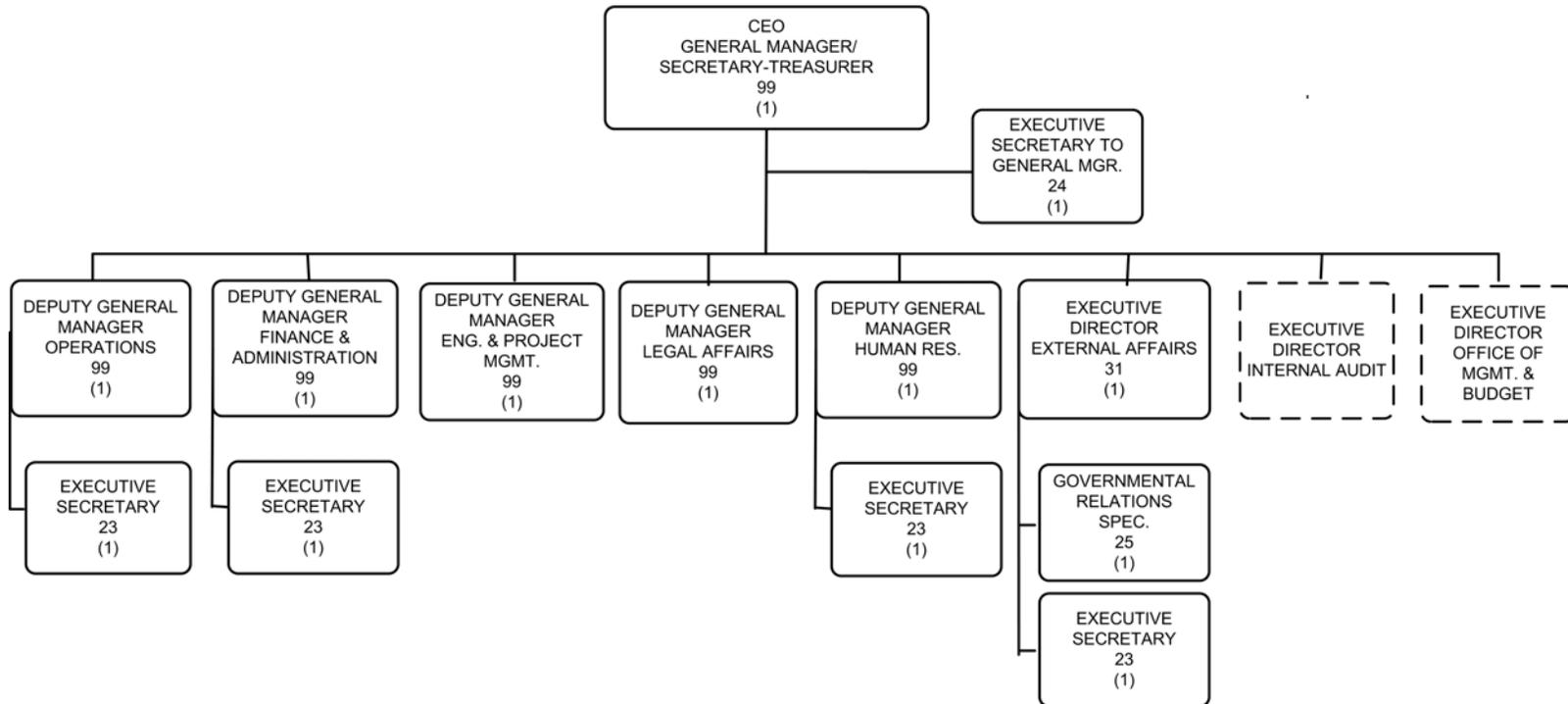
2009 Budget Implementation

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.

	2006 Actual	2007 Actual	2008 Estimate	2009 Budget
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
DEPARTMENT TOTALS		17	13	13	0

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
DEPT TOTAL		259,767	298,660	309,610	320,931	334,438	349,530

Department Budgets

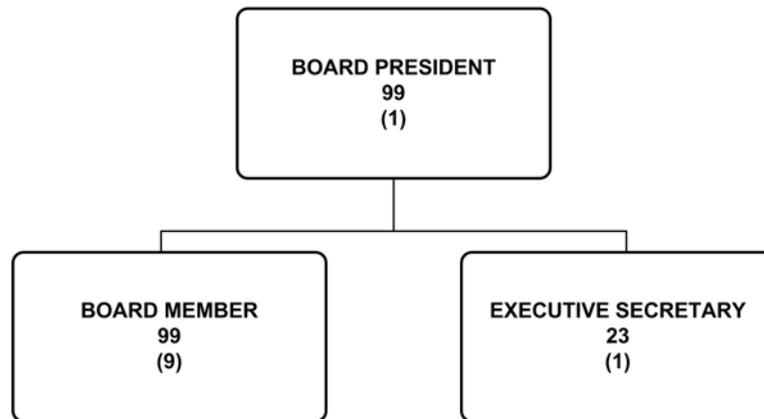
2009 Budget Implementation

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.

	2006 Actual	2007 Actual	2008 Estimate	2009 Budget
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

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

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

CLASS	DESCRIPTION	2006 Actual	2007 Actual	2008 Estimate	2009 Budget	2010 Estimate	2011 Estimate
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
DEPT TOTAL		573,540	599,494	595,158	647,314	667,517	693,086

Department Budgets

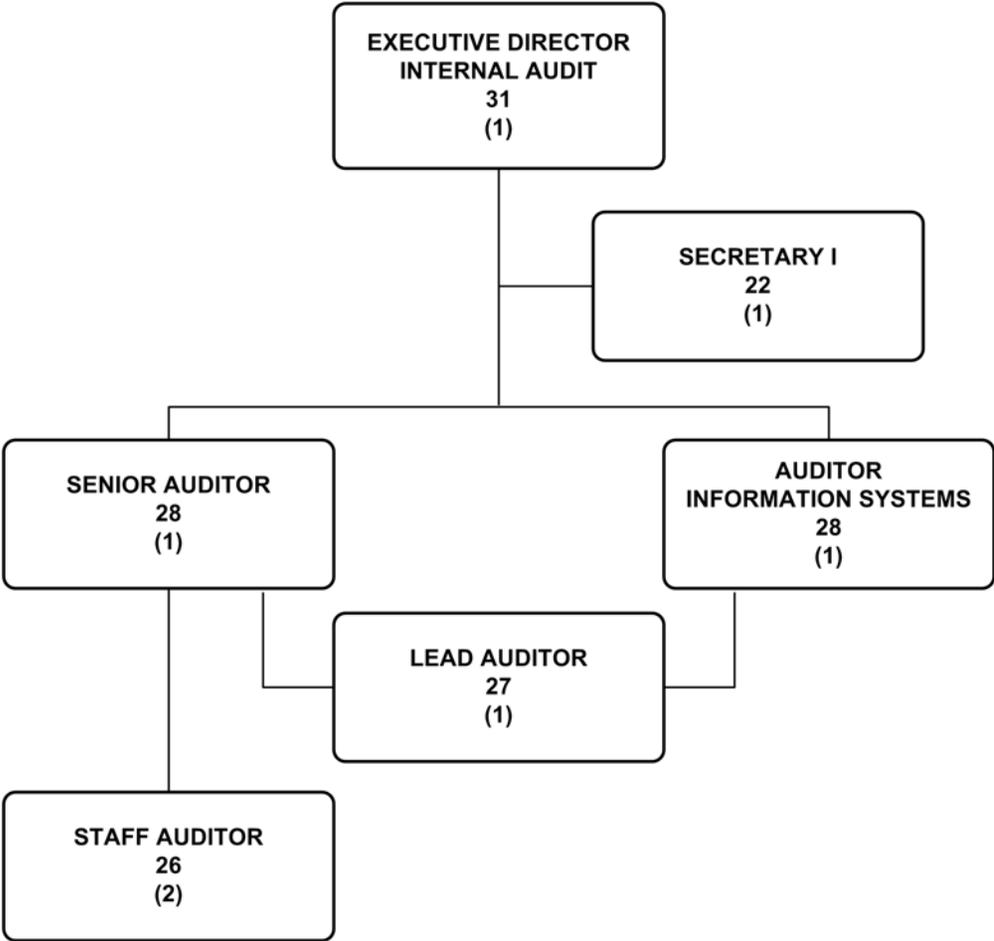
2009 Budget Implementation

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.

	2006 Actual	2007 Actual	2008 Estimate	2009 Budget
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

JOB CLASS JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
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
DEPARTMENT TOTALS	7	7	7	0

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
DEPT TOTAL		3,066,395	3,073,524	3,164,433	3,339,506	3,465,125	3,611,803

Department Budgets

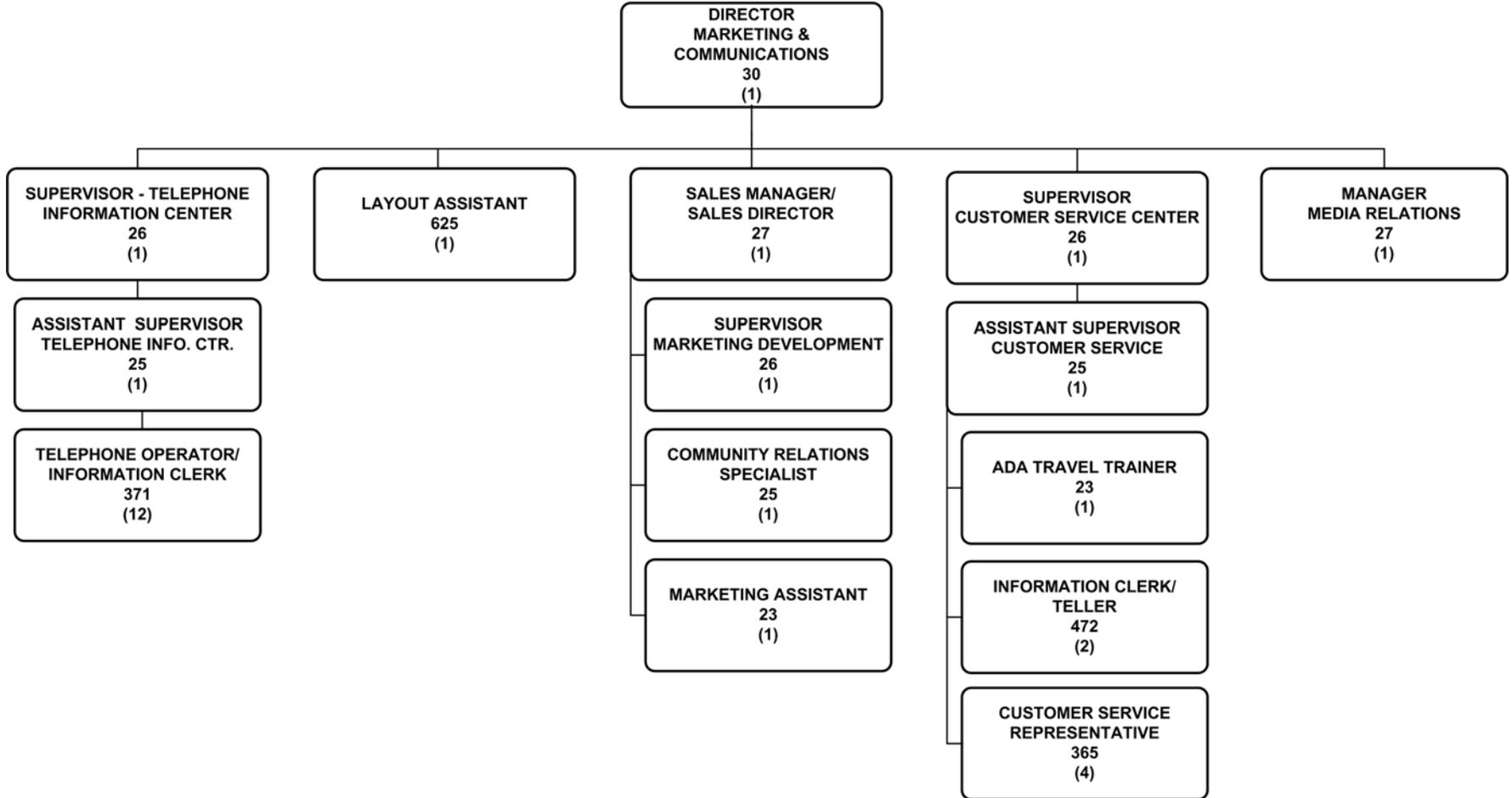
2009 Budget Implementation

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.

	2006 Actual	2007 Actual	2008 Estimate	2009 Budget
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
DEPARTMENT TOTALS		33	33	30	(3)

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
DEPT TOTAL		878,886	946,179	896,759	989,755	1,021,063	1,060,447

Department Budgets

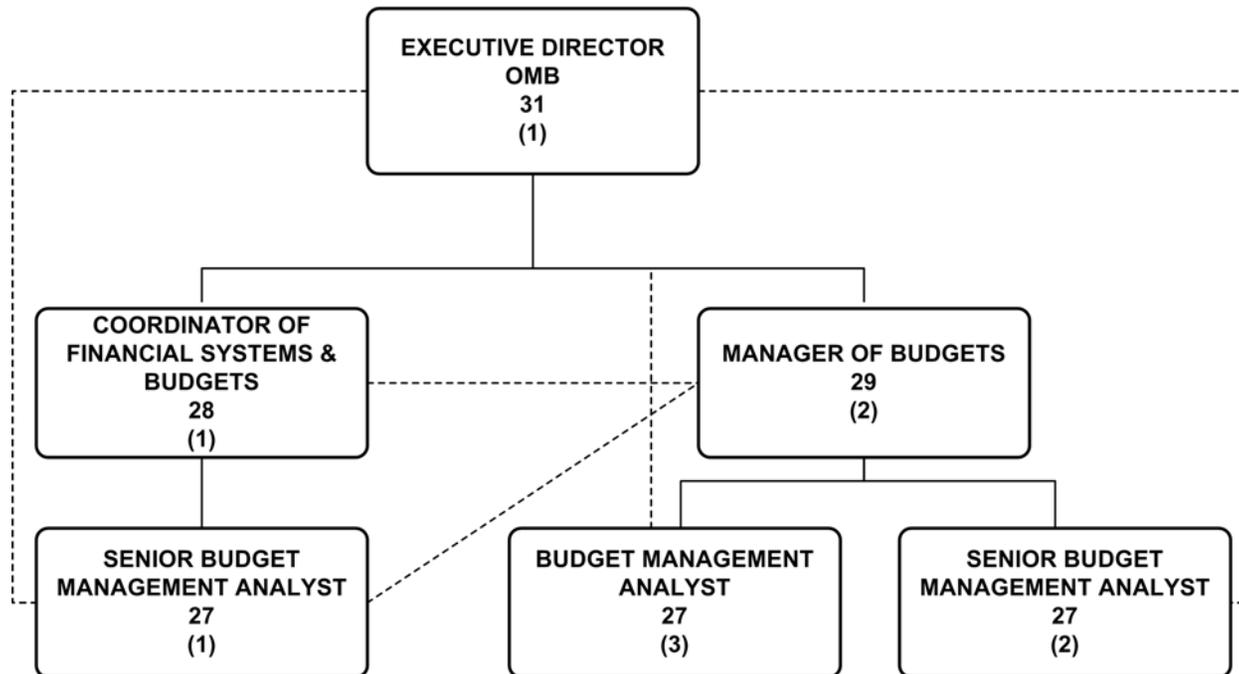
2009 Budget Implementation

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

	2006 Actual	2007 Actual	2008 Estimate	2009 Budget
Quarterly Management Reports Produced	4	4	4	4
FTA Financial Status Reports Prepared	4	4	4	4
Cost Allocation Plans Produced	1	1	1	1
National Transit Database Reports Prepared	1	1	1	1
# of Management Consulting Products Completed	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

JOB CLASS	JOB TITLE	APPROVED 2007	APPROVED 2008	APPROVED 2009	2009-2008 VARIANCE
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
DEPARTMENT TOTALS		10	10	9	(1)

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
DEPT TOTAL		22,696,207	23,581,814	27,668,950	31,567,898	33,376,358	32,785,266