
Citizens Summary

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**.

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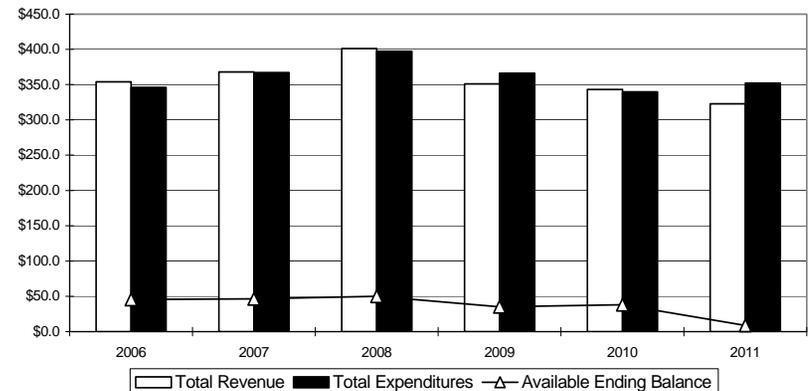
All Funds Analysis

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
Total Revenue	\$354.0	\$367.8	\$401.1	\$350.9	\$343.0	\$322.7
Total Resources	\$391.6	\$413.3	\$447.5	\$401.1	\$378.1	\$360.8
Total Expenditures	\$346.1	\$366.9	\$397.4	\$366.0	\$339.9	\$352.1
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

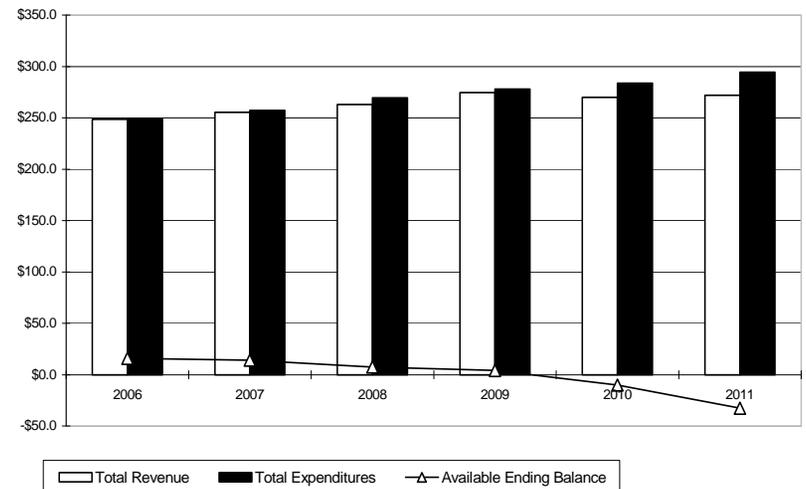
General Fund Analysis

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
Total Revenue	\$248.7	\$255.4	\$263.0	\$274.5	\$269.9	\$271.9
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
Total Expenditures	\$249.0	\$257.2	\$269.5	\$278.0	\$283.8	\$294.5
Available Ending Balance	\$15.8	\$14.0	\$7.5	\$4.0	-\$10.0	-\$32.6

Figure CS-2: General Fund Balance Analysis

Citizens Summary

Budget Highlights

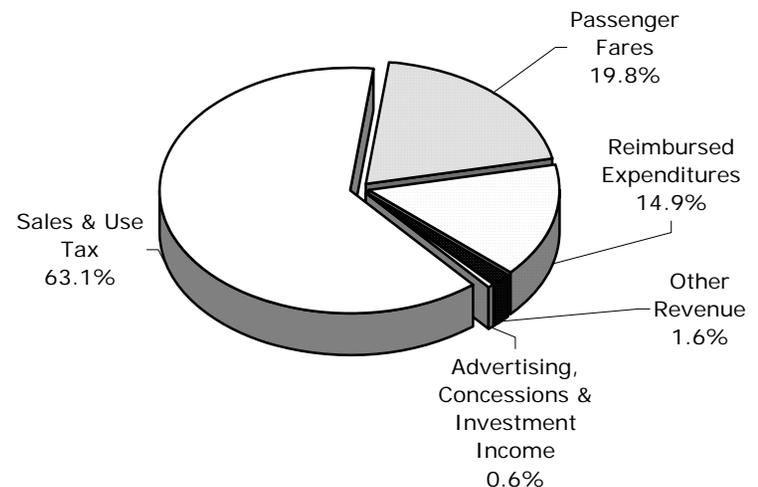
General Fund Analysis, cont.

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
Total Revenue	\$248.7	\$255.4	\$263.0	\$274.6	\$269.9	\$271.9

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
REVENUES						
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
EXPENDITURES						
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%
DEBT STRUCTURES						
Debt Service Coverage	1.93	1.81	1.27	1.18	0.46	-0.67
CAPITAL OUTLAY						
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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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.

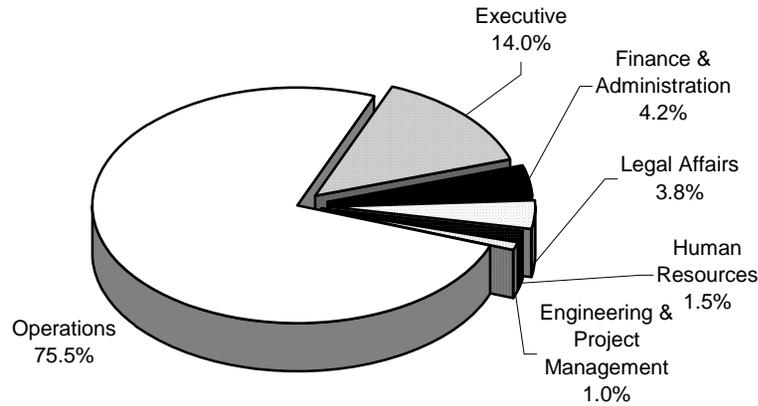
At the summary level, Figure CS-6 presents budgets by summary object classes. In the **Department Budgets** chapter, these cost categories are used for detailing each department's spending authorization. In 2009, Personnel Services accounts for 64.5 percent of the budget, nearly the same as it did last 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.

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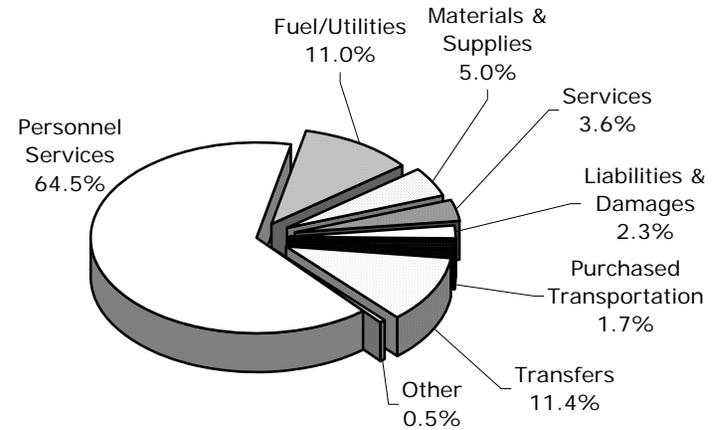
Budget Highlights

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
Total	\$249.0	\$257.1	\$269.5	\$278.1	\$283.8	\$294.5

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
Total	\$249.0	\$257.1	\$269.5	\$278.1	\$283.8	\$294.5

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
OPERATIONS						
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
	=====	=====	=====	=====	=====	=====
DIVISION TOTAL	192,962,969	199,519,294	206,058,212	209,988,474	212,692,767	222,360,994
FINANCE & ADMINISTRATION						
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
	=====	=====	=====	=====	=====	=====
DIVISION TOTAL	10,118,682	10,272,008	11,088,774	11,624,368	12,044,214	12,542,572
ENGINEERING & PROJECT MANAGEMENT						
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
	=====	=====	=====	=====	=====	=====
DIVISION TOTAL	3,578,887	3,493,909	3,556,712	2,837,100	2,812,772	2,924,724

* 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
LEGAL AFFAIRS						
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
	=====	=====	=====	=====	=====	=====
DIVISION TOTAL	9,339,296	9,528,937	10,060,666	10,467,510	10,926,553	11,431,564
HUMAN RESOURCES*						
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
	=====	=====	=====	=====	=====	=====
DIVISION TOTAL	3,320,244	3,507,397	4,036,836	4,141,263	4,280,757	4,451,420
EXECUTIVE						
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
	=====	=====	=====	=====	=====	=====
DIVISION TOTAL	29,678,023	30,823,365	34,724,094	39,023,620	41,092,125	40,814,057
ALL DIVISIONS TOTAL	248,998,101	257,144,910	269,525,294	278,082,334	283,849,188	294,525,331

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

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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.

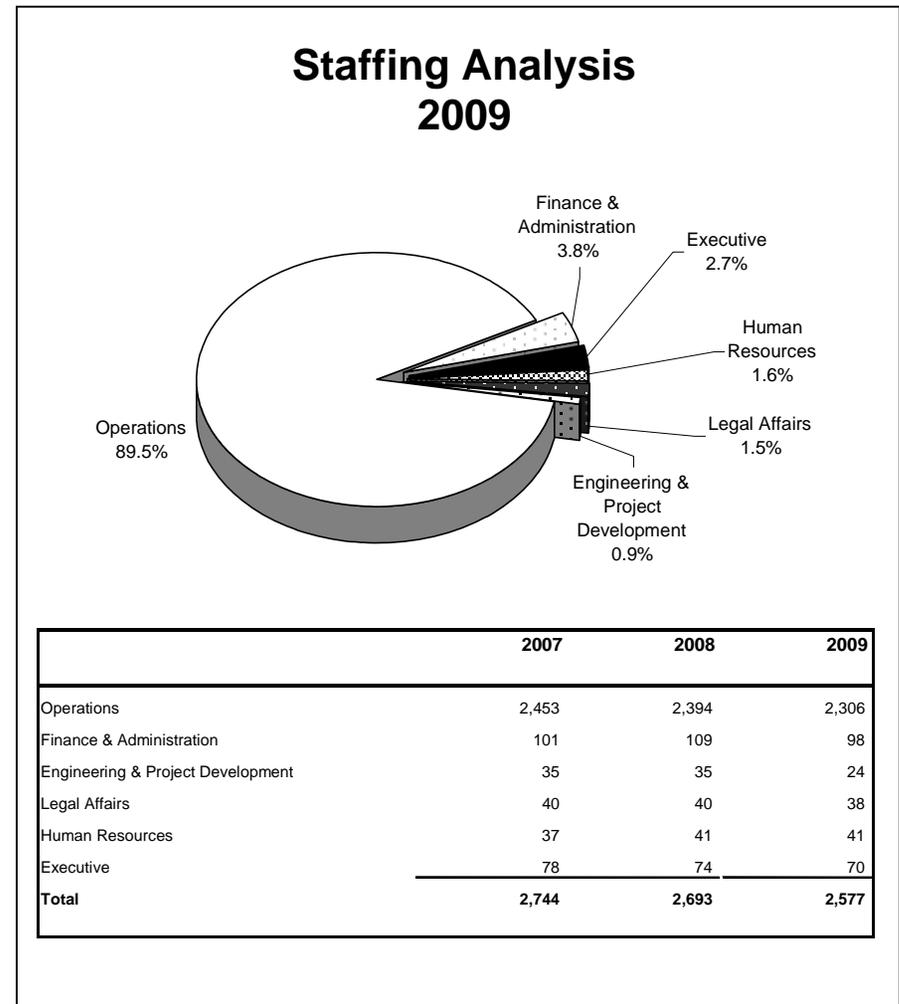


Figure CS-7: Staffing Analysis

DEPARTMENTAL STAFFING ANALYSIS

Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
OPERATIONS				
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)
TOTALS	2,453	2,394	2,306	(88)
FINANCE & ADMINISTRATION				
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)
TOTALS	101	109	98	(11)
ENGINEERING & PROJECT MANAGEMENT				
EUCLID CORRIDOR TRANSPORTATION PROJECT	12	11	2	(9)
PROGRAMMING AND PLANNING	5	6	6	0
ENGINEERING & PROJECT DEVELOPMENT	18	18	16	(2)
TOTALS	35	35	24	(11)

DEPARTMENTAL STAFFING ANALYSIS

Authorized Staffing Level by Division

	2007	2008	2009	Variance 2009-2008
LEGAL AFFAIRS				
SAFETY	6	6	6	0
LEGAL	15	15	15	0
RISK MANAGEMENT	19	19	17	(2)
TOTALS	40	40	38	(2)
HUMAN RESOURCES*				
HUMAN RESOURCES*	10	10	13	3
LABOR AND EMPLOYEE RELATIONS*	5	6	5	(1)
TRAINING AND EMPLOYEE DEVELOPMENT	22	25	23	(2)
TOTALS	37	41	41	0
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)
GRAND TOTAL	2,744	2,693	2,577	(116)

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

Citizens Summary

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

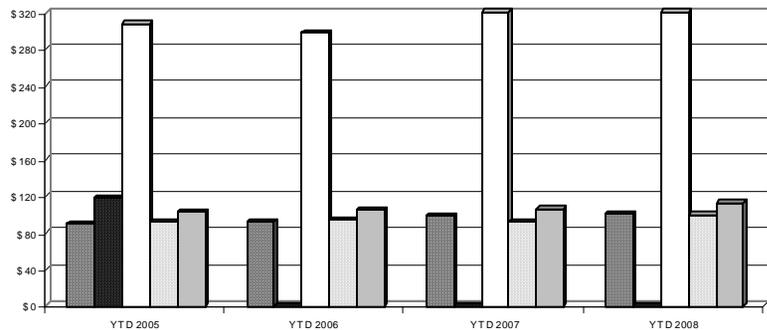
The **Transmittal Letter** provided a discussion of ridership trends and the anticipated impact of service efficiencies in 2009. The next page presents graphs on cost efficiency and ridership by mode over the last four years. The 2009 Budget continues efforts to better match service levels with customer 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

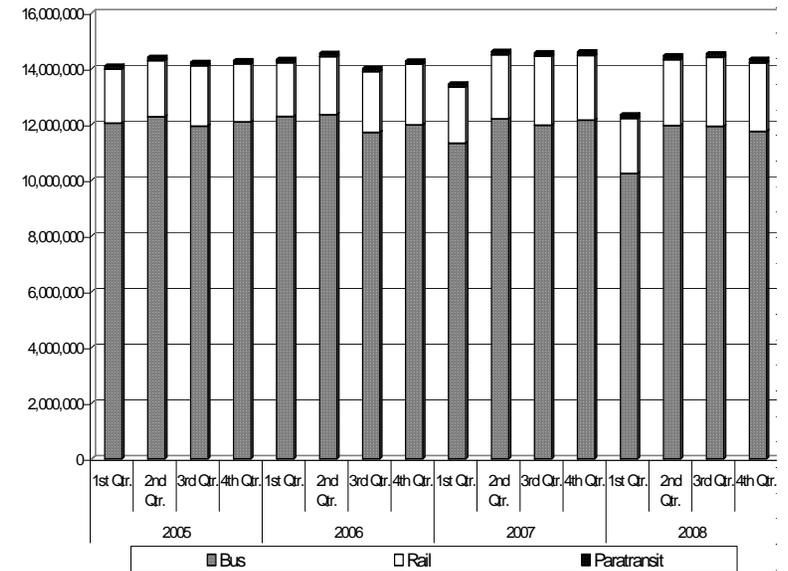
Budget Highlights

Cost Efficiency Operating Expenses per Hour



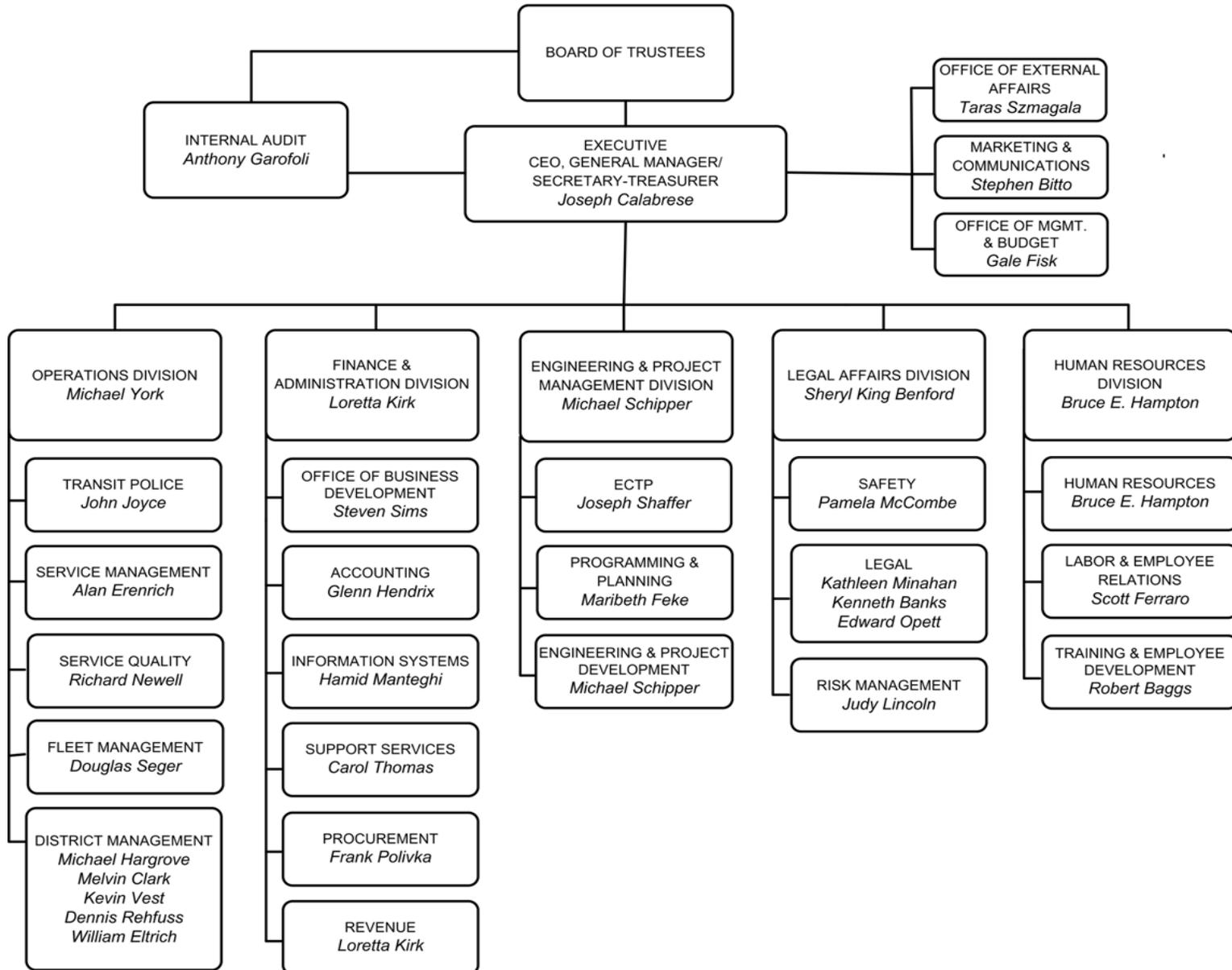
RTA Bus
 Affiliated Bus
 Rail
 Paratransit
 Total

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 & 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"> In 2008, assessed valuation in Cuyahoga County decreased from \$32.5 million in 2007 to \$31.9 million in 2008. Sales tax has remained relatively flat over the past few years. Year-end 2008 collections for sales tax were 1.1% higher than 2007. 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. 	<ul style="list-style-type: none"> 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. The 2009 GCRTA estimate anticipates an increase of 0.7% over 2008 Sales and Use Tax revenues, representing very minimal growth. 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.

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

