



2009 Budget



Roaring Fork Transportation Authority

State of Colorado

Adopted November 13, 2008



2009 Budget

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The column titled GFOA is for easy reference to the GFOA criteria. GFOA criteria are underlined though out the document.

The column titled CLBL is for easy reference to the Colorado Local Budget Law criteria. CLBL requirements are **underlined and in bold through out the document.**

An * in the column indicates that it is the same page number as the Table of Contents column.



2009 Budget

Introduction

In 2007, Management identified the National Advisory Council on State and Local Budgeting (NACSLB) recommended budget practices and committed to implement them in future years. The NACSLB published recommended budget practices and a framework for the budget process that includes the following four principles:

- Establish Broad Goals to Guide Government Decision Making;
- Develop Approaches to Achieve Goals;
- Develop a Budget Consistent with Approaches to Achieve Goals;
- Evaluate Performance and Make Adjustments.

This Budget Document has been formatted to reflect the Governmental Finance Officers Association (GFOA) Budget Awards Program structure and criteria of high quality budget documents. Annually the Program recognizes high quality budget documents. The high quality budget structure contains the following categories:

- Policy Document;
- Financial Plan;
- Operations Guide;
- Communications Device.

GFOA Categories and criteria are explicitly identified and cross referenced in the document.

The State of Colorado Financial Management Manual – A Guide for Colorado Local Governments also recommends that a budget document is formatted in the GFOA Budget structure (contains the four categories). Additional requirements by Colorado Local Budget Law are explicitly identified and cross referenced in the document.

The GFOA presented a Distinguished Budget Presentation Award to the Authority for the Annual Budget beginning **January 01, 2008**. This award is valid for a period of one year only. 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.

Management presents the 2009 Roaring Fork Transportation Authority Budget formatted in accordance with the GFOA Budget Award Program categories and criteria.

John Tangen, CPA
Budget Officer



2009 Budget

Message

The Roaring Fork Transportation Authority (the Authority) has prepared the 2009 Annual Budget document as a means to communicate to the Public and the Authority Board (the Board) the issues considered in planning the use of limited resources to provide public transit and building and maintaining the Rio Grand trail in the Roaring Fork Valley during the 2009 year.

Services to be delivered

The Authority provides commuter transit services in the Roaring Fork Valley (from Aspen to Glenwood Springs, Colorado) and in the I-70 Corridor (from Glenwood Springs to Rifle, Colorado). Additionally, RFTA owns a rail corridor in the Roaring Fork Valley and designs, constructs and maintains the Rio Grand trail for pedestrian, bike and equestrian use.

In 2008, the Commuter Bus Transit Program will service approximately 4.8 million commuter passengers, covering approximately 3.8 million miles within a 70-mile region, operating and maintaining approximately 80 large transit vehicles with approximately 225 employees during peak winter season.

The Trails Program maintained a 34-mile rail corridor and completed construction of 5 miles of trail.

Basis of Budgeting

The Authority budget and financial statement are reported in accordance with generally accepted accounting principles on a modified accrual basis of accounting; Authority transit and trails activity is recorded in the general fund of the government wide financial statements; additionally, the Authority accounts for service contract, Garfield County Traveler program, bus shelter and park in ride activity as well as certain trails activity in Eagle County, Mid Valley Trails, in a Special Revenue fund.

The modified accrual basis of accounting recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash. Amounts are recognized as revenue when earned and collectable to pay liabilities of the current period or soon after; certain expenditures are recognized when payment is due.

2009 Budget Priorities

- The price of passes has been increased 5%;
- Added additional service along the I-70 corridor from Rifle to Glenwood Springs (Valley services - Hogback route); added additional service between Snowmass Village, the Intercept lot and Aspen (Valley service – Highway 82 corridor); discontinued the Bikes on Buses service (Valley service – Highway 82 corridor); the net increase in service added approximately 9.1 hours per day and 197.4 miles per day with no additional operations personnel added (implemented in December 2008);
- No additional positions were added;



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- During the last quarter of 2008 Management reviewed compensation for all positions and a compensation increase of 4% was budgeted for;
- Capital purchases include approximately 8 over-the-road coach buses, engine and transmission rebuilds, a Willits transit stop construction contribution, an Aspen Maintenance Facility re-commissioning project and various facility capital projects and trail construction.

Continuing Budget issues

- The Transit Program struggled to hire and retain Operations and Maintenance Staff. The high cost of living in the Roaring Fork Valley has negatively affected the Authority's ability to hire and retain qualified transit personnel;
- Upper Roaring Fork Valley commuter services continue to be negatively affected by increasing private and construction traffic; however, the Authority will benefit from recently completed exclusive bus lanes near the entrance to Aspen;
- Progress of park and ride facilities continue to be affected by price fluctuations of building materials and supplies;
- A national shortage of qualified commercial drivers and mechanics has made it difficult to hire and retain qualified transit personnel;
- The exploration and production of natural gas and oil on the Western Slope of Colorado (the I-70 corridor from Glenwood Springs to Rifle, Colorado) has reduced the local supply of qualified commercial drivers and maintenance personnel;
- Dramatic fluctuations in the price of diesel fuel continued in 2008. We will look to obtain fixed price contracts to manage the price of fuel.

New Budget issues

- Potential right-of-way and property required for existing and future transit services and facilities are diminishing rapidly in terms of availability and escalating rapidly in terms of price. RFTA should make it a high-priority to invest in needed right-of-way and property for its facilities and services before it becomes completely unavailable;
- Because the outcome of RFTA Ballot Question 4A was not known until November 4, 2008, staff developed essentially a status quo budget for 2009;
- Based on a general downturn in the economy the Board has requested staff to develop a program to identify triggers to systematically reduce spending based on reduced revenue.

Dan Blankenship
Chief Executive Officer



2009 Budget

Policy Document

Overview of Financial Policies

Financial Planning

- **Balanced Budget:** Current year expenditures/ expenses will be funded from current year forecasted sales tax, transit fares and other sources specifically identified to fund current operating expenditures/ expenses. Other sources of funds must be confirmed or reasonably anticipated to be used for operating expenditures/ expenses. Use of fund balance for current year expenditures/expenses will be explicitly approved by the Board;
- **Long Range Planning:** Management has committed to preparing a 5-year forecast annually. The forecast will include estimated revenues, operating costs and future capital purchases such as bus purchases/ replacement, trails and facilities projects;
- **Capital purchases:** The useful life of a bus for operating purposes is 12 years and/or 500,000 miles. Refurbishing a bus can extend its operating life. Annually, Management will review the bus fleet based on the above criteria to determine required replacement. Trails capital expenditures/expenses will be incurred as funding is available. Capital assets are defined as assets with an initial cost of \$5,000 or more and a useful life of 3 years.

Revenue

- **Revenue Diversification:** Funding is received primarily through dedicated sales tax, service contract revenue and transit fares. Revenue diversification is achieved by actively pursuing other financing sources each year such as local, state and federal grants;
- **Fees and Charges:** Annual sales tax forecast will be based on estimates received from the participating governmental entities. A conservative forecast is used, adjusting downward the forecast received from each participating governmental entity. Additionally, annual review of Transit fares is performed for possible adjustment;
- **Use of one time revenues/ unpredictable revenues:** Financing sources (sources other than sales tax, service contract revenue or transit fares) should not be used to pay for current year operating expenditures unless specifically identified to fund operating expenditures/ expenses by the contributor/ grantor of the resource and the amount to be received is certain.



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Expenditure/ Expense Policies

- Debt capacity, issuance and management: The Authority generally does not consider issuing debt.
- By Colorado Law (the State constitution), the Authority cannot enter into any action creating a multiple fiscal year debt or other financial obligation unless first submitted to a vote of the registered electors residing within the boundaries of the Authority;
- However, the Law allows the Board to enter into installment or lease purchase contracts, subject to annual appropriation with the following limits:
 - for the purchase of property or capital equipment;
 - the term of any such contract may not extend over a period greater than the estimated useful life of the property or equipment;
- Additionally, Authority policy prohibits debt with the following exceptions:
 - use of a credit card for incidental purposes;
 - borrowing from unreserved fund balance in an amount greater than can be replenished by certain, otherwise unencumbered revenues within 90 days after borrowing without Board approval;
- Derivatives do not fit within the overall debt management program and are prohibited;
- The Authority does not have written policies concerning debt structuring, issuance or management practices and current Authority management recognizes its limited knowledge and experience concerning these areas of debt management; Authority management would consult with outside, third party experts in these areas of debt management if a future debt issuance was considered;
- Reserve or stabilization accounts: Operating reserves of the greater of two months of budgeted revenues or operating expenditures are required; additionally, capital reserves are designated based on Board requirements as to amount. Prior Board approval is required to use reserved funds, to not reserve funds in a given year or use fund balance when expenditures exceed revenues in a given year;
- Operating/ capital expenditure accountability: Review of actual expenditures to budget by department will be performed on a monthly basis taking action to bring the department expenditures within budget when necessary.



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Non-financial goals and objectives

The Roaring Fork Transportation Authority's (RFTA) purpose is that residents and visitors utilize an environmentally friendly, safe, efficient, convenient, and economical public transit and trails system.

In order to fulfill our purpose, RFTA has developed the following ends statements.

- The Rio Grande Corridor is appropriately protected and utilized;
- Trail and transit users move safely, quickly, and efficiently;
- There is a positive public perception of bus-riding;
- Transit experiences are enjoyable;
- Transit access is affordable to all in the valley;
- Ridership increases 1.75% per year;
- Trail and transit users enjoy environmentally friendly equipment and facilities.

Policy for a Greener, Less Petroleum-Dependent Transit Fleet

Additionally, in December 2002, RFTA adopted a phased approach to converting its fleet to alternative propulsion systems as a means of:

- Reducing the environmental impacts from transit operations on the community and
- Reducing RFTA's dependence on petroleum by moving towards sustainable and renewable forms of energy and
- Providing higher quality service to our customers and the communities we serve.

Furthermore, in February 2006, RFTA created the following vision statement and further identified the following goals:

Vision Statement:

By 2017, our region will significantly reduce dependence on oil through a resource efficient, climate friendly, multimodal transportation system with a regional express line unimpeded by traffic and weather, competitive with the private vehicle in terms of convenience, travel time, and quality.

Goals:

- The region will make continual, annual improvements in speed, convenience, and quality of regional and local transit;
- Express transit will operate on a dedicated right-of-way with travel times competitive with those of private vehicles;
- Development will be focused around transit centers to maximize access to transit, enhance livability, and preserve open space;
- Biking and walking will be a safe, enjoyable, competitive transportation mode choice within and between communities;
- A full menu of transportation options including car sharing, telecommuting, and carpooling will continue to become more widely available throughout the region;
- Citizens, businesses, and governments will work to convert the regional fleet of vehicles to greater efficiencies and/or renewable fueled vehicles;



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Goals continued...

- The region will create local sources of renewable transportation fuels;
- Transportation improvements will include solutions that address rising labor and housing costs.

Department Programs supporting Authority Goals

Operations

Driver Quality Committee
 Safety and Other Programs
 Community Events Planning

Trails & Facilities

Trail Construction
 Weed Control Program
 Trash Removal Program
 Bus Stop Construction
 Park & Ride Construction
 Maintenance Program

Maintenance

Safety & Other Programs
 Bus Cleaning Program
 Hybrid Bus Program
 Biodiesel Program

Planning

Park and Ride Planning
 Bus Rapid Transit Project

Department

At the beginning of the year each Department identifies goals on a project basis to be achieved during the year. Goal status is periodically reported to the CEO and Board. In 2009 Management is continuing to work on identifying measurable department objectives.

Financial Plan

Fund and fund structure

The Authority budget and financial statement are reported in accordance with generally accepted accounting principles on a modified accrual basis of accounting; Authority transit and trails activity is recorded in the general fund of the government wide financial statements; additionally, the Authority accounts for service contract, Garfield County Traveler program, bus shelter and park in ride activity as well as certain trails activity in Eagle County, Mid Valley Trails, in a Special Revenue fund.

For General fund reporting purposes, three program areas have been established and the activity associated with each program is further separated into departments as follows:

- **Transit:** direct costs incurred by the Operation and Maintenance Departments related to providing transit services.
- **Trails:** direct costs incurred by the Trails Department associated with the design, construction and maintenance of the trails and rail corridor owned by the Authority.
- **Administration:** direct costs incurred by administrative departments such as Finance, Human Resources, etc. generally thought of as overhead costs. These costs are allocated between the Transit and Trails programs.



2009 Budget

Consolidated Financial Overview

Director _____ moved adoption of the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY**

RESOLUTION 2008-19

A RESOLUTION ADOPTING A BUDGET FOR THE ROARING FORK TRANSPORTATION AUTHORITY, ROARING FORK VALLEY, COLORADO, FOR THE CALENDAR YEAR 2009

WHEREAS, The Board of Directors of the Roaring Fork Transportation Authority has appointed the Chief Executive Officer of the Roaring Fork Transportation Authority to prepare and submit a proposed budget for their approval, and

WHEREAS, upon due and proper notice, published or posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place, and a public hearing was scheduled for and held on November 13, 2008 and interested taxpayers were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, expenditures do not exceed revenues reasonably assumed to be available, as required by law; and

NOW THEREFORE BE IT RESOLVED, that the 2009 budget for the Roaring Fork Transportation Authority for the period of January 1, 2009 through December 31, 2009 be approved by the Roaring Fork Transportation Authority Board with the following estimated revenues and expenditures:

General Fund Revenue Type (in thousands)	2009 Budget
Sales Tax	\$ 11,643
Fees	45
Service Contracts	75
Grants	2,699
Fares	4,624
Other Govtl Contributions	960
Misc	411
Other Income	130
Total	\$20,587

Special Revenue Fund – MVT

Revenue Type (in thousands)	Budget
Sales Tax	\$ 33

Special Revenue Fund –

Service contracts

Revenue Type (in thousands)	Budget
Service contract revenue	\$ 7,960



2009 Budget

Special Revenue Fund – Bus shelters/ PNR	
Revenue Type (in thousands)	Budget
Fees	\$ 430

ROARING FORK TRANSPORTATION AUTHORITY
By and through its BOARD OF DIRECTORS:

, Chairperson

I, the Secretary of the Board of Directors (the “Board”) of the Roaring Fork Transportation Authority (the “Authority”) do hereby certify that (a) the foregoing Resolution was adopted by the Board at a meeting held on November 13, 2008; (b) the meeting was open to the public; (c) the Authority provided at least 48 hours written notice of such meeting to each Director and Alternative Director of the Authority and to the Governing Body of each Member of the Authority; (d) the Resolution was duly moved, seconded and adopted at such meeting by the affirmative vote of at least two-thirds of the Directors in office who were eligible to vote thereon voting; and (e) the meeting was noticed, and all proceedings relating to the adoption of the Resolution were conducted, in accordance with the Roaring Fork Transportation Authority Intergovernmental Agreement, as amended as of September 11, 2004, all applicable bylaws, rules, regulations, and resolutions of the Authority, the normal procedures of the Authority relating to such matters, all applicable constitutional provisions and statutes of the State of Colorado and all other applicable laws.

WITNESS my hand this thirteenth day of November, 2008.

Edna Adeh, Secretary of the Board



2009 Budget

Consolidated financial Overview continued...

Director _____ moved adoption of the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY**

RESOLUTION 2008-20

**A RESOLUTION APPROPRIATING SUMS OF MONEY FOR THE ROARING FORK
TRANSPORTATION AUTHORITY, ROARING FORK VALLEY, COLORADO, 2009 BUDGET YEAR**

WHEREAS, The Board of Directors of the Roaring Fork Transportation Authority has appointed an annual budget in accordance with the Local Government Budget Law, on November 13, 2008.

WHEREAS, the Board of Directors has made provision herein for revenue in the amount equal or greater than proposed expenditures as set forth in said budget; and

WHEREAS, it is required by C.R.S. 29-1-108 to appropriate the revenues provided in the budget to and for the purposes described in the budget, and not to impair the objectives of the Roaring Fork Transportation Authority.

NOW THEREFORE BE IT RESOLVED, that the sums stated in the adopted budget are hereby appropriated for the purposes stated with the following estimated expenditures.

<u>Program (in thousands)</u>	<u>Budget</u>
Transit	\$ 13,871
Trails and Corridor Mgmt	385
Capital	3,298
Debt Service	2,657
Addition to Reserves	275
Total	<u><u>\$20,486</u></u>

Special Revenue Fund – MVT

<u>Expenditure Type (in thousands)</u>	<u>Budget</u>
Capital	\$ -

Special Revenue Fund – Service contracts

<u>Expenditure Type (in thousands)</u>	<u>Budget</u>
Operating	\$ 7,328
Capital	\$ 632

Special Revenue Fund – Bus shelters/ PNR

<u>Expenditure Type (in thousands)</u>	<u>Budget</u>
Fees	\$ 430



2009 Budget

ROARING FORK TRANSPORTATION AUTHORITY

By and through its BOARD OF DIRECTORS:

, Chairperson

Consolidated financial Overview continued...

I, the Secretary of the Board of Directors (the “Board”) of the Roaring Fork Transportation Authority (the “Authority”) do hereby certify that (a) the foregoing Resolution was adopted by the Board at a meeting held on November 13, 2008; (b) the meeting was open to the public; (c) the Authority provided at least 48 hours written notice of such meeting to each Director and Alternative Director of the Authority and to the Governing Body of each Member of the Authority; (d) the Resolution was duly moved, seconded and adopted at such meeting by the affirmative vote of at least two-thirds of the Directors in office who were eligible to vote thereon voting; and (e) the meeting was noticed, and all proceedings relating to the adoption of the Resolution were conducted, in accordance with the Roaring Fork Transportation Authority Intergovernmental Agreement, as amended as of September 11, 2004, all applicable bylaws, rules, regulations, and resolutions of the Authority, the normal procedures of the Authority relating to such matters, all applicable constitutional provisions and statutes of the State of Colorado and all other applicable laws.

WITNESS my hand this Thirteenth day of November, 2008.

Edna Adeh, Secretary of the Board



2009 Budget

Three Year Financial Summary Information

(in thousands)	07	08	08 Actual *	09	09/08 Budget	
Revenues	Actual	Budget	(Projected)	Budget	\$ Dif	% Dif
Sales Tax	11,356	11,643	11,643	11,643	-	0.0%
Fees **	501	475	475	475	-	0.0%
Service Contracts **	7,057	7,630	7,860	8,035	406	5.3%
Grants	5,263	6,554	2,885	2,699	(3,855)	-58.8%
Fares	3,984	4,140	4,367	4,624	484	11.7%
Other Govtl Contributions	1,389	673	881	960	288	42.8%
Misc	474	310	588	411	101	32.5%
Other Income	380	300	124	130	(170)	-56.7%
Total	\$ 30,403	\$ 31,724	\$ 28,822	\$ 28,977	\$ (2,746)	-8.7%

* 08 Actual Revenues (Projected) column is based upon 8 months of actual and 4 months of estimate.

** Part of revenue accounted for in a Special Revenue fund; does not include the Mid Valley Trails Special Revenue fund

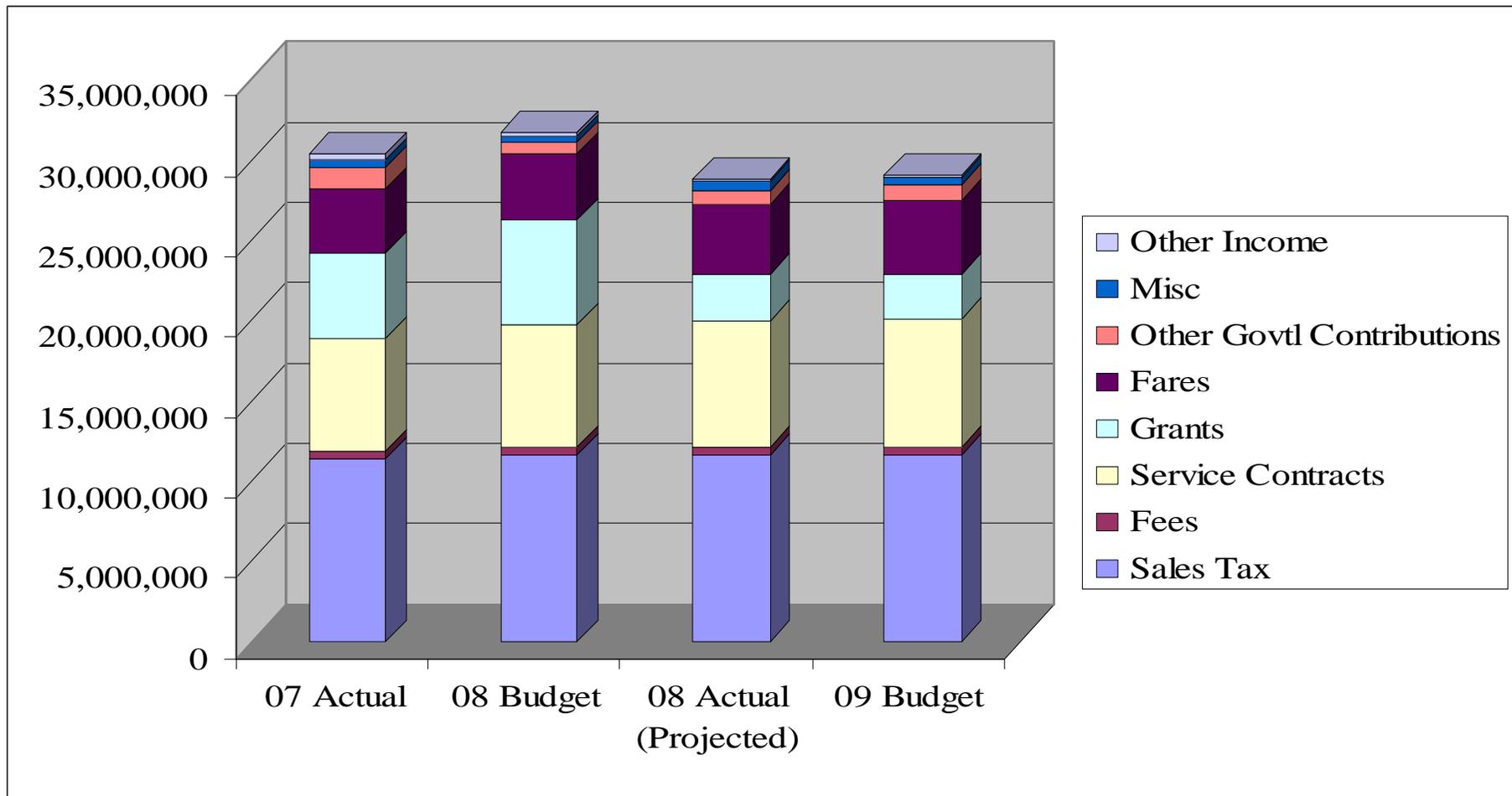
Budgetary trends:

- Current year Sales tax estimates are based on estimates obtained from local Governments, no growth projected;
- Service contracts increase based on cost allocation methodology, see Service contract formula methodology section; the Authority's overall operating costs have increased, therefore, revenue from these contracts will increase;
- Grants contain predictable, annual operating and capital contributions and unpredictable contributions;
- Fares increase is due to projected increased in ridership of 3% and a price increase of 5%;
- Other Govt. Contributions are unpredictable; unpredictable revenues are recorded when awarded and collection is certain.
- Miscellaneous income increase due to new revenue in 2009 from additional employee housing units;
- Other income increase due to increase in bank account balances; therefore, additional interest income.



2009 Budget

2007 through 2009 Revenue comparison





2009 Budget

Three Year Financial Summary Information continued...

Department Expenditures (in thousands)	07 Actual	08 Budget	08 Acutal (Proj.)	09 Budget	08/09 \$ dif	%dif
Transit Maintenance	\$5,830	\$6,800	\$7,082	\$6,612	(188)	(2.8)
Transit Operations	8,090	8,384	8,593	9,410	1,026	12.2
Administration	3,950	4,152	4,300	4,296	144	3.4
Facilities	1,458	1,421	1,667	1,757	336	23.6
Board of Directors	141	181	160	186	5	2.7
Trails and Corridor Mgmt	420	356	394	385	29	8.1
Total	\$ 19,889	\$ 21,293	\$ 22,196	\$ 22,646	\$1,353	6.4

Operating expenditures only; does not include the Mid Valley Trails or Garfield County Traveler Special Revenue fund, debt service or reserves additions.

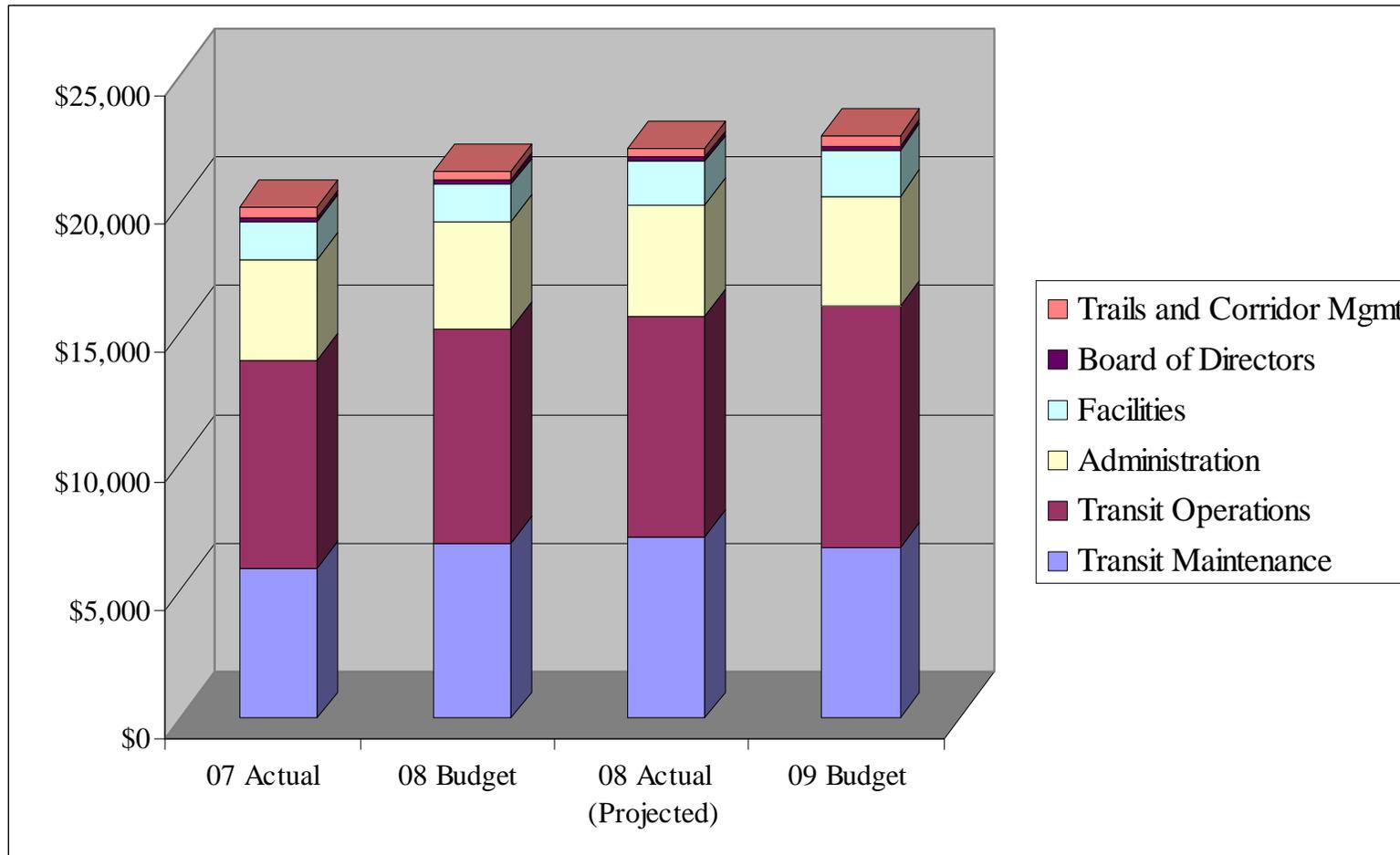
Budgetary Trends:

- Transit Maintenance - 2008 fuel price fluctuation; the decrease in the 09 budget compared to the 08 budget is due to record high prices for diesel fuel in 2008;
- Transit Operations – personnel and benefits increase;
- Administration – personnel and benefits increase.



2009 Budget

2007 through 2009 Expenditure comparison (in thousands)





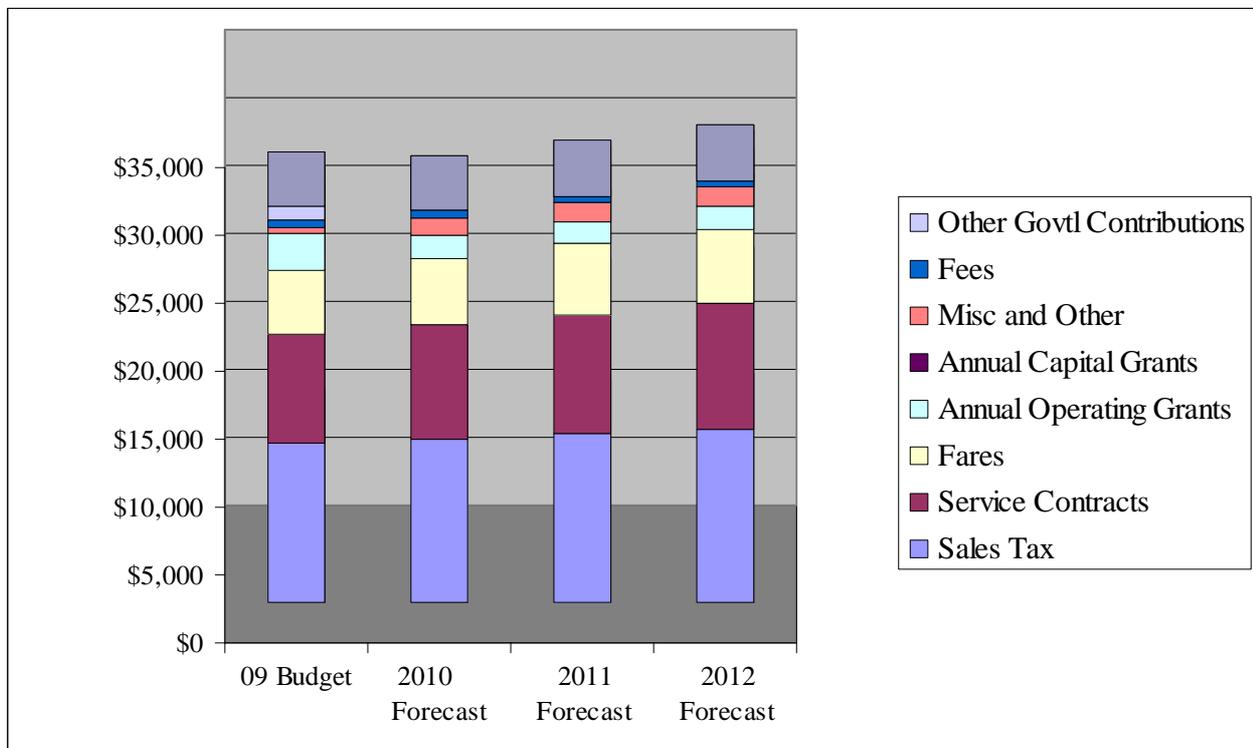
2009 Budget

Three Year Extended Budget

Revenue Type (in thousands)	2009 Budget	Projected Increase	2010 Forecast	2011 Forecast	2012 Forecast
Sales Tax	\$11,643	103%	\$11,992	\$12,352	\$12,723
Service Contracts	8,035	105%	8,425	8,833	9,263
Fares	4,624	105%	4,831	5,073	5,327
Annual Operating Grants	2,699	various	1,635	1,665	1,697
Misc and Other	541	105%	1,343	1,386	1,428
Fees	475	various	489	502	515
Other Govtl Contributions	960		-	-	-
	\$ 28,977		\$ 28,715	\$ 29,811	\$ 30,953

Assumptions used in preparing the forecast are as follows:

- See the projected increase column for succeeding years forecasted increase by line item;
- The Authority receives operating and capital grants annually and these grants are projected based on best available information;
- Other revenue line items such as other government contributions are not projected because of uncertainty.



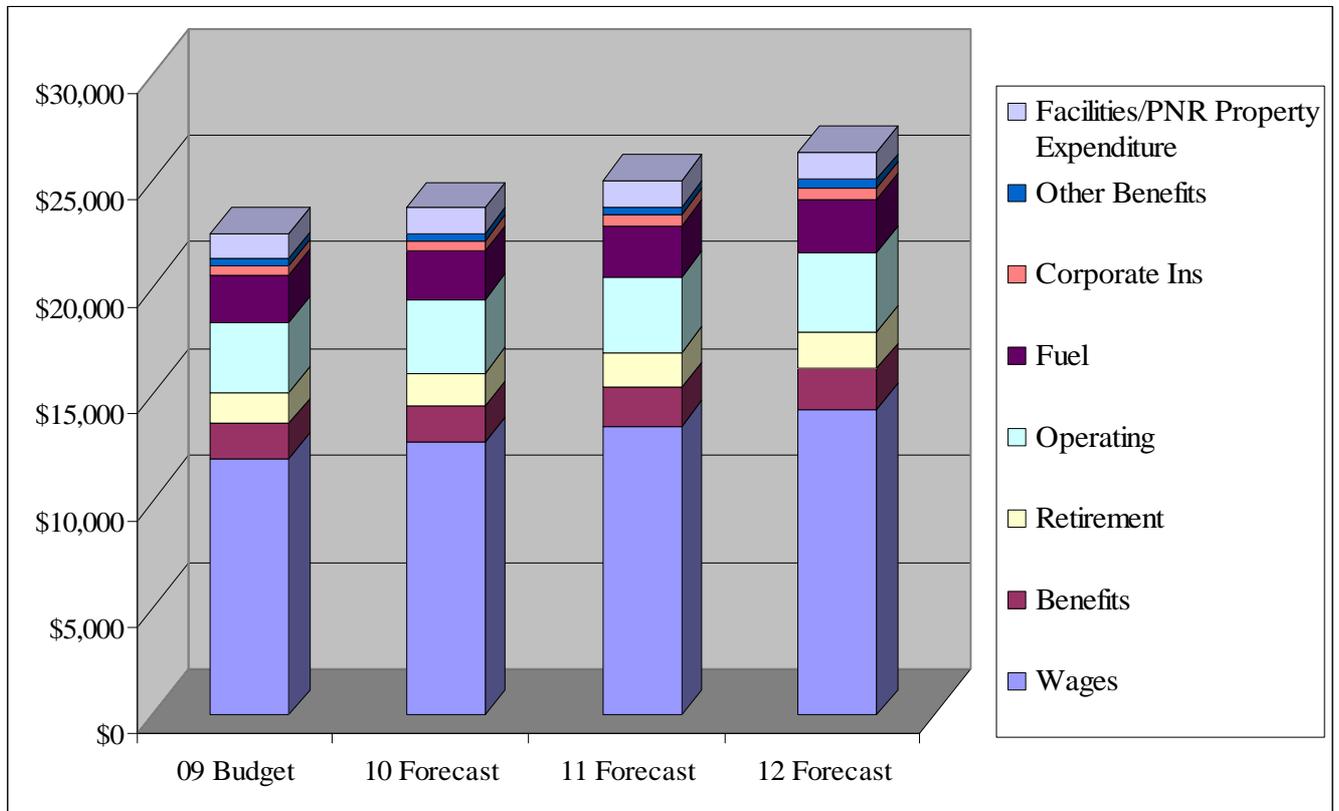


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Expenditure by Type (in thousands)	2009 Budget	Projected increase	2010 Forecast	2011 Forecast	2012 Forecast
Wages	\$ 12,011	106%	\$ 12,732	\$13,495	\$14,303
Benefits	1,602	106%	1,698	1,800	1,908
Retirement	1,455	106%	1,542	1,635	1,733
Operating	3,306	104%	3,438	3,576	3,719
Fuel	2,181	104%	2,269	2,360	2,454
Corporate Ins	487	104%	506	526	547
Other Benefits	350	104%	364	379	394
Facilities/PNR Property Expenditure	1,121	104%	1,166	1,213	1,262
Training & Travel	133	104%	138	144	150
	\$ 22,646		\$ 23,853	\$25,128	\$26,470

Assumptions used in preparing the forecast are as follows:

- See the projected increase column for succeeding years forecasted increase by line item





2009 Budget

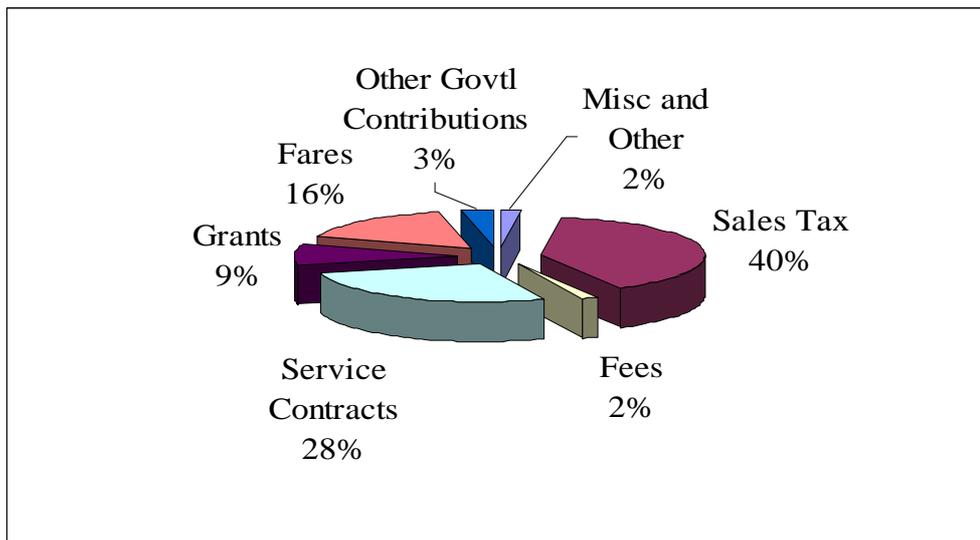
Major Revenue

<u>Revenue Type (in thousands)</u>	<u>09 Budget</u>	<u>%</u>
Sales Tax	\$ 11,643	40.2%
Fees *	475	1.6%
Service Contracts *	8,035	27.7%
Grants	2,699	9.3%
Fares	4,624	16.0%
Other Govtl Contributions	960	3.3%
Misc	411	1.4%
Other Income	130	0.4%
Total	\$ 28,977	100.0%

* Special revenue fund; does not include the Garfield County Traveler or Mid Valley Trails Special Revenue fund.

Revenue composition:

- Sales tax and fees are dedicated taxes collected from member governments based on intergovernmental agreements, see the Authority history section, member governments;
- Service contracts are for contracted services, billed monthly based on miles and hours by route; see Transit Services section for description of services and Contract formula methodology section for billing (cost allocation) methodology;
- Grants are recorded when awarded and collection is certain, annually the Authority receives operating and capital contributions from various sources;
- (Transit) fares are collected on Valley service routes;
- Other governmental contributions are recorded when awarded and collection is certain; for detail of these revenues see the line item budget.





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Major revenue continued... - Revenue assumptions

Sales Tax and Fees

- Dedicated taxes collected from member governments based on intergovernmental agreements. The Authority relies on the increase or decrease of sales tax projection prepared by each jurisdiction (The Authority relies on the member jurisdictions assumptions and trend analysis for forecast preparation); upon receipt of the forecast, the Authority conservatively adjusts the forecast down, typically 1%, for budgeting purposes.

Member Jurisdictions	2007 %	2008 %	2009 %
Aspen	4	3	0
Basalt	4	3	0
Carbondale	4	3	0
Glenwood Springs	11	0	0
Eagle County	6	3	0
New Castle	3	3	0
Pitkin County	4	3	0
Snowmass Village	4	3	0

- Service contracts are billed monthly based on miles and hours by route; see description of Transit services section for description of services and Contract formula methodology budget section for billing (cost allocation) methodology; this is a cost allocation methodology based on the Authority operating expenditure budget;
- Grants are recorded when awarded and collection is certain, annually the Authority receives operating and capital contributions from the Federal Transit Administration, the State of Colorado and various other sources locally;
- (Transit) fares are collected on regional bus routes; the 2009 budgeted increase in ridership is 3% and a fare increase of 5%. There were fare increases in 2008, 2007 and 2005. The Budget assumed no decrease in ridership based on the price increase for 2009 based on history. Below is a table of the change in ridership and fare collection comparison for a four year period:

Year	Change in ridership	% change	Change in Fare collection	% change
2007/2006	291,695	7.1%	\$380,780	11.2%
2005/2006	133,147	9.4%	\$427,388	14.5%
2004/2005	94,789	7.2%	\$295,698	11.2%
2003/2004	32,743	2.5%	\$65,372	2.5%

Based on population growth in the Authority's service area, traffic congestion on the area roads and the price of fuel, Management believes that ridership forecast increase of 3% for 2009 is conservative.



2009 Budget

Comparative and Projected Fund Balance

	2007	2008	2009	2010	2011	2012
	Final	Revised	Budget	(Projected)	(Projected)	(Projected)
Beginning Fund Balance	\$ 9,376,422	\$ 7,421,437	\$ 6,566,884	\$ 6,668,158	\$ 6,685,158	\$ 7,042,158
Revenues	35,869,033	31,121,893	28,976,769	28,715,000	29,811,000	30,953,000
Operating Expenditures	(22,427,520)	(19,690,087)	(22,645,968)	(23,853,000)	(25,128,000)	(26,470,000)
Transit & Trails Capital	(13,580,554)	(10,773,430)	(3,298,000)	(1,921,000)	(1,673,000)	(969,000)
Debt Service	(1,540,944)	(1,237,929)	(2,656,526)	(2,649,000)	(2,378,000)	(2,573,000)
Reserves Contribution	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)
Add to (Subtract from)	(1,954,985)	(854,553)	101,274	17,000	357,000	666,000
Reserves						
TABOR	497,741	497,741	497,741	497,741	497,741	497,741
Inventory	555,894	555,900	555,900	555,900	555,900	555,900
Operating	444,338	3,500,000	3,774,000	3,976,000	4,188,000	4,412,000
Capital - Facilities	225,000	325,000	425,000	525,000	625,000	725,000
Capital - Transit	150,000	250,000	350,000	450,000	550,000	650,000
Capital - Trails	225,000	300,000	375,000	450,000	525,000	600,000
Unreserved Fund Balance	5,323,464	1,138,243	690,517	230,517	100,517	267,517
Ending Fund Balance	\$ 7,421,437	\$ 6,566,884	\$ 6,668,158	\$ 6,685,158	\$ 7,042,158	\$ 7,708,158

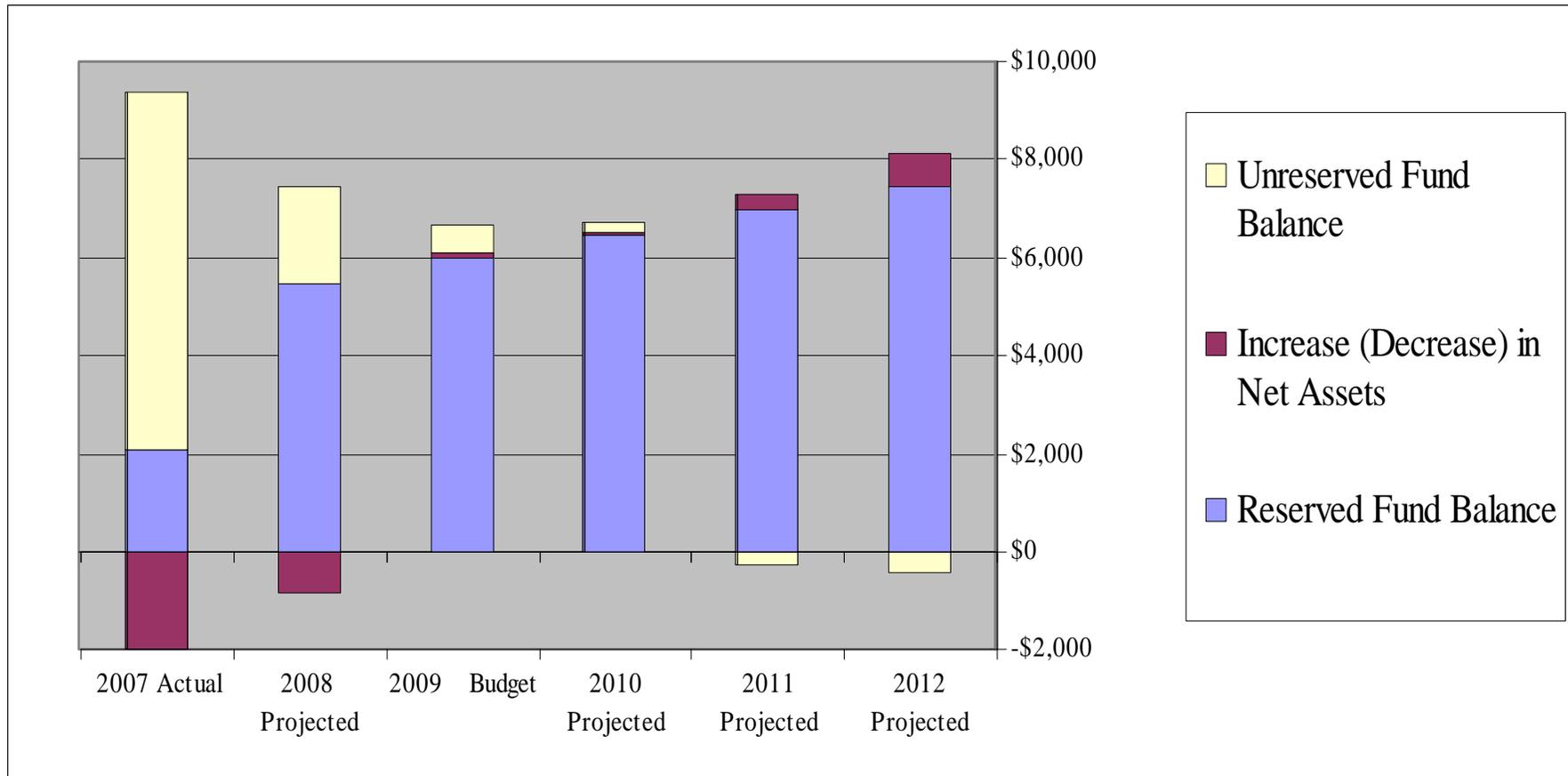
Fund balance is the difference between assets and liabilities and is divided between reserved and unreserved. Unreserved fund balance is a measure of current available financial resources. Significant changes in Fund balance are as follows:

- 2007 decrease in Fund balance is due to a timing difference between purchasing and financing of an employee housing property;
- 2008 decrease in Fund balance is primarily due to decision by the Board to accelerate Trails capital expense to finish building the Rio Grand Trail two years ahead of schedule.



2009 Budget

Comparative and Projected Fund Balance (in thousands)



- 2007 and 2008 includes a decrease in Net assets of approximately \$1,959,000 and \$854,000, respectively;
- Significant increase in Reserved fund balance in 2007 due to change in operating reserve policy.



2009 Budget

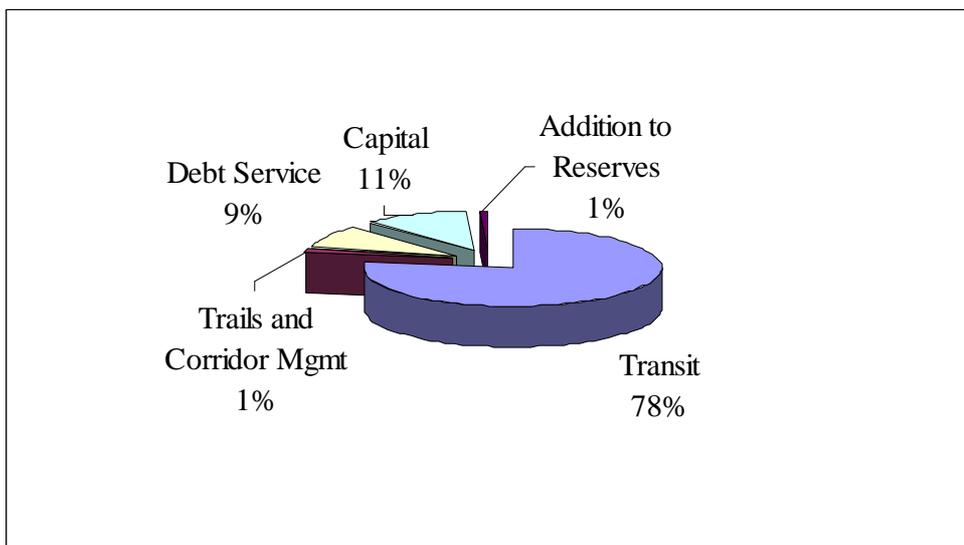
Expenditures

Assumptions used in preparing the budget are as follows:

- Full staffing levels;
- No additional personnel;
- 4% has been budgeted for compensation increases for Authority personnel;
- \$2.78 per gallon for diesel fuel; \$2.18 for unleaded fuel;
- Added additional transit Valley service, the Hogback route (between Rifle to Glenwood Springs), Highway 82 corridor (between Snowmass Village, the Intercept lot and Aspen) and discontinued Highway 82 corridor, Bikes on Buses service (implemented in December 2008);
- Net additional service requires 9.1 hours per day and 197.4 miles per day with no additional operations personnel added.

Operating expenditure Summary by Program - Transit and Trails

<u>Program (in thousands)</u>	<u>09 Budget</u>	<u>%</u>
Transit	\$ 22,261	77.2%
Trails and Corridor Mgmt	385	1.3%
Capital	3,298	11.4%
Debt Service	2,657	9.2%
Addition to Reserves	275	0.9%
Total	\$ 28,875	100.0%



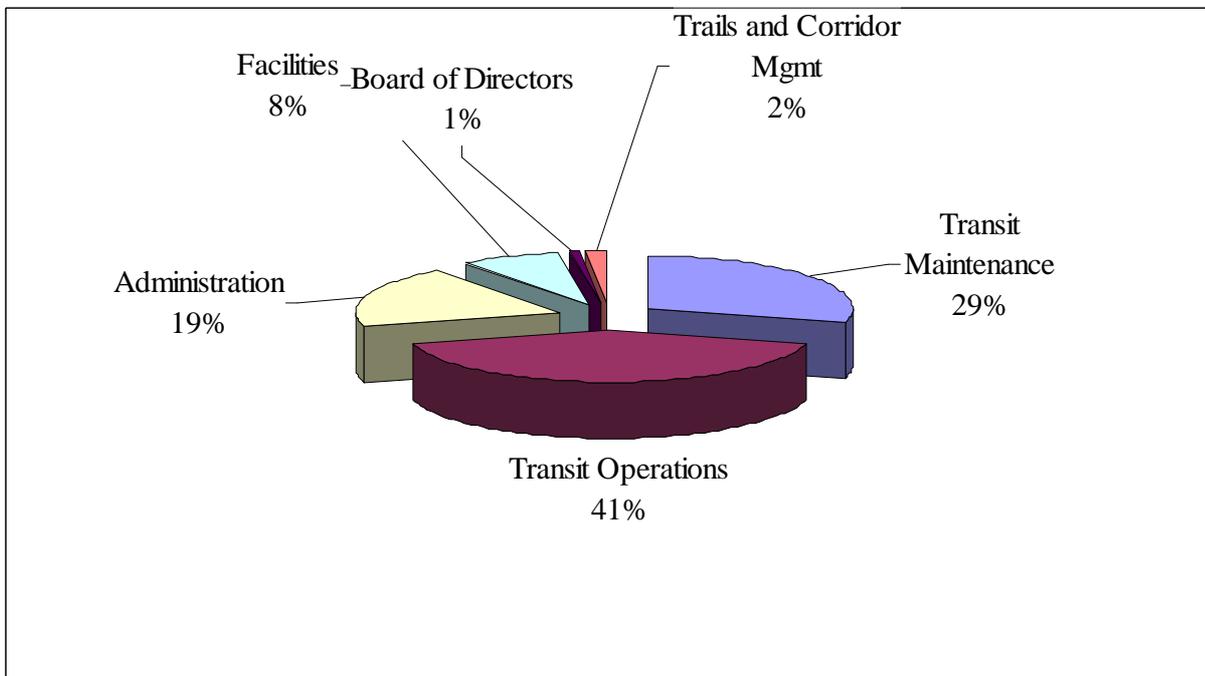


2009 Budget

Expenditures Continued....

Operating expenditure Summary by Departments

<u>Departments (in thousands)</u>	<u>09 Budget</u>	<u>%</u>
Transit Maintenance	\$ 6,612	29.1%
Transit Operations	9,409	41.4%
Administration	4,296	19.3%
Facilities	1,757	7.7%
Board of Directors	186	0.8%
Trails and Corridor Mgmt	385	1.7%
Total Operating costs	22,645	100.0%
Capital	3,298	
Debt Service	2,657	
Addition to reserves	275	
	<u>\$ 28,875</u>	

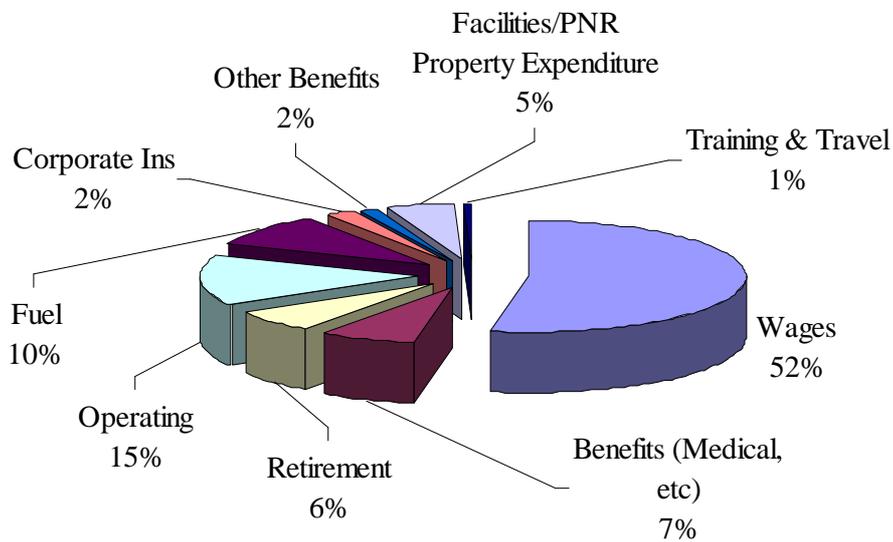




2009 Budget

Expenditures Continued....

Operating Expenditures by type (in thousands)	09 Budget	%
Wages	\$ 12,011	52.8%
Benefits (Medical, etc)	1,602	7.0%
Retirement	1,455	6.4%
Operating	3,306	14.9%
Fuel	2,181	9.6%
Corporate Ins	487	2.1%
Other Benefits	350	1.5%
Facilities/PNR Property Expenditure	1,121	4.9%
Training & Travel	133	0.6%
Total Operating	<u>\$ 22,646</u>	100%

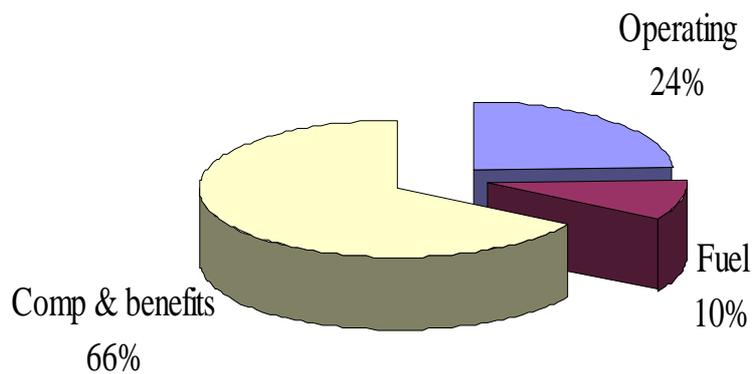




2009 Budget

Expenditures Continued....

Wages, benefits and retirement by Department (in thousands)		09 Budget	%
Transit Maintenance		\$ 3,256	14.3%
Trails		209	0.9%
Administration		1,705	7.5%
Transit Operations		9,252	40.7%
Attorney		141	0.6%
Facilities		505	2.2%
Total wages, benefits and retirement		\$ 15,068	66.3%
Fuel		2,182	9.6%
Operating	\$ 3,306		
Corporate Ins	486		
Other Benefits	350		
Facilities/PNR Property Expenditure	1,121		
Training & Travel	133		
Operating expenditures		5,396	24.1%
Total Operating		\$ 22,646	100%





2009 Budget

Capital Expenditures

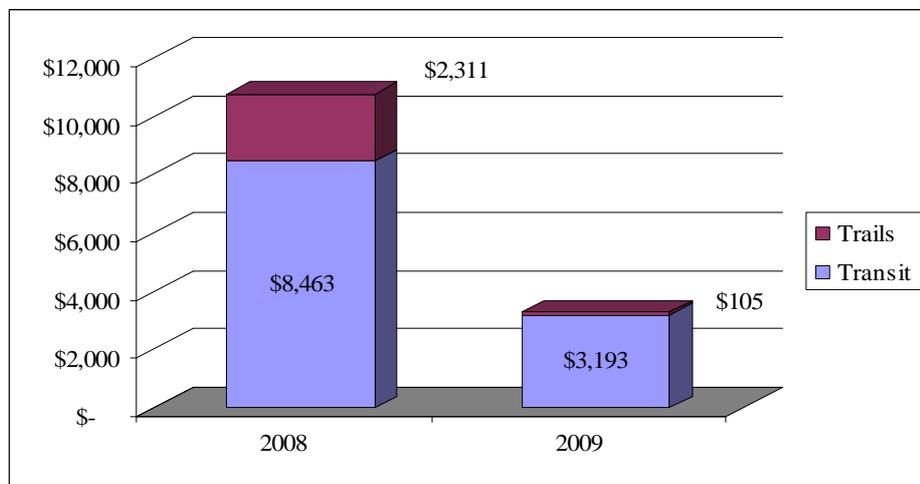
Capital assets are defined as assets with an initial cost of \$5,000, a useful life of in excess of 3 years.

	2008	2009	\$ Dif	% Dif
Transit Capital	\$ 6,881	\$ 1,658	\$(5,223)	-75.9%
Facilities Improvements	558	1,220	662	118.6%
Equipment	1,024	315	(709)	-69.2%
Trails	2,311	105	(2,206)	-95.5%
		\$ 3,298		

- Transit capital - two buses, \$1,108,000; engine and transmission rebuilds, \$200,000; Willits station, \$250,000; BRT Engineering and NEPA study, \$100,000;
- Facilities – Aspen Maintenance Facility re-commissioning \$500,000; In ground lifts \$260,000; GMF settling and expansion planning, \$150,000; Rubey Park Improvements, \$75,000; various other projects;
- Equipment - Aspen Maintenance Facility fluid dispenser, \$125,000; Glenwood Maintenance Facility tank farm monitoring system, \$65,000; and various other projects;
- Trail Capital - trail chip and seal, \$75,000; Glenwood Springs park in ride trail construction, \$30,000.

Impact of capital improvement on the Operating Budget

- Management reviewed the capital projects and determined that there will be minimal impact on the operating budget;
- Engine and transmission rebuilds are planned reoccurring projects requiring no extra maintenance resources; all other projects are performed by third party vendors.





2009 Budget

Operating Line Item Expenditures greater than \$50,000 (not including personnel compensation)

Description	\$
Transit Diesel Fuel	2,009,000
Bus Parts	710,700
Corporate Insurance Package	325,000
TOSV Regional Service Contract	311,057
Pinnacol Premiums	230,000
CCMSI Gen Liability Claims	210,000
Fuel fixed price contract	200,000
CCMSI Workers' Comp Claims	183,000
Rent Expense (Burlingame seasonal housing)	171,000
Tires & Tubes	149,350
Janitorial Service AMF	100,000
Janitorial Service GMF	100,000
Operating Supplies	97,850
Transit Unleaded Fuel	88,000
Natural Gas	83,000
Trails Purchased Services	80,000
Electric	79,000
Oil, Lubricants, Antifreeze	74,580
Natural Gas AMF	70,000
Aspen Maintenance Facility Repair & Maintenance	69,010
Legislative Contract	60,000
GWS Travelers Program	57,750
Security / Loss Prevention	55,000
Dues, Memberships, & Subscriptions	53,000
Office Equipment Rental/Repair	50,000
Pinnacol Claims	50,000
Glenwood Maintenance Facility Repair and Maintenance	50,000
Seasonal Health Insurance	50,000
Snow Plowing	50,000
Total	\$5,816,297

- Operating expenditure line items greater than \$50,000 of approximately \$5.8 million or 26.7% of total operating expenditures of \$22.6 million.



2009 Budget

Debt, Long term Commitments and Obligations

- Series 1998 Bonds, 3.5%-5%, purpose - capital;
- Series 2001 Bonds, 3.25-4%, purpose - capital;
- 2005 Certificates of Participation, 3-4.25%, purpose – bus purchase;
- 2006 Capital lease, approximately 4%, purpose – bus purchase;
- 2007 Capital lease, 4.28%, purpose – bus purchase;
- 2008 Capital leases include: 4.39%, purpose – employee housing purchase; 3.18%, purpose – bus purchase; 4.8-5.4%, purpose – automobile purchases.

Fiscal Year	Series 1998 Bonds	Series 2001 Bonds	Certificate of Participation 2005	Total Debt Service
2009	\$178,235	\$501,075	\$412,313	\$1,091,623
2010	\$177,092	\$501,875	\$411,513	\$1,090,480
2011	\$175,583	\$502,275	\$410,508	\$1,088,366
2012	\$173,695	\$502,275	\$413,348	\$1,089,318
2013	\$176,420	\$499,275	\$414,613	\$1,090,308
2014	\$178,500	\$500,775	\$410,175	\$1,089,450
2015		\$676,525	\$414,875	\$1,091,400
2016		\$677,775	\$412,775	\$1,090,550
2017		\$677,775		\$677,775
2018		\$675,213		\$675,213
2019		\$676,338		\$676,338
2020		\$675,888		\$675,888
2021		\$678,863		\$678,863
Fiscal Year	2006 Capital Lease	2007 Capital Lease	2008 Capital Leases	Total Lease Service
2009	\$535,600	\$666,953	\$364,604	\$1,567,158
2010	\$535,600	\$666,953	\$364,604	\$1,567,158
2011	\$281,082	\$666,953	\$364,604	\$1,312,639
2012		\$666,953	\$364,604	\$1,031,558
2013		\$666,953	\$341,429	\$1,008,382
2014		\$666,953	\$332,929	\$999,882
2015		\$666,953	\$332,929	\$999,882
2016		\$666,953	\$252,953	\$919,906
2017		\$222,318	\$172,977	\$395,295
2018-2027			\$172,977	\$172,977
2028			\$72,074	\$72,074



2009 Budget

Operations Guide

Description of functions and activities

- The Transit Program provides commuter bus service throughout the Roaring Fork Valley and into the I-70 Corridor in Colorado.
 - The Operations Department hires drivers and manages the commuter bus service;
 - The Maintenance Department maintains, repairs and cleans commuter buses and administrative vehicles; additionally, it purchases bus parts, transit fuel and procures buses;
 - The Facilities Department maintains and repairs the buildings, grounds, bus stops and park n rides used by the Transit and Trails Programs; additionally, it designs and manages the building of bus stops and park n rides.
- The Trails Program designs, constructs and maintains a multi-purpose pedestrian, bike and equestrian trail on the Authority owned, Rio Grande Rail Corridor within the Roaring Fork Valley in Colorado.
- Administrative Support Program performs administrative functions for the Authority.
 - Attorney – Board, Transit and Trails Programs legal affairs;
 - CEO – overall management of the Authority and safety and training programs;
 - Finance – budget, all accounting functions including payroll;
 - Human Resources/ Risk Management – hiring of administrative personnel, procuring and maintaining employee benefits, risk management;
 - Information Technology - maintains the Authority facilities and bus security systems, administrative computer hardware and software, printers, voice over internet protocol telephone system and the electronic fare box system;
 - Planning –public communications and marketing, assisting the building of transit infrastructure (bus stops, park n rides), serves as the management liaison for third party groups working on projects that will affect bus service and the Bus Rapid Transit Vision Project and prepares grant applications.



2009 Budget

Performance Measurement

Organization wide

The National Transit Database (NTD) is the Federal Transit Administration's (FTA) national database of statistics for the transit industry. The NTD is comprised of data reported by more than 600 transit agencies across the US, which is then analyzed and compiled into reports published by FTA and made available to the public on the NTD Program website.

The database includes all modes of public transportation utilized on local and regional routes throughout the country. The Authority has identified a subgroup of public transit agencies of similar size and characteristics to serve as peers for the below organization wide performance measurements.

	Cost per vehicle mile	Cost per vehicle hour	Fare box recovery	Passenger per revenue hour	Passenger per revenue mile
The Authority	\$5.04	\$86.53	21.4%	22.8	1.3
Peer group ave.	\$3.87	\$60.24	9.6%	14.4	1.0
Peer group min.	\$2.32	\$50.96	1.3%	8.7	0.4
Peer group max.	\$5.50	\$86.53	21.4%	25.6	1.8
	Vehicle hour/ Vehicle revenue hour	Cost per passenger	Average fare	Subsidy per passenger	Average operating speed (MPH)
The Authority	1.21	\$4.60	\$0.99	\$3.61	17.17
Peer group ave.	1.07	\$4.93	\$0.45	\$4.48	16.34
Peer group min.	1.04	\$3.09	\$0.07	\$2.70	12.65
Peer group max.	1.21	\$6.81	\$0.99	\$6.30	22.89

- Because the Authority provides significant levels of regional commuter services (services covering greater average distances) which have higher operating speeds, its performance on a cost per hour basis is higher and its cost per mile is lower relative to some of its peers that operate in more urban settings that have lower operating speeds.

Department

At the beginning of each year Departments identify goals on a project basis to be achieved during the year. Goal status is periodically reported to the CEO and Board. Management is continuing to identify department goals and implement objective performance measurements in 2009.



2009 Budget

2009 Organization Chart

Public as Voters and Tax Payers

Regional Member Jurisdictions						
City of Aspen	Town of Basalt	Town of Carbondale	Eagle County	City of Glenwood Springs	Town of New Castle	Pitkin County Town of Snowmass Village

Board of Directors representing						
City of Aspen	Town of Basalt	Town of Carbondale	Eagle County	City of Glenwood Springs	Town of New Castle	Pitkin County Town of Snowmass Village

Authority Management and Staff

			CEO	General Counsel			
Administration				Trails	Transit		
Facilities	Finance	Human Resources & Risk Management	Information Technology	Planning	Trails & Corridor Management	Maintenance	Operations



2009 Budget

Summary Position Information

Department FTE	2006	2007	2008	2009
Board of Directors (Attorney)	1.5	1.5	1.5	1.5
CEO	2	2	2	3
Facilities	9.8	9.8	9.8	8.5
Finance	6	7	7	6.8
Human Resources	3	4	4	3
Information Technology	3	2.5	3.5	4
Maintenance	33	42	48	47
Operations	108	139	140	144.8
Planning	3	3.5	3.5	3
Trails	1.7	1.7	2.7	2
Grand Total	171	213	222	223.6

Other Planning processes

- During 2008, the Authority selected a Project Management Team to design and help implement the Authority's 2017 Bus Rapid Transit (BRT) Vision. The 2009 budget impact for these long range planning programs will be appropriated through supplemental budget resolution. Please see rftabrt.com for more details concerning the BRT project.

Budget process

The Authority is a Special District Governmental Entity for State Budget reporting purposes and is subject to Colorado Local Government Budget Law, Section 29-1-101. Starting in July of each year the appointed Budget Officer and CEO prepare the budget in the following steps:

- Month of July
 - Revenue projections based on information obtained from participating governments;
 - Total personnel costs based on position compensation, taxes and benefit costs and additional service levels;
 - Fuel costs;
 - Obtain operating and capital appropriation requests from each department on a line item basis;
 - Obtain capital purchase requirements to maintain required service levels - bus purchases, etc;
- Month of August
 - Service contract revenue based on operating costs and capital costs obtained in July;
 - Review condition of budget;
 - Incorporate estimated operating changes such as increased transit services;
 - Review condition of budget;
 - Request prioritization of previously received departmental capital appropriation requests if budget adjustment is necessary;



2009 Budget

Budget process continued...

- Month of September
 - Review budget priorities with the Board;
 - Adjust budget as necessary based on Board approved priority revisions to prepare a balanced budget;
- Month of October
 - Present draft budget to Board for comment revising budget as necessary;
 - Final review of estimates such as benefits, insurance, etc adjusting budget as necessary;
- Month of November
 - Presentation and Adoption of the Budget – the governing body must publish public notice of a public hearing on the budget indicating the date and time of the meeting, information about the availability for inspection of the proposed resolution, and a statement that electors may file objections to the proposed budget at any time prior to the adoption of the budget.

Amending the budget

Local governments must follow statutory procedures to authorize any spending in excess of the “appropriation” or spending authority of the budget. The appropriation must be made by fund within the budget and may be made by spending agency (a department, unit, commission, etc.) and the amounts appropriated shall not exceed the expenditures specified in the budget. The appropriation determines whether the budget must be amended in the statutory manner.

Transfer Appropriated Moneys: If the appropriation is by fund, that is, for the total amount of all the listed expenditures as originally budgeted... moneys may be transferred from one line item to another.. to one spending agency to another... within the fund without having to do a statutory budgetary amendment. However, if moneys are to be transferred between appropriated funds or between appropriated spending agencies within a fund, the budget must be amended in the statutory manner.

Supplemental Budget and Appropriation: If the local government receives revenues unanticipated or not assured at the time of the adoption of the budget from any source other than its property tax mill levy, the expenditure of such revenues requires the adoption of a supplemental budget and appropriation to authorize spending the “new” money above the initially appropriated amount.

Revised Appropriation: If revenues are lower than anticipated in the adopted budget, the governing board may adopt a revised (downward) appropriation resolution and so reduce spending to less than what was originally budgeted.

Steps to Amend the Budget: The steps to amend the budget for a budgetary transfer or a supplemental budget and appropriation are: publish, or if permitted post, the notice of meeting to amend the budget; conduct the hearing; adopt the budget amendment by formal action; and file a copy of the adopted resolution amending the budget with the Division of Local Government.

The notice of budget amendment must indicate the same information contained in the notice of budget for the adoption of the budget.

Timing: Spending in excess of the appropriation is not permitted. Therefore, the statutory amendment of the budget must occur before spending in excess of the original appropriation. Local governments may wish to consult with legal counsel and their auditor on this matter.



2009 Budget

Summary of Colorado Local Government Budget Calendar

The following are excerpts from the calendar, prepared by the (Colorado) Department of Local Affairs and is a listing of the applicable deadlines for the budget process.

DATE	EVENT/ACTIVITY
October 15	Budget officer must submit proposed budget to the governing body. (C.R.S. 29-1-105) Governing body must publish "Notice of Budget" upon receiving proposed budget. (C.R.S. 29-1-106(1))
December 31	Local governments not levying a property tax must adopt the budget on or before this date; governing body must enact a resolution or ordinance to appropriate funds for the ensuing fiscal year. If the budget is not adopted by certification deadline, then 90 percent of the amounts appropriated in the current year for operations and maintenance expenses shall be deemed re-appropriated for the budget year. (C.R.S 29-1-108(4))
January 31 (plus one year)	A certified copy of the adopted budget must be filed with the Division. (C.R.S 29-1-113(1)).

Relationship between functional units (departments) and Financial Structure

Program Type	Department	Fund
Transit	Operations	General
	Maintenance	General
	Facilities	General
Transit	Operations/ Service contracts	Special Revenue
Transit	Facilities/ Bus shelter and Park in Ride	Special Revenue
Trails /Mid Valley Trails	Trails and Corridor Management	Special Revenue
Trails	Trails and Corridor Management	General
Administrative Support	Attorney (Board)	General
	CEO	General
	Finance	General
	Human Resources/ Risk Management	General
	Information Technology	General
	Planning	General



2009 Budget

Statistical and Supplemental Information

Board of Directors

<u>Board Member</u>	<u>Member Jurisdiction</u>
Michael Owsley	Pitkin County
Dwayne Romero	City of Aspen
Jacque Whitsitt	Town of Basalt
Ed Cortez	Town of Carbondale
Sara Fisher	Eagle County
Bruce Christensen	City of Glenwood Springs
Frank Breslin	Town of New Castle
Arnold Mordkin	Town of Snowmass Village

<u>Alternate Board Member</u>	<u>Member Jurisdiction</u>
TBD	Pitkin County
TBD	City of Aspen
Gary Tennenbaum	Town of Basalt
John Hoffman	Town of Carbondale
Arn Menconi	Eagle County
Dave Sturges	City of Glenwood Springs
Bob Gordon	Town of New Castle
John Wilkinson	Town of Snowmass Village



2009 Budget

Transit Services

Valley Services

- Highway 82 Corridor: RFTA operates a commuter bus system serving Aspen, Snowmass Village, Basalt, El Jebel, Carbondale, and Glenwood Springs. Service between Aspen, Snowmass Village, and El Jebel is available every half hour. Service between Aspen, Snowmass Village, Carbondale, and Glenwood Springs is available every 30-minutes during much of the day. After 8:15 p.m., service between El Jebel and Glenwood Springs is available every hour until 3:00 a.m.

Grand Hogback

- RFTA operates the Grand Hogback commuter bus service in the I-70 corridor from 5:15 a.m. until 6:30 p.m., seven days per week. There are twelve eastbound and ten westbound revenue service trips each day. This service was implemented in April of 2002.

Service Contracts

- Aspen Skiing Company Skier Shuttles: Skier shuttles connect all four ski mountains with buses running approximately every 15 minutes between the hours of 8:00 a.m. and 4:45 p.m. from Thanksgiving to Easter. These services are paid for by the Aspen Skiing Company and are free to the public. Beginning in 2008/2009 winter season, these services will be integrated into the Aspen/ Snowmass Direct service.
- Ride Glenwood Springs: RFTA operates buses. The service operates on half-hour frequencies most of the day between the Roaring Fork Market Place, West Glenwood Mall, and the Meadows commercial development. Hours of operation are from 5:53 a.m. until 9:53 p.m., daily.
- City of Aspen:
 - Fixed Routes: There are three fixed routes within the City of Aspen that are: Cemetery Lane, Castle Maroon, and Hunter Creek. These routes serve residential neighborhoods adjoining downtown Aspen. These services are paid for by the City of Aspen and are free to the user. These services operate from 6:30 a.m. until 2:00 a.m. during the winter and summer and from 7:00 a.m. until midnight during the spring and fall seasons.
 - Dial-A-Ride Services: The East End Dial-A-Ride provides service two times per hour, year-round. This service is free to those users who catch the bus along the fixed route. Those who call to be picked up at their door pay \$1.00. This service operates from 6:30 a.m. until 1:45 a.m. during the winter and summer and from 7:00 a.m. until 2:00 a.m. during the spring and fall seasons.
 - Maroon Creek Road Service: This service provides direct service between Rubey Park in downtown Aspen and the Highlands Base Village. This service operates in the winter and summer only and is paid for by the City of Aspen and is free to users.
 - Galena Street Shuttle: The Galena Street Shuttle connects Aspen Mountain, on the south side of Aspen, to the Rio Grande parking garage, Post Office, Hunter Creek and the Art Museum on the north side of town. Service typically begins at 8:15 a.m. and ends at 5:15 p.m. daily during the winter and summer. This service is free to the public.



2009 Budget

Planned RFTA Transit Services, City of Aspen continued...

- Cross Town Shuttle: The Cross Town Shuttle connects the West End and East End of Aspen, with half-hour service by a fixed route that travels from the Music Tent via 5th Street and Gillespie to 4th Street, 4th Street to Hallam Street, Hallam Street to Monarch Street, Monarch Street to Durant Avenue, Durant Avenue to Original Street, Original Street to Ute Avenue, and Ute Avenue to the Aspen Club. This service operates in the winter and summer seasons only. The general hours of operation are 8:00 a.m. until 9:00 p.m. during the winter and 7:30 a.m. to 11:00 p.m. during the summer. This service is free to the public.
- Aspen Music Festival Service: During the summer RFTA operates shuttle service for the Aspen Music Festival. Shuttle services to and from the Music School campus, the Music Tent, are provided. This service is free to the public.
- The Burlingame/Westside service was implemented in 07 and it operates from 6:00 a.m. until 2:00 a.m. during the winter season, with half-hour service during peak commuting hours, and hourly service during the off-peak hours. The rest of the year, the service operates on half-hour frequencies from 6:00 a.m. until 9:00 a.m., and from 3:00 p.m. until 6:00 pm.

Miscellaneous Services:

- Burlingame Service: This summer shuttle service is funded by the Music Associates of Aspen and provides transportation for music students between Burlingame housing development, the Music School campus on Castle Creek Road, and the Music Tent in the West end of Aspen.
- Maroon Bells Bus Tour: From mid-June to the end of September each year, RFTA operates the Maroon Bells Bus Tour, which is staged from the Aspen Highlands Base Village. The Bells Tour is an award winning narrated tour of the Maroon Creek Valley, which delivers passengers to the Maroon Bells mountain formation and the Maroon Bells/ Snowmass Wilderness Area. RFTA cooperates with the U.S. Forest Service to close the road to other motorized traffic throughout the summer.
- The Senior Van: This service is a vital link to the Senior Nutrition Program, Meals-on-Wheels program, Information and Referral services, outreach services, doctor appointments, shopping and social outings. The Senior Van operates from 8:00 a.m. until 5:00 p.m., Mondays, Tuesdays, Wednesdays, and Fridays. The service is free.
- Americans with Disabilities Act (ADA) Service: Federally mandated ADA service is provided to disabled passengers within the City of Aspen, to the Airport, and the Maroon Bells. To reserve service, people must call RFTA during normal business hours the day before the service is desired. RFTA will dispatch a lift-equipped vehicle to transport ADA passengers, at no charge, within the City of Aspen and to the Airport. The cost for ADA service to the Maroon Bells is twice the normal fare. ADA service is also provided in conjunction with Ride Glenwood Springs! Service and the Glenwood Traveler.
- Community Charter Service: With the permission of local private transportation operators, RFTA provides occasional charter service.
- The Garfield County Communities Service (GCCS) Van: This service is a vital link to the GCCS Programs, Meals-on-Wheels program, Information and Referral services, outreach services, doctor appointments, shopping and social outings. The Van operates from 8:00 a.m. until 4:30 p.m., Mondays through Fridays. The service is free.

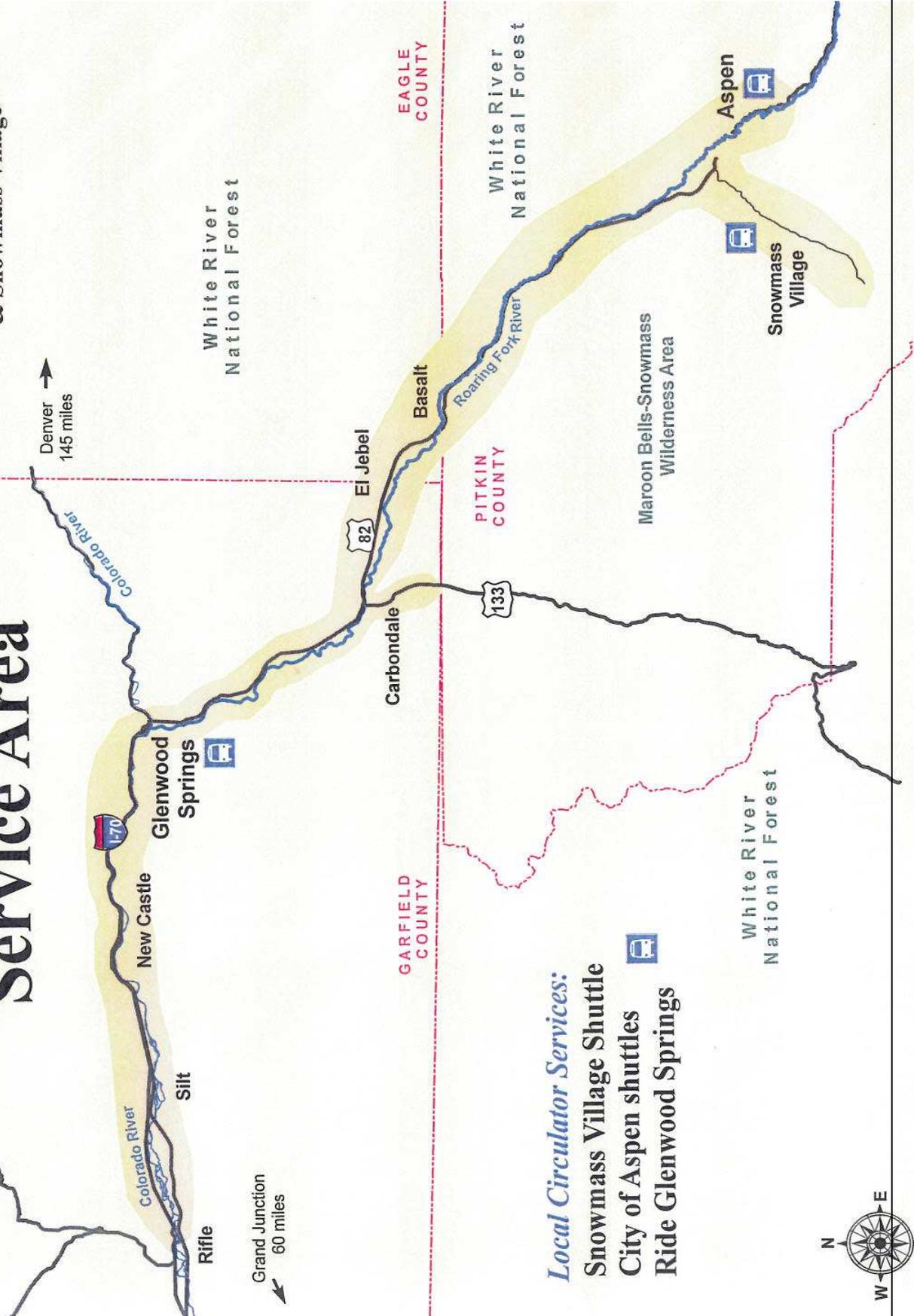


Service Area

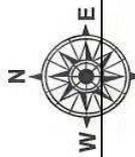
I-70: Rifle to Glenwood Springs
SH82: Glenwood Springs to Aspen & Snowmass Village

Denver
145 miles

Grand Junction
60 miles



Local Circulator Services:
Snowmass Village Shuttle 
City of Aspen shuttles 
Ride Glenwood Springs 





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Service Contract Formula Methodology

Contract information can be obtained in electronic format by contacting RFTA at 970-384-4954

Service contracts are progress billed monthly based on budgeted costs and actual mileage and hours; an adjustment billing is prepared at the end of the year based on budgeted costs and actual mileage and hours. The Authority's financial statements are audited and an adjustment billing is prepared based on audited, actual costs; no further adjustments to what previously has been billed is required unless the audited costs vary by more than 3% from the year-end adjusted costs.

Step 1: Total operating costs budgeted are categorized into a transit or trail cost.

Program Type	Department	Contract Allocation	
		Transit	Trails
Transit			
	Operations	100%	
	Maintenance	100%	
	Facilities	96%	4%
Trails			
	Trails/ Mid Valley Trails		100%
Administrative Support			
	Attorney	50%	50%
	Board	92%	8%
	CEO	92%	8%
	Finance	98%	2%
	Human Resources/ Risk Management	98%	2%
	Information Technology	92%	8%
	Marketing	98%	2%

Step 2: Budgeted transit costs are categorized as a fixed cost, direct hourly or direct mileage cost.
 Note: All costs are not treated the same for all contracts and not all costs are categorized.

Step 3: Total categorized costs are divided by RFTA's projected annual mileage or hours to determine a fixed cost per hour, direct hour and direct mileage cost factor for each service contract.

Example of a calculation of cost factors:

Cost Category	Budgeted cost	RFTA Est. Hours	RFTA Est. Miles	Direct Cost factor
Total Fixed Cost	\$6,564,972	223,120	N/A	\$29.42
Total Direct Hourly Costs	\$7,136,804	223,120	N/A	\$31.99
Total Direct Mileage Costs	\$5,180,842	N/A	3,552,292	\$1.46

Each service contract is charged based on following formula; (1) actual route mileage and route hours times the direct cost factors (miles or hours) plus (2) route hours times the fixed cost factor plus (3) training costs based on percentage of route hours to total RFTA hours and (4) capital cost based on percentage of route mileage to total RFTA mileage.



2009 Budget

History

The Roaring Fork Transit Agency (RFTA) was formed by an intergovernmental agreement between the City of Aspen and Pitkin County in 1983. At that time, the City and Pitkin County services were merged to achieve economies of scale. The purpose of RFTA was to:

- Own, operate, and administer a public transportation system, both within and without the corporate limits of the City and County;
- Provide a level of service that was based on funding, ridership, convenience, and a mass transit incentive;
- Establish an organization framework through which public transportation could be provided to citizens and visitors as an alternative to the private automobile, and to assist in carrying out environmental and conservation policies.

Originally there was a 5-member board appointed by the City and County. Pitkin County was responsible for issuing the debt for RFTA and handled all the accounting functions. In addition, RFTA employees were considered employees of Pitkin County and both the City of Aspen and Pitkin County had to adopt RFTA's budget.

Prior to the formation of RFTA, the City of Aspen operated city routes and skier shuttles and Pitkin County provided commuter services between Aspen and El Jebel.

In 2000, it became apparent the demand for transit services was growing much faster than could be met with the current organizational structure. At that time, approximately 50% of all trips that started down valley stayed down valley and down valley was the area of most rapid and consistent ridership growth.

In November of 2000, the voters of the Roaring Fork Valley approved the establishment of the Roaring Fork Transportation Authority (RFTA). At that time, the authority encompassed five towns and two counties that include the City of Glenwood Springs, Town of Carbondale, Town of Basalt, Town of Snowmass, City of Aspen, Pitkin County, and Eagle County.

The purpose of the new RFTA was to maintain and improve the regional transit services; provide funding to build and maintain the regional trail; conduct regional transportation planning; leverage grant monies from federal, state, and local sources; provide funds to maintain the Corridor right of way; contract with local governments and private companies to provide transit services.

As part of the formation of RFTA, the existing Roaring Fork Transit Agency and the Roaring Fork Holding Authority were merged into one entity, the Roaring Fork Transportation Authority.

In November 2004, the Town of New Castle joined the Authority.

The Board currently consists of 8 members and 8 alternatives, 2 elected officials from each entity. Please see page 39 a list of Board members and affiliation.



2009 Budget

Glossary of Financial and Budget terms

Note: These definitions have been copied from various sources such as the State of Colorado Financial Management Manual.

Budget - A financial plan which estimates proposed expenditures for a given period and the proposed methods of financing them.

Bus Rapid Transit (BRT) - It's a significantly enhanced bus system that operates in bus lanes or mixed traffic. BRT combines the flexibility and cost savings of buses with the efficiency, speed, reliability, and amenities of rail. RFTA's BRT system will provide reduced transit travel times, improved mobility, and reliable access throughout the Roaring Fork and Colorado River Valleys during both peak and off-peak hours. Because BRT vehicles use hybrid electric/biodiesel engines, the system will help reduce emissions as well as local dependence on foreign energy sources. Typical BRT elements include:

- exclusive travel lanes where possible, that help speed service during peak travel hours
- roadway enhancements to enable buses to circumvent congestion, such as signal priority and queue bypass lanes for buses at congested intersections.
- stations, park & rides, and improved bus stops
- easy-to-board, ADA-compliant vehicles
- advanced technology that tracks buses and provides real-time information to passengers waiting at bus stops

Capital Assets - Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Expenditures - Decrease in net financial resources other than through interfund transfers.

Expenses - Outflows of assets or incurrences of liabilities from delivering or producing goods or rendering services.

Function – a group of related activities aimed at accomplishing a major service or regulatory responsibility

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 special regulations, restrictions, or limitations.

Fund Balance - The difference between assets and liabilities reported in a governmental fund. Fund balance is divided into reserved and unreserved portions.



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Fund Classifications - One of the three categories (governmental, proprietary, and fiduciary) used to classify fund types.

Fund Type - One of 11 classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary funds types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Generally accepted account Principles (GAAP) – Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

GFOA – Government Finance Officers Association. The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

Governmental Fund – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects, and permanent funds.

Government-Wide Financial Statements - Financial statements that incorporate all of a government's governmental and business-type activities, as well as its non-fiduciary component units. There are two basic government-wide financial statements: the statement of net assets and the statement of activities. Both basic government-wide financial statements are presented using the economic resources measurement focus and the accrual basis of accounting.

Infrastructure - Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.

Long-Term Budget - A budget prepared for a period longer than a fiscal year. Long-term budgets concerned with capital outlay and capital improvement programs are referred to as capital budgets.

Long-Term Debt - Debt with a maturity date of more than one year after the date of issuance.



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Major Fund - A governmental fund or enterprise fund reported as a separate column in the basic fund financial statements. The general fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures/expenses, assets, or liabilities are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds for the same item. Any other government or enterprise fund may be reported as a major fund if the government officials believe that fund is particularly important to financial statement users.

Modified Accrual Basis - A basis of accounting in which revenues should be recognized in the accounting period in which they become measurable and available. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable.

NACSLB – National Advisory Council on State and Local Budgeting. The NACSLB was formed in the spring of 1995. The Council was established with a three year mission to improve state and local government budgeting through identification and dissemination of good budget principles and practices. The Council subsequently prepared a document that outlined a framework for improved state and local government budgeting and recommended budget practices.

Net Assets - The difference between assets and liabilities accounts.

Other Financing Source - An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends.

Other Financing Use - A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends.

Program – include a group of activities, operations or organizational units directed at attaining specific purposes or objectives

Resolution - A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute; used by governing boards of counties and special districts as a means for taking formal action.

Short-Term Debt - Debt with a maturity of one year or less after the date of issuance.



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Below is the budget process improvement plan overview for implementing the applicable National Advisory Council on State and Local Budgeting (NACSLB) recommended budget practices and the Government Finance Officers Association (GFOA) High Quality Budget document Criteria.

- Year 1 – format the current Budget Document based on the GFOA Budget Awards Program structure; assess the contents of the Budget Document in regards to GFOA criteria as not documented, draft or final.
- Year 2 – ensure that all Budget Document contents representing the GFOA criteria are in draft status; finalize 50% of Year 1 Document contents identified in draft status. Additionally, assess the Budget process in regards to the NACSLB recommended budget practices as used or not used and implement 50% of applicable practices not used.
- Year 3 – assess the Budget process to ensure that all applicable NACSLB recommended budget practices were used.

GFOA Budget Award Criteria Status Assessment Report (Year 2)

Criteria	Status		
Policy Document	2007	2008	2009
Financial policies	Draft	Draft/u	Final/u
Long- term non-financial goals and objectives	Draft	Draft/u	Final/u
Sort- term organization-wide policies	Draft	Draft/nu	Final/nu
Priorities and issues	Final	Final	Final
Unit goals and objectives	Draft	Draft/nu	Final/nu
Financial Plan			
Funds and fund structure	Final	Final	Final
Consolidated financial overview	Final	Final	Final
Three(four) year financial summary information	Final	Final	Final
Major revenues	Draft	Final	Final
Changes in fund balance/ equity	Final	Final	Final
Capital expenditures	Draft	Final	Final
Impact of capital improvements on operating budget	Draft	Final	Final
Debt	Draft	Final	Final
Basis of budgeting	Final	Final	Final
Operations Guide			
Description of functions	Final	Final	Final
Performance Measures	Draft	Draft/nu	Final/nu
Organization chart	Final	Final	Final
Summary position information	Final	Final	Final
Communications Device			
Budget issues	Final	Final	Final
Other planning process	Draft	Final	Final
Budget process	Draft	Final	Final
Charts and graphs	Final	Final	Final
Relationship between functional units and financial structure	Final	Final	Final
Table of contents	Final	Final	Final
Glossary	Final	Final	Final
Statistical and supplemental information	Draft	Final	Final
Understandability and usability	**	**	**

**Understandability and usability will be decided by the Public and the GFOA.