2022 Budget Presentation

RFTA Board Meeting

December 9, 2021

Agenda

- Budget Highlights
- Consolidated Financial Overview
- Revenues
- Expenditures
- Fund Balance

2022 Budget Highlights

- Major Goals funded:
  - Operations
    - Continue to provide the essential transit services to support the regional workforce and economy during the COVID-19 pandemic
    - Implement compensation wage adjustments to hire and retain RFTA's valued workforce
  - Destination 2040 Plan:
    - Contribution to South Bridge Project (Glenwood Springs)
    - 15 Buses – 10 Replacement and 5 Expansion (ordered in 2022, est. delivery in 2023)
    - BEB On-Route Charger Project
    - Provide on-going support for WE-Cycle
    - Rio Grande Trail improvements
  - Contribution to Transit Station Project (Town of Snowmass Village)
  - Contribution to Maroon Creek Roundabout
  - Contribution for Bus Stops and Microtransit Pilot Project (Basalt)
  - $2.6M to fund multiple Strategic Initiatives

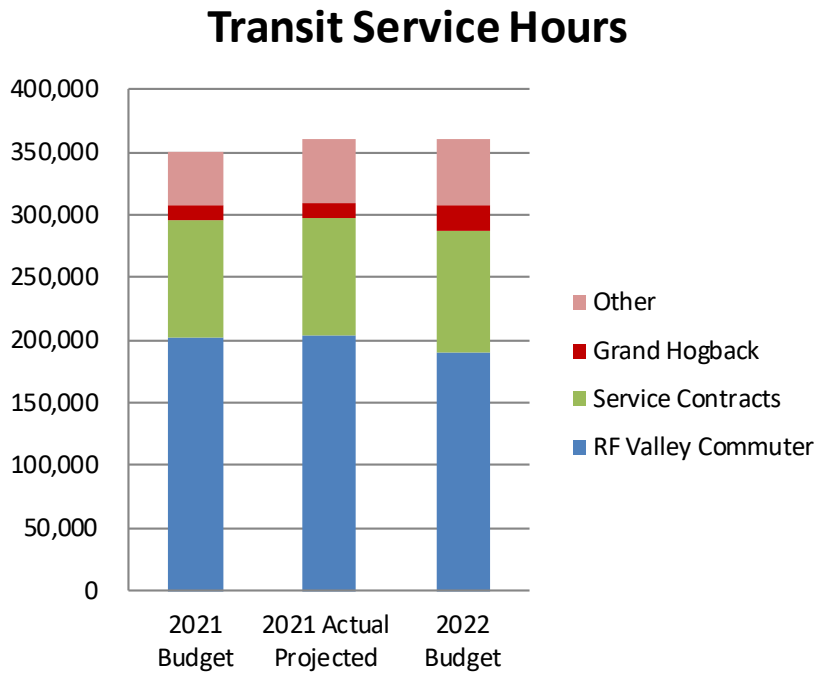
2022 Budget Highlights (Continued)

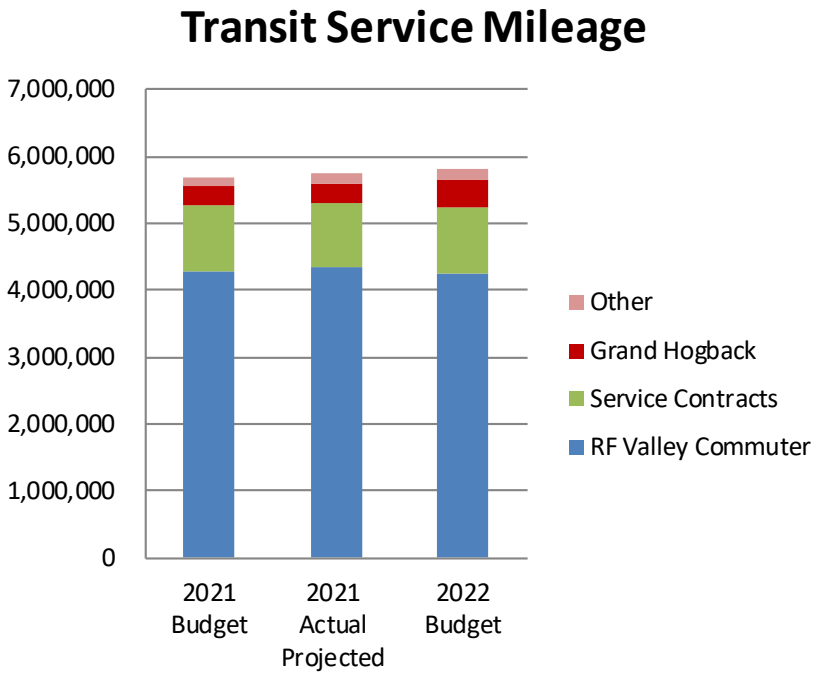
- $78.0 million total budget (-47%)
  - $53.6 million Operating (+11%)
  - $18.3 million Capital (-81%)
  - $6.1 million Debt Service (+10%)
- Revenue Estimates
  - -1% sales and use tax
  - +5% property tax (reassessment in 2021)
  - +15% service contracts
  - -13% fare revenue (regional fare reductions effective 11/22/2021)
  - -90% operating grant (no CRRSAA funds in 2022; increase of $565,000 for FTA 5311 and status quo for CDOT FASTER)
  - -59% local government contributions (EOTC decrease)
- $1.6 million decrease to General Fund's fund balance
  - Use of fund balance primarily due to one-time $4M contribution for South Bridge Project

2022 Budget Highlights (Continued)

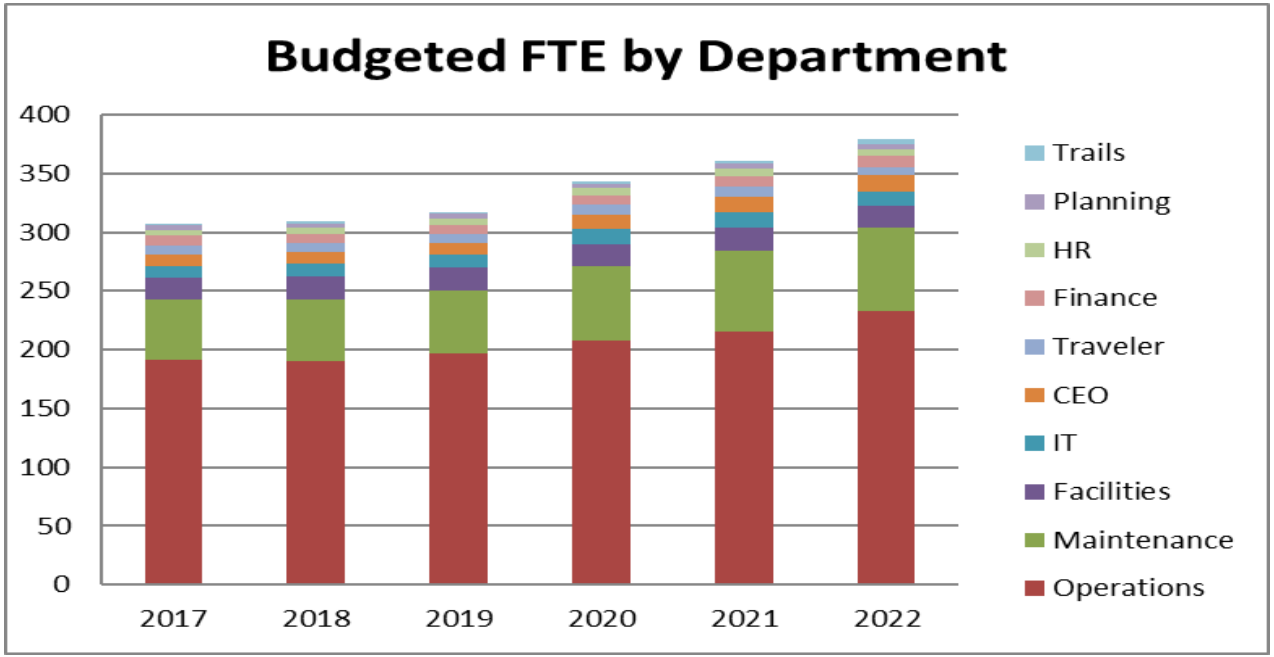
Destination 2040 Funding and Uses included in General Fund:		
		2022 Draft
Description (1,000's)		**Budget**
Net Property Tax Revenues	$	11,337
Less: Estimated Costs for Service Enhancements	$	(2,060)
Less: Estimated Debt Service for Capital Lease (bus)	$	(312)
Less: Estimated Debt Service for Series 2021A Bonds	$	(1,681)
Less: Estimated Net Costs for D2040 Projects	$	(5,710)
Less: Estimated Costs for Strategic Initiatives		(2,614)
Less: Amount used to offset estimated revenue shortfalls	$	(576)
Remaining Available Funds / (Use of Fund Balance)	**$**	**(1,616)**

2022 Budget Highlights (Continued)





2022 Budget Highlights (Continued)



2022 Budget Highlights (Continued)

- Capital Budget
  - $18.33 million in General Fund
    - $17.99 million for Transit
    - $342,000 for Trails
  - At this time, staff plans on the following 2022 supplemental budget appropriations:
    - March 2022 – due to project timing, rollfoward unexpended approved project budgets (and capital grants) from 2021 to 2022
    - May be others, as needed.

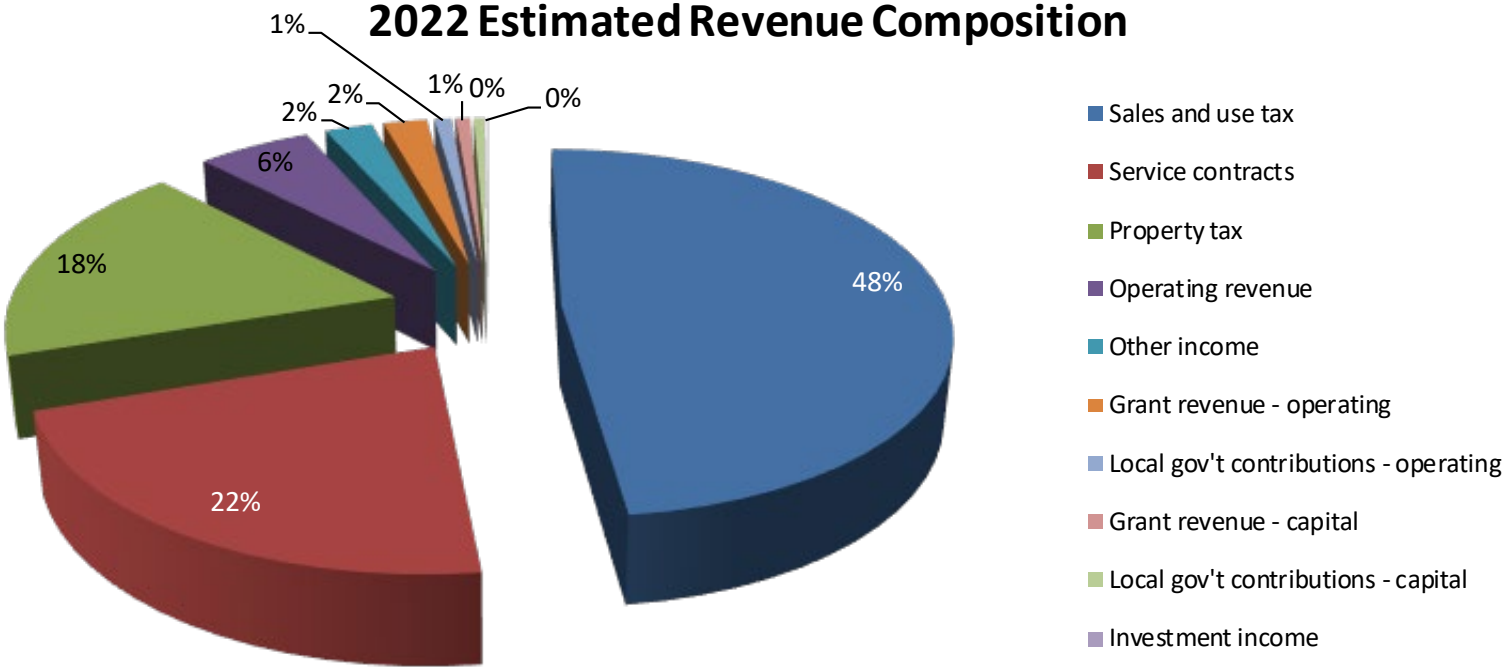
Consolidated Financial Overview

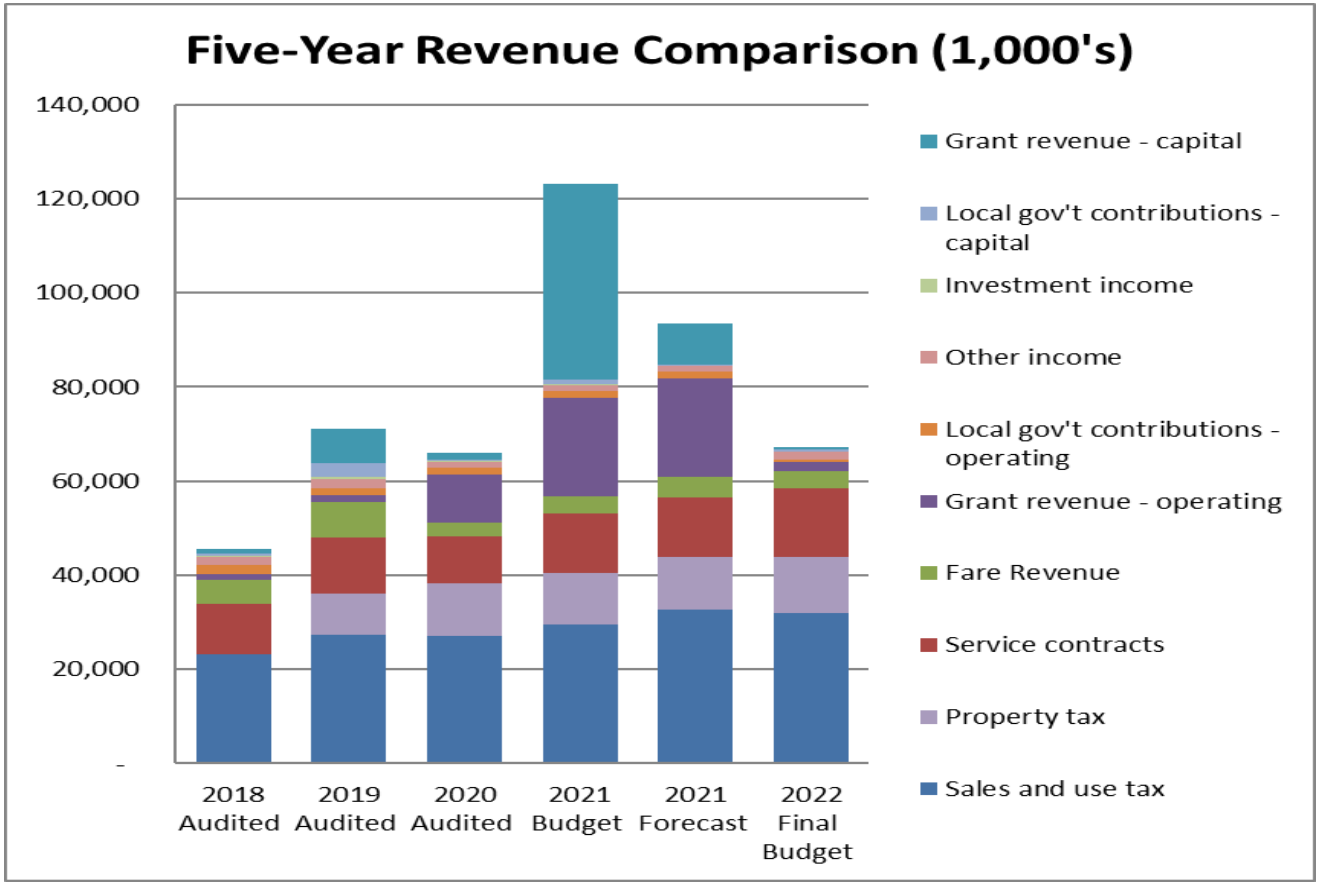
(1,000's)	General Fund	Service Contracts	Bus Stops/ PNR SRF	Mid Valley Trails SRF	Debt Service Fund	2022 Final Budget	%
Beginning fund balance (Budget)	**$ 68,700**	**$ -**	**$ 97**	**$ 195**	**$ 920**	**$ 69,912**	
Revenues:							
Sales and use tax	$ 31,882	$ -	$ -	$ 100	$ -	**$ 31,982**	48%
Property tax	$ 11,876	$ -	$ -	$ -	$ -	**$ 11,876**	18%
Service contracts	$ -	$ 14,514	$ -	$ -	$ -	**$ 14,514**	22%
Operating revenue	$ 3,724	$ -	$ -	$ -	$ -	**$ 3,724**	6%
Grant revenue - operating	$ 1,968	$ 30	$ -	$ -	$ -	**$ 1,998**	3%
Grant revenue - capital	$ 480	$ -	$ -	$ -	$ -	**$ 480**	1%
Local gov't contributions - operating	$ 560	$ -	$ -	$ -	$ -	**$ 560**	1%
Local gov't contributions - capital	$ 375	$ -	$ -	$ -	$ -	**$ 375**	1%
Other income	$ 902	$ -	$ 515	$ -	$ 144	**$ 1,561**	2%
Investment income	$ 39	$ -	$ -	$ -	$ -	**$ 39**	0%
Total revenues	**$ 51,805**	**$ 14,544**	**$ 515**	**$ 100**	**$ 144**	**$ 67,108**	**100%**
Program expenditures:							
Fuel	$ 1,950	$ 761	$ -	$ -	$ -	**$ 2,711**	3%
Transit	$ 34,836	$ 13,944	$ 1,091	$ -	$ -	**$ 49,871**	64%
Trails & Corridor Mgmt	$ 896	$ -	$ -	$ 109	$ -	**$ 1,005**	1%
Subtotal operating exp.	**$ 37,681**	**$ 14,705**	**$ 1,091**	**$ 109**	**$ -**	**$ 53,587**	**69%**
Capital	$ 18,330	$ -	$ -	$ -	$ -	**$ 18,330**	24%
Debt Service	$ 1,650	$ -	$ -	$ -	$ 4,400	**$ 6,050**	8%
Total expenditures	**$ 57,661**	**$ 14,705**	**$ 1,091**	**$ 109**	**$ 4,400**	**$ 77,966**	**100%**
Other financing sources	**$ 9,233**	**$ 161**	**$ 576**	**$ -**	**$ 4,256**	**$ 14,227**	
Other financing (uses)	**$ (4,993)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (4,993)**	
Change in Fund Balance	**$ (1,616)**	**$ 0**	**$ -**	**$ (9)**	**$ 0**	**$ (1,625)**	
Ending fund balance	**$ 67,084**	**$ 0**	**$ 97**	**$ 186**	**$ 920**	**$ 68,287**	

Other Financing Sources / (Uses) – All Funds

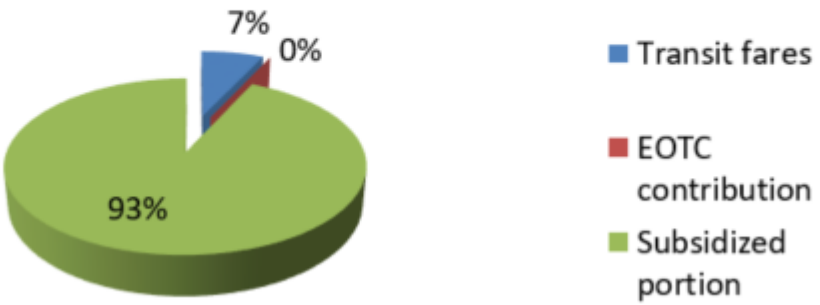
(1,000's)	General Fund	Service Contracts SRF	Bus Stops/ PNR SRF	Debt Service Fund	2022 Final Budget
Other financing sources	**$ 9,233**	**$ 161**	**$ 576**	**$ 4,256**	**$ 14,227**
Other financing (uses)	**$ (4,993)**	**$ -**	**$ -**	**$ -**	**$ (4,993)**
Net	**$ 4,240**	**$ 161**	**$ 576**	**$ 4,256**	**$ 9,233**
Detailed Other financing sources/(uses):					
Transfer to fund add'l Bus Stops/PNR cost	$ (576)	$ -	$ 576	$ -	**$ -**
Transfer to fund RFTA's contribution to Traveler	$ (161)	$ 161	$ -	$ -	**$ -**
Transfer to pay debt service	$ (4,256)	$ -	$ -	$ 4,256	**$ -**
Capital lease proceeds	$ 9,233	$ -	$ -	$ -	**$ 9,233**
Net	**$ 4,240**	**$ 161**	**$ 576**	**$ 4,256**	**$ 9,233**

2022 Estimated Revenue Composition



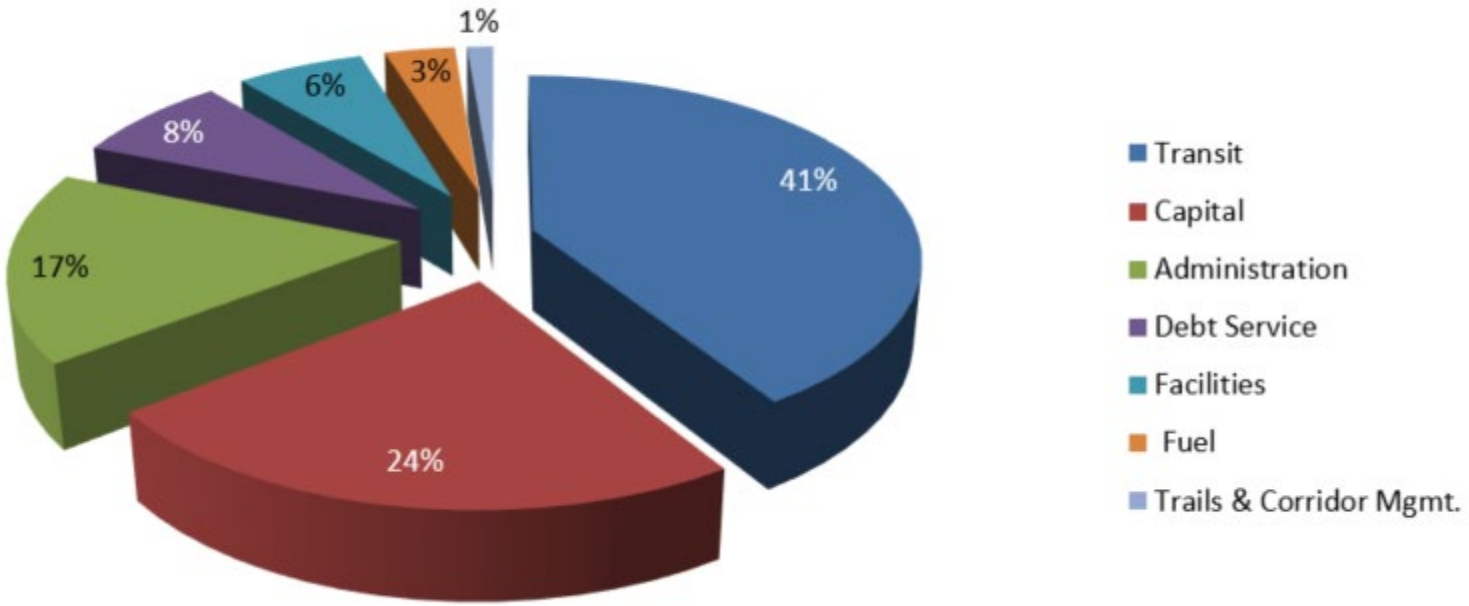

Five-Year Revenue Comparison (1,000's)
140,000
120,000
100,000
80,000
60,000
40,000
20,000
-
2018 Audited
2019 Audited
2020 Audited
2021 Budget
2021 Forecast
2022 Final Budget
Grant revenue - capital
Local gov't contributions - capital
Investment income
Other income
Local gov't contributions - operating
Grant revenue - operating
Fare Revenue
Service contracts
Property tax
Sales and use tax

Farebox Recovery Ratio for Regional Transit Services

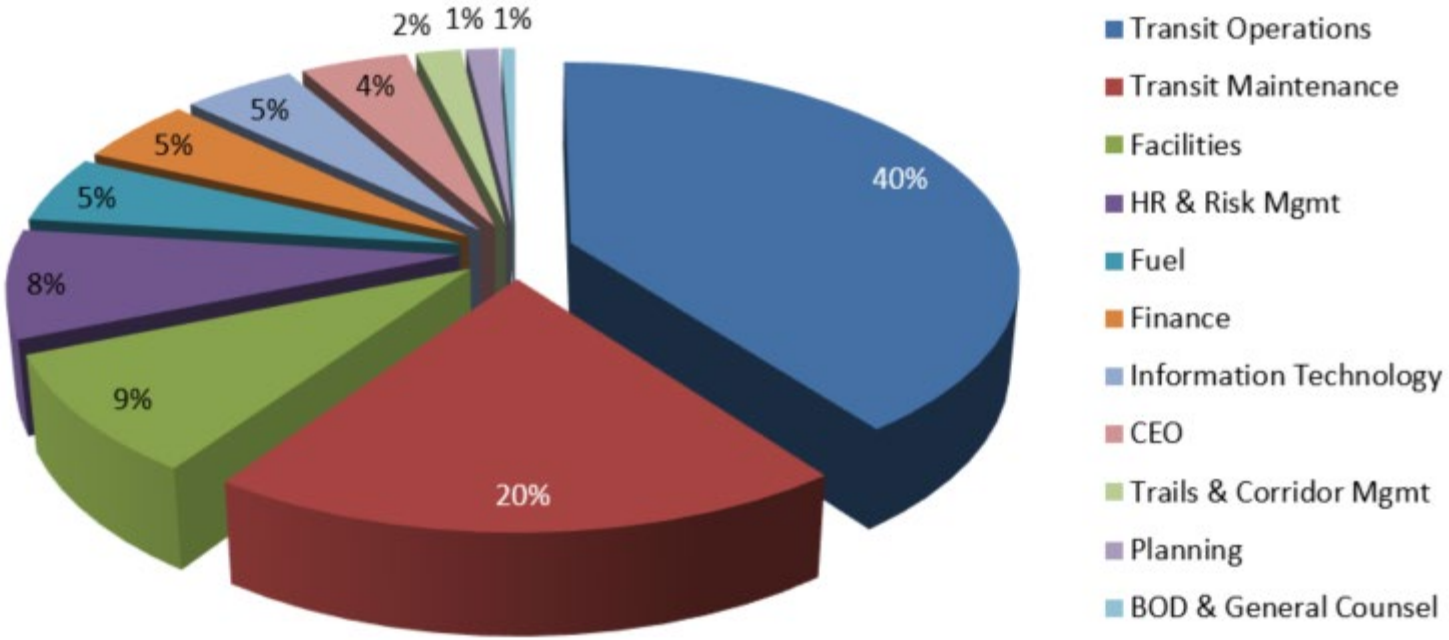


- Farebox Recovery Ratio
  - The percentage of total operating revenues that passengers pay through fares
  - Historically ~18-20%, but fare revenue estimates have decreased due to November 2021 fare reductions and elimination of EOTC no-fare offset contribution.

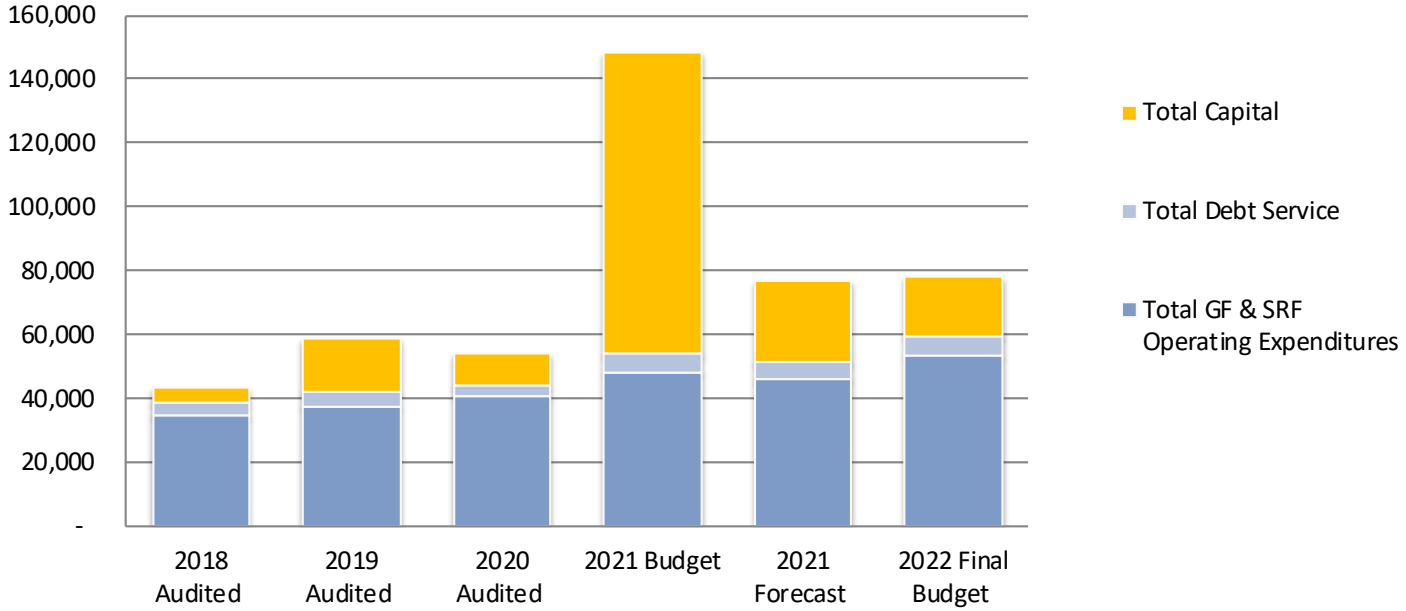
2022 Budgeted Expenditures by Function



2022 Budgeted Operating Expenditures by Department



Five-Year Total Expenditure Comparison - All Funds (1,000's)



Budgeted Capital Expenditures – All Funds

Capital Expenditure by Project				
Description (1,000's)	Total Outlay	Grant/ Local Assistance	Lease Proceeds	Local Share
General Fund				
Transit				
Bus Purchases* (10 replacement, 5 expansion)	$ 9,233		$ (9,233)	$ 0
South Bridge Contribution (GWS)	$ 4,000			$ 4,000
BEB On-Route Charger Project**	$ 1,100	$ (780)		$ 320
TOSV Transit Station Contribution	$ 500			$ 500
IT Equipment/software	$ 422			$ 422
Non-Revenue Vehicles (7 replacement, 3 expansion)	$ 419			$ 419
Dispatch Radio Consoles	$ 380			$ 380
Bus engine/transmission rebuilds	$ 375			$ 375
Maroon Creek Roundabout Contribution	$ 300			$ 300
Facilities Improvements	$ 200			$ 200
Basalt Microstransit Pilot Project	$ 190			$ 190
Location Based PreTrip System and Module	$ 132			$ 132
MOVE Study	$ 150	(75)		$ 75
Zero Emission Vehicle (ZEV) Roadmap	$ 150			$ 150
Bus Stops (Basalt) Contribution	$ 130			$ 130
RFTA Climate Action Plan (CAP)	$ 100			$ 100
Vehicle Maintenance Equipment	$ 65			$ 65
WE-cycle Capital Contribution	$ 62			$ 62
Triennial On-Board Survey	$ 45			$ 45
USFS Maroon Bells Study	$ 25			$ 25
Rail Salvage Study	$ 10			$ 10
Subtotal Transit	**$ 17,988**	**$ (855)**	**$ (9,233)**	**$ 7,900**
Trails				
Trail Improvements	$ 328	$ -	$ -	$ 328
Trail Equipment	$ 14	$ -		$ 14
Subtotal Trails	**$ 342**	**$ -**	**$ -**	**$ 342**
Total	**$ 18,330**	**$ (855)**	**$ (9,233)**	**$ 8,242**

**Assumed order placed in 2022 for delivery in 2023 and financed through a lease/purchase agreement with estimated annual payments starting in 2023. Staff plans to actively seek grant funding where available.*

*** Includes $300,000 contribution from the City of Aspen and $480,000 capital grant*

RFTA STRATEGIC PLAN OUTCOME AREAS

- SAFE CUSTOMERS, WORKFORCE AND GENERAL PUBLIC
- ACCESSIBILITY AND MOBILITY
- SUSTAINABLE WORKFORCE
- FINANCIAL SUSTAINABILITY
- SATISFIED CUSTOMERS
- ENVIRONMENTAL SUSTAINABILITY
- HIGH PERFORMING ORGANIZATION

SAFE CUSTOMERS, WORKFORCE AND GENERAL PUBLIC

$432,000

OVERVIEW

RFTA will ensure the safety of its workforce, customers and general public through its safety first' culture, systematic procedures, practices, and policies for managing risks and hazards.

1.1 Customers are safe at RFTA facilities and riding RFTA services
1.2 The Public is safe and comfortable using the Rio Grande trail
1.3 Maintain and promote a healthy and safe workforce
1.4 The general public has a positive perception of the safety of RFTA services
1.5 Staff are well trained and safety focused

INITIATIVE HIGHLIGHTS FOR 2022 FINAL BUDGET

PROJECT DESCRIPTION	2022 BUDGET ESTIMATE
RIO GRANDE TRAIL - 5 BRIDGE INSPECTIONS	$28,000
BARRIERS FOR 2022 BUSES	$35,000
2 FULLTIME TRAINERS FOR OPERATIONS TRAINING	$201,200
ACTIVE SHOOTER TRAINING	$33,000
LIFTGATES FOR VEHICLE MAINTENANCE SERVICE TRUCKS	$10,000
OSHA 30 HOUR TRAINING FOR VEHICLE MAINTENANCE AND FACILITIES LEADS	$16,700
TREE REMOVALS FROM THE RIO GRANDE TRAIL	$21,000

ACCESSIBILITY AND MOBILITY

$14.4M

OVERVIEW

RFTA will provide accessible, effective and easy to use mobility options that connect our region for all users types.

2.1 Rio Grande Railroad Corridor/Rio Grande Trail is Appropriately Protected and Utilized
2.2 Trail and Transit Users Move Safely, Quickly and Efficiently
2.3 Increase alternative mode splits throughout the region
2.4 Provide increased first and last mile options for customers throughout service area
2.5 Ensure accessibility for youth, low income, seniors and disabled populations
2.6 Identify and Reduce barriers to riding transit and accessing trails
2.7 Provide convenient connections to key activity centers in service area

INITIATIVE HIGHLIGHTS FOR 2022 FINAL BUDGET

PROJECT DESCRIPTION	2022 BUDGET ESTIMATE
5 EXPANSION BUSES	$3,077,800
10 REPLACEMENT BUSES	$6,155,500
CITY OF GLENWOOD SPRINGS SOUTH BRIDGE PROJECT	$4,000,000
MAROON CREEK ROUNDABOUT – RFTA CONTRIBUTION	$300,000
TOSV MALL TRANSIT STATION - RFTA CONTRIBUTION	$500,000
BASALT BUS STOP IMPROVEMENTS – RFTA CONTRIBUTION	$130,000
GLENWOOD SPRINGS MOVE STUDY (50%)	$75,000
WE-CYCLE E-STATION & E-BIKE (50%)	$62,000
PHASE I - SH82 TSP MAINTENANCE	$50,000

SUSTAINABLE WORKFORCE

$967,000

OVERVIEW

RFTA will ensure organizational sustainability by enhance its ability to continue to recruit and retain an engaged, well-trained, resilient professional workforce.

3.1 Prioritize the hiring of local employees
3.2 Provide competitive compensation and benefit packages
3.3 Provide comfortable and affordable short-term and long-term housing solutions
3.4 Find ways to reduce the strain of commuting long distances on the workforce
3.5 Recognize and reward top performers
3.6 Ensure organizational resilience through thoughtful succession planning and workforce development
3.7 Find ways to increase employee engagement
3.8 Provide employees with the tools, space and equipment to maximize efficiency and safety

INITIATIVE HIGHLIGHTS FOR 2022 FINAL BUDGET

PROJECT DESCRIPTION	2022 BUDGET ESTIMATE
FOUR NEW RADIO CONSOLES	$380,000
TWO ADDITIONAL DISPATCHERS AND ONE ROAD SUPERVISORS	$354,000
CONVERT TWO TRANSIT SERVICE TECHNICIANS TO TRANSIT MECHANICS	$43,000
ENHANCED DENTAL PLAN	$10,000
ADD HEARING PLAN TO BENEFITS PACKAGE	$1,000
ONE IT HARDWARE TECHNICIAN (NEW JOB POSITION)	$58,900
ONE SYSTEMS ANALYST (NEW JOB POSITION)	$58,900

FINANCIAL SUSTAINABILITY

$42,000

OVERVIEW

RFTA will ensure cost effective and responsible use of funding, maintain and monitor its short term and five year long-term financial forecasts, seek funding partnerships and diversification of revenues.

4.1 Ensure accurate budgeting and accounting
4.2 Develop a capital planning prioritization process
4.3 Preserve financial sustainability and maintain a structurally balanced long-range budget
4.4 Pursue financing opportunities to deliver better service and complete future capital projects
4.5 Optimize RFTA services and expenditures for more efficiency and/or costs savings
4.6 Promote fair and open competition in contracting opportunities to ensure fair and reasonable pricing.
4.7 Monitor, evaluate and present new revenue sources

INITIATIVE HIGHLIGHTS FOR 2022 FINAL BUDGET

PROJECT DESCRIPTION	2022 BUDGET ESTIMATE
NEW ADVERTISING STRATEGY	$ -
ACCOUNTING TECH I (NEW JOB POSITION)	$42,000

SATISFIED CUSTOMERS

$99,100

OVERVIEW

RFTA will strive to exceed customer expectations by providing modern, courteous, safe Convenient, highly reliable Dependable, comfortable, sustainable and cost efficient Affordable transportation choices to our residents and visitors.

5.1 Transit and Trail Experiences are Enjoyable
5.2 Transit services are affordable for all user types
5.3 Leverage technology to enhance customer experience
5.4 Provide easy, modern and reliable services
5.5 Conduct triennial on-board passenger surveys
5.6 Provide a centralized, user-friendly Customer Relationship Management system
5.7 Provide clean and well maintained facilities, trails and equipment
5.8 Staff are well trained and customer focused

INITIATIVE HIGHLIGHTS FOR 2022 FINAL BUDGET

PROJECT DESCRIPTION	2022 BUDGET ESTIMATE
TRIENNAL ON-BOARD SURVEY	$45,000
CUSTOMER SERVICE SPECIALIST	$54,100

ENVIRONMENTAL SUSTAINABILITY

OVERVIEW

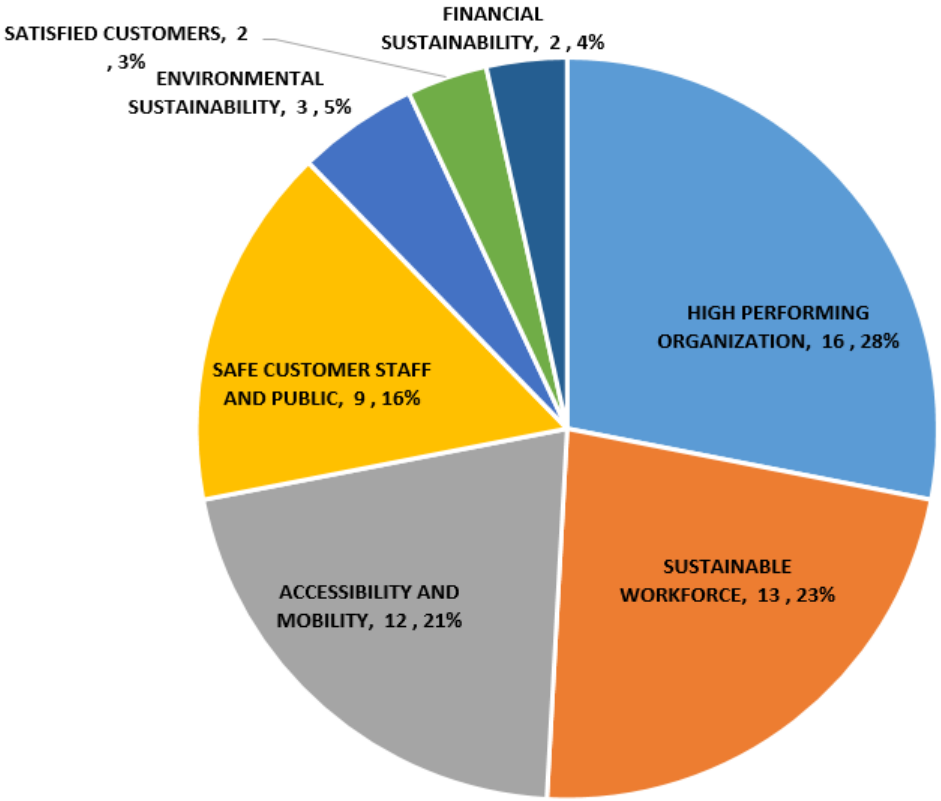
RFTA will research and implement innovative, environmentally sustainable practices in all areas of transit and trails management.

6.1 Trail and Transit Users Enjoy Environmentally Friendly Equipment and Facilities
6.2 RFTA organization will strive for 100% renewable energy use
6.3 Maximize energy efficiencies within RFTA organization, cost-effective solutions
6.4 Provide alternative and innovative travel solutions to help slow the growth of Vehicle Miles Traveled in region
6.5 Advance renewable/sustainable projects without sacrificing our existing services and a responsible budget
6.6 Promote and support transit oriented land use patterns

INITIATIVE HIGHLIGHTS FOR 2022 FINAL BUDGET

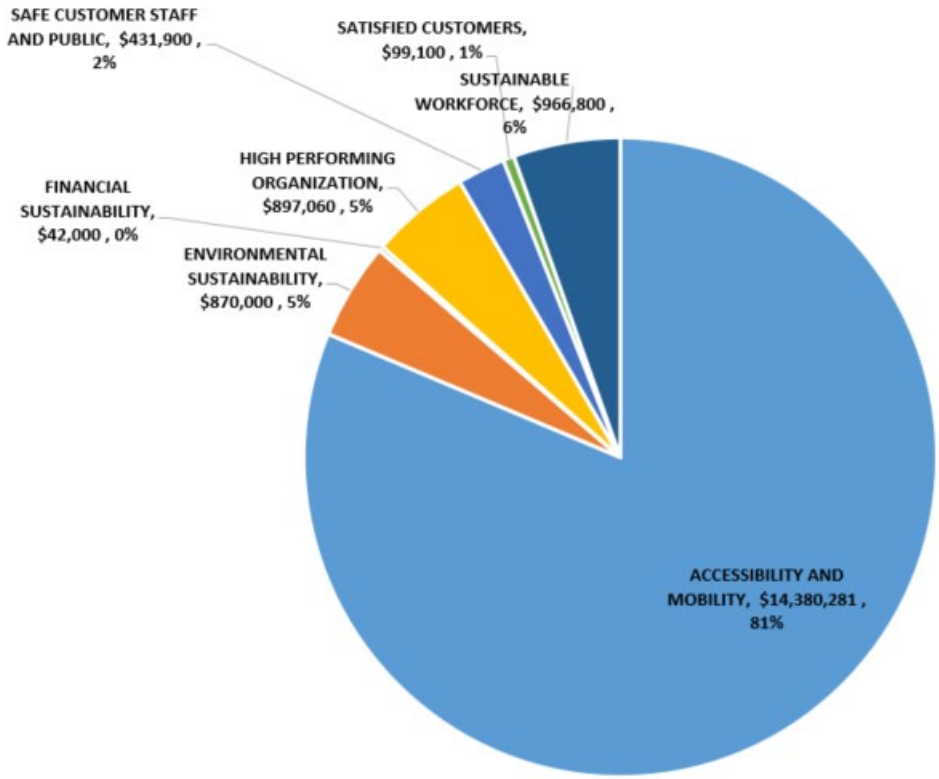
PROJECT DESCRIPTION	2022 BUDGET ESTIMATE
ZERO EMISSION VEHCILE ROAD MAP	$150,000
RFTA CLIMATE ACTION PLAN	$100,000
BEB ON-ROUTE CHARGER (NET OF GRANT FUNDING)	$620,000

2022 Number of Key Initiatives By Outcome Area



RFTA
ROARING FORK TRANSPORTATION AUTHORITY

2022 Draft Budget of Key Initiatives By Outcome Area

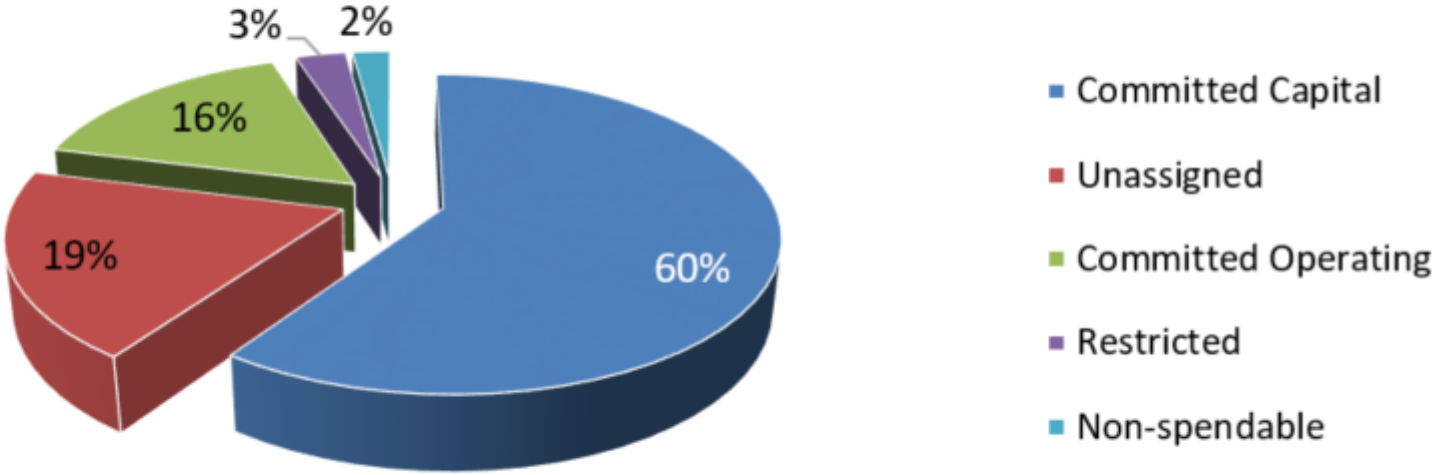


ROARING FORK TRANSPORTATION AUTHORITY

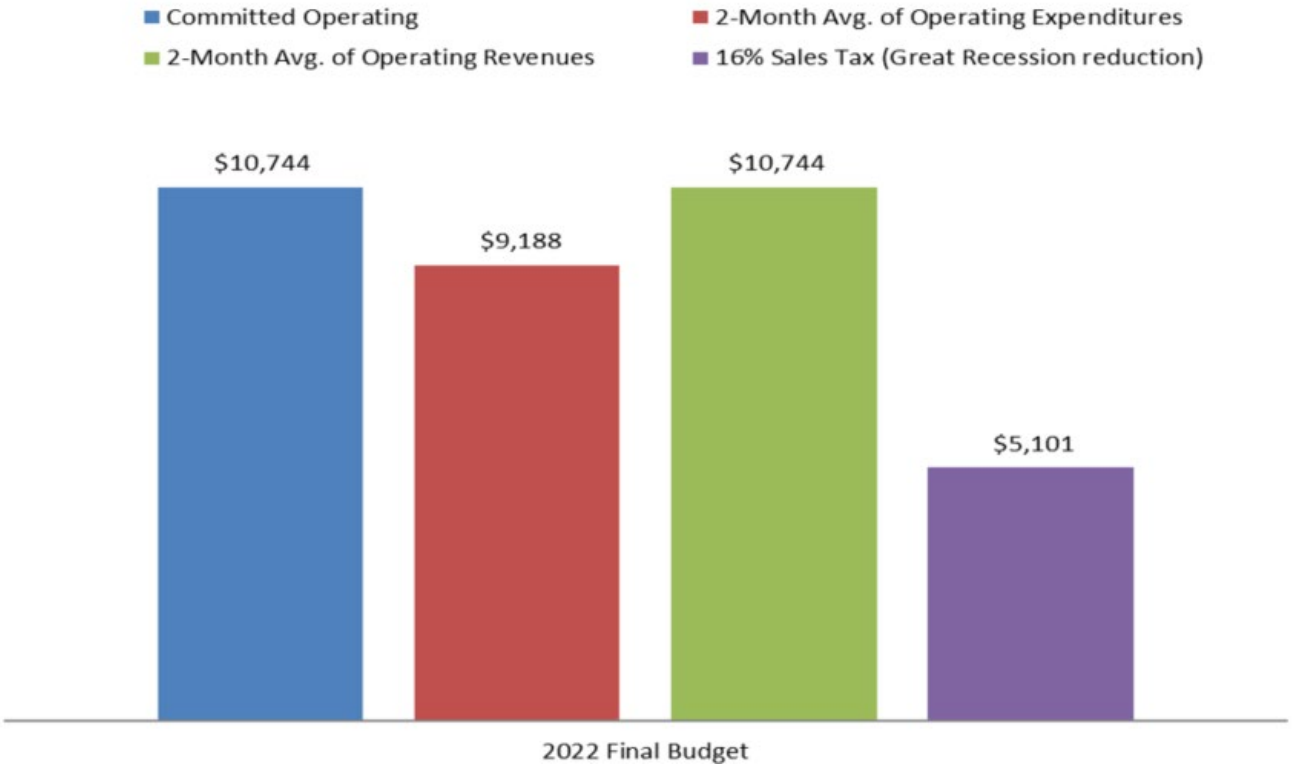
Fund Balance

(1,000's)	General Fund	Service Contracts	Bus Stops/ PNR	Mid Valley Trails	Capital Projects Fund	Debt Service Fund	Total
Beginning fund balance (budget)	**$ 68,700**	**$ -**	**$ 97**	**$ 195**	**$ -**	**$ 920**	**$ 69,912**
Revenues	$ 51,805	$ 14,544	$ 515	$ 100	$ -	$ 144	$ 67,108
Expenditures	$ (57,661)	$ (14,705)	$ (1,091)	$ (109)	$ (0)	$ (4,400)	$ (77,967)
Other financing source/(use)	$ 4,240	$ 161	$ 576	$ -	$ -	$ 4,256	$ 9,233
Change in net assets	**$ (1,616)**	**$ 0**	**$ -**	**$ (9)**	**$ (0)**	**$ -**	**$ (1,625)**
Ending fund balance	**$ 67,084**	**$ 0**	**$ 97**	**$ 186**	**$ (0)**	**$ 920**	**$ 68,287**
Ending fund balance composition:							
Non-spendable fund balance	$ 1,436						$ 1,436
Restricted fund balance	$ 1,942	$ 0	$ 97	$ 186	$ (0)	$ 920	$ 3,145
Committed fund balance:							
Operating reserves	$ 10,744						$ 10,744
Facilities capital reserves	$ 8,304						$ 8,304
Transit capital reserves	$ 29,319						$ 29,319
Trails capital reserves	$ 2,457						$ 2,457
Unassigned fund balance	$ 12,882						$ 12,882
Ending fund balance	**$ 67,084**	**$ 0**	**$ 97**	**$ 186**	**$ (0)**	**$ 920**	**$ 68,287**

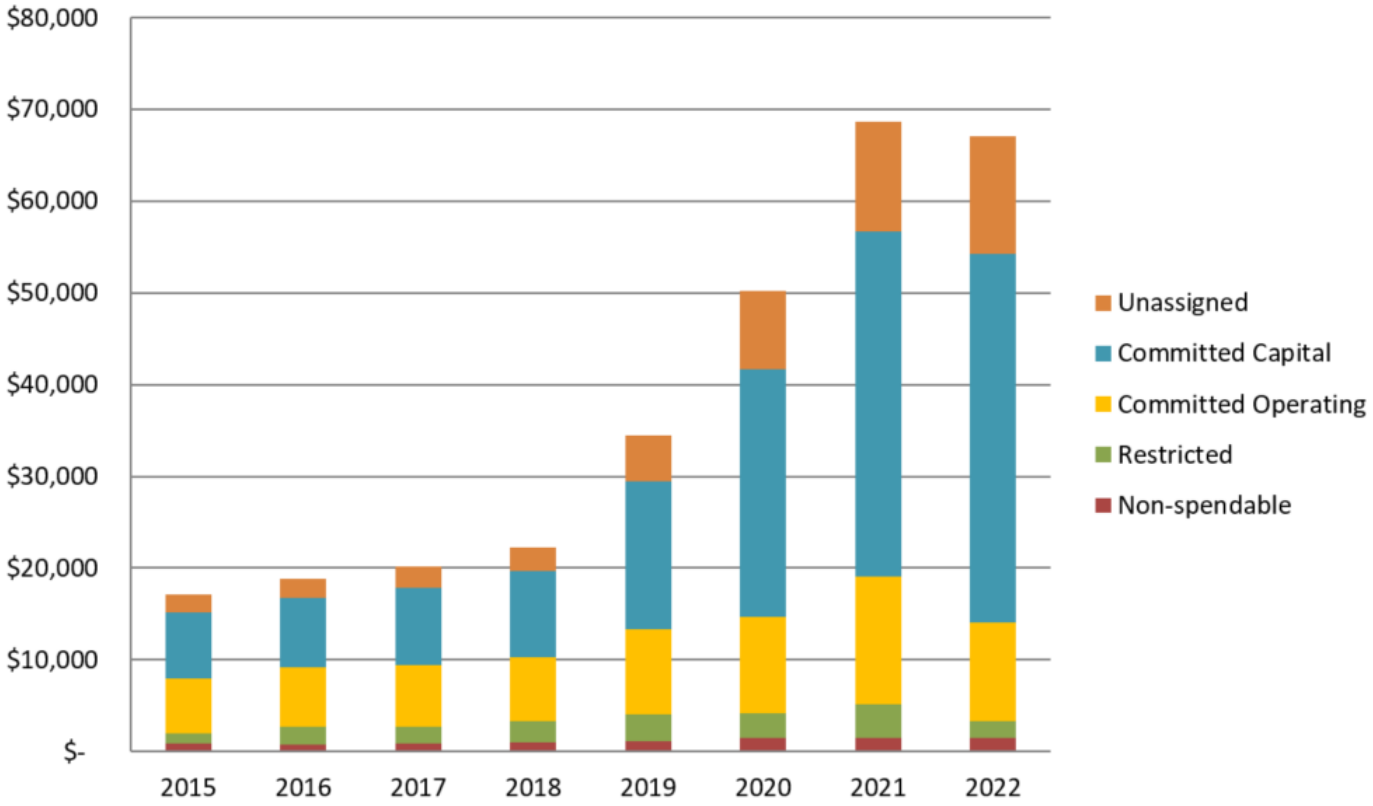
2022 Projected General Fund Fund Balance Composition



General Fund Operating Reserves Test (1,000's)



General Fund's Fund Balance History (1,000's)



Questions?