

2007 Budget



Roaring Fork Transportation Authority

November 9, 2006



2007 Budget

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- The GFOA Criteria page column is for easy reference to the GFOA criteria. An * in the GFOA page number column indicates that it is the same page number as the Table of Contents column. GFOA criteria are underlined though out the document
- Colorado Local Budget Law format and content (CLBL page column) is for easy reference to the CLBLF criteria. An * in the CLBL page number column indicates that it is the same page number as the Table of Contents column. CLBL requirements are underlined and in bold through out the document.



2007 Budget

Introduction

In preparing the 2007 Budget the Roaring Fork Transportation Authority (RFTA) Management identified a need for and committed itself to improving the Budget process and this Document.

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 budgets. Annually the Program recognizes high quality budget documents. The high quality budget structure (four categories) is as follows:

- 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 contain the GFOA Budget structure (four categories). Additional requirements by Colorado Local Budget Law are explicitly identified and cross referenced in the document.

Finally, Management has committed to a three year plan for implementing the NACSLB recommended budget practices and preparing a GFOA high quality budget document.

Management presents the 2007 Roaring Fork Transit Authority Budget formatted in accordance with the GFOA Budget Award Program categories and criteria and the assessed status of each category in accordance with year 1 of the three year implementation plan.

John Tangen, CPA
Controller/ Acting Budget Officer



2007 Budget

Message

The Roaring Fork Transportation Authority (RFTA) has prepared the 2007 Annual Budget document as a means to communicate to the Public and the RFTA Board (the Board) the broad scope of planning undertaken regarding resources used in providing public transit and building and maintaining trails in the Roaring Fork Valley.

Services to be delivered

RFTA 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 trails for pedestrian, bike and equestrian use.

In 2006, RFTA Transit Program serviced approximately 4.1 million commuter passengers, covering 3.3 million miles within a 70-mile region, operating and maintaining 80 large transit vehicles with 225 employees during peak winter season.

The Trails Program maintained a 34-mile rail corridor and continued to plan and construct 10 miles of trail.

Basis of Budgeting

The Budget and Financial Statement are reported on a modified accrual basis of accounting.

In early 2006, RFTA separated its Administrative functions from Pitkin County and they are being handled in-house.

Budget Priorities

- Fares were not increased; based on an analysis performed, Management believed that increases in Revenue through a fare increase would be offset by reduced ridership;
- Added Half-hour Glenwood Springs to Aspen express and seasonal Burlingame to the Music School service;
- To support the increase in service approximately 14 driver shifts and 2 full time equivalent Mechanic positions were added;
- During the second half of 2006, Management determined that significant adjustments in the compensation plan for all personnel were required to attract and maintain qualified personnel and adjustments as well as a 4% increase in wages were budgeted for.



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Message - Budget Priorities continued...

- Capital purchases include approximately 20 buses to maintain rolling stock, engine and transmission rebuilds, Bus Rapid Transit planning, Park and Ride construction, various maintenance facility capital projects, trail survey work and construction;
- Board approval was obtained during 2006 to create the following positions: Operations Manager, Safety & Training Manager, Trail Worker, and Maintenance Worker. Additionally, an HR clerical position was reclassified to become a Benefits Manager position;

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 RFTA's ability to hire and retain qualified personnel;
- Upper Roaring Fork Valley Commuter Services continue to be negatively affected by increase in private and construction traffic;
- Progress of construction of Trails and Park and Ride Facilities continue to be affected by price fluctuations of building materials and supplies;

New Budget issues

- 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;
- 2006 revealed dramatic fluctuations in the price of diesel fuel and natural gas. Price risk management was reviewed in late 2006; as of the publishing of this document a request for proposal was executed and a plan prepared to manage fuel price risk at the general market level. It was determined that costs outweighed the benefits of managing diesel fuel price risk at the commodity level.

Dan Blankenship
Chief Executive Officer



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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:** Annually a 5 year forecast will be prepared. 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. The operating useful life of a bus can be extended by refurbishing a bus. 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.

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 preformed for possible adjustment;
- **Use of one time revenues/ unpredictable revenues:** Other financing sources, not Sales tax, service contract revenue or bus fares, should not be used to pay for current year operating expenditures unless specifically identified to fund operating expenditures/ expenses by the provider/ granter of the resource and the amount to be received is certain.

Expenditure/ Expense Policies

- **Debt capacity, issuance and management:** Compliance with Debt covenants and all other requirements will be maintained at all times throughout a fiscal year; Additionally, RFTA may not incur debt (other than regular use of a credit card for incidental purposes) in excess of the \$1 million Line of Credit with Pitkin County and may not borrow from reserves in an amount greater than can be replenished by certain, otherwise unencumbered revenues within 90 days without Board approval;
- **Reserve or stabilization accounts:** Annually funds will be reserved based on Board requirements as to amount. Prior Board approval is required to use reserved funds, or to not reserve funds 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 Departmental budget in balance 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 Goals and Objectives

Operations

Driver Quality Committee
 Safety and Other Programs
 Community Events Planning

Maintenance

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

Trails & Facilities

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

Planning

Park and Ride Planning
 Bus Rapid Transit Projects

Performance Measurements

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 will focus on implementing objective performance measurements in 2007.

Fund and Fund Structure

RFTA accounts for activity guided by Generally Accepted Accounting Principles, using a modified accrual basis of accounting, reporting all programs in a general fund. Mid Valley Trails (MVT) activity is recorded in a separate fund for internal reporting and is seen as such in the detailed budget. However, Management records all MVT activity in the General Fund for Financial Reporting purposes. Based on activity and dollar amount Management applied the number of funds principle, National Council on Governmental Accounting Statement 1, in determining that all activity would be reported in the General Fund.

For reporting purposes, three program areas have been established as follows:

Transit: direct costs associated with the operation, maintenance and capital expenditures related to providing transit services.

Trails: direct costs associated with the design, construction and maintenance of the trails and rail corridor owned by the Authority.

Administrative Support: costs associated with administrative departments such as Finance, Human Resources/ Risk Management, Planning, etc. generally thought of as overhead costs.



2007 Budget

Consolidated Financial Overview

Director Arnie Mordkin moved adoption of the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY
RESOLUTION 2006-16**

A RESOLUTION ADOPTING A BUDGET FOR THE ROARING FORK TRANSPORTATION AUTHORITY, ROARING FORK VALLEY, COLORADO, FOR THE CALENDAR YEAR 2007

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 9, 2006 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 2007 budget for the Roaring Fork Transportation Authority for the period of January 1, 2007 through December 31, 2007 be approved by the Roaring Fork Transportation Authority Board with the following estimated revenues and expenditures:

<u>Revenues:</u>	
Sales and Use Tax (Net of Debt Service)	\$10,048,837
Other Revenues	17,322,190
Total Estimated Revenues	\$27,371,027
<u>Expenditures:</u>	
Operating	\$19,555,204
Capital	6,850,339
Operating and Capital Reserves	435,031
Debt Service	1,520,805
Midvalley Trails	33,005
Total Estimated Expenditures	\$28,394,385
Increase (Decrease) to Fund Balance	\$(1,023,357)

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

Dorothea Farris, Chairperson



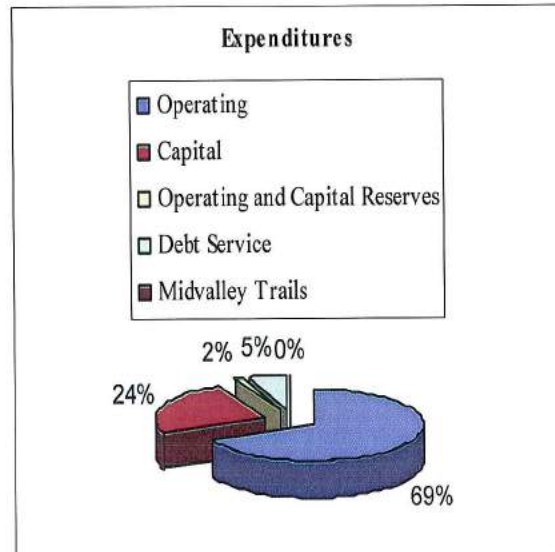
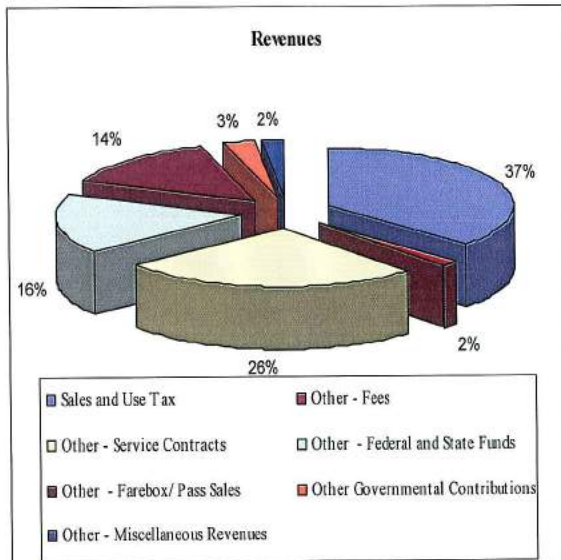
2007 Budget

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 9, 2006; (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 the 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 June 25, 2000, 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 Ninth day of November, 2006.

 Carol Padgett, Secretary of the Board



Note: Midvalley Trails Expenditure is represented by the black line and is 0.001 (.1%) of total expenditures.



2007 Budget

Consolidated financial Overview continued...

Director Arnie Mordkin moved adoption of the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY
RESOLUTION 2006-17**

A RESOLUTION APPROPRIATING SUMS OF MONEY FOR THE ROARING FORK TRANSPORTATION AUTHORITY, ROARING FORK VALLEY, COLORADO, 2007 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 9, 2006.

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.

Operating	\$19,555,204
Capital	6,850,339
Operating and Capital Reserves	435,031
Debt Service	1,520,805
Midvalley Trails	33,005
Total Estimated Expenditures	\$28,394,385

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

Dorothea Farris, Chairperson



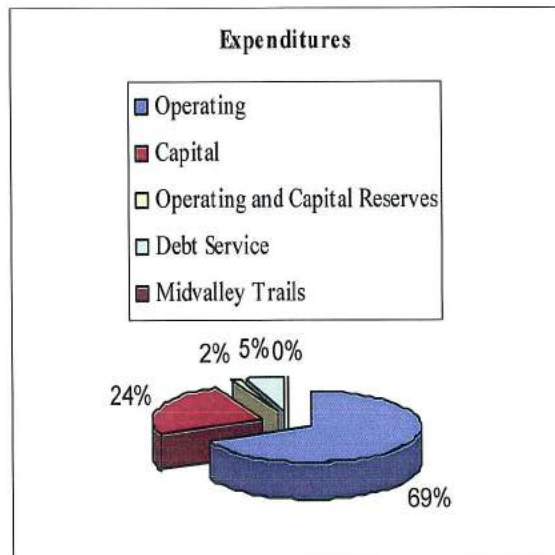
2007 Budget

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 9, 2006; (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 the 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 June 25, 2000, 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 Ninth day of November, 2006.

Carol Padget, Secretary of the Board



Note: Midvalley Trails is represented by the black line and is 0.001 (.1%) of total expenditures.



2007 Budget

Three Year Financial Summary Information

Assumptions used in preparing the Revenue budget are as follows:

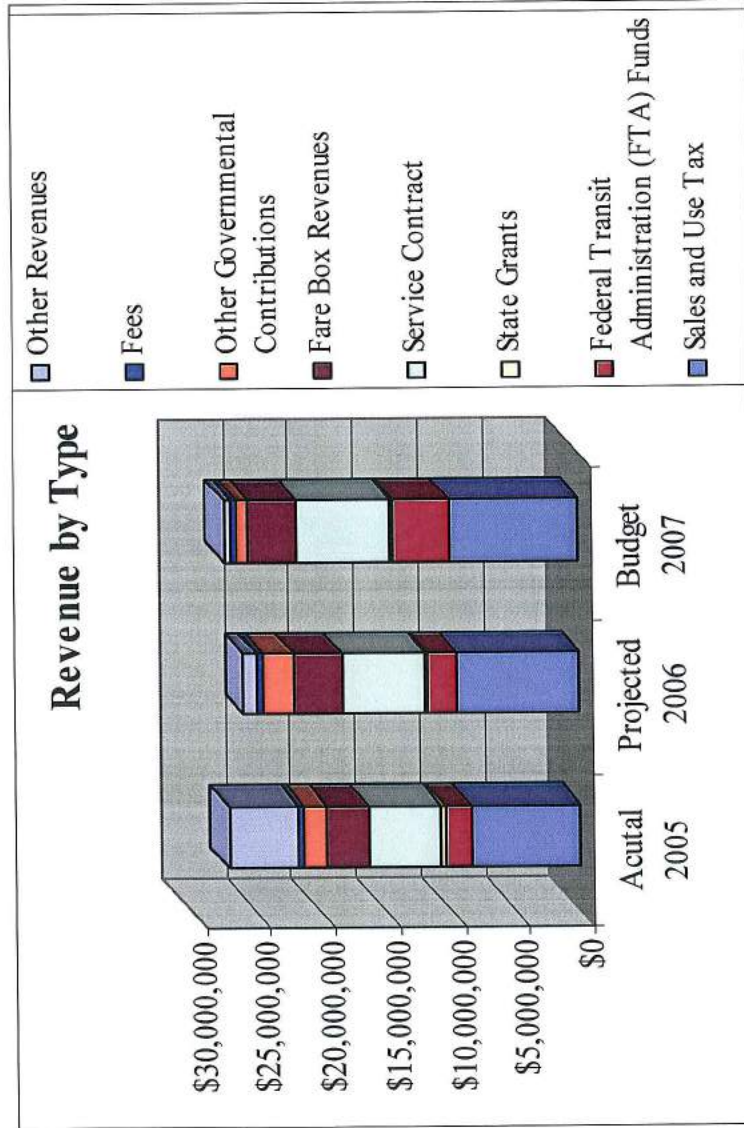
- 2006 Sales Taxes forecasted at actual amounts received through August 2006, plus budgeted amounts through December 2006;
- 2007 Sales Taxes increased over the 2006 forecast by 1% less than local Government Finance Directors' current 2007 forecasts;

	Actual 2005	Projected 2006	2007 Budget
Revenues by Type			
Pitkin County 0.5% Transit Tax	\$2,869,877	\$3,076,205	\$3,199,253
Pitkin County 1.0% Transit Tax	2,311,293	2,490,243	2,636,463
Glenwood Springs 0.4% RTA Tax	1,802,668	2,172,821	2,411,832
Carbondale 0.6% RTA Tax	507,302	570,433	593,250
Basalt 0.4% RTA Tax	352,362	394,084	409,847
Eagle County 90% tax – transit	279,441	288,536	305,848
Use Tax	203,110	227,097	233,910
Other	219,314	248,259	258,434
Sales and Use Tax	8,545,366	9,467,677	10,048,837
Fees	473,540	483,843	470,861
City of Aspen Contract	3,043,773	3,514,958	4,076,877
Aspen Ski Company	1,212,318	1,441,559	1,563,782
Ride Glenwood Springs Contract	638,565	700,913	781,979
Aspen Ski Company Contract	387,981	417,289	421,632
Other	315,118	351,410	373,353
Service Contracts	5,597,756	6,426,130	7,217,623
FTA Section 5309 Bus Grant	1,219,756	833,301	2,380,000
FHWA Trails Grant	-	-	870,000
FTA Section 5311 Operating Grant	386,868	487,000	640,000
FTA Section 5311 Capital Grant	-	-	462,000
CDOT Enhancement Grant	40,000	-	128,000
FTA Section 5309 New Starts Grant	368,273	962,167	-
Other	276,886	213,923	-
Federal and State Funds	2,291,783	2,496,391	4,480,000
Farebox/Pass Sales	3,130,605	3,739,399	3,848,853
Other Governmental Contributions	1,759,992	2,350,955	797,500
Miscellaneous Revenues	1,443,215	1,005,557	507,354
Proceeds from COP's	3,910,000	-	-
Total Revenues	\$27,152,256	\$25,969,951	\$27,371,027



2007 Budget

Three Year Financial Summary Information continued...



Budgetary Trends:

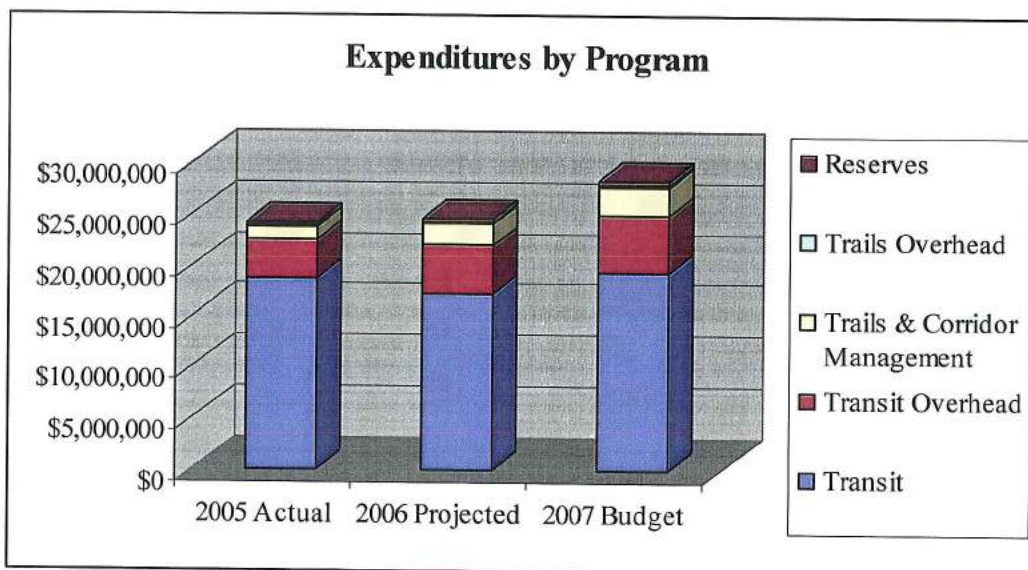
- Sales Tax increase is based on forecasted economic growth
- Service Contract and Fare box Revenue continue to increase based on Transit use by customers
- Local, State, Federal and other Governmental Grants decreasing trend is expected and these revenues are not used when preparing the budget due to their unpredictable nature.



2007 Budget

Three Year Financial Summary Information continued...

Expenditures by Program	Actual 2005	Projected 2006	Budget 2007
Operations	\$7,651,189	\$8,305,325	\$9,429,870
Maintenance	3,144,048	3,292,480	3,838,788
Capital	7,282,050	4,653,570	4,562,339
Debt Service	566,532	930,614	1,520,805
Indirect / Overhead Allocation Operating	3,757,516	4,739,342	5,590,930
Indirect / Overhead Capital	73,579	64,741	72,891
Transit total	22,474,914	21,986,073	25,015,624
General Operations	118,964	141,375	249,756
Covenant Enforcement	-	4,367	4,499
Weed Management	61,305	120,320	84,239
Corridor Maintenance	48,254	16,176	27,500
Trail Management	13,651	41,803	79,239
Capital	970,628	1,687,541	2,288,000
Indirect / Overhead Allocation Operating	139,649	176,138	207,788
Indirect / Overhead Capital	2,735	2,406	2,709
Trails & Corridor Management total	1,355,184	2,190,126	2,943,729
Transit	75,000	100,000	100,000
Trails	50,000	75,000	75,000
Facilities	75,000	100,000	100,000
Operating	150,845	155,370	160,031
Reserves Total	350,845	430,370	435,031
Total Expenditures	\$24,180,943	\$24,606,569	\$28,394,385



Budgetary Trends:

- Increasing trends in Program expenditures are reasonable based on overall RFTA growth.

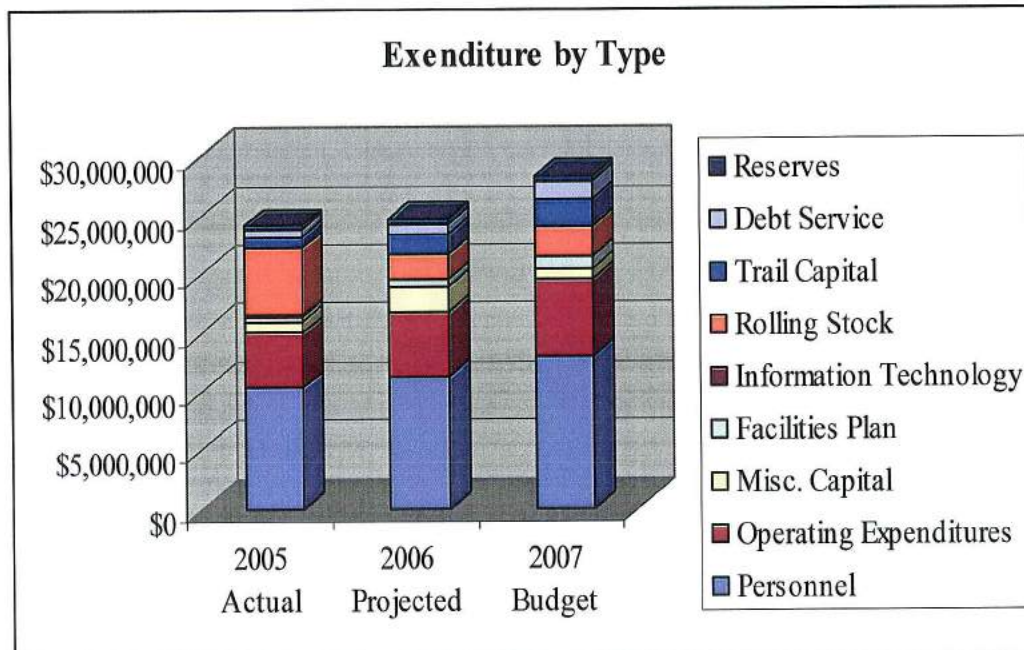


2007 Budget

Three Year Financial Summary Information continued...

Expenditure Summary by Type

	2005 Actual	2006 Projected	2007 Budget
Personnel	\$10,307,020	\$11,183,705	\$12,985,122
Operating Expenditures	4,703,869	5,720,769	6,570,082
Misc. Capital	962,844	2,029,826	962,239
Facilities Plan	466,502	663,910	988,505
Information Technology	76,314	67,147	75,600
Rolling Stock	5,777,390	2,012,399	2,569,000
Trail Capital	970,628	1,687,541	2,288,000
Debt Service	566,532	930,614	1,520,805
Reserves	350,845	430,370	435,031
Total	\$24,181,943	\$24,726,279	\$28,394,385



Budgetary Trends:

- Increasing trend in Personnel and Operating expenditures is reasonable based on overall growth;
- Rolling stock decreasing expenditure trend is reasonable based on large 2005 bus purchase;
- All other expenditure trends are reasonable.



2007 Budget

Three Year Extended Budget

Assumptions used in preparing the Budget are as follows:

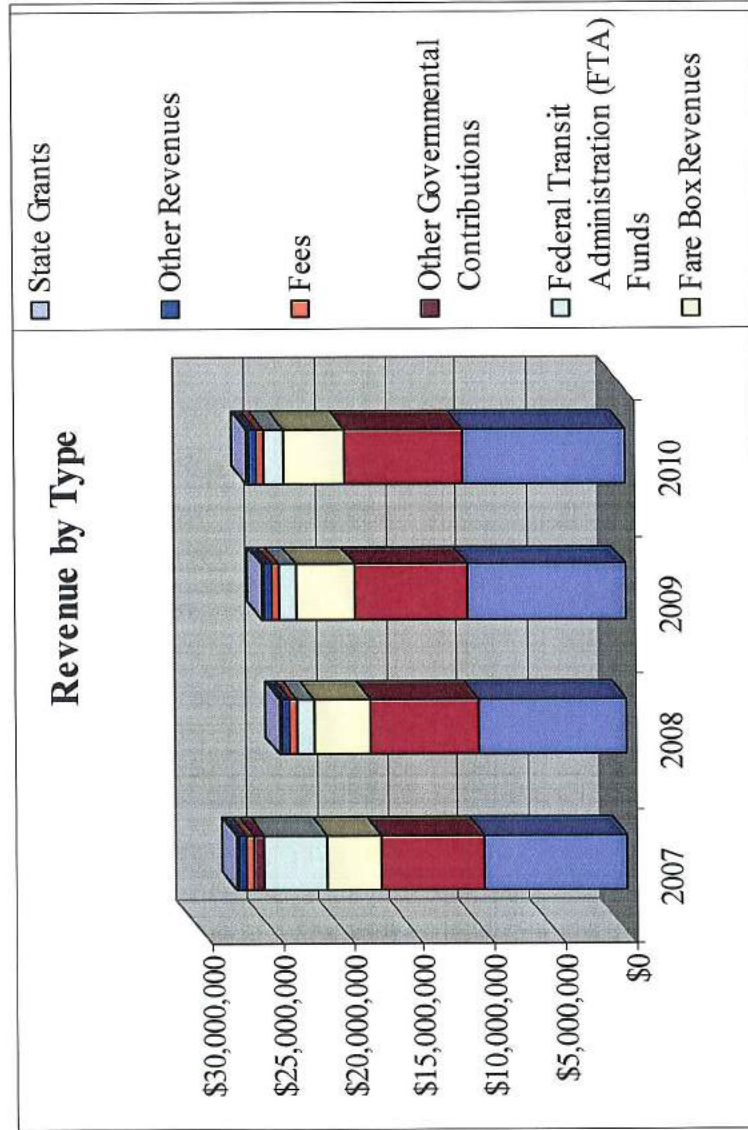
- 2007 Sales Taxes increased over the 2006 forecast by 1% less than local Finance Directors' current 2007 forecasts;
- For succeeding years assumptions see Revenues by type and assumptions column.

Revenues by type and assumptions	2007 Budget	2008	2009	2010
Sales and Use Tax, Inflated by 3% each year	\$10,048,837	\$10,350,302	\$10,958,705	\$11,287,466
Fees				
Vehicle Registration – 3% per year	425,861	438,637	451,796	465,349
Corridor License & Leases - 3% per year	45,000	46,350	47,741	49,173
Service Contracts				
City of Aspen: 5%	4,197,070	4,406,923	4,627,269	4,858,633
City of Glenwood Springs: 5%	809,593	850,073	892,577	937,206
Aspen Ski Company: Ops-5%, Capital-3%	1,985,414	2,076,252	2,171,379	2,271,001
MAA / Burlingame: Ops-5%, Capital-3%	90,331	94,813	99,517	104,456
Charter Services: 5%	135,215	141,976	149,074	156,528
Federal Funds				
Assumed 3% increase in 5311 funds	1,102,000	659,200	678,976	699,345
Assumed 3% inc. 5309 funds in 2008-2010 + earmark from Senator Ken Salazar	2,380,000	532,349	544,889	566,434
Other Fed. Funds: 3%	998,000	131,840	135,795	139,869
Fare Box Revenues				
Inflated by 5%	3,848,853	4,041,296	4,243,361	4,455,529
Other Governmental Contributions assumes advertising contribution from the Cities of Aspen, Glenwood Springs and the Town of Snowmass Village in out years	797,500	15,450	15,914	16,391
Misc. Revenues, Inflated by 3%	507,354	522,574	538,251	554,399
Total Revenues	\$27,371,027	\$24,308,034	\$25,555,244	\$26,561,779



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Three Year Extended Budget continued...



Budgetary Trends:

- Increasing revenue trends were determined to be reasonable by Management based on transit service growth.



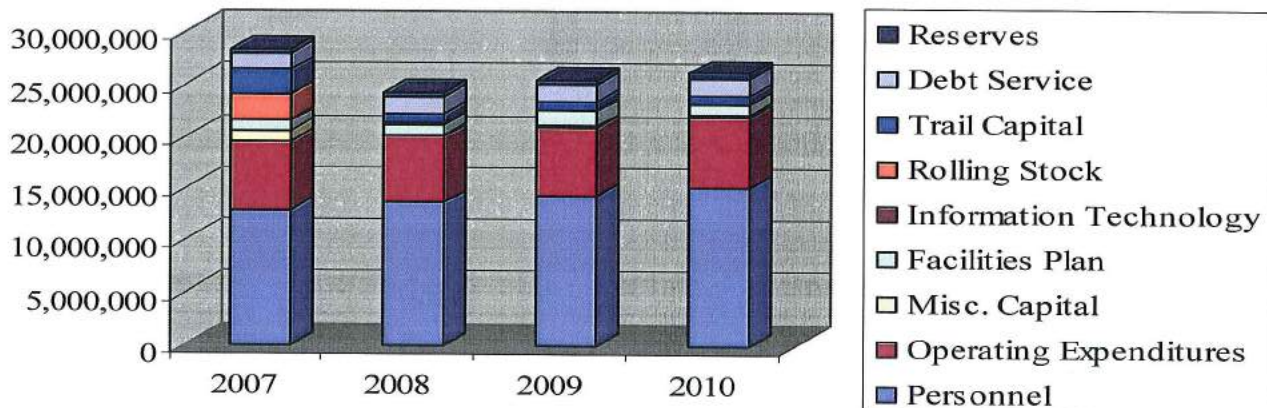
2007 Budget

Three-Year Extend Budget continued ...

- Salaries and Benefits are inflated by 6% in 2008, 2009 and 2010
- Fuel is inflated 5% in the out years
- Natural gas is inflated by 5% in the out years
- All other operating costs are inflated by 3% for 2008, 2009 and 2010

Expenditures by type	2007 Budget	2008	2009	2010
Personnel	\$12,985,122	\$13,644,816	\$14,415,582	\$15,231,703
Operating Expenditures	6,570,082	6,387,436	6,587,671	6,817,846
Misc. Capital	962,239	140,900	79,526	90,914
Facilities Plan	988,505	1,061,131	1,452,618	1,149,099
IT Capital	75,600	74,940	31,096	19,669
Rolling Stock	2,569,000	-	-	-
Trail Capital	2,288,000	893,995	855,165	841,370
Debt Service	1,520,805	1,618,925	1,618,775	1,617,975
Reserves	435,031	439,832	444,777	449,871
Total	\$28,394,385	\$24,261,976	\$25,485,210	\$26,218,447

Expenditure by Type



Budgetary Trends:

- Increasing Personnel and Operating expenditures trends are reasonable based on transit service growth;
- Rolling stock (bus purchase) and Miscellaneous Capital purchases are inconsistent from year to year making the fluctuating trends reasonable;
- All other trends were determined to be reasonable.

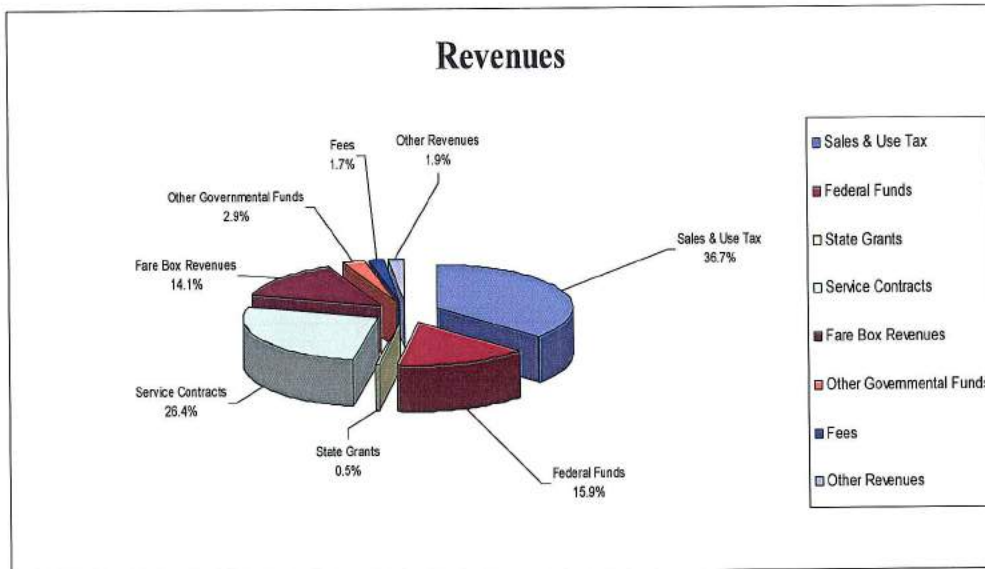


2007 Budget

Major Revenue

Assumptions used in preparing the Budget are as follows:

- 2007 Sales Taxes increased over the 2006 forecast by 1% less than local Finance Directors' current 2007 forecasts;
- No fare increase is assumed; however, 3% growth in fares due to increased ridership;
- State and Federal Grant revenue assumed at amounts confirmed or reasonably anticipated;
- Budget does not yet assume any additional potential revenue from Rifle for the Hogback Service, or from the EOTC for match for 4 hybrid buses.



Revenue by Type

Sales and Use Tax	\$10,048,837
Fees	470,861
Service Contracts	7,217,623
Federal and State Funds	4,480,000
Fare box/ Pass Sales	3,848,853
Other - Governmental Contributions	797,500
Other - Miscellaneous Revenues	507,354
	\$27,371,028



2007 Budget

Comparative and Projected Fund Balance

	Actual 2005 Results	Projected 2006 Results	2007 Budget	Projected Budget 2008	Projected Budget 2009	Projected Budget 2010
Operating Revenues	22,143,310	25,969,951	27,371,027	24,308,034	25,555,244	26,561,779
Other Financing Sources (Uses)	4,971,000	-	-	-	-	-
Operating Expenditures	(23,831,098)	(24,295,909)	(27,959,353)	(23,822,144)	(25,040,433)	(25,768,576)
Change in Net Assets	3,283,212	1,674,042	(588,326)	485,890	514,811	793,203
Total Fund Balance						
Beginning of Year	4,046,713	7,329,925	9,003,966	8,415,641	8,901,531	9,416,341
Inc(Dec)	3,283,212	1,674,042	(588,326)	485,890	514,811	793,203
End of Year	7,329,925	9,003,966	8,415,641	8,901,531	9,416,341	10,209,544
Reserves:						
TABOR:	497,741	497,741	670,817	638,570	674,153	694,763
Inventory:	512,295	512,295	527,664	543,494	559,799	576,593
Capital Reserves:						
Transit	150,000	250,000	350,000	450,000	550,000	650,000
Trails	100,000	175,000	250,000	325,000	400,000	475,000
Facilities	150,000	250,000	350,000	450,000	550,000	650,000
Operating Reserves:	293,870	449,240	609,271	774,104	943,881	1,118,752
Total Reserves:	1,703,906	2,134,276	2,757,753	3,181,168	3,677,833	4,165,107
Unreserved:	5,626,019	6,869,690	5,657,888	5,720,363	5,738,509	6,044,437
Total Fund Balance	7,329,925	9,003,966	8,415,641	8,901,531	9,416,341	10,209,544

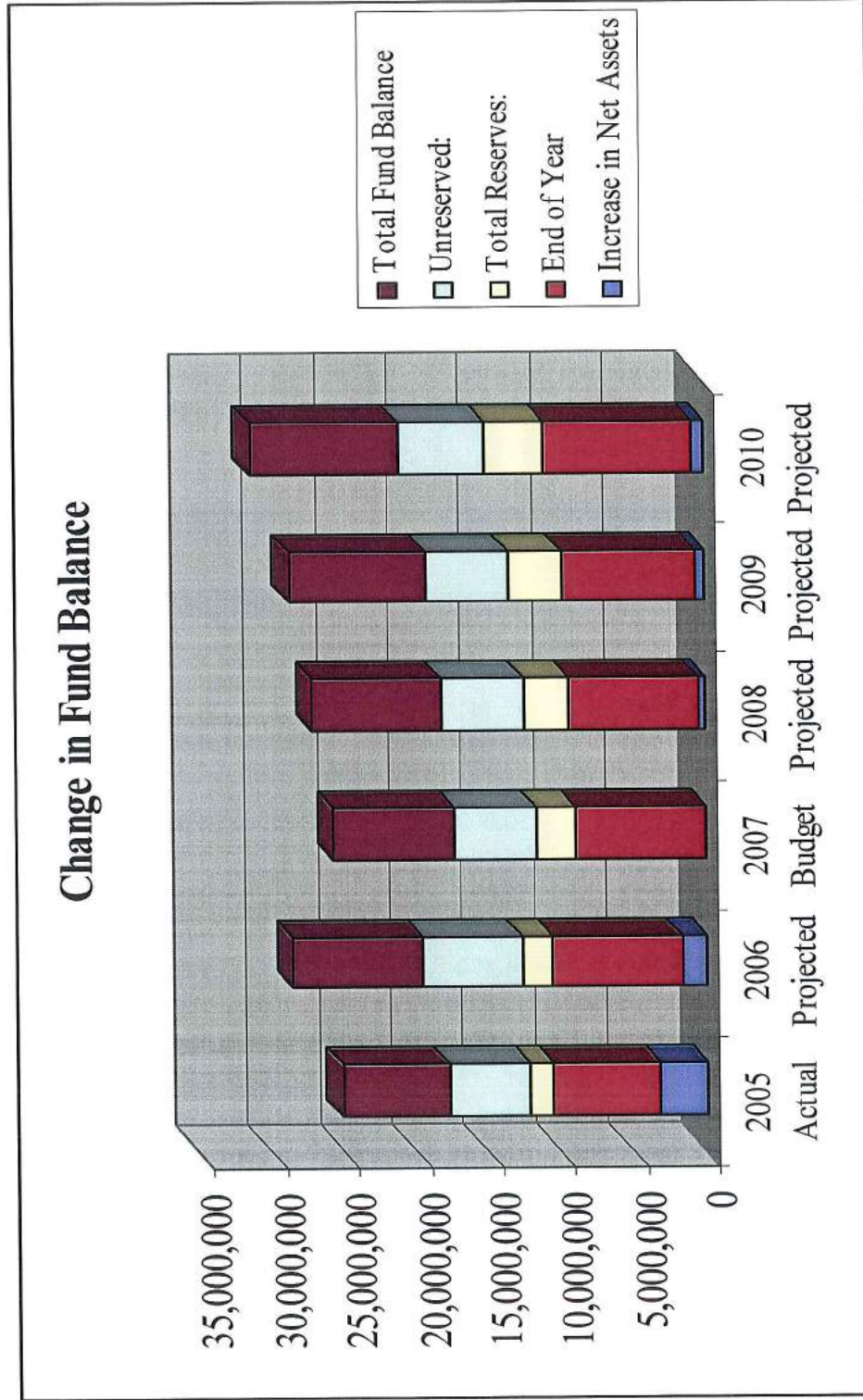
Significant Change in Net Assets (Fund Balance)

- 2005 increase in fund balance was primarily due to \$4.9 million of other financing sources, Certificates of Participation of \$3.9 million to purchase rolling stock (buses) and \$1 million in sale of rail road ties;
- 2006 increase in fund balance is primarily the result actual personnel expenditures being substantially less than budget; the Transit Program operated understaffed throughout the year;
- 2007 decrease in fund balance is primarily due to the timing of Trails capital expenditures; \$1 million in salvage of rail road ties received in 2005 is used to finance trail construction expenditures in 2007.



2007 Budget

Comparative and Projected Fund Balance continued...



Note: 2007 Budget includes a \$588,000 decrease in net assets.



2007 Budget

Expenditures

Assumptions used in preparing the budget are as follows:

- Full staffing levels;
- Three positions funded for a partial year in 2006 are funded for a full year in 2007, i.e., Controller, Communications and Marketing Manger, and Assistant Planner. Budget also assumes reclassification of one HR Clerk position to a Benefits Manager position;
- Four additional positions in 2007, i.e., Operations Manager, Safety & Training Manager, Trail Worker, and Maintenance Worker;
- 4% has been budgeted for merit increases for the Driver and Mechanic positions in 2007. Approximately 8% for compensation adjustments and merit increases have been assumed for all other RFTA personnel who did not receive the compensation adjustments in October 1st 2006 with drivers and mechanics;
- \$2.25 per gallon for diesel fuel;
- Half-hour service between Glenwood Springs and Aspen from 4:30 a.m. until 8:15 p.m., and between Aspen and El Jebel from 5:00 a.m. until 2:15 am;
- To support the increase in service approximately 14 driver routes and 2 full time equivalent Mechanic positions were added, respectively;
- Completion of the boundary survey of the Rio Grande corridor;
- Completion of Rio Grande Trail between Glenwood Springs and CMC turn off (CR 154);
- Purchase of four hybrid buses using \$1.68 million FTA grant, purchase of one bus with CDOT grant and fifteen buses with lease/purchase financing.

Capital Expenditures

- Other Capital projects including the following: engine and transmission rebuilds for \$225,000; Bus Rapid Transit (BRT) Park and Ride construction for \$400,000, rehab of bus fare boxes for \$258,000;
- Facilities Plan projects include maintenance compressor system, waste water system for \$250,000 each and a maintenance lift system for \$200,000;
- Rolling Stock for approximately 20 buses, 4 of which will be hybrid diesel-electric vehicles;
- Trail Capital for \$1,800,000 of general construction and \$300,000 for a center line survey of the Rail Corridor owned by the Authority.

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.

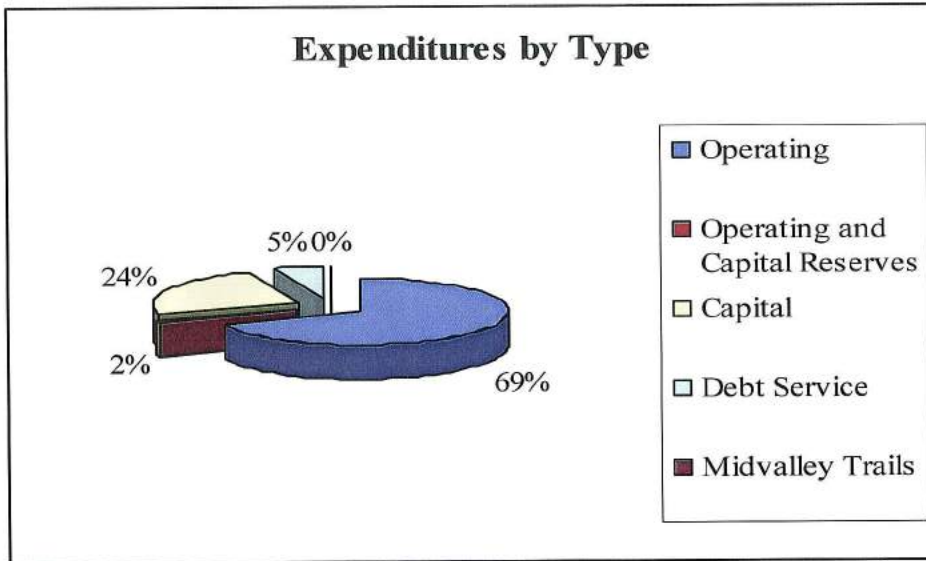
- Engine and transmission rebuilds are planned reoccurring projects requiring no extra maintenance resources;
- BRT Park and Ride activity is performed by third party vendor;
- Bus fare box rehab is primary performed by the third party vendor;
- Facilities Plan projects, Rolling Stock and Trail Capital projects are performed by third party vendors.



2007 Budget

Expenditures Continued...

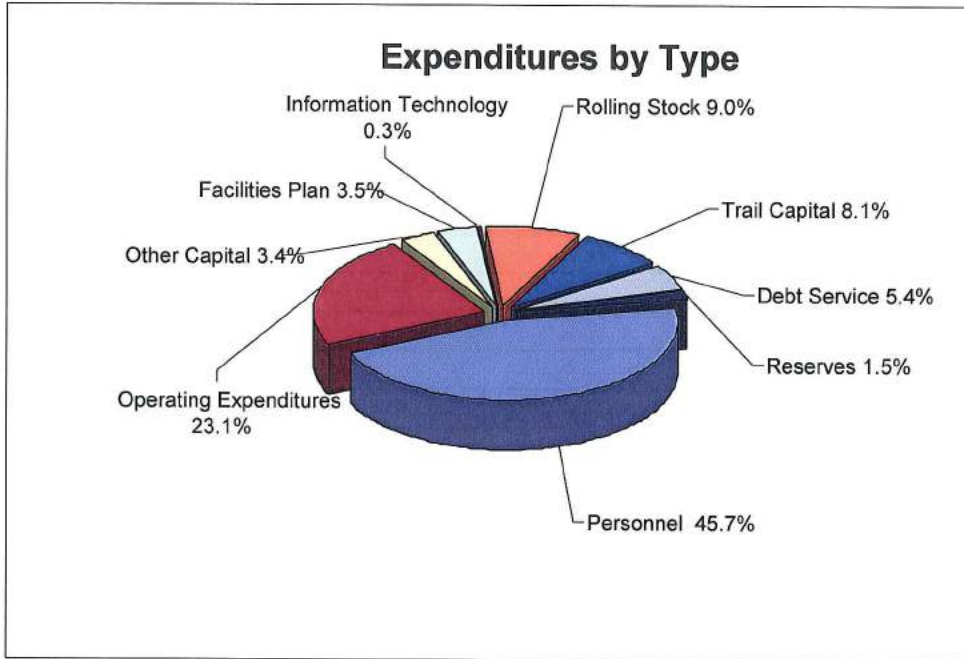
Expenditure Summary by Program - Transit and Trails



Operations	\$9,429,870
Maintenance	3,838,788
Capital	4,562,339
Debt Service	1,520,805
Indirect / Overhead Allocation Operating	5,590,930
Indirect / Overhead Capital	72,891
Transit total	25,015,624
General Operations	249,756
Covenant Enforcement	4,499
Weed Management	84,239
Corridor Maintenance	27,500
Trail Management	79,239
Capital	2,288,000
Indirect / Overhead Allocation Operating	207,788
Indirect / Overhead Capital	2,709
Trails & Corridor Management total	2,943,729
Transit	100,000
Trails	75,000
Facilities	100,000
Operating	160,031
Reserves Total	435,031
Total Expenditures	\$28,394,385

2007 Budget

Expenditures Continued....



Expenditures by Type	
Operating	
Personnel	\$12,985,122
Operating	6,570,082
Capital	
Other Capital	962,239
Facilities Plan	988,505
Information Technology	75,600
Rolling Stock	2,569,000
Trail Capital	2,288,000
Debt Service	1,520,805
Reserves	435,031
Total	\$28,394,385



2007 Budget

Operating Line Item greater than \$50,000 (no personnel compensation expense)	Budget Amount
Bus Purchases	\$2,565,000
Trail Construction	1,800,000
Fuel (Diesel and Unleaded)	1,617,759
Debt Service	1,503,501
Bus Parts	684,644
Worker Compensation	418,000
TOSV Contract	342,204
Centerline Survey	320,000
Work Comp Claims	309,000
Compressor System	250,000
Sewer/Wastewater Upgrade	250,000
General Liability Insurance	236,000
Engine Transmission Rebuilds	224,939
Employee Benefits (not health ins.)	224,000
Lift System	200,000
Natural Gas	184,817
Tires and Tubes	136,087
Town of Carbondale Projects	102,131
Accident Repair	100,000
CORE Projects	92,500
CEO-Prof Services	85,000
Collection Fees Sales & Use	80,000
Re-vegetation	79,239
Facilities-Planning for Future Projects	75,000
Repair & Maintenance	72,684
Planning-Prof. Services	70,000
Oils, Lubricants, Antifreeze	64,000
CMC Shelter	60,000
Legislative Contract (BKSH)	60,000
Safety Bonus	50,000
Total	\$12,256,505

Non personnel expenditure line items greater than \$50,000 and personnel expenditures totaling \$12,256,505 or 43.2% and \$12,985,112 or 45.7%, respectively, of total expenditures. Personnel and non personnel expenditure line items greater than \$50,000 make up 88.7% of total budgeted expenditures.



2007 Budget

Debt, Long term Commitments and Obligations

The Roaring Fork Transportation Authority Board has the authority to enter into installment or lease purchase contracts, subject to annual appropriation, for the purchase of property or capital equipment without prior electoral approval. The term of any such contract may not extend over a period greater than the estimated useful life of the property or equipment. In addition to leases, as a state agency, RFTA can utilize the State of Colorado Capital Finance Corporation to enter into installment and lease option contracts, subject to annual allocations, for the purchase of property or capital equipment without prior electoral approval.

RFTA has verbally agreed to a line of credit in the amount of \$1 million dollars with Pitkin County. The agreement requires interest to be charged at Pitkin County's average investment earnings rate. This line of credit has not been used to date.

Fiscal Year	Series 1998 Bonds	Series 2001 Bonds	Certificates of Participation 2005	Total Debt Service
2007	\$174,017	\$802,188	\$411,563	\$1,387,768
2008	\$173,798	\$504,513	\$412,463	\$1,090,774
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 Bus Leases	Projected 2007 Leases	Total Lease Service
2007*	\$538,022	\$334,220	\$872,242
2008	\$538,022	\$668,440	\$1,206,462
2009	\$538,022	\$668,440	\$1,206,462
2010	\$538,022	\$668,440	\$1,206,462
2011	\$269,011	\$668,440	\$937,451
2012-2016		\$668,440	\$668,440
2017		\$334,220	\$334,220

*Debt service schedule assumes the purchase of 2 buses by Glenwood Springs that were leased by RFTA in February 2006. This results in lease payments of \$237,000 in 2007 being eliminated.



2007 Budget

Line Item Budget



2007 Budget

Relationship between functional units (Departments) and Financial Structure

Program Type	Department	Fund
Transit	Operations	General
	Maintenance	General
	Facilities	General
Trails	Trails	General
	Mid Valley Trails*	General
Administrative Support	Attorney	General
	Board	General
	CEO	General
	Finance	General
	Human Resources/ Risk Management	General
	Information Technology	General
	Marketing	General

Description of Functions

- The Transit Program provides commuter bus service throughout the Roaring Fork Valley and into the I-70 Corridor in Colorado.
- The Trails Program designs, constructs and maintains trails and the Authority owned rail corridor within the Roaring Fork Valley in Colorado.
- Administrative Support Program performs all administrative functions for the Authority.

* Mid Valley Trails (MVT) is recorded in a separate fund for internal accounting and reporting purposes and is seen as such in the detailed budget. The MVT Board is separate from the RFTA Board and it governs ten percent of the ½ percent Transportation tax collected in Eagle County. However, Management records all MVT activity in the General Fund for Financial Reporting purposes. Based on activity and dollar amount Management applied the number of funds principle, National Council on Governmental Accounting Statement 1, in determining that all activity would be reported in the General Fund.

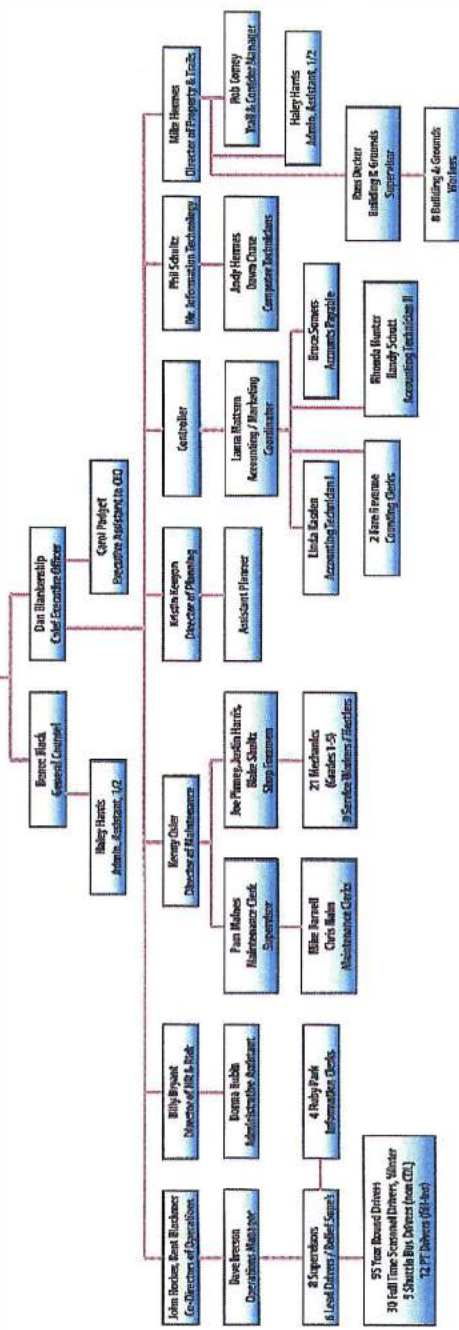


2007 Budget

ROARING FORK TRANSPORTATION AUTHORITY 2006 ORGANIZATION CHART

Public as Voters and Tax Payers

Regional RFTA Member Jurisdictions



Public as Customers - Resident and Visitor Transit and Trail Users

STATEMENT OF PURPOSE

The Roaring Fork Transportation Authority's 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.
- RFTA ridership increases 1.75% per year.
- Trail and transit users enjoy environmentally friendly equipment and facilities.



2007 Budget

Summary Position Information

Department	2005 FTE	2006 FTE	2007 FTE
Board of Directors	1	2	2
CEO	2	2	2
Communications	-	1	1
Facilities	6	6	10
Finance	6	6	7
Human Resources	2	3	4
Information Technology	2	3	3
Maintenance	33	33	42
Operations	102	107	139
Planning	1	1	2
Trails	7	7	2
Grand Total	162	171	214

Other Planning processes

- In February, in a strategic planning meeting, the Board approved the implementation of Bus Rapid Transit by 2020;
- Additionally, in February, the Board approved the vision statement and goals for enacting Bus Rapid Transit, Oil Independence and Livability;
- Furthermore, in November, RFTA co-sponsored a Vision Workshop that reviewed its goals and objectives. This workshop confirmed a majority of the current goals and objectives with minor revisions and clarification. It identified a new capital funding strategy to implement the identified goals and objectives and accelerated full implementation of BRT to 2017;
- Finally, the Board scheduled a retreat in January 2007 to review the recommendations of the November 06 Vision Workshop for implementation.

Budget process

RFTA 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 June of each year the appointed Budget Officer and CEO prepare budget estimates for the following items:

- Revenue projections based on information obtained from participating Governments;
- Total Personnel costs based on position compensation, taxes and benefit costs;
- Capital purchase requirements - Bus purchases;
- Fuel costs;
- Obtain operating and capital expenditure/ expense requests from each Department on a line item basis;



2007 Budget

Budget process continued...

- Review condition of budget;
- Request prioritization of Departmental capital expenditures if budget adjustment is necessary;
- Adjust budget as necessary to prepare a balanced budget;
- Submit budget to Board for approval;
- Adoption of the Budget – the governing body must publish public notice of adoption of 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 ordinance or 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 or ordinance 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.



2007 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)).



2007 Budget

Statistical and Supplemental Information



2007 Budget

Board of Directors

Board Member

Dorothea Farris, Chair

Anne Freedman, Vice Chair

Helen Klanderud

Bruce Christensen

Arn Menconi

Ed Cortez

Frank Breslin

Arnold Mordkin

Member Jurisdiction

Pitkin County

Town of Basalt

City of Aspen

City of Glenwood Springs

Eagle County

Town of Carbondale

Town of New Castle

Town of Snowmass Village

Alternates:

Michael Owsley

Mark Kittle

Torre

Joe O'Donnell

Tom Stone

Scott Chaplin

Unfilled

John Wilkinson

Pitkin County

Town of Basalt

City of Aspen

City of Glenwood Springs

Eagle County

Town of Carbondale

Town of New Castle

Town of Snowmass Village



2007 Budget

Planned 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 service in the I-70 corridor from 5:15 a.m. until 6:30 p.m., seven days per week. There are seven eastbound and seven westbound 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.
- Ride Glenwood Springs: RFTA operates two mini-buses. A number of routing and schedule changes were made in 2005. RFTA is currently coordinating with Glenwood Springs to develop a routing system that will serve Grand Avenue, Highway 6 & 24, and the Meadows development. It is expected that the service will operate from 5:53 a.m. until 9:53 p.m., with service every 30 minutes for most of the day, seven days per week.
- 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.



2007 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 will be implemented in the spring of 07. The final schedule and routing are still in the process of being finalized.

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 charter service.



2007 Budget

Service Contract Formula Methodology

Contract information can be obtained in electronic format by contacting RFTA at 970-384-4981

Service contracts are progress billed monthly based on budgeted costs and actual riders, mileage and hours; An adjustment billing is prepared at the end of the year to bring total annual billings based on actual RFTA expenses, mileage, hours and riders.

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

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

Step 2: Budgeted transit costs are categorized as a fixed cost, direct hourly or direct mileage cost.

Step 3: Total categorized costs are divided by RFTAs projected annual mileage or hours to determine a fixed cost per hour, direct hour and direct mileage cost factor for each service contract. Note: All costs are not treated the same for all contracts and not all cost are included in the contract cost factor calculation.

Example of a calculation of cost factors

Projected Activity Levels:				
Miles	3,552,292			
Hours	223,120			
Cost Category	Est. Cost	Est. Hours	Est. Miles	Mile/Hr.
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

Finally, each customer is charged based on actual monthly miles, hours and riders from each route based on the following formula; (1) route mileage and (2) route hours times the direct cost factors plus (3) route hours times the fixed cost factor plus (4) training costs based on percentage of route hours to total RFTA hours and (5) capital cost based on percentage of route mileage to total RFTA mileage.



2007 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 5 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. In November 2004, the voters of the Town of New Castle elected to join the Authority

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 ROW.
- Contract with local governments and private companies to provide transit services for them.

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. The Board currently consists of 8 members and 8 alternatives, 2 elected officials from each entity.



2007 Budget

Below is the Budget Process Improvement Plan overview for implementing the applicable NACSLB recommended budget practices and the 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 – prepare the Budget Document containing all applicable GFOA criteria in final form and submit the Budget Document to the GFOA to be considered for a Budget Award; additionally, assess the Budget process to ensure that all applicable NACSLB recommended budget practices were used.

GFOA Budget Award Criteria Status Assessment Report (Year 1)

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



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