

AGENDA

**RTD Accountability Committee
Finance Subcommittee
Wednesday, February 17, 2021
11:00 a.m. - 12:30 p.m.
VIDEO/WEB CONFERENCE
Denver, CO**

1. Call to Order
2. February 3, 2021 Meeting Summary (5 minutes)
(Attachment A)
3. RTD Administrative/Organizational Summary (25 minutes)
(Attachment B) Ron Papsdorf
4. RTD 2021 Fiscal Policy Statement (10 minutes)
(Attachment C) Ron Papsdorf
5. RTD 2017-2021 Budgets – Summary and Trends (15 minutes)
(Attachment D) Ron Papsdorf
6. Finance Subcommittee Work Program (25 minutes)
(Attachment E) Rutt Bridges
7. Member Comment/Other Matters (10 minutes)
(Link: [FasTracks NW Rail Presentation](#))
8. Next Meeting: March 3, 2021
9. Adjournment

MEETING SUMMARY
RTD ACCOUNTABILITY COMMITTEE-Finance Subcommittee
Wednesday, February 3, 2021
Note: Meeting held virtually via GoToMeeting

MEMBERS PRESENT:

Rutt Bridges
Dan Blankenship
Julie Mullica
Rebecca White
Deya Zavala
Elise Jones
Lynn Guissing

Others Present: Ron Papsdorf, Matthew Helfant, Angie Rivera-Malpiede, Natalie Shishido, Debra Johnson, Barbara McManus, Jordan Sanchez, Melanie Choquette, Doug MacLeod, Luke Palmisano, Alex Hyde-Wright, George Gerstle, Mac Callison, Kent Moorman, Bill Sirois, Kelly Heaton, Peggy Catlin.

Call to Order

Rutt Bridges called the meeting to order at 11:00 a.m.

January 20, 2021 Meeting Summary

The meeting summary was accepted.

COVID Relief Funding Recommendations

Rutt Bridges introduced the topic and asked for a motion.

Elise Jones moved approval and Rebecca White seconded the motion.

Rutt Bridges opened discussion and reviewed the eight draft recommendations to RTD on the use of the additional federal COVID relief funds allocated to RTD. He asked RTD General Manager Debra Johnson about the status of recalling laid off RTD employees.

Ms. Johnson stated that RTD has largely completed the recall process, but that it will take a couple more weeks to finish. The focus is on operators and mechanics and RTD first recalled full-time employees before moving on to part-time employees as required by their labor agreement.

The subcommittee discussed elements of the draft recommendations, including the timing for the proposed 6 month reduced-fare trial.

Ms. Johnson stated that RTD is collaborating with the Colorado Department of Public Health and Environment about possible roles for RTD in vaccine distribution.

Rutt Bridges offered a friendly amendment to the motion to amend to the title of recommendation #7. The friendly amendment was accepted.

Rutt Bridges offered a friendly amendment to the motion to amend the content of recommendation #8 to list additional specific partnership examples. The friendly amendment was accepted.

Hearing no further discussion, the Chair called the question on the motion to recommend the recommendations to the full RTD Accountability Committee, as amended. The motion passed unanimously.

Given the time, Chair Bridges asked that the Fiscal Policy agenda item be deferred to the February 17, 2021 meeting.

Chair Bridges requested that the subcommittee's work plan be included with each agenda packet.

Rebecca White suggested that the subcommittee meetings be extended to 90 minutes. The subcommittee agreed.

The next meeting will take place on February 17, 2021.

The meeting adjourned at 12:02 p.m.

ATTACH B

To: Members of the RTD Accountability Committee Finance Subcommittee

From: Ron Papsdorf, Director, Transportation Planning and Operations
(303) 480-6747 or rpapsdorf@drcog.org

Meeting Date	Agenda Category	Agenda Item #
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SUBJECT

RTD Administrative/Organizational Summary

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

One of the areas the Finance Subcommittee has identified for research is an assessment of RTD's administrative overhead and organizational structure. These issues include management to staff ratios, staffing levels in support service areas, etc.

North Highland staff were asked to review information related to these issues to inform the Accountability Committee's work. We also now have more information from RTD about FY2021 staff reductions and their organizational structure. DRCOG and North Highland staff will lead a discussion with the subcommittee.

PREVIOUS DISCUSSIONS/ACTIONS

[December 16, 2020](#) – Finance Subcommittee Discussion: RTD Administrative Overhead

PROPOSED MOTION

N/A

ATTACHMENT

1. Link: [North Highland Administrative Overhead Summary](#)
2. Link: [RTD Organizational Charts, July 2020](#)
3. RTD FY 2021 Adopted Budget Workforce Reductions Chart

ADDITIONAL INFORMATION

If you need additional information, please contact Ron Papsdorf, Director, Transportation Planning and Operations, at 303-480-6747 or rpapsdorf@drcog.org.

RTD 2021 Budget Workforce Reductions

Organization	Total 2020 Budgeted Positions	Vacant Positions Eliminated	Filled Represented Positions Eliminated	Filled Salaried Positions Eliminated	Total Eliminated Positions	Total 2021 Budgeted Positions
Board Office	4					4
Bus Operations	1518	234	278	29	541	977
Capital Programs & FM	239	22		10	32	207
Communications	129	12		5	17	112
Executive Office/Civil Rights	93	3		3	6	87
Finance & Administration	231	17		20	37	194
General Counsel	27	2		2	4	23
Planning	16	2		4	6	10
Rail Operations	637	40	31	14	85	552
Safety, Security and Asset Mgt	88	5		3	8	80
Grand Total	2982	337	309	90	736	2246

ATTACH C

To: Members of the RTD Accountability Committee Finance Subcommittee

From: Ron Papsdorf, Director, Transportation Planning and Operations
(303) 480-6747 or rpapsdorf@drcog.org

Meeting Date	Agenda Category	Agenda Item #
February 17, 2021	Discussion	4

SUBJECT

RTD 2021 Fiscal Policy Statement

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

RTD follows a fiscal policy approved by the Board of Directors annually or as necessary due to modification. The fiscal policy contains policies for revenue, investments, expenditures, capital improvements, fund balance, debt, budgeting, accounting and grants.

The 2021 Fiscal Policy also includes COVID-19 Response Policies that provide guidance for reductions and for restoration.

With this review of RTD fiscal policy, previous discussions of RTD debt obligations, and future discussions of revenue and expenditure trends, the Finance Subcommittee will be able to begin discussions on a number of focus areas including FasTracks, partnership opportunities, and transparency.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

RTD 2021 Fiscal Policy Statement

ADDITIONAL INFORMATION

If you need additional information, please contact Ron Papsdorf, Director, Transportation Planning and Operations, at 303-480-6747 or rpapsdorf@drcog.org.

REGIONAL TRANSPORTATION DISTRICT 2021 FISCAL POLICY STATEMENT

REVENUE POLICIES

1. The Board of Directors may consider potential fare adjustments at the time of the development of the Mid-Term Financial Plan. As part of this process, staff will review potential fare adjustments to establish a fare structure to ensure that it:
 - is understandable
 - is implementable
 - addresses equity including social and geographical
2. Fare or other revenue streams and cost savings should aim to achieve financial levels equivalent to inflationary adjustments in fare revenue established in the Mid-Term Financial Plan.
3. Fare policies will take into account the special needs of all transit dependent patrons.
4. RTD will avoid dependence on temporary revenues to fund ongoing services. One-time revenues will be used for one-time expenditures.
5. RTD will continuously explore additional sources of revenue to help balance the budget.
6. When appropriate the Board will actively pursue legislation that would help ensure the continued accomplishment of RTD's goals and mission statement. The Board will support efforts to ensure that legislative intent is realized in allocation of state financial resources to public transit. The Board will actively oppose legislation that would limit or diminish revenue.
7. On an annual basis, staff will identify under- or un-utilized property and equipment and will make an ongoing attempt to monetize such property and equipment to enhance cash flow.
8. RTD will contract with a qualified third party to provide sales and use tax forecasting containing projections for the short-term (one year by quarter), mid-term (six-year Mid-Term Financial Plan period) and long-term (30-year Long Range Financial Plan period). The purpose is to provide RTD with expert economic analysis and sales and use tax forecasts using sophisticated financial modeling techniques not available internally.

INVESTMENT POLICIES

1. RTD financial assets are managed in accordance with the RTD Investment Policy Statement which is reviewed and approved by the RTD Board on an annual basis.

EXPENDITURE POLICIES

1. RTD will endeavor to manage expenditures to achieve service levels that will promote effectiveness through ease of use and improved travel times.
2. RTD will continue to look for and implement the most cost-effective and reliable methods of delivering transportation services.
3. RTD will endeavor to maintain its assets at a level that protects capital investment and minimizes future maintenance and replacement costs. See Asset Management Policy RTD-AMD-PLY-0001.
4. RTD maintains a risk management program which will provide protection against loss and mitigate exposure to liability.
5. A safety management system (SMS) will be maintained to minimize RTD's exposure to liability and thereby reduce the number of claims against RTD. See SMS Policy RTD-SFT-PLY-0004.
6. RTD will develop service changes that are matched to funding capacity using the system-wide and route-specific productivity measures that have been approved by the Board.

CAPITAL IMPROVEMENT POLICIES

1. As determined by the Board but not less than every two years, RTD will prepare and update a six-year Mid-Term Financial Plan including projected capital construction and improvements, service levels, operating costs, and revenues to fund the capital and operating programs.
2. Capital investments should further RTD's purpose of moving people, which is achieved when investments are aimed at established agency metrics or key performance indicators.

3. The asset investment decision making process will be data driven in accordance with the RTD Transit Asset Management (TAM) Plan.
4. Priority will be given to replacement of existing, backlog, and deferred assets before consideration of new assets except as allowed for in the FasTracks Mid-Term Financial Plan and/or Long Range Financial Plan.
5. After completion of design of a capital project, cost estimates will be revised. If the cost estimates exceed Delegation of Authority limits, the project will be brought to the Board for reconsideration.
6. RTD shall allow for multi-year capital projects to be carried forward in accordance with the carry-forward resolution adopted by the Board.
7. RTD will prepare an annual update of the Mid-Term Financial Plan incorporating the actual costs incurred and the most recent available projections of capital improvement costs, service levels, and operating costs and revenues.

FUND BALANCE POLICIES

1. RTD will strive to maintain a fund balance in the Base System and FasTracks to provide for unanticipated expenditures of a nonrecurring nature, to meet unexpected increases in costs or to mitigate service disruptions as a result of economic downturns affecting revenue. The Base System should strive to maintain a total fund balance at an amount approximately equal to three months of Base System operating expenses excluding depreciation among the following three reserve funds: the Board-appropriated fund, the unrestricted operating reserve, and the remaining unrestricted fund balance. For FasTracks, the total of the Board-appropriated fund and unrestricted fund balance should be maintained at an amount approximately equal to three months of FasTracks operating expenses excluding depreciation. RTD will consider and pursue resources that will be directed to fund balance replenishment. For example, non-recurring revenues and budget surpluses are an especially appropriate source for replenishing fund balance.

RTD will replenish fund balances as soon as economically practical.

2. In accordance with the adopted budget, RTD will designate a Board-appropriated fund balance on an annual basis. Use of the fund balance will be minimized and occur only in specific circumstances such as economic downturns. With Board approval, these funds may be used to avoid cash flow interruptions, reduce the need for short-term borrowing, assist in maintaining an investment-grade bond rating, and for other specific purposes. The source of replenishment of this fund will be identified and replenishment will take place in a prompt manner.

3. In accordance with the adopted budget, RTD will designate a capital replacement fund on an annual basis. With Board approval, these funds will be used for scheduled major vehicle replacements and other capital purchases. The source of replenishment of this fund will be identified and replenishment will take place in a prompt manner.
4. In accordance with the adopted budget, RTD will designate an unrestricted operating reserve on an annual basis. Use of the fund balance will be to mitigate service or project disruptions due to revenue fluctuations, unanticipated expenditures of a nonrecurring nature, or to avoid cash flow disruptions. The source of replenishment of this fund will be identified and replenishment will take place in a prompt manner.
5. RTD will maintain an emergency (TABOR) reserve equal to three percent of non-Federal revenues, as specified by Article X, Section 20 of the Colorado Constitution.
6. The FasTracks Internal Savings Account (FISA) will be used to provide funding to complete and operate additional FasTracks projects. Expenditures from the FISA will be subject to Board approval. Funding of the FISA will be provided from the sources identified in the Board approved Risk Allocation Matrix (RAM) and other sources approved by the Board.
7. All other FasTracks funds which have not been appropriated, or otherwise designated as reserved, in the current budget year will be maintained in a reserve for future FasTracks capital and operating expenditures and will not be used to fund the (non-FasTracks) Base System expenditures.

DEBT POLICIES

1. Debt financing will not be issued to support operating expenditures.
2. Capital projects funded through the issuance of bonds, Certificates of Participation (COPs) or other financial obligations shall be financed for a period not to exceed the lesser of the expected useful life of the asset or a maximum of 40 years.
3. Effective communication with credit rating agencies will be maintained, and a policy of full disclosure on every financial report and official statement will be followed.
4. Before long-term debt is issued, the impact of debt service on total annual expenditures and the net revenue coverage ratio will be analyzed.
5. It is the intent of RTD to maintain a high quality investment-grade credit rating. The benefit of maintaining RTD's credit ratings at the highest reasonably attainable level considering current economic conditions and availability of capital funding is to receive lower interest rates and lower debt insurance premiums than would be possible with lower credit ratings. RTD's current ratings are listed below:

Classification	Senior Bonds (0.6%)	FasTracks Bonds (0.4%)	Certificates of Participation
Standard and Poor's	AAA	AA+	AA-
Moody's Investors Service	Aa2	Aa2	A1
Fitch Ratings	AA	AA	AA-

- RTD will maintain a minimum gross sales tax revenue bond coverage ratio for the Base System (annual non-FasTracks sales and use tax revenue to annual sales and use tax debt service for senior non-FasTracks debt) of 4.0 times for debt backed by the 0.6% sales and use tax. RTD will maintain a minimum gross sales tax revenue bond coverage ratio for FasTracks (annual FasTracks sales and use tax revenue to annual FasTracks sales and use tax debt service) of 2.0 times for debt backed by the 0.4% FasTracks sales and use tax.
- RTD will maintain a minimum net revenue coverage ratio (all annual revenues remaining after operating and maintenance expenses to annual debt service requirements net of excess appropriations required for variable rate debt) of 1.2 times annual debt service.

BUDGET POLICIES

- RTD shall comply with all requirements of the Colorado Local Government Budget Law.
- As part of the budget development process, the Board will review the current goals, objectives, and performance indicators for use in preparing the budget for the following year. The Board will adopt the final performance indicators before the adoption of the annual budget.
- The Board will review the adopted fiscal policies annually or on an as-needed basis to consider any changes that may be necessary.
- There shall be a budgetary monitoring system that charges expenditures against approved budget appropriations.
- The budget shall be summarized for adoption purposes. The actual level of detail required for adoption shall be determined by the Board.
- The budget shall be prepared using Generally Accepted Accounting Principles with the following exceptions:

- inclusion of capital outlays and debt principal payments as expenditures
 - inclusion of asset sale proceeds and debt issuance proceeds
 - exclusion of gains and losses on disposition of property and equipment
 - exclusion of the non-cash portion of long-term unfunded pension accruals
7. The budget document shall be submitted to the Government Finance Officers Association annually for consideration for the Distinguished Budget Presentation Award, which evaluates the document as a communications device, financial plan, operations guide, and policy document.
 8. Quarterly performance reports will be presented to the Board of Directors to assess RTD's performance on the adopted performance indicators.
 9. A balanced budget in which beginning reserves plus total anticipated revenues is greater than or equal to expenditures will be prepared.
 10. Budgetary procedures that postpone the funding of necessary expenditures, such as preventive maintenance or replacement of equipment, will be avoided.
 11. RTD will provide conservative revenue estimates that take into consideration recent experience and reflect reasonable future growth.
 12. RTD will monitor revenue sources regularly and amend the budget, as necessary, to reflect the most current information available. RTD will also change the level of expenditures, as needed, to maintain a balanced budget.
 13. RTD will project revenues for at least six years and will update the projections annually as part of the Mid-Term Financial Plan. Each existing and potential revenue source will be re-examined annually.
 14. As part of the Mid-Term Financial Plan, RTD also will prepare a six-year operating expenditure plan that includes projections of annual service growth plus allowances for operating costs of new capital assets.
 15. A budget will be prepared that contains essential programs and projects needed to support the goals and objectives of RTD, responds to citizen demand, and reflects administrative evaluation of current needs.

ACCOUNTING AND FINANCIAL REPORTING POLICIES

1. The accounting system will maintain records on a basis consistent with Generally Accepted Accounting Principles for enterprise funds.

2. The accounts of RTD will be reported using the accrual basis of accounting. Revenues will be recognized when earned and expenses will be recognized when incurred.
3. RTD will establish and maintain a high standard of accounting practices to conform with uniform financial reporting in Colorado.
4. An independent firm of certified public accountants will perform an annual financial and grant compliance audit and will issue an opinion that will be incorporated into the Comprehensive Annual Financial Report.
5. RTD will submit the Comprehensive Annual Financial Report to the Government Finance Officers Association for consideration for the Certificate of Excellence in Financial Reporting.
6. The accounting system will record all financial activity including investment activity.
7. Internal control policies will be developed and maintained to include procedures that separate control of assets from accounting for those assets.
8. RTD will identify and account for all revenues, expenditures, assets and liabilities related to the FasTracks capital and operating program separately from the Base System operations.
9. A monthly financial status report shall be submitted to the Board.

GRANT POLICIES

1. All potential grants shall be carefully examined for matching requirements (both dollar and level-of-effort matches).
2. Intergovernmental assistance shall be used to finance only those capital improvements that are consistent with the capital improvement plan and RTD priorities and in which operating and maintenance costs have been included in operating budget forecasts.
3. RTD will program its federal grant funds to receive federal funds based upon eligible costs as quickly as possible and minimize the time between appropriation and drawdown.
4. RTD will use all eligible Section 5307 formula federal grant funds for capital maintenance projects to minimize the time between appropriation and drawdown of federal funds.

COVID-19 RESPONSE POLICIES

1. Guidance for Reductions:

- First consider reductions in administrative costs (overhead)
 - Allowable to utilize reserves but limit use
 - Allowable to utilize future FISA rubber tire service contributions
 - Allowable to utilize future contributions from Credit Risk Premium (CRP) and project savings to offset FasTracks shortfalls
 - Should not utilize existing FISA balances, except for Board identified and approved projects such as SH 119 BRT
 - Do not reduce service levels below what is currently being offered
2. Guidance for Restoration:
- Restore reserves to three months if possible
 - Do not utilize existing FISA balances
 - Limit the use of, or do not use, future rubber tire service contributions to FISA
 - Restore deferred projects related to compliance or safety
 - Restore service as ridership allows

ATTACH D

To: Members of the RTD Accountability Committee Finance Subcommittee

From: Ron Papsdorf, Director, Transportation Planning and Operations
(303) 480-6747 or rpapsdorf@drcog.org

Meeting Date	Agenda Category	Agenda Item #
February 17, 2021	Information	5

SUBJECT

RTD 2017-2021 Budgets – Summary and Trends

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

Staff have compiled information from adopted and amended RTD budgets from 2017 through 2021. Overall, budgeted revenues have been generally flat and declined significantly due to the COVID-19 pandemic. Except that federal COVID relief funds in 2020 and 2021 will off-set those declines.

At the same time, budgeted expenses have been gradually declining since 2017, driven by significant reductions in FasTracks Project appropriations. Base System and FasTracks Operations budgeted expenses have generally increased during that same time period.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

1. Revenue Information, 2017-2021
2. Expense Information, 2017-2021
3. Revenue and Expense Charts, 2017-2021

ADDITIONAL INFORMATION

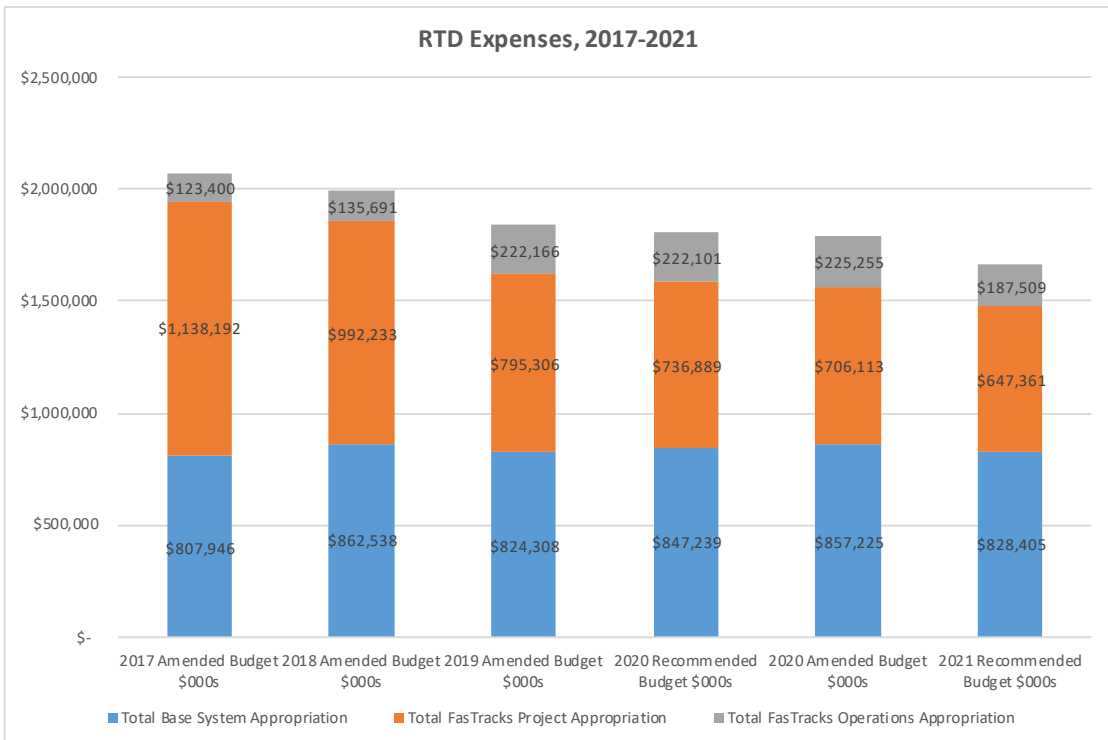
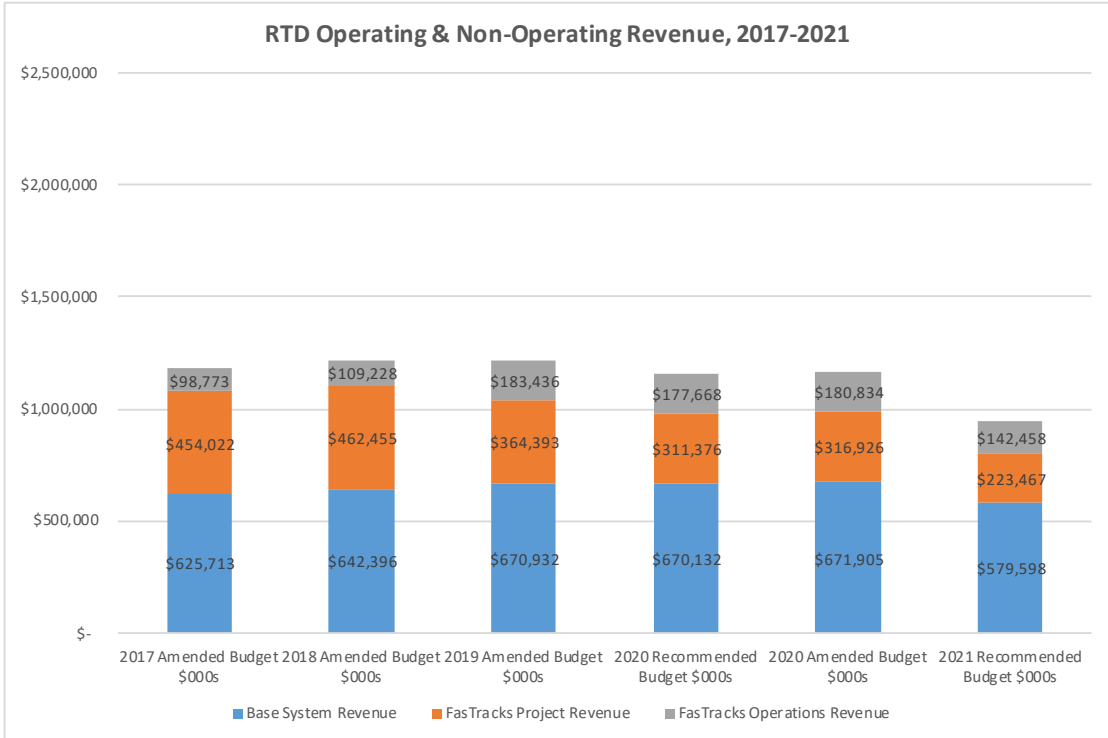
If you need additional information, please contact Ron Papsdorf, Director, Transportation Planning and Operations, at 303-480-6747 or rpapsdorf@drcog.org.

Operating Revenue, Non-Operating Revenue

	2017 Amended Budget \$000s	2018 Amended Budget \$000s	2019 Amended Budget \$000s	2020 Recommended Budget \$000s	2020 Amended Budget \$000s	2021 Recommended Budget \$000s
BASE SYSTEM (0.6%)						
Farebox Revenue	\$ 114,230	\$ 115,223	\$ 125,333	\$ 111,417	\$ 65,677	\$ 60,961
Other Operating Revenue	4,941	5,079	4,499	4,541	4,541	3,932
Sales/Use Tax	351,632	373,701	397,426	398,845	300,573	393,025
Grant Revenue	150,398	142,751	138,769	150,529	297,019	118,510
Investment Income	1,320	2,386	2,001	1,408	704	-
Other Income	3,192	3,256	2,905	3,392	3,392	3,170
Base System Revenue	\$ 625,713	\$ 642,396	\$ 670,932	\$ 670,132	\$ 671,905	\$ 579,598
FASTRACKS PROJECT (0.4%)						
Farebox Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue	-	-	-	-	-	-
Sales/Use Tax	166,000	173,224	122,590	137,203	49,970	148,376
Grant Revenue	276,924	271,064	219,835	159,811	255,638	66,772
Investment Income	2,877	9,346	13,694	6,088	3,044	-
Other Income	8,221	8,821	8,274	8,274	8,274	8,319
FasTracks Project Revenue	\$ 454,022	\$ 462,455	\$ 364,393	\$ 311,376	\$ 316,926	\$ 223,467
FASTRACKS OPERATIONS						
Farebox Revenue	\$ 28,270	\$ 31,562	\$ 38,267	\$ 46,699	\$ 28,147	\$ 27,501
Other Operating Revenue	1,082	587	1,117	972	972	874
Sales/Use Tax	68,421	75,910	142,360	128,694	150,412	113,641
Grant Revenue	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-
Other Income	1,000	1,169	1,692	1,303	1,303	442
FasTracks Operations Revenue	\$ 98,773	\$ 109,228	\$ 183,436	\$ 177,668	\$ 180,834	\$ 142,458
Total FasTracks Revenue	\$ 552,795	\$ 571,683	\$ 547,829	\$ 489,044	\$ 497,760	\$ 365,925
DISTRICT-WIDE						
Farebox Revenue	\$ 142,500	\$ 146,785	\$ 163,600	\$ 158,116	\$ 93,824	\$ 88,462
Other Operating Revenue	6,023	5,666	5,616	5,513	5,513	4,806
Sales/Use Tax	586,053	622,835	662,376	664,742	500,954	655,041
Grant Revenue	427,322	413,815	358,604	310,340	552,657	185,282
Investment Income	4,197	11,732	15,695	7,496	3,748	-
Other Income	12,413	13,246	12,871	12,969	12,969	11,931
District-Wide Revenue	\$ 1,178,508	\$ 1,214,079	\$ 1,218,762	\$ 1,159,176	\$ 1,169,665	\$ 945,522

Operating Expenses, Debt Service, Capital Expenditures, Fund Balances

				2020		2021
	2017 Amended	2018 Amended	2019 Amended	Recommended	2020 Amended	Recommended
	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s
BASE SYSTEM (0.6%)						
Operating Expense	\$ 494,462	\$ 544,968	\$ 550,357	\$ 554,271	\$ 543,976	\$ 474,409
Interest Expense	23,217	21,784	19,400	16,834	16,760	14,340
Capitalized Interest	2,739	-	-	-	-	-
New Capital	67,517	81,158	51,204	38,826	39,292	17,099
Debt Payments	49,982	59,020	62,610	65,793	65,793	63,931
FasTracks Internal Savings Account	-	-	-	-	-	-
Contingency Reserve	-	5,000	-	-	-	-
Board Appropriated Fund	17,400	20,400	23,400	26,400	26,400	26,200
Capital Replacement Fund	2,700	-	-	-	-	-
Unrestricted Operating Reserve	9,700	14,700	15,400	15,400	15,400	15,400
Unrestricted Fund	9,995	34,516	3,200	2,000	39,689	83,400
Base System Appropriation	\$ 677,712	\$ 781,546	\$ 725,571	\$ 719,524	\$ 747,310	\$ 694,779
Base System Previously Approved Capital	\$ 130,234	\$ 80,992	\$ 98,737	\$ 127,715	\$ 109,915	\$ 133,626
Total Base System Appropriation	\$ 807,946	\$ 862,538	\$ 824,308	\$ 847,239	\$ 857,225	\$ 828,405
	2017 Amended	2018 Amended	2019 Amended	2020		2021
	Budget \$000s	Budget \$000s	Budget \$000s	Recommended	2020 Amended	Recommended
	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s
FASTRACKS PROJECT (0.4%)						
Operating Expense	\$ 68,786	\$ 46,846	\$ 15,220	\$ 7,793	\$ 9,006	\$ 4,973
Interest Expense	\$ 132,274	\$ 131,464	\$ 132,755	\$ 153,550	\$ 152,217	\$ 161,384
Capitalized Interest	\$ 30,242	\$ 21,400	\$ 21,400	\$ -	\$ -	\$ -
New Capital	\$ 234,795	\$ 128,968	\$ 41,420	\$ 854	\$ 59,179	\$ -
Debt Payments	\$ 8,083	\$ 5,680	\$ 14,161	\$ 22,381	\$ 22,381	\$ 23,860
FasTracks Management Reserve	\$ 15,890	\$ 15,890	\$ 890	\$ 890	\$ 890	\$ -
FasTracks Internal Savings Account	\$ 40,614	\$ 71,520	\$ 84,897	\$ 103,545	\$ 119,646	\$ 137,304
Board Appropriated Fund	\$ 5,732	\$ 3,904	\$ 1,268	\$ 649	\$ 751	\$ 414
Capital Replacement Fund	\$ 5,732	\$ 3,904	\$ 1,268	\$ 649	\$ 751	\$ 414
Unrestricted Fund	\$ 5,732	\$ 3,904	\$ 1,268	\$ 649	\$ 751	\$ 414
FasTracks Project Appropriation	\$ 547,880	\$ 433,480	\$ 314,547	\$ 290,960	\$ 365,572	\$ 328,763
FasTracks Project Previously Approved Capital	\$ 590,312	\$ 558,753	\$ 480,759	\$ 445,929	\$ 340,541	\$ 318,598
Total FasTracks Project Appropriation	\$ 1,138,192	\$ 992,233	\$ 795,306	\$ 736,889	\$ 706,113	\$ 647,361
	2017 Amended	2018 Amended	2019 Amended	2020		2021
	Budget \$000s	Budget \$000s	Budget \$000s	Recommended	2020 Amended	Recommended
	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s
FASTRACKS OPERATIONS						
Operating Expense	\$ 98,719	\$ 108,553	\$ 177,733	\$ 177,680	\$ 180,204	\$ 150,006
Interest Expense	-	-	-	-	-	-
Capitalized Interest	-	-	-	-	-	-
New Capital	-	-	-	-	-	-
Debt Payments	-	-	-	-	-	-
Board Appropriated Fund	8,227	9,046	14,811	14,807	15,017	12,501
Capital Replacement Fund	8,227	9,046	14,811	14,807	15,017	12,501
Unrestricted Fund	8,227	9,046	14,811	14,807	15,017	12,501
FasTracks Operations Appropriation	\$ 123,400	\$ 135,691	\$ 222,166	\$ 222,101	\$ 225,255	\$ 187,509
FasTracks Operations Previously Approved Capital	-	-	-	-	-	-
Total FasTracks Operations Appropriation	\$ 123,400	\$ 135,691	\$ 222,166	\$ 222,101	\$ 225,255	\$ 187,509
Total FasTracks Appropriation	\$ 1,261,592	\$ 1,127,924	\$ 1,017,472	\$ 958,990	\$ 931,368	\$ 834,870
	2017 Amended	2018 Amended	2019 Amended	2020		2021
	Budget \$000s	Budget \$000s	Budget \$000s	Recommended	2020 Amended	Recommended
	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s	Budget \$000s
DISTRICT-WIDE						
Operating Expense	\$ 661,967	\$ 700,367	\$ 743,310	\$ 739,744	\$ 733,186	\$ 629,388
Interest Expense	155,491	153,248	152,155	170,384	168,977	175,724
Capitalized Interest	32,981	21,400	21,400	-	-	-
New Capital	302,312	210,126	92,624	39,680	98,471	17,099
Debt Payments	58,065	64,700	76,771	88,174	88,174	87,791
FasTracks Management Reserve	15,890	15,890	890	890	890	-
FasTracks Internal Savings Account	40,614	71,520	84,897	103,545	119,646	137,304
Contingency Reserve	-	5,000	-	-	-	-
Board Appropriated Fund	31,359	33,350	39,479	41,856	42,168	39,115
Capital Replacement Fund	16,659	12,950	16,079	15,456	15,768	12,915
Unrestricted Operating Reserve	9,700	14,700	15,400	15,400	15,400	15,400
Unrestricted Fund	23,954	47,466	19,279	17,456	55,457	96,315
District-Wide Appropriation	\$ 1,348,992	\$ 1,350,717	\$ 1,262,284	\$ 1,232,585	\$ 1,338,137	\$ 1,211,051
District-Wide Previously Approved Capital	\$ 720,546	\$ 639,745	\$ 579,496	\$ 573,644	\$ 450,456	\$ 452,224
Total District-Wide Appropriation	\$ 2,069,538	\$ 1,990,462	\$ 1,841,780	\$ 1,806,229	\$ 1,788,593	\$ 1,663,275



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Finance Subcommittee

Focus Area	Issues in progress or yet to address	Feb	Mar	Apr	May	Jun
<p>1. Recommend changes to statutes that currently limit opportunities for revenue generation, cost savings and increased ridership, including provisions that:</p> <ul style="list-style-type: none"> • Require RTD to raise a certain amount through fares (this is a barrier to lower cost service). • Limit RTD’s ability to develop anything but parking lots on its properties (e.g., rather than affordable housing and key services at TOD sites that can generate transit riders and potentially revenue). • Limit RTD from charging for parking. Examine how changes in parking policies and pricing could increase revenues, TOD and ridership. • Affect RTD’s ability to contract for cheaper service delivery. 	<p>Review of current legislation to identify opportunities to provide RTD with greater flexibility to improve services and increase revenue, draft proposed legislative changes (completed, included in January 2021 interim report)</p>	XXXXXX				
<p>2. Gov. Polis and the Legislature specifically requested “A thorough review of the agency’s use of CARES Act stimulus funds”</p>	<p>The Finance Subcommittee worked with North Highland consultants to define requirements, and then reviewed and approved their report with some modest changes. (completed, included in January 2021 interim report)</p>	XXXXXX				

Focus Area	Issues in progress or yet to address	Feb	Mar	Apr	May	Jun
3. Review and recommended changes to RTD operations and policies to achieve a more sustainable financial model, including review of investment policies/guiding principles, debt strategies.	Review of past investment policies, financing/debt strategies	XXXXXX	XXXXXX	XXXXXX		
4. Recommend alternatives for regional/subregional funding allocation.	Will work with Governance Subcommittee			XXXXXX	XXXXXX	
5. Peer review of RTD Administrative Overhead / Organizational Efficiencies	Working with North Highland Consultants	XXXXXX				
6. Review FasTracks spending and make recommendations on how to achieve an equitable resolution for the unfinished FasTracks Corridors. This will include answering the following questions: <ul style="list-style-type: none"> • How have FasTracks and base operating monies been generated and spent to date across the RTD service area? • How much of base funding has been diverted to FasTracks projects? • What is the cost of finishing FasTracks? • How can unfinished corridors be served in a cost effective and cost efficient manner (e.g., project completion, equivalent mobility, financial, etc.)? 	FasTracks/base system funding Cost to finish FasTracks Finishing FasTracks		XXXXXX	XXXXXX XXXXXX		XXXXXX
7. Improve financial transparency to build back public trust and demonstrate RTD accountability to the voters and policy makers Strategy: Create a recommendation for a public, online dashboard that includes how RTD money is generated and spent, detailed monthly reporting of ridership, and information on planned service changes and rationale for those changes. The content should mostly be well-organized links to existing RTD reports. RTD should generate a publicly accessible prototype and then seek public comment before finalizing the design.	Dashboard Recommendation	XXXXXX	XXXXXX			

Focus Area	Issues in progress or yet to address	Feb	Mar	Apr	May	Jun
<p>8. Examine partnership opportunities (i.e., with CDOT, local governments, human services agencies, non-profits, private sector, etc.) to enhance mobility services, allow RTD to focus on delivering the types of service(s) they can do most effectively/efficiently, and leverage RTD funding and/or decrease costs of service.</p>	<p>Contracted Services/ Partnership Opportunities</p> <p>Enhanced/Innovative Mobility Services</p>	XXXXXX	XXXXXX	XXXXXX	XXXXXX	