

BOARD OF DIRECTORS REPORT



To:	David Genova, General Manager	Date: October 9, 2018		
From:	Heather McKillop, Chief Financial Officer	GM		
Date:	October 9, 2018	Board Meeting: October 16, 2018		
Subject:	2019-2024 Mid-term Financial Plan	ACTION X	DISCUSSION	INFO

RECOMMENDED ACTION

It is recommended by the Financial Administration and Audit Committee that the RTD Board of Directors adopts the 2019-2024 Mid-term Financial Plan.

General Manager's Goals

Core Goal #3 – Strong Financial Management

Task Goal #1 – Fiscal Sustainability

POLICY REFERENCE

Fiscal Policy Statement – Capital Improvement Policies 1 and 7, Budget Policies 13 and 14

BACKGROUND

Capital Improvement Policy 1 of RTD's 2018 Fiscal Policy Statement states that *"On an annual basis, RTD will prepare and update annually a six-year Strategic Budget Plan (SBP) including projected capital construction and improvements, service levels and operating costs, and revenues to fund the capital and operating programs."* Capital Improvement Policy 7 states that *"RTD will prepare an annual update of the FasTracks Annual Program Evaluation (APE) which will be integrated with the SBP incorporating actual costs incurred and the most recent available projections of capital improvement costs, service levels, and operating costs and revenues to fund the FasTracks capital and operating programs."*

The Mid-term Financial Plan is a six-year financial plan and consists of the Base System SBP and FasTracks APE. The SBP includes only service and projects funded from the Base System 0.6% sales/use tax, and FasTracks operations activity. The APE includes FasTracks expense and projects (non-operational) funded from the FasTracks 0.4% sales/use tax.

Updated annually, the Mid-term Financial Plan provides important cash flow planning information used to determine the District's operating, investing and financing activity as well as services that the District can provide using projected financial resources. The first year of the Mid-term Financial Plan serves as the basis for the preparation of the annual budget.

Each year during the planning process, operating costs are estimated and capital projects are developed to support the goals and objectives of the District. Estimates of other expenditures, such as principal and interest payments on long-term debt, are also developed as part of the overall costs to the District. The other major component of the plans is the estimate of available revenues during

the six-year time period. These estimates of costs and revenues are brought together to insure that RTD will have adequate resources to meet cash flow needs.

Per RTD's Fiscal Policy Statement, RTD will contract with a qualified third party to provide sales and use tax forecasting containing projections for the short term (annual budget), medium term (Mid-term Financial Plan) and long term (Financial Plan). RTD has contracted with the University of Colorado-Leeds School of Business for this service. See "sales and use tax" in Discussion below.

Capital and operating/maintenance projects are evaluated based on their relative costs and benefits, relative need, and to what extent they meet the RTD mission statement and State of Good Repair priorities. Projects are constrained to operate within the forecast of revenues and funding sources available for their completion and operation.

The Mid-term Financial Plan also provides the basis for the District's application for federal transit funding through the Transportation Improvement Program (TIP), prepared by the Denver Regional Council of Governments. The TIP is a list of all roadway and transit projects in the region that receive federal funding. RTD cannot receive federal funds for projects unless the SBP/APE qualifying projects are included in the TIP.

Projected Base and FasTracks future expense and projects for the period 2025-2040 are presented separately in the Long-Range Financial Plan.

DISCUSSION

Base System

The attached Mid-term Financial Plan for the Base System incorporates the 2018 Amended Budget with necessary adjustments and best estimates at this time. The Base System plan drafts were presented to the Financial Administration and Audit Committee on May 15th and July 10th for discussion. The final presentation follows in this document on October 9th with staff recommendation for Board adoption on October 16th.

Exhibit I

Exhibit I (attached) summarizes the 2019-2024 projected cash flow through the extension of the 2018 Amended Budget. The column titled "Amended Budget 2018" in Exhibit I incorporates revenue and expense adjustments approved in the Amended Budget and subsequent proposed amendment.

The Base System plan is balanced through the six-year period after incorporating into the projections:

- 1) March-2018 sales/use tax forecast from CU-Leeds School of Business
- 2) Minimum/must-have requested capital and expense projects approved in the previous year's plan with costs in outlying years, including fleet requirements
- 3) High priority new project requests within State of Good Repair parameters, including fleet requirements
- 4) Reductions, eliminations or deferrals of non-critical requested projects

- 5) SOGR allowance in 2024
- 6) Use of previously-issued debt and internal funds to support planned fleet purchases
- 7) New COP (Certificates of Participation) financing issued in 2022 to support planned fleet purchases
- 7) Contribution to reserve funds in total in 3 of the 6 years of the plan
- 8) No service reductions other than reprogrammed fixed route service through this period

Exhibit I summarizes the Base System 2019-2024 projected cash flow activity based on the staff recommendation incorporating the following:

➤ Revenue estimates:

- Fare revenue of \$125.3 million in 2019 is based on the recommended fare change proposal presented by staff in September 2018 and adopted by the Board. Fare revenue in 2019 is projected to be 8.8% above the 2018 budget per the recommendation. The fare revenue through the six-year period is sourced from assumptions in the fare change proposal. (Line 1)
- Sales and use tax incorporates the March-2018 semi-annual update from the CU-Leeds School of Business for the years 2019-2024, plus an adjustment for reinstatement of marijuana sales tax beginning in 2019. In all years of the Mid-term Financial plan, the medium baseline forecast from CU is used. Of the total forecasted amounts, 0.6% is apportioned to the Base System. (Line 2)
 - The CU-Leeds forecast contains confidence bounds on total RTD revenues. The mean forecast for **2018** is bracketed by 67% confidence bounds of \$584.6 million on the low side and \$659.7 million for the upper bound (at 1% sales/use tax rate). The upper bound estimate is 5.9% higher than the medium baseline forecast, meaning that it is not impossible or unrealistic that revenue could grow somewhat strongly over the next year. Likewise, economic threats pose downside risk to the forecast, with a 6.1% lower bound. The values of the high and low forecast bounds are computed as 67% confidence bounds, meaning that a 0.67 probability exists that the interval between low and high forecast values will contain the actual value of the variable being predicted.
- Grant revenue projected receipts are based upon past trends, formula allocations, known proceeds, and recent congressional actions. Amounts are escalated at the area Consumer Price Index (CPI) (obtained from Moody's) or as identified. (Line 3)
- Other income consists of on-going advertising revenue, joint venture revenue, and IGA and miscellaneous rental income, escalated at the CPI beginning in 2019. (Line 4)

➤ Operating expenses (excluding depreciation):

- Operating expenses are increased at area CPI rates and then adjusted for known items and necessary reductions. The area CPI rates follow: (Line 6)

2019:	2.8%
2020:	2.7%
2021:	2.7%
2022:	2.6%
2023:	2.6%
2024:	2.6%

- Operating expenses include higher costs for purchased transportation contracts in all years of the plan as various contracts are re-bid. The additional costs are estimated at approximately \$7.5 million each year beginning with 2019 and then escalated.
- Service increase consists of the cost of new CMAQ-funded service projects to be operated by RTD in 2019 to include service enhancements on Routes L and 324, Route 73 extension, Superior and Broomfield call-n-Ride services, and Anschutz Medical Campus Shuttle. These services are included in the DRCOG TIP. RTD costs will be reimbursed in full by CMAQ grant funds and contributed funds from the applicable municipalities. Determination will be made in future years whether to continue such service at RTD's cost. (Line 7)
- Costs of operating the West Line, R Line, DUS Bus Concourse, Free MetroRide, BRT, H-Line extension, and SERE are allocated from Base to FasTracks based on resource drivers on a full-allocation basis for all years of the plan. In addition, a portion of overhead costs is also allocated for the Commuter Rail Lines. Thus, Base total expenses are reduced by the amount of the allocation. Prior to 2017, the allocation was made on an incremental basis; it was changed to full allocation including administrative and support costs beginning in 2017. (Line 8)
- Expenses include the Collective Bargaining Agreement at a negotiated amount through 2020 and then escalated at the CPI rate for 2021-2024. (Line 9)
- Diesel fuel is forecast at an estimated lock price of \$2.30/gallon in 2019 and then escalated at the national CPI rates as follows: (Line 10)
 - 2019: 2.5%
 - 2020: 2.5%
 - 2021: 2.3%
 - 2022: 2.2%
 - 2023: 2.3%
 - 2024: 2.3%
- Gasoline is forecast at \$2.65/gallon in 2019, which is same cost per gallon used in the 2018 budget, and then escalated at the national CPI rates above. (Line 10)
- The line item for expense projects (O&M) includes specifically identified minimum/must-have operating and maintenance projects approved in the previous year's plan with costs in outlying years, and high priority new project requests based on SOGR priorities. These projects are detailed in Exhibit III. Other projects may be added based on available cash flow if sales tax revenue improves or there are excess fund balances at year-end. Specific projects will be determined from the deferred project list in Exhibit IV.
 - It should be noted that included in the operating projects line item is an allocation to FasTracks for certain projects that serve both the Base System and FasTracks. Also, a SOGR allowance of \$15.5 million is included in the year 2024. (Line 11)
- The FasTracks service increase, or "rubber tire" service based on the 2004 FasTracks Financial Plan whereby FasTracks will fund enhanced bus service on the Base System, increases by the CPI rate serially each year. (Line 12)
- Interest income is based on current yields adjusted for expected changes in investable balances and forecasted interest rates per forward rate curves. (Line 15)
- Interest expense is calculated by individual debt instruments outstanding during each year by 1) using debt amortization schedules for current debt and 2) forecasting new interest expense on anticipated new debt issued based on forward interest rate curves. (Line 16)

- The line item for capital expenditures includes specifically identified minimum/must-have capital projects approved in the previous year's plan with costs in outlying years, plus the minimum required new fleet, and high priority new project requests based on SOGR priorities, detailed in Exhibit II. Dollar amounts of the new fleet are determined so as not to exceed cash flow constraints determined in the plan model. Other projects may be added based on available cash flow if sales tax revenue improves or there are excess fund balances at year-end. Specific projects will be determined from the deferred project list in Exhibit IV. (Line 19)
- Regarding the Board-appropriated fund, capital replacement fund, and unrestricted operating reserve:
 - Staff recommends that the Board-appropriated fund be funded at a minimum of \$3 million in 2019, partially drawn in 2020-2021 to help balance the Base System plan, and funded again at \$3 million each year 2022-2024. This fund is projected to reach a balance of \$22.8 million in 2024. (Lines 20 and 33)
 - Staff recommends that the capital replacement fund not be funded until 2022 and then at \$3 million each year in 2022-2024. This fund is projected to reach a balance of \$9.0 million in 2024. Per the 2018 Amended Budget, the capital replacement fund was drawn to zero in 2018 to support capital expenditures (fleet acquisition). (Lines 21 and 34)
 - The Fiscal Policy Statement in Fund Balance Policy 4 allows for the designation of an unrestricted operating fund used to respond to unanticipated events, including revenue shortfalls. The unrestricted operating reserve was established in 2017 and funded with available cash flow. Staff recommends that the unrestricted operating fund be drawn in 2019, 2020 and minimally in 2023 to help balance the Base System plan, and then funded with available cash flow in 2022 and 2024. The plan will apply available dollars toward the operating fund such that it reaches \$62.4 million in 2024. (Lines 22 and 35)
 - The total of these three funds is projected to be \$94.2 million in 2024.
- A transfer to FasTracks for Base System support of FasTracks operations is not anticipated to be necessary over the course of this six-year plan. (Line 23)
- Financing proceeds represent COPs issued for bus and light rail vehicle acquisition in accordance with fleet schedules, net of grant funding and use of capital acquisition fund. New debt issuance will become necessary in the plan. The combination of Base System fare revenue revised downward and higher expenses from purchased transportation costs has made the issuance of \$23.1 million in new COPs likely in 2022. (Line 25)
- Principal payments on debt are derived from individual debt instruments outstanding during each year (for current debt and future debt) by using debt amortization schedules. Principal payments are forecast on both existing and new debt balances. (Line 26)
- Other line items consist of the roll-over of the unrestricted fund ending balance at 12/31/18, estimated changes to restricted reserves, available project funds, and the use of previously-issued COP-bond proceeds for future year capital expenditures. (Lines 29, 30, and 31)
- The plan is balanced during the six-year period as shown by the positive unrestricted year-end fund balance. The objective is to maintain a minimum unrestricted year-end fund balance of \$2 million each year through 2024 while supporting a minimum critical level of capital and expense projects and building reserve fund balances. (Line 32)

Exhibit II

Exhibit II attached to this document is a detailed listing of planned capital projects during the plan period in uninflated 2018 dollars.

Exhibit III

Exhibit III attached to this document is a detailed listing of planned operating and maintenance projects during the plan period in uninflated 2018 dollars.

Exhibit IV

Exhibit IV attached to this document is a listing of capital and operating projects in uninflated 2018 dollars that were submitted for consideration during the plan development process and are deferred from the six-year term 2019-2024 to a future period. The plan is balanced in part by postponement of these non-critical projects. Projects may be selected from this list based on available funds generated by the plan in 2019-2024 after all other objectives are met.

Exhibit V

Exhibit V attached to this document is a chart of (minimum) capital projects by type for the current and last three plan periods.

Exhibit VI

Exhibit VI attached to this document is a chart of (minimum) operating and maintenance projects by type for the current and last three plan periods.

The 2019-2024 Base System planned capital and expense projects are totaled below, inflated at the area CPI rate starting in 2019:

(in millions \$)

Capital and Operating Projects	2019	2020	2021	2022	2023	2024
Capital Projects	\$50.3	\$39.8	\$45.2	\$61.2	\$116.1	\$36.6
Operating & Maintenance Projects*	\$6.5	\$6.4	\$5.5	\$10.5	\$8.6	\$6.3
Total SBP Projects	\$56.8	\$46.2	\$50.7	\$71.7	\$124.7	\$42.9

*net of FasTracks allocation

As required by the Federal Transit Administration (FTA), RTD must review its Mid-term Financial Plan for any Title VI impacts (disproportionate impacts on minority and low income communities). Any service changes specified in the plan will be reviewed for Title VI impacts during the service planning process prior to final recommendations on service changes. For the capital component of the plan, Title VI impacts are reviewed on improvements that are over and above the state-of-good-repair elements (repairs, replacements and rehabilitations) of the capital program. The Title VI review will be provided and a statement from the Planning Department to this effect is attached.

FasTracks

The underlying assumptions for the 2018 FasTracks plan are consistent with those used in the Base System:

- Fare revenues are projected based on the fare structure changes approved by the Board in September 2018, adding revenue for new lines at their projected opening dates.

- Sales and use tax projections for the 0.4% sales and use tax incorporate the March 2018 Leeds forecasts, adjusted for reinstatement of the sales tax on recreational marijuana.
- Grant revenues are based on existing grant agreements and past trends, adjusted at CPI as appropriate.
- Additional fixed guideway grants are assumed beginning nine years after corridors enter revenue service.
- Interest income on available balance is projected using the same methodology as for the Base System.
- The cost allocations to FasTracks from the Base System and the FasTracks “rubber tire” service increase feed directly from the Base System plan.
- Operating and maintenance costs for the Eagle Project are derived from the Concession Agreement.
- Operating and maintenance costs for the North Metro project include startup costs to prepare for revenue service under RTD operation.
- Annual allowance for major rehabilitation of corridors outside the Eagle Project are assumed at 0.3% of installed asset value, starting seven years after the corridors enter revenue service.

The total FasTracks project budget through 2020 included in the FasTracks plan is approximately \$5.6 billion, and is unchanged from the 2017 plan. There was one minor change to the project-by-project costs, to reflect a transfer of \$250,000 from program-wide capital costs to the Southeast Rail Extension to pay for artwork along the corridor that was not eligible for reimbursement under the federal grant. Project-by-project costs are included as **Exhibit VII**.

Future implementation of projects not included in the current plan would require identification of funding sources for construction and operations, and would require approval of the Board. Therefore, the FasTracks plan is a dynamic tool, which is updated annually as projects move towards completion and any changes approved by the Board are incorporated.

The projected FasTracks cash flow through 2024 shows revenues and accumulated fund balances sufficient to cover expenditures. Therefore, the plan does not require funding from either the Base System or the FasTracks Internal Savings Account (FISA) to support FasTracks corridor operations and maintenance. The cash flow by year through 2024 is presented as **Exhibit VIII**.

FINANCIAL IMPACT

The staff-recommended Mid-term Financial Plan provides RTD with a plan for maintaining a positive unrestricted year-end fund balance in each year of the plan while growing reserve fund balances. However, uncontrollable economic factors, such as sales tax revenue, cost of fuel, materials, and supplies, as well as economic conditions will continue to have an impact on the plan, and may challenge staff to present new options and solutions during the 2019 budget period.

Current key financial (fund balance) indicators for the Base System are:

(in millions \$)	2019	2020	2021	2022	2023	2024
Unrestricted Year-End Fund Balance	\$2.0	\$2.0	\$2.0	\$2.0	\$2.0	\$2.0
Board-Appropriated Fund Balance	\$23.4	\$18.2	\$13.8	\$16.8	\$19.8	\$22.8
Capital Replacement Fund	\$0.0	\$0.0	\$0.0	\$3.0	\$6.0	\$9.0
Unrestricted Operating Reserve	\$1.9	\$0.0	\$0.0	\$21.4	\$21.3	\$62.4
Balanced in Budget Year	Yes	Yes	Yes	Yes	Yes	Yes

Current key financial indicators for FasTracks are:

(in millions \$)	2019	2020	2021	2022	2023	2024
Board Appropriated / Capital Replacement / Operating Reserves	\$43.0	\$47.0	\$44.0	\$45.0	\$47.0	\$52.0
Unrestricted Year-End Fund Balance	\$183.6	\$137.0	\$120.0	\$118.7	\$88.3	\$49.1
FasTracks Management Reserve Balance	\$15.9	\$15.9	\$15.9	\$15.9	\$15.9	\$15.9
FasTracks Internal Savings Account (FISA) Balance – Year-End	\$84.9	\$100.3	\$117.9	\$137.9	\$158.5	\$179.6

ALTERNATIVES

1. It is recommended by the Financial Administration and Audit Committee that the RTD Board of Directors adopts the 2019-2024 Mid-term Financial Plan.
2. Defer the adoption of a 2019-2024 Mid-term Financial Plan to a later date. This is not recommended because the Mid-term Financial Plan identifies the capital programs, expenditures, and service guidelines for the 2019 budget process and adoption of the plan serves as a confirmation of the Board of Directors' vision for the 2019 Budget.
3. Provide staff additional direction in the selection of assumptions for the projected 2019-2024 Mid-term Financial Plan. This is not the desired action and will result in delay of the Mid-term Financial Plan adoption and possible delay in the 2019 budget process.

Prepared by:

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Reviewed by:

Heather McKillop, Chief Financial Officer

EXHIBIT I

**Regional Transportation District
Mid-Term Financial Plan Cash Flow - Base System
2018-2024 (Rounded Millions)**

FINAL								
	CU-Leeds Baseline forecast (Mar-18)	4.1%	6.6%	3.8%	4.5%	5.1%	4.4%	4.2%
		Adjusted Amended Budget						
		2018	2019	2020	2021	2022	2023	2024
Revenue and Other Income								
1	Fare Revenue	115.2	125.3	124.4	125.9	135.8	135.8	136.4
2	Sales and Use Tax	373.7	402.3	417.4	436.1	458.4	478.6	498.8
3	Grant Revenue	148.4	96.7	99.73	103.95	109.63	143.67	112.30
4	Other Income	8.3	8.6	8.8	9.0	9.3	9.5	9.8
5	Total Revenue and Other Income	645.7	632.9	650.3	675.0	713.1	767.6	757.2
Adjustment to Balance								
6	Operating Expenses Excluding Depreciation	(408.0)	(418.6)	(430.0)	(441.4)	(452.9)	(463.7)	(476.8)
7	Service Increase	(2.4)	(2.5)	-	-	-	-	-
8	FT Operations Allocation	36.8	44.4	46.6	47.9	49.1	50.4	51.7
9	CBA - Bus/Rail	(130.0)	(135.8)	(143.9)	(147.7)	(151.5)	(155.5)	(159.6)
10	Fuel Expense (diesel + gasoline)	(27.1)	(28.8)	(29.6)	(30.2)	(30.9)	(31.6)	(32.3)
11	Expense Projects (O&M)	(26.6)	(6.5)	(6.4)	(5.5)	(10.5)	(8.6)	(21.8)
12	FT Service Increase	18.4	18.9	19.4	19.9	20.4	20.9	21.5
13	Total Operating Expenses	\$ (539.0)	\$ (528.9)	\$ (543.8)	\$ (557.0)	\$ (576.3)	\$ (588.0)	\$ (617.3)
14	Income Before Interest Income / (Expense)	\$ 106.7	\$ 104.0	\$ 106.5	\$ 118.0	\$ 136.8	\$ 179.6	\$ 139.9
Interest Income / (Expense)								
15	Investment Income	2.2	2.0	1.7	1.5	2.4	2.7	4.3
16	Interest Expense	(21.8)	(19.4)	(16.8)	(14.4)	(13.1)	(11.2)	(9.3)
17	Total Interest Income / (Expense)	\$ (19.6)	\$ (17.4)	\$ (15.1)	\$ (12.8)	\$ (10.7)	\$ (8.4)	\$ (5.0)
18	Change in Net Assets / Income	\$ 87.1	\$ 86.6	\$ 91.4	\$ 105.2	\$ 126.1	\$ 171.2	\$ 134.9
19	Capital Expenditures - minimum	(81.2)	(50.3)	(39.8)	(45.2)	(61.2)	(116.1)	(36.6)
Use of / (Increase to) Funds								
20	Board Appropriated Fund	(3.0)	(3.0)	5.2	4.4	(3.0)	(3.0)	(3.0)
21	Capital Replacement Fund	2.7	-	-	-	(3.0)	(3.0)	(3.0)
22	Unrestricted Operating Reserve	(5.0)	12.8	1.9	-	(21.4)	0.1	(41.1)
23	Transfer to FT	-	-	-	-	-	-	-
24	Total Funds Change	\$ (5.3)	\$ 9.8	\$ 7.1	\$ 4.4	\$ (27.4)	\$ (5.9)	\$ (47.1)
25	Financing Proceeds	-	-	-	-	23.1	-	-
26	Principal Payments	(59.0)	(62.6)	(65.8)	(64.7)	(59.8)	(48.6)	(50.5)
27	Net Increase / (Decrease) to Debt Balance	\$ (59.0)	\$ (62.6)	\$ (65.8)	\$ (64.7)	\$ (36.7)	\$ (48.6)	\$ (50.5)
28	Increase / (Decrease) Fund Balance	\$ (58.4)	\$ (16.5)	\$ (7.1)	\$ (0.3)	\$ 0.8	\$ 0.5	\$ 0.7
29	Beginning Unrestricted Net Assets / Fund Balance	43.1	8.5	2.0	2.0	2.0	2.0	2.0
30	+/- Restricted Reserves + Other Reconciliation	2.0	6.2	(0.4)	0.3	(0.7)	(0.6)	(0.7)
31	Bond Proceeds Used for Capex	21.7	3.8	7.6	-	-	-	-
32	Unrestricted Year-End Fund Balance / (Deficit)	\$ 8.5	\$ 2.0	\$ 2.0	\$ 2.0	\$ 2.0	\$ 2.0	\$ 2.0
33	Cumulative Fund Balance - Board Appropriated Fund	20.4	23.4	18.2	13.8	16.8	19.8	22.8
34	Cumulative Fund Balance - Capital Replacement Fund	0.0	0.0	0.0	0.0	3.0	6.0	9.0
35	Cumulative Fund Balance - Unrestricted Operating Reserve	14.7	1.9	0.0	0.0	21.4	21.3	62.4

Exhibit VIII

Regional Transportation District
2018 Midterm Financial Plan Cash Flow - FasTracks
2018-2024 (Rounded Millions)

FINAL

	Forecast 2018	2019	2020	2021	2022	2023	2024	2019-2024 Total
Revenue and Other Sources of Funds								
1 Fare Revenue	\$ 31.6	\$ 38.3	\$ 48.5	\$ 51.2	\$ 57.2	\$ 59.2	\$ 61.6	\$ 316.0
2 Sales and Use Tax	249.1	268.2	278.3	290.8	305.6	319.1	332.5	1,794.5
3 Grant Revenue	268.6	0.9	-	0.3	5.3	5.5	5.6	17.6
4 Local and Third Party Contributions	133.9	17.4	-	-	-	-	-	17.4
5 Other Income	19.0	22.9	21.5	20.3	20.4	21.3	21.0	127.4
6 Bond Proceeds	-	-	-	-	-	-	-	-
7 Base System Funding to FasTracks	-	-	-	-	-	-	-	-
8 Revenue and Other Sources of Funds	\$ 702.2	\$ 347.7	\$ 348.3	\$ 362.6	\$ 388.5	\$ 405.1	\$ 420.8	\$ 2,272.8
Operating Expenses Excluding Depreciation								
9 Corridor Operating Expenses	\$ (103.1)	\$ (141.1)	\$ (158.9)	\$ (145.6)	\$ (150.8)	\$ (157.5)	\$ (177.6)	\$ (931.4)
10 FT Rubber Tire Service Increase	(18.4)	(18.9)	(19.4)	(19.9)	(20.4)	(20.9)	(21.5)	(121.0)
11 FT Expense Projects	(23.5)	(9.7)	(8.2)	(6.9)	(7.0)	(6.8)	(6.8)	(45.4)
12 Total Operating Expenses	\$ (145.0)	\$ (169.6)	\$ (186.4)	\$ (172.4)	\$ (178.3)	\$ (185.2)	\$ (205.9)	\$ (1,097.7)
Capital Expenditures								
13 Initial Expenditures	\$ (511.9)	\$ (93.6)	\$ (10.9)	\$ (0.7)	\$ -	\$ -	\$ -	\$ (105.2)
14 Post-Opening Capital Expenditures	-	(9.6)	(1.7)	(3.2)	(3.3)	(4.0)	(6.1)	(27.9)
15 Total Capital Expenditures	\$ (511.9)	\$ (103.2)	\$ (12.6)	\$ (4.0)	\$ (3.3)	\$ (4.0)	\$ (6.1)	\$ (133.1)
16 Debt Service and Lease Payments	\$ (158.6)	\$ (168.3)	\$ (176.0)	\$ (188.1)	\$ (186.6)	\$ (220.0)	\$ (221.4)	\$ (1,160.3)
17 Change in Net Assets / Income	\$ (113.2)	\$ (93.4)	\$ (26.7)	\$ (1.9)	\$ 20.3	\$ (4.1)	\$ (12.6)	\$ (118.3)
Use of / (Increase to) Funds								
18 Board Appropriated/Capital Replacement/Operating Reserves	\$ 0.7	\$ (10.0)	\$ (4.0)	\$ 3.0	\$ (1.0)	\$ (2.0)	\$ (5.0)	\$ (19.0)
19 TABOR Reserve	1.7	(0.9)	(0.6)	(0.4)	(0.6)	(0.5)	(0.5)	(3.5)
20 Prior Year Financing Proceeds	195.3	14.2	-	-	-	-	-	14.2
21 Other Restricted Reserves	8.4	9.8	-	-	(0.0)	(3.3)	-	6.5
22 FasTracks Management Reserve	-	-	-	-	-	-	-	-
23 FasTracks Internal Savings Account (FISA)	(22.1)	(13.4)	(15.4)	(17.6)	(20.0)	(20.6)	(21.1)	(108.1)
24 Total Funds Change	\$ 184.0	\$ (0.4)	\$ (20.0)	\$ (15.0)	\$ (21.6)	\$ (26.3)	\$ (26.6)	\$ (110.0)
25 Increase / (Decrease) Fund Balance	\$ 70.8	\$ (93.7)	\$ (46.7)	\$ (16.9)	\$ (1.3)	\$ (30.4)	\$ (39.2)	\$ (228.3)
Unrestricted Fund Balance								
26 Beginning Balance	206.6	277.4	183.6	137.0	120.0	118.7	88.3	277.4
27 Year-End Balance / (Deficit)	\$ 277.4	\$ 183.6	\$ 137.0	\$ 120.0	\$ 118.7	\$ 88.3	\$ 49.1	\$ 49.1
Cumulative Fund Balances at Year-End - Restricted								
28 Board Appropriated/Capital Replacement/Operating Reserves	\$ 33.0	\$ 43.0	\$ 47.0	\$ 44.0	\$ 45.0	\$ 47.0	\$ 52.0	\$ 52.0
29 TABOR Reserve	9.0	9.9	10.5	10.9	11.5	12.0	12.5	12.5
30 Prior Year Financing Proceeds	14.2	-	-	-	-	-	-	-
31 Other Restricted Reserves	90.9	81.2	81.2	81.2	81.2	84.5	84.5	84.5
32 FasTracks Management Reserve	15.9	15.9	15.9	15.9	15.9	15.9	15.9	15.9
33 FasTracks Internal Savings Account (FISA)	71.5	84.9	100.3	117.9	137.9	158.5	179.6	179.6