

**Roaring Fork Transportation Authority**

**BOARD OF DIRECTORS**

**GOVERNING POLICIES MANUAL**

**CEO ENDS POLICY INTERPRETATIONS**

**December 2009**

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# CEO INTERPRETATIONS OF RFTA BOARD ENDS STATEMENTS

## ENDS POLICY 1.0

**BROADEST POLICY PROVISION # 1.0:** *“Residents and Visitors Utilize an Efficient, Economical and Convenient Transit and Trails System”*

**CEO’s INTERPRETATION:** I submit that its subsequent provisions, i.e., Policies 1.1 through 1.7, adequately interpret the Board’s Global End Statement 1.0. Policies 1.1 through 1.7 have been interpreted and reported on by the CEO in previous monitoring reports.

## ENDS POLICY 1.1

**BROADEST POLICY PROVISION # 1.1:** *“The Rio Grande Corridor is Appropriately Protected and Utilized.”*

**CEO’s INTERPRETATION:**

I submit that the subsequent provisions of this policy comprehensively interpret the Boards desire to utilize the corridor for trails, preserve it for mass transit, and ensure that its open space qualities are adequately protected.

**POLICY PROVISION # 1.1.A:** *“The valley-wide trail is completed by 2010.”*

**CEO’s INTERPRETATION:** I interpret this policy to mean that the Board wants a regional trail completed on the Rio Grande corridor by 2010. The achievement of this goal will require RFTA to allocate a higher level of funding from its existing revenues and supplement this funding with grants, contributions, and/or new tax levies. Additionally, unless the Board provides further constraints, I interpret this policy to allow staff to use its best judgment regarding: 1) the best methods and phasing of construction; 2) contracting approaches; 3) the use of the rail bed, where necessary, to avoid pinch points, wetland areas, and other geographical constraints, and; 4) whether to salvage the track between Glenwood Springs and Woody Creek to raise funds for trail construction. Although the interim use of limited sections of the rail bed for a trail is allowed by this policy, such use shall be considered a temporary allowance and in no case interfere with or preclude the use of the rail bed for future mass transit purposes.

**POLICY PROVISION # 1.1.B:** *“Rio Grande Corridor open space is protected.”*

**CEO’s INTERPRETATION:** I interpret this policy to mean that the protection of open space within the Rio Grande corridor must be consistent with binding commitments made in various agreements surrounding the acquisition of the Rio Grande corridor by RFRHA, and the subsequent assumption of the corridor by RFTA.

**POLICY PROVISION # 1.1.C: “The Rio Grande Corridor is preserved for transit use.”**

**CEO’s INTERPRETATION:** I interpret this policy to mean that the use of the Rio Grande corridor for mass transit purposes is preeminent above all other potential uses. While this policy does not preclude the interim, or joint, use of the corridor for trail, open space, and recreational purposes, no other use of the corridor shall preclude its ultimate use for mass transit purposes. This interpretation is consistent with binding commitments made in various agreements surrounding the acquisition of the Rio Grande corridor by RFRHA and, subsequently, the assumption of the corridor by RFTA.

**ENDS POLICY 1.2**

**BROADEST POLICY PROVISION # 1.2:** “Trail and Transit Users Move Safely, Quickly and Efficiently.”

**CEO’s INTERPRETATION:**

In general I interpret this to mean that RFTA must identify additional resources in order to meet this policy objective. However, I submit that the subsequent provisions of this policy comprehensively interpret the Boards intentions regarding this policy.

**POLICY PROVISION # 1.2.A.i: (Safety Priorities) - “There is safe usage of trails and transit.”**

**CEO’s INTERPRETATION:** I interpret this policy to mean that it must be safe for the public to use RFTA’s trails and/or transit services. I interpret “safe usage” to mean that all reasonable measures must be taken to prevent harm, injury, or loss to people who utilize RFTA trails and/or transit services. I interpret safe usage of transit to specifically mean that it is safe for people to ride on the bus, because safe access to transit services is addressed in policy provision 1.2.A.ii.

**POLICY PROVISION # 1.2.A.ii: (Safety Priorities) - “There is safe access for pedestrians at transit stops.”**

**CEO’s INTERPRETATION:** I interpret this to mean that appropriate measures must be take by RFTA to ensure that passengers, and their possessions and property, are not exposed to injury, harm, or loss, by virtue of their desire/need to access RFTA transit services.

**POLICY PROVISION # 1.2.B.i: (Quick & Efficient Use Priorities) - “There is regional connectivity between communities.”**

**CEO’s INTERPRETATION:** I interpret this to mean that communities within the RFTA jurisdiction, and authorized service area, must be connected by RFTA regional transit services.

**POLICY PROVISION # 1.2.B.i.a: (Service Priorities) – “Residents of urban areas and access for the disabled.”**

**CEO’s INTERPRETATION:** I interpret this to mean that the majority of RFTA regional transit services will be targeted towards communities within prescribed urban growth boundaries.

RFTA will use discretion regarding the provision of transit services to unincorporated areas, recognizing that the proliferation of rural bus stops reduces the convenience of transit services for the vast majority of passengers who reside within urban growth boundaries. Additionally, the provision of safe access to bus stops in rural areas generally requires a level of capital investment not justified by the passenger demand at those locations. I interpret “access for the disabled” to mean that RFTA will comply with accessibility requirements established by the Americans with Disabilities Act.

**POLICY PROVISION # 1.2.B.i.b: (Service Priorities) – “Available service meets origin and destination needs.”**

**CEO’s INTERPRETATION:** I interpret this to mean that RFTA regional transit services will be largely responsive to the traveling needs of the majority of its passenger base. This means that RFTA transit services will go where most people want to go, at the times that they need to go there.

**POLICY PROVISION # 1.2.B.ii: (Quick & Efficient Use Priorities) - “Multi-modal transportation choices exist and are utilized throughout the jurisdiction.”**

**CEO’s INTERPRETATION:** I interpret this to mean that RFTA will provide, support, and facilitate, the use of alternative modes of transportation within its jurisdiction and service area. By “alternative modes,” I mean alternatives to the single occupant automobile. By “support and facilitate,” I mean that RFTA will work cooperatively with other jurisdictions, agencies, and organizations, to promote the use of alternative modes of transportation.

**POLICY PROVISION # 1.2.B.ii.a: (Service Priorities) – “Connections are seamless.”**

**CEO’s INTERPRETATION:** I interpret this to mean that connections among and between alternative transportation modes must be convenient. This means that there must be safe and convenient access among and between transit services and trails for passengers, pedestrians and cyclists. I also interpret this to mean that the RFTA Board must pursue significant additional revenue to achieve this policy objective.

## **ENDS POLICY 1.3**

**BROADEST POLICY PROVISION # 1.3: “There is a positive perception of bus-riding.”**

**CEO’s INTERPRETATION:** As it relates to using public transit, I interpret this policy to mean that the perceptions of the majority of the region’s residents and visitors (whether they ride the bus or not) must be generally positive. In order to achieve this End, RFTA services will need to emphasize courtesy, safety, and convenience.”

**POLICY PROVISION # 1.3.A: “RFTA receives national recognition for excellence as a rural transit provider.”**

**CEO’s INTERPRETATION:** I interpret this policy to mean that RFTA must strive to be acknowledged on a statewide and national basis for the excellence of its services and programs.

## ENDS POLICY 1.4

### ***BROADEST POLICY PROVISION # 1.4: “Transit Experiences are Enjoyable.”***

**CEO’S INTERPRETATION:** I interpret this policy to mean that when someone makes the decision to use RFTA transit services, the entire experience must be enjoyable. “Experience” is interpreted to mean the customer’s perceptions about: 1) the helpfulness, friendliness, and professionalism of RFTA employees; 2) the cleanliness, comfort, and attractiveness of RFTA facilities and equipment; 3) the reliability, comfort, safety, and convenience of RFTA transit services; and 4) the availability and usefulness of RFTA informational materials.

“Enjoyable” is interpreted to mean hassle-free, pleasant, fun, **convenient**, and satisfying.

### **POLICY PROVISION 1.4.A. “*They are comfortable.*”**

**CEO’S INTERPRETATION:** I interpret this provision to mean that the overall experience of customers should take into consideration not only their physical comfort but also their safety, security and sense of wellbeing.

### **POLICY PROVISION 1.4.B. “*They are timely.*”**

**CEO’S INTERPRETATION:** I interpret this provision to mean that transit services must be frequent, competitive with the automobile in terms of trip times, and reliable; with the purpose of increasing public demand for transit as a travel mode of choice.

### **POLICY PROVISION 1.4.C. “*There are thriving mixed-use multi-modal centers.*”**

**CEO’S INTERPRETATION:** I interpret this provision to mean that RFTA must create transit centers and park and ride facilities that are integrated with other modes of transportation (i.e., transit, automobiles, intercity buses, bicycles, and etc.) and commercial, retail, and residential uses.

### **POLICY PROVISION 1.4.D. “*There is technology connectivity for riders by 20\_\_\_\_.*”**

**CEO’S INTERPRETATION:** I interpret this provision to mean that at some Board-specified time in the future **RFTA vehicles and facilities must incorporate features that allow passengers to use a variety electronic devices and computers and access the Internet.** To this end, their time spent waiting or riding would have the potential to be more productive or enjoyable than it is currently; providing yet another incentive for people to select transit as their mode of choice.

## ENDS POLICY 1.5

### ***BROADEST POLICY PROVISION # 1.5: “Transit Access is Affordable to all in the Valley by 20\_\_\_\_ ?.”***

**CEO's INTERPRETATION:** I interpret this policy to mean that someone's cost to use public transit, measured in money and time, must be reasonably priced when compared with other transportation alternatives.

## **ENDS POLICY 1.6**

**BROADEST POLICY PROVISION # 1.6:** *“Transit Ridership Increases by 33% by 2020 (or 1.75% per year).”*

**CEO's INTERPRETATION:** Barring significant increases in service levels or implementation of a Bus Rapid Transit system, I interpret this policy to mean that RFTA system-wide ridership should attempt to keep pace with population growth within the RFTA region. However, higher levels of ridership may be achievable depending upon the need, and strategies used, to reduce automobile traffic in highly congested areas.

**POLICY PROVISION 1.6.A:** *“There is a 1.75% annual increase in ridership by residents.”*

**CEO INTERPRETATION:** Because my ridership growth estimates are based upon the CIS study area planned resident population growth estimates, the CEO interpretation for this policy provision is the same as it is for policy provision 1.6, above.

**POLICY PROVISION: 1.6.B:** *“There is a 1.75% annual increase in ridership by commuters.”*

**CEO INTERPRETATION:** Because commuters are generally residents, the CEO interpretation for this policy provision is the same as it is for policy provision 1.6, above.

**POLICY PROVISION 1.6.C:** *“There is a 1.75% annual increase in ridership by visitors.”*

**CEO INTERPRETATION:** I interpret this policy provision to mean that the RFTA Board of Directors expects the region's visitors to be fully informed about the RFTA services available to them. Information about RFTA services must be readily available, not only to those who have arrived in the area but, also, to people planning their trips to the region. RFTA and its marketing partners, Chambers of Commerce, Aspen Skiing Company (ASC), and travel agents, should make every effort to encourage visitors, either to leave their cars at home, or to park them for the majority of their stays when they arrive in the area.

**POLICY PROVISION 1.6.C.i:** *“Resort users benefit from mass transit.”*

**CEO INTERPRETATION:** I interpret this policy provision to mean that patrons of the region's resort amenities and facilities should be benefited by the availability of transit services.

**POLICY PROVISION 1.6.D:** *“\_\_% of households have a Bus Pass by 200\_\_”*

**CEO INTERPRETATION:** I interpret this policy provision to mean that the RFTA Board wants the utilization of RFTA transit services by residents to be pervasive, as measured by a high percentage of households within the service area possessing a RFTA bus pass.

**POLICY PROVISION 1.6.E:** “ \_\_\_% of transit passes are provided by businesses by 202\_\_.”

**CEO INTERPRETATION:** I interpret this policy provision to mean that the RFTA Board of Directors wants to encourage as many businesses as possible to provide a transit pass benefit to their employees.

## **ENDS POLICY 1.7**

**BROADEST POLICY PROVISION # 1.7:** “*Transit and Trail Users Enjoy Environmentally Friendly Equipment and Facilities.*”

**CEO’s INTERPRETATION:** I interpret this policy to mean that the RFTA Board of Directors expects RFTA equipment and facilities to be designed and maintained in such a way that they minimize adverse impacts on the surrounding environment.