NOVEMBER 12, 2015

DRAFT

2016 5-YEAR STRATEGIC PLAN

RFTA
ROARING FORK TRANSPORTATION AUTHORITY

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ROARING FORK TRANSPORTATION AUTHORITY

VISION/MISSION

RFTA pursues excellence and innovation in providing preferred transportation choices that connect and support vibrant communities.

VALUES

SAFE

Safety is RFTA's highest priority.

ACCOUNTABLE

RFTA will be financially sustainable and accountable to the public, its users, and its employees.

AFFORDABLE

RFTA will offer affordable and competitive transportation options.

CONVENIENT

RFTA's programs and services will be convenient and easy to use.

DEPENDABLE

RFTA will meet the public's expectations for quality and reliability of services and facilities.

EFFICIENT

RFTA will be efficient and agile in management, operations, and use of resources.

SUSTAINABLE

RFTA will be environmentally responsible.

RFTA OVERVIEW

The Roaring Fork Transportation Authority (RFTA) is the second largest transit agency in Colorado and the largest rural transit agency in the nation. RFTA operates a variety of public transportation services along the State Highway 82 corridor, from Glenwood Springs to Aspen, and the Interstate 70 and State Highway 6 corridors from Glenwood Springs to Rifle; covering three counties and 70 linear miles. RFTA currently has eight member jurisdictions that provide varying rates of dedicated sales and use tax revenue: Pitkin County, City of Aspen, Town of Snowmass Village, Eagle County, Town of Basalt, Town of Carbondale, City of Glenwood Springs and the Town of New Castle. RFTA also maintains separate service contracts with the City of Aspen, Aspen Skiing Company, City of Glenwood Springs, Garfield County and the City of Rifle. RFTA currently operates approximately 130 buses and vans, owns and co-manages the 42-mile Rio Grande Railroad Corridor between Glenwood Springs and Aspen, and employs approximately 325 employees in the peak winter season. Ridership has been steadily increasing since September 2013, when RFTA rolled out the country's first rural Bus Rapid Transit (BRT), or VelociRFTA. 2015 system-wide ridership is forecasted to reach 4.1 million passengers. Between 1976, when transit service first began in the region, and RFTA's pre-recessionary peak in 2008, ridership grew from approximately 312,000 trips per year to nearly 4.85 million per year; a 1,450% increase.

RFTA's genesis began in the mid-1970's, when the City of Aspen and Pitkin County each implemented separate transit services. The City of Aspen focused on fixed-route services within the City and, operated skier shuttle services in cooperation with Aspen Skiing Company. Pitkin County provided services to commuters residing in communities along the Highway 82 corridor as far "downvalley" as El Jebel, in unincorporated Eagle County.

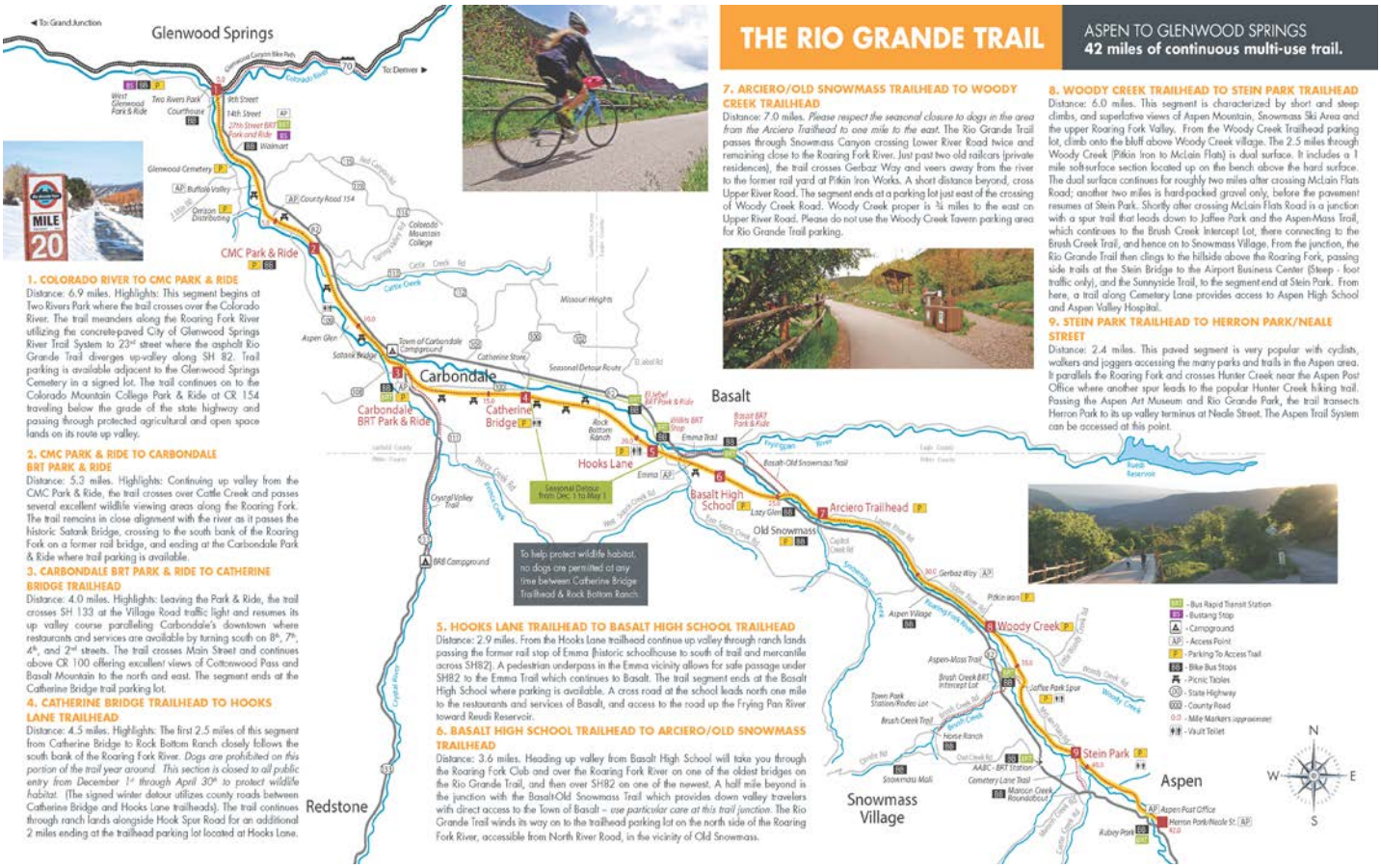
In 1983, the City of Aspen and Pitkin County merged their transit systems and formed the Roaring Fork Transit Agency, RFTA's predecessor. Between 1983 and 2000, the Transit Agency incrementally expanded its regional commuter transit services to accommodate a growing number of commuters residing in more affordable bedroom communities further down valley on SH 82, such as Basalt, El Jebel, Carbondale and Glenwood Springs. In 1992, the Environmental Protection Agency designated the City of Aspen as a PM-10 non-attainment area. Transit services were nearly doubled between 1994 and 1996 as part of the plan to reduce vehicle miles traveled in the non-attainment area in order to achieve acceptable air-quality standards.

RFTA OVERVIEW

Train operations in the Roaring Fork Valley decreased in phases between the 1960s and the mid-1990s. On October 3, 1996, the Roaring Fork Railroad Holding Authority (RFRHA), a public entity created in 1993 by the towns and counties within the Roaring Fork Valley, purchased the Aspen Branch of the Denver & Rio Grande Western Railroad right-of-way (33.3 miles from Woody Creek to Glenwood Springs) from the Southern Pacific Transportation Company for $8.5 million. The purchase was funded by a consortium of state and local interests including the Counties of Garfield, Eagle, and Pitkin, the City of Aspen, the City of Glenwood Springs, the Town of Snowmass Village, the Town of Basalt, the Town of Carbondale, the Eagle County Regional Transportation Authority, The Pitkin County Open Space and Trails Program, The Colorado Department of Transportation and the Great Outdoors Colorado Trust Fund (GOCO).

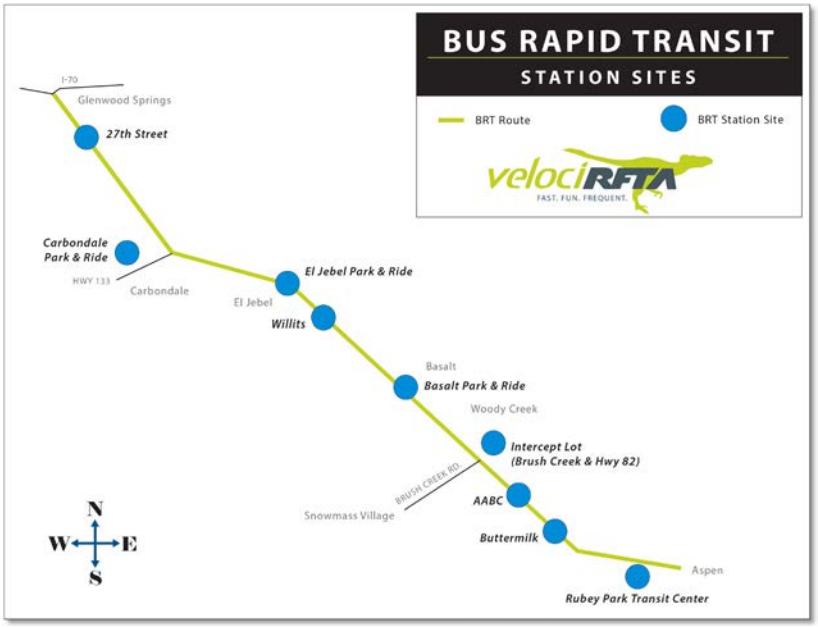
State of Colorado Rural Transportation Authority (RTA) enabling legislation, created in 1997, was the impetus for creating a more modern regional Transportation Authority structure. In November of 2000, voters in Glenwood Springs, Carbondale, Eagle County, Basalt, Snowmass Village, Pitkin County and Aspen approved the creation of the RTA and dedicated sales taxes to support the ongoing operation and development of transit and trails programs. Subsequently, over the next two years, the employees and assets of the Roaring Fork Transit Agency and the Roaring Fork Railroad Holding Authority (RFRHA) were merged into RFTA.

The Rio Grande Rail-Trail Corridor is primarily owned by RFTA and co-managed by regional partners, such as Pitkin County, Basalt, Eagle County, Carbondale, and Glenwood Springs. The Corridor has been preserved for trail use and future rail/transportation services pursuant to the federal rail banking provision of the National Trails System Act. Railbanking status protects the transportation corridor for future transportation/transit uses, thus limiting development that might preclude re-introduction of rail or other mass transportation systems in the Roaring Fork Valley. The interim use is an extremely popular 10' wide paved trail, the Rio Grande Trail (RGT), from Glenwood Springs to Woody Creek. A soft service trail, owned by Pitkin County connects Woody Creek with Aspen.



RFTA OVERVIEW

In 2004, voters in existing RFTA member jurisdictions approved additional sales taxes for the improvement of transit and trails, and voters in the Town of New Castle agreed to join RFTA and contribute revenue to support transit services.



According to the 2004 Local and Regional Travel Patterns Study, bus mode share in the SH82 corridor was about five to ten times what would normally be expected in a rural/ small town region in the U.S. It was also two to three times the rate of major rail transit cities like the Portland- Salem Metropolitan Area.

At this point, the stage was set to implement Bus Rapid Transit (BRT). A successful voter referendum in 2008, in the midst of the national economic downturn, approved a 4/10th-cent regional sales tax increase and $44.55 million in bonding authority for the implementation of BRT and other capital projects. The project was widely supported by Federal, State, and local governments. As a result, in 2011, RFTA received a $25 million Federal Transit Administration Very Small Starts grant to complete design, engineering, and construction of the $46.2 million BRT system.

On September 3, 2013, on time and on budget, RFTA began operation of the VelociRFTA BRT service, the nation's first rural BRT system. This was four years ahead of the 2017 goal established by the RFTA Board of Directors in 2006. VelociRFTA BRT operates along the 40-mile SH82 corridor from Glenwood Springs to Aspen, serving nine major BRT stations. Supported by transit signal priority in key locations and roughly 18 miles of bus-only or Bus/HOV lanes, BRT provides travel times that are competitive with the private automobile. Stations are built to environmentally-sensitive standards and include amenities such as park and ride facilities, covered bike parking, real-time bus arrival information, ticket vending machines, snowmelt systems, and attractive, semi-enclosed passenger waiting areas. VelociRFTA has been so successful that 2014 Roaring Fork Valley commuter ridership was up 29% over 2013.

RFTA OVERVIEW

TRANSIT & TRAILS

RFTA provides the following transit services:

- Bus Rapid Transit BRT service along the 40-mile SH 82 corridor from Glenwood Springs to Aspen
- Express and Local regional commuter service along the SH 82 Corridor from Aspen to the Town of Snowmass Village, and from Aspen to Glenwood Springs
- Commuter service along the Grand Hogback Route between Glenwood Springs and Rifle along the I-70 and SH6 Corridors
- Municipal transit services under contracts with the City of Aspen and the City of Glenwood Springs
- Public skier shuttle services under contract with Aspen Skiing Company
- Senior/paratransit transportation services under contract with Garfield County Senior Van/Traveler and the Senior Van for Pitkin County
- Maroon Bells-Snowmass Wilderness Area bus tours in partnership with the US Forest Service

RFTA also owns and co-manages 34 miles of the Rio Grande Railroad Corridor and the Rio Grande Trail, along the Roaring Fork River between Glenwood Springs and Woody Creek. RFTA is preserving the entire 34-mile federally "railbanked" corridor as a future transportation corridor. In the interim, RFTA constructed and maintains a 10' wide, multi-use Rio Grande Trail (RGT) for non-motorized uses (walking, biking, and equestrian). The RGT has gained national attention as a uniquely scenic trail for sightseers and long distance bicycling events.

RFTA OVERVIEW

2015 FORECAST RFTA STATISTICS

- 4.2 million system-wide passenger trips
- 5 million miles operated
- 325 employees during peak winter season
- Approximately $834,000 in State/Federal capital grants and $1.2 million in Federal Operating assistance
- 104 buses, includes 22 compressed natural gas (CNG) BRT buses, 39 utility vehicles, and 22 vans
- $32 million Operating Budget/$13.6 million Capital Budget
- 70-mile service region: Aspen to Glenwood Springs (40 miles) and Glenwood Springs to Rifle (30 miles)
- 153 bus stops served
- 14 park and ride facilities
- Maintenance facilities and administrative offices located in Aspen, Carbondale, and Glenwood Springs
- Own and co-manage the 34-mile Rio Grande Railroad Corridor and Rio Grande Trail

RFTA OVERVIEW

ANTICIPATED 2015 MAJOR ACHIEVEMENTS

1. Updated the RFTA 5-Year Strategic Plan Quarterly
2. Updated the RFTA 15-Year Financial Forecast
3. Completed Update of Board Governance Policies
4. Completed Long-Range Financial Sustainability Plan
5. Completed Service Optimization Plan
6. Revised the RFTA Personnel Guidelines and distributed copies to all employees (except fulltime year-round bus operators)
7. Worked with CASTA to extend the sunset on Regional Transportation Authority Law property tax authority beyond January 2019, and to include Eminent Domain Power for RTA's
8. Completed a preliminary Long-term Capital Replacement Plan for Facilities and Fleet
9. Staff secured and managed approximately $3.8M in 2015 Federal/State grant funding for 8 major RFTA projects totaling $6.4M
10. Completed a 5-Year Strategic Plan for the Garfield County Traveler Senior Transportation Program
11. Expanded the Carbondale Park-n-Ride
12. Obtained a one-year grant extension from the Garfield County Federal Mineral Lease District to construct the New Castle Park and Ride
13. Purchased 507 kW of solar power production from the Clean Energy Collective (CEC) to offset Holy Cross utility bills
14. RFTA Staff assisted the Town of Basalt in applying for TAP funding for the Basalt Avenue Pedestrian Crossing; the Town was awarded $250,000
15. Completed design and the majority of construction of the Rubey Park Renovation Project
16. Completed Phase 1, and a DRAFT of Phase 2, of the 20-Year Office Space & Housing Master Plan
17. Completed design, bid, and construction of Phase 3 of the Aspen Maintenance Facility (AMF) Renovation Project
18. Developed a Grand Avenue Bridge Replacement Transit Mitigation Plan
19. Undertook the development of a web-based system for RFTA policies and procedures (3-year project)
20. Successfully submitted a TIGER VII application for the GMF Renovation/Expansion Project
21. Completed design of the West Glenwood Springs Park and Ride Trail and Sidewalk Improvements
22. Implemented Enterprise Asset Management (EAM) systems for both Fleet Maintenance and Facilities
23. Completed an update of the Access Control Plan and Design Guidelines
24. Secured an appraisal of the UPRR easement and RFTA Wye Property in Glenwood Springs
25. Installed Wi-Fi technology on 100% of RFTA's bus fleet
26. Provided initial views of a revised RFTA website and draft views of new system-wide maps
27. Completed a Safety, Security, and Emergency Preparedness Plan (SSEPP)

RFTA OVERVIEW

2016 MAJOR GOALS

1. Begin development of a Regional Integrated Transportation Service Plan (ITSP)
2. Create a dedicated capital replacement reserve for replacement of the RFTA fleet
3. Create and Recruit Chief Financial and Administrative Officer (CFAO)
4. Acquire property in Glenwood Springs near 27th St. BRT station for future park and ride expansion
5. Update CEO and Management Team Succession Plan/Training Plan for employees
6. Update RFTA 5-Year Strategic Plan
7. Update RFTA 15-Year Financial Forecast
8. Update RFTA 15-Year Financial Sustainability Plan
9. Update Long-term Capital Replacement Plan
10. Complete Transit Service Optimization Plan
11. Update Customer Service Plan
12. Negotiate Collective Bargaining Agreement
13. Provide ongoing support for We-Cycle. Purchase one bicycle kiosk for RFTA BRT station
14. Work with Legislature to extend RTA Property Tax Authority beyond 2019; seek Eminent Domain Power
15. Complete construction of New Castle Park and Ride
16. Secure funding for Phase I (at minimum) of the GMF Renovation and Expansion Project
17. Construct temporary parking for 20 buses at Glenwood Maintenance Facility (GMF)
18. Closeout BRT Very Small Starts grant
19. Complete all sections of the updated Rio Grande Railroad Corridor Comprehensive Plan
20. Continue to work with RFTA member jurisdictions to implement safe and affordable public crossings of the railbanked Rio Grande Railroad Corridor

SWOC ANALYSIS

STRENGTHS

- Experienced Management Team
- Experienced and dedicated RFTA employees
- Innovative and pioneering
- Dedication to environmental sustainability
- Dependable and reliable bus service, 365 days per year
- Dedicated sources of funding
- Favorable public response to VelociRFTA BRT service
- High utilization of RFTA transit and trails programs
- Good working relationship with State/Federal funding partners
- Regional presence and Board of Directors representation in all areas of the Roaring Fork Valley
- Infrastructure generally in a State of Good Repair
- Good project and construction management capabilities
- Excellent procurement system and processes
- Proven Federal/State grant awards and financial management capability
- Government Finance Officers Association Award-winning annual budget document
- Affordable employee housing units
- Own and co-manage 34 miles of the Rio Grande Railroad Corridor, which is currently railbanked and being preserved for future transportation uses

WEAKNESSES

- Need additional long range, dedicated sources of funding
- Many members of Management Team are approaching retirement
- Improvement in succession planning needed
- Employees are physically separated; communication is challenging
- Competition for Bus Operators and Mechanics is intensifying
- VelociRFTA service is capacity-constrained during peak hours in peak seasons
- Office space is over-capacity
- Glenwood Maintenance Facility is over-capacity, which causes it to be inefficient
- VelociRFTA BRT park and rides are over-capacity during peak seasons
- Need a long-term capital replacement plan
- Need a Facilities Master Plan
- Need more design plans on the shelf to capitalize on “shovel-ready” capital grant opportunities
- Need better training programs for all employees
- Need to complete an update of the Corridor Comprehensive Plan
- Need better planning and regional communication for ongoing management and maintenance of Rio Grande Rail-Trail Corridor

SWOC ANALYSIS

OPPORTUNITIES

- Partnerships with RFTA member jurisdictions, CDOT and FTA for major infrastructure projects, such as the Grand Avenue Bridge Replacement Project, Basalt, Buttermilk and 27th Street Pedestrian Underpasses
- Regional planning perspective and grant leverage on behalf of member jurisdictions
- Excess bus capacity during non-peak times that can be promoted
- Use of new ITS data collection capabilities to optimize efficiency of transit services
- Expansion of CNG fleet
- Sale of CNG to other governmental entities
- Consolidation of RFTA offices
- Capitalizing on BRT station ownership for public/private partnerships (PPPs) for potential transit oriented development (TOD) projects
- Secure passage of property tax for capital replacement
- Development of workforce training programs in cooperation with CMC and Mountain States Employers Council
- Exploration of circulator services to make mainline services more efficient
- Potential new State/Federal funding for transit
- TIGER/Ladders of Opportunity grant funding for GMF expansion
- Increased energy efficiency, sustainability principles, and solar energy offset projects
- Ownership of the Rio Grande Trail; a 10′ wide, paved trail being utilized as a non-motorized transportation option

CHALLENGES

- Long-range financial sustainability
- Long-term capital replacement of facilities and fleet
- Staff communication across various locations
- Managing/forecasting growth in demand
- National/State demographic shifts – More Baby Boomers needing paratransit services and younger generations are driving less
- Developing adequate transit capacity during peak hours in peak seasons
- Securing additional source(s) of revenue
- Maintaining efficient transit operations during large scale construction projects
- Maintaining the railbanked status of the Rio Grande Railroad Corridor for a future transportation option
- Making public crossings of the Rio Grande Railroad Corridor affordable for local governments
- Identifying suitable/affordable site for additional parking at 27th Street BRT station
- Compliance with Federal/State/Local regulations
- Maintaining adequate staffing levels with qualified, skilled, motivated employees
- Rising costs of doing business
- Aging, bilingual and seasonal workforce
- Health care
- Rising Liability/Worker Compensation/Health Care insurance costs
- Fuel diversification and escalating prices
- Properly sized vehicles for BRT and other transit services
- Rising cost of goods and services
- Risk management
- Maintaining IT systems and maximizing benefits
- Managing, reporting, and communicating ITS data internally and externally
- Managing public and employee expectations

CEO

Vision/Overall Goal 2016- 2020

To align the RFTA Board and Staff in the pursuit of excellence and innovation in providing preferred transportation choices that connect and support vibrant communities.

Anticipated 2015 Accomplishments

1. Began implementation of Organizational Structure Review recommendations; moved Marketing into Planning and selected a new COO
2. Updated the Board Governance Policies
3. Updated the RFTA 5-Year Strategic Plan
4. Updated RFTA 15-Year Financial Forecast
5. Completed RFTA 15-Year Financial Sustainability Plan
6. Completed Grand Avenue Bridge Transit Mitigation Plan in cooperation with Glenwood Springs and CDOT
7. Began the Transit Service Optimization Plan
8. Started the development of a web-based system for documenting and linking RFTA policies, procedures, and processes (3-year process).
9. Provided support for the expansion of WE-cycle throughout the Roaring Fork Valley
10. Updated the RFTA Personnel Guidelines
11. Worked with CASTA on a plan to seek amendments to RTA Law for the purpose of extending property tax authority beyond 1/1/2019; and to obtain Eminent Domain Power for all RTA's
12. Developed a 5-year Strategic Plan for the Traveler Senior Transportation Program
13. Obtained a long-term commitment from RFTA Board to continue the Carbondale Circulator service

2016 – 2020 Goals

YEAR 1 (2016)

1. Continue development/implementation of a CEO and Management Team Succession Plan/Training Plan for employees
2. Conduct due diligence for potential future property tax referendum, subject to Board authorization
3. Update the long-term Capital Replacement Plan
4. Complete construction of additional bus parking at GMF as part of Phase 1A
5. Acquire property in Glenwood Springs near 27th St. BRT station for future park and ride expansion
6. Continue implementing Organizational Structure Review Recommendations
7. Update Board Governance Policies as needed
8. Develop the Integrated Transportation Systems Plan (ITSP) through an On-Call Planning Services contract
9. Update the 15-Year Financial Sustainability Plan
10. Update the RFTA 5-Year Strategic Plan
11. Update the RFTA 15-Year Long Range Financial Forecast
12. Complete the Rio Grande Corridor Comprehensive Plan and all of its components
13. Complete the Transit Service Optimization Plan
14. Complete the RFTA Customer Service Plan
15. Continue providing support for expansion of We-Cycle throughout the Valley
16. Closeout the BRT Project
17. Continue to work with CASTA and Legislature to extend the sunset on Regional Transportation Authority Law property tax authority beyond January 2019, and to include Eminent Domain Power for RTA's

YEARS 2-5

1. Update CEO and Management Team Succession Plan
2. Update RFTA Board Governance Policies
3. Update RFTA 5-Year Strategic Plan
4. Update RFTA 15-Year Financial Forecast
5. Update RFTA 15-Year Financial Sustainability Plan
6. Update Long-term Capital Replacement Plan
7. Recruit and retain Chief Financial and Administrative Officer
8. Undertake design and construction of future phases of the Glenwood Maintenance Facility (GMF) Renovtion/Expansion Project, as grant funding and budgets allow
9. Provide transit service mitigation in 2017 for the Grand Avenue Bridge replacement project
10. Update Transit Service Optimization Plan
11. Update RFTA Customer Service Plan
12. Partner with Colorado Association of Transit Agencies, other Transit Systems, and CDOT to secure state-wide funding for Transit
13. Complete implementation of Organizational Structure Review recommendations
14. Identify funding for Mid-Valley Circulator systems
15. Continue to provide support for expansion of WE-Cycle throughout Roaring Fork Valley
16. Update RFTA Personnel Guidelines
17. Continue working, as needed, with Legislature to extend sunset property tax authority beyond 2019 and to include Eminent Domain Power for RTA's
18. Obtain 3rd-Party Safety & Security Accreditation (every 3 years)
19. Build Partnerships with Garfield County and Western Colorado County Communities
20. Create Transit/Trails Advisory Board
21. Continue to work with RFTA member jurisdictions to implement safe and affordable public crossings of the railbanked Rio Grande Railroad Corridor
22. Complete construction of the New Castle Park and Ride

FACILITIES

Vision/Overall Goal 2016 – 2020

The vision for the Facilities Department for the next five years includes the following components:

1. Capital Development: Develop a long-term (20-30 year) capital development program for RFTA's maintenance facilities, housing, office space, bus stops and park and rides, and implement this program in a cost-efficient and professional manner. Design and construct projects, on time and on budget, that will improve and sustain RFTA's services for the next twenty years
2. Facilities Maintenance: Implement the Trapeze EAM software and use this system to develop a professional Facilities Maintenance Department to manage and maintain RFTA's facilities and assets
3. Asset Management: Implement an accountable and efficient asset management program to plan and budget the year to year and long term maintenance of assets
4. Rio Grande Railroad Corridor and Rio Grande Trail: Continue to manage the Corridor and Trail in a professional manner for the purpose of preserving the current railbanked status, working collaboratively to implement safe and affordable public crossing options and reserving an option to construct and operate a future alternative transportation system along the Corridor

Anticipated 2015 Accomplishments

1. Completed design of the Rubey Park Renovation Project
2. Completed design of the New Castle Park and Ride and received a grant extension from Garfield County Federal Mineral Lease District (GCFMLD)
3. Completed Phase 1, and a Phase 2 DRAFT, of the 20-Year Office Space & Housing Master Plan and received FTA 5304 funding for Phase IV
4. Completed design, and began construction, of Phase 3 of the AMF Renovation Project
5. Received a CDOT grant to complete design of Phase 4 of the AMF Renovation/Expansion Project
6. Completed design of the West Glenwood Springs Park and Ride, Trail and Sidewalk Improvements
7. Received two grants to finish design, and begin construction, of Phase 1A of the GMF Renovation/Expansion Project
8. Implemented Enterprise Asset Management (EAM) for the Facilities Department

2016 - 2020 Goals

Long Term Strategic Planning Projects

1. Complete long-term 20-Year Office Space and Housing Master Plan
2. Complete three Rio Grande Railroad/Trail documents: Rio Grande Corridor Land Management Plan, Rio Grande Trail Management/Maintenance Plan, and Rio Grande Trail Access Plan
3. Complete CNG Facilities Master Plan (to determine where CNG facilities are needed, type and capacity, based on current and future vehicle staging
4. Complete the GMF Expansion Plan, including phasing plans that can adapt to incremental funding plans
5. Substantially complete the RFTA Accessibility Assessment (how to access BRT and other major stations) through completion of the Regional Bicycle, Pedestrian, and Transit Access Plan (RBPTAP)
6. Complete Capital Replacement Plan for all RFTA facilities
7. Design and construct Phase 4 improvements at the AMF (building exterior improvements)

YEAR 1 (2016)

1. Complete final construction elements of Rubey Park Transit Center in Aspen
2. Construct the New Castle Park and Ride by October 15, 2016
3. Complete construction of AMF Phase 3 by Spring 2016

4. Complete final construction elements of the Carbondale Park and Ride Expansion by Spring 2016
5. Complete Phases 2 of the 20-Year Office Space & Housing Master Plan
6. Find funding for Phases 3 and 4 of the 20-Year Office Space & Housing Master Plan
7. Complete the design and bid the project for Phase 4 of the AMF Renovation/Expansion
8. Complete the design and bid the project for Phase 1 of the GMF Renovation/Expansion
9. Construct the West Glenwood Springs Park and Ride, Trail and Sidewalk Improvements in Spring 2016
10. Continue to train employees and increase usage of Enterprise Asset Management (EAM) software for Facilities Maintenance Staff

YEARS 2-5

1. Complete the estimated $35M GMF Renovation/Expansion Project
2. Construct the Buttermilk Pedestrian Crossing
3. Constrct the 27th Street BRT Pedestrian Crossing(s)
4. Construct the Carbondale BRT Station/Rio Grande Trail Pedestrian Crossing
5. Intermodal Center/BRT Station in downtown GWS
6. Bus Operators' break area at 27th St BRT Station
7. Begin development of a Carbondale Maintenance Facility (CMF) Site Redevelopment Plan
8. Complete the 20-Year Office Space/Housing Master Plan and integrate it with the long term capital development plan

FINANCE

Vision/Overall Goal 2015-2019

The vision for the Finance Department for the next five years includes the following components:

1. Demonstrate quality, professionalism and increasing efficiency in short-range and long-range financial forecasts
2. Focus on inter-departmental communication and coordination of financial plans and strategies
3. Maintain the Finance Department's competency and sustainability through the development of staff capability and succession planning

Anticipated 2015 Accomplishments

1. Obtained the Distinguished Budget Presentation Award from the GFOA for RFTA's 2015 Budget documents
2. Identified and monitored ongoing post-issuance compliance matters pertaining to bonds
3. Continued succession planning for the department
4. Began to create an ITS Data Transition Plan for the improved transmission of ridership, transit hours and transit mileage reports
5. Began the process to refine cash collection processes pertaining to ticket vending machines and fare-boxes
6. Hired 2 FTE positions: Payroll Specialist and an Accounts Receivable/Revenue Receiving Specialist
7. Continued coordination to create documentation for workflow policy/procedures and succession planning for integration with centralized best practices software for RFTA

2016 - 2020 Goals

YEAR 1 (2016)

1. Refine RFTA's Long Range Financial Forecast to include updated information pertaining to the Capital Investment and Replacement Plan
2. Participate in and support efforts to seek additional revenue sources to fund long term needs and assist in developing strategies to obtain them
3. Review, revise and consolidate financial policies into one document for ease and efficiency to reference
4. Develop training plans for key staff in order to continue their professional development
5. Streamline data collection from new software (i.e. Clever Devices, Enterprise Asset Management)

YEARS 2-5

1. Obtain unqualified (or "clean") opinions from the independent auditor for RFTA's Financial Statements for 2015-2018
2. Obtain the Distinguished Budget Presentation Award from the GFOA for RFTA's 2016-2019 Budget documents
3. Maintain, monitor, and disseminate RFTA's budget and annual financial forecast on a monthly basis, in cooperation with Department Directors
4. Develop and update RFTA's long-term financial forecast in cooperation with all Departments
5. Incorporate quarterly or bi-annual review of forecasts with Service Contract partners
6. Identify and monitor bond issue compliance matters
7. Develop and streamline the collection and dissemination of data (from IT, Operations, Maintenance and Facilities) required for financial projections and reporting
8. Develop and implement a succession plan for the Assistant Director and other key staff to ensure the Department's long-term capabilities as staff retires or transitions
9. Develop a data transition plan for the Finance Department for the improved transmission of RFTA's new ITS data
10. Participate in and support efforts to seek additional revenue sources to fund long term needs and assist in developing strategies to obtain them
11. Review, revise, and consolidate financial policies into one document for ease and efficiency of reference

FLEET MAINTENANCE

Vision/Overall Goal 2016-2020

The vision for the Fleet Maintenance Department for the next five years includes the following components:

1. The Fleet Maintenance Department has highly skilled staff, and highly efficient and accountable maintenance practices, demonstrated by reporting tools that can be viewed and understood by all Departments and by our customers
2. The fleet will be maintained and replaced in a financially sustainable manner
3. The fleet will be maintained and made available for service throughout construction of major projects, in coordination with other Departments
4. The Fleet Maintenance Department will be prepared for succession of key staff

Anticipated 2015 Accomplishments

1. Addressed current capacity issues at the GMF by coordinating with the Facilities Department to plan for bus overflow parking for 20 buses in 2016
2. Assisted with the Grand Avenue Bridge Replacement Transit Mitigation Plan
3. Implemented Trails Enterprise Asset Management (EAM) software
4. Continued to train new employees and mid-management to address the new needs and impacts of BRT expansion
5. Coordinated with applicable departments in budget and budget adherence reporting
6. Completed the annual fleet data upload into the CDOT COTRAMS website
7. Worked with HR to retain good employees with sufficient maintenance skills and a good work ethic
8. Helped spearhead bus purchases via the CMPC and worked with Procurement on multi-year vehicle purchasing procurement policies/processes
9. Started working with Finance, CEO, and Planning on a Long-Term Bus Replacement Schedule

2016 - 2020 Goals

YEAR 1 (2016)

1. Resolution of capacity issues at the GMF needs to be a high priority
2. Develop robust reporting capabilities for Enterprise Asset Management (EAM) systems
3. Develop Employee Tracking and Development systems within the training program
4. Develop monthly EAM/Caselle reconciliation reports
5. Implement EAM State of Good Repair (SGR) reporting program and integrate with State of Good Repair (SOGR) and COTRAMS
6. Review Maintenance Department position needs and pay scale review
7. Find creative housing programs and new employee assistance programs
8. Continue to work on a 3-5 year Growth and Vehicle Replacement Plan

YEARS 2-5

1. Finalize phasing and construction impact mitigation plans for facility improvements
2. Review staffing needs and positions within the department to maximize the benefits of EAM
3. Further develop “Ride Around” and “Walk Thru” programs
4. Continue to update and improve Maintenance Training program
5. Develop and produce maintenance accountability reports using the EAM software

HUMAN RESOURCES

Vision/Overall Goal 2016-2020

To create an environment of health, safety, support, training, satisfaction and productivity for all employees, within the context of up-to-date and knowledgeable compliance with employment regulations.

Anticipated 2015 Accomplishments

1. Completed the update of the RFTA Personnel Guidelines
2. Distributed a summer survey to better understand employee satisfaction with benefits and to enact positive changes accordingly
3. Expanded the utilization of "Train the Trainer" online training consoles and employee training consoles
4. Established a library of accessible, up-to-date and quality on-line training for the management team, middle managers and supervisors
5. Working to bring in-house a manager/supervisor training class with face-to-face onsite training classes to be offered to directors, managers and middle-management in Summer 2015
6. Conducted a comprehensive 1-day new hire orientation with RFTA history, paperwork instructions, benefits etc.
7. Worked with Safety & Risk Manager to enhance safety and risk newsletters to increase education and minimize claims
8. Worked with Safety & Risk Manger to create safety violation policies to improve workplace safety and reduce safety-related costs
9. Developed a pre-hire fitness for duty evaluation process for any full time drivers that are hired. This testing will also be used to validate concerns about someone returning from a Worker's Comp claim
10. Improved means of communication with all employees by working toward having an email address for each RFTA employee
11. Coordinated Department of Labor audits and self-audits

2016 - 2020 Goals

YEAR 1 (2016)

1. Conduct an internal audit of HRIS System
2. Keep RFTA in compliance with all employment laws and regulations and utilize best practice principles
3. Revise Administrative Personnel Performance Evaluation Form to ensure that all performance is tied to agency goals and objectives
4. Continue to find creative ways to hire and retain good employees
5. Continue to find more ways to get employees involved in the Wellness Program to have a healthier staff
6. Continue to work on succession planning and coordinate with MSEC

YEARS 2-5

1. Conduct health fairs in spring and fall
2. Conduct survey of employees every 1-2 years to better understand satisfaction with benefits, and to enact positive changes accordingly
3. Continue to build a library of accessible, up-to-date and quality on-line training for the management team, middle managers and supervisors. A sampling of our topics would be employment law, harassment, discrimination, EEOC compliance as well as How to be an Effective Manager
4. Work with Safety Manager to issue safety and risk newsletters to increase education and minimize claims
5. Be 100% paperless within 5 years: Allow employees to submit forms and make changes electronically

INFORMATION TECHNOLOGY

Vision/Overall Goal 2016-2020

To create and maintain a fast, efficient, secure, computing environment for employees of RFTA and to maintain and improve RFTA's AVL/CAD operations and reporting system.

Anticipated 2015 Accomplishments

1. Began creating Virtual Desktop systems
2. Installed Wi-Fi on all RFTA buses
3. Replaced 5 Desktop and 3 Laptop Computers with faster more efficient computers
4. Worked with Comcast to install a new 30MB fiber optic line from Glenwood to Aspen
5. Started the process to equip the entire RFTA fleet (except BRT vehicles) with new Digital Video Recorders and Cameras (55 buses)
6. Continuing to develop mobile apps for passengers
7. Installed third metro ethernet line
8. Equipped the entire bus fleet with Wi-Fi capability
9. Moved IT equipment, and reconfigure routes and driver assignments, consistent with construction phasing of the Rubey Park Renovation Project
10. Installed two new ticket vending machines at BRT Stations

2016 - 2020 Goals

YEAR 1 (2016)

1. Continue to work with all departments on ITS Data Transition Plan and integrate into Sharepoint, including UTA ridership reports
2. Continue a maintenance mode on AVL and Fare collection and expand preventive maintenance mode for fareboxes
3. Retire some routers and switches
4. Replace or upgrade unsupported phone system
5. Replace two of the oldest servers
6. Develop custom in-house reporting mechanisms for ITS programs. The results will be place on SharePoint for easy interdepartmental access
7. Install cameras for park and ride lots
8. Improve internet connections at some bus stops
9. Research innovative modes of on-board and off-board fare collection

YEARS 2-5

1. Investigate advanced safety devices for buses, such as lane adherence and pedestrian safety monitoring devices
2. Investigate more advanced technologies for bus automated vehicle location systems and communications systems
3. Develop custom dashboards for all departments that show all relevant data at a glance
4. Research new modes of fare collection, such as credit cards and wallets

MARKETING & COMMUNICATIONS

Vision/Overall Goal 2016-2020

To provide and improve upon the user-friendliness and ease of access of information the general public needs to use RFTA's transit services throughout the region.

Anticipated 2015 Accomplishments

1. Began the process of updating the primary RFTA website and provided a draft view
2. Began the process to create system-wide regional and inset maps for print and electronic uses
3. Expanded upon a regular public email-news and communications list
4. Continuing to improve the ease of understanding and using transit within our region through enhanced passenger information tools and effective use of available technology
5. Implemented employee internal e-newsletters to enhance communications within the company
6. Expanded RFTA's existing passenger email database

2016 - 2020 Goals

YEAR 1 (2016)

1. Plan and execute RFTA seasonal change items on schedule and explore options to streamline processes
2. Strive to make the RFTA system easier for existing and new users to understand and navigate
3. Complete a revised RFTA website and new system-wide maps
4. Increase awareness and enhance image of RFTA services throughout the Valley
5. Promote RFTA through high potential target markets
6. Encourage new riders to try transit

YEARS 2-5

1. Continually enhance ease of understanding and riding the bus within our service area through enhanced passenger information tools and effective use of available technology
2. Grow and establish a regular public email-news and communications strategy
3. Establish a regional telephone information center with bilingual capability
4. Establish a distribution network for riders' guide and pertinent seasonal service items
5. Ensure that fare media are appropriately communicated and easily available for all of RFTA's target markets
6. Work to expand Spanish language communications and outreach
7. Develop strategy to provide enhanced information kiosks at BRT Stations to include full schedules, fliers, and additional relevant information

OPERATIONS

Vision/Overall Goal 2016-2020

Continue to improve and refine services and schedules to meet or exceed customers' expectations.

Anticipated 2015 Accomplishments

1. Greatly improved the efficiency and on-time performance of regional and BRT services by making strategic schedule changes, based on Supervisor and passenger feedback
2. Hired and retained the full complement of drivers and other staff needed to meet service demands, even with dramatically increased BRT service and staffing demands
3. Worked cooperatively on the preliminary Grand Avenue Bridge Replacement Transit Mitigation Plan in Glenwood Springs
4. Worked cooperatively with Facilities, the City of Aspen and contractors under stressful construction conditions for the Rubey Park Transit Center Renovation Project
5. In concert with our HR Department, revised our personnel policies to improve employee attendance
6. Developed creative recruiting programs to hire and retain competent drivers
7. In concert with our HR Department, revised our personnel policies to improve employee attendance
8. Implemented shift premium bonuses
9. Worked cooperatively to establish near term and longer term construction operating plans for the Rubey Park Transit Center Renovation Project
10. Worked with the HR Department to institute fitness-for-duty tests
11. Started working on comprehensive succession planning for all levels of departmental staff
12. Completed annual In-Service-Trainings for all drivers

2016 - 2020 Goals

YEAR 1 (2016)

1. Establish service optimization meetings to refine our services based largely on data obtained through our ITS software
2. Continue to update transit mitigation plans for the Grand Avenue Bridge Replacement
3. Succession planning for all levels of the department
4. Continue to work on programs and incentives to not only hire but retain employees to strive to meet staffing levels
6. Enhance processes to collect and act upon customer complaints
7. Expand fitness for duty tests for all new hires, pending funding
8. Continue to evaluate our public safety/security needs by expanding our security training and our security contract
9. Increase staff awareness of employment law pertaining to discrimination and harassment

YEARS 2-5

1. Develop succession programs for Operations Directors and Managers
2. Develop a highly coordinated program for long-term recruitment of bus drivers, recognizing that RFTA will likely be a seasonally-dominant service
3. Institute cross -training programs for Operation Supervisors to learn Trapeze Run Cutting and Scheduling Programs
4. Set up detailed training syllabuses and check lists for every position in the Operations Department
5. Enhance our information systems and increase computer literacy and skills sets throughout all levels of our department to provide easier and more streamlined access to department information
6. Create standardized testing systems to assess core competencies for supervisors
7. Obtain bus simulators and other computer aided training systems to improve spatial awareness and defensive driving skills of our bus operators

PLANNING

Vision/Overall Goal 2016-2020

To work creatively, cooperatively and comprehensively with public, private and non-profit partners to create healthy and vibrant communities.

To develop expertise in RFTA's current and new information technologies to communicate RFTA's past, present and future operations through the data generated by these systems.

Anticipated 2015 Accomplishments

1. Updated the 5-Year Strategic Plan with all departments on a quarterly basis
2. Assisted the Town of Basalt in obtaining $250,000 in TAP funding to design/build a future Basalt Avenue Pedestrian Crossing
3. Completed the Regional Travel Patterns Study Update
4. Completed the Regional Bicycle, Pedestrian & Transit Access Plan (RBPTAP)
5. Spearheaded the final approval to purchase 507 kW in solar power production in the Clean Energy Collective solar array; for the purpose of offsetting a large quantity of RFTA's Holy Cross utility bills
6. Secured a one-year grant extension from the Garfield County Federal Mineral Lease District to construct the New Castle Park and Ride
7. Successfully submitted a TIGER VII grant application for the Glenwood Springs Maintenance Facility (GMF) Renovation/Expansion Project
8. Secured CDOT grant funding to construct the Carbondale BRT Station Expansion
9. Created a comprehensive grants and major projects update, which is revised quarterly

2016 - 2020 Goals

YEAR 1 (2016)

1. Continue to provide quarterly updates on the RFTA 5-Year Plan to the Staff and Board
2. Work cooperatively with all departments on an ITS Data Transition Plan
3. Serve as a stakeholder on the LiveWell Garfield County Built Environment Group (BEWG) Bicycle-Pedestrian Improvements in Garfield County
4. Began developing a Transit Service Optimization Plan (TSOP)
5. Establish grant funding for Phases 1-5 of the Glenwood Springs Maintenance Facility (GMF) Renovation/Expansion Project
6. Monitor the productivity of RFTA's new solar farm purchase
7. Continue to seek and manage Federal, State and regional grant opportunities that align with RFTA's project goals
8. Coordinate with all regional jurisdictions regarding transit impacts and mitigation for development projects
9. Start developing a process for the Integrated Transportation System Plan (ITSP)
10. Complete the 2016 Onboard Passenger Survey
11. Finalize the Performance Monitoring Plan

YEARS 2-5

1. Establish proficiency in ITS software integration and reporting
2. Implement the Performance Monitoring/Service Standards Plan by providing quarterly reports to the Board and Staff
3. Secure grant funding for the GMF expansion and other high-priority projects
4. Continue the Regional Roundtable meetings 2-3 times per year to maintain regional cohesion, communication, and goal-setting among RFTA and the local governments

5. Identify and participate in at least one professional development opportunity each year
6. Fund and complete at least one priority project from the RBPTAP each year, in partnership with applicable jurisdictions

PROCUREMENT

Vision/Overall Goal 2016-2020

Ensure that RFTA's Procurement Policies and Procedures are being practiced and enforced efficiently, equitably, and transparently.

Anticipated 2015 Accomplishments

1. Develop an invoice/contract tracking system
2. Increased agency-wide usage of the centralized Procurement Calendar
3. Developed performance criteria by which RFTA's current vendors may be assessed and/or awarded contracts
4. Collaborated with the Finance Department regarding project budgets, vendor invoicing and other governing purchasing and accountability policies
5. Coordinated with the Planning Department to start the development of a project tracking system for the receipt of grants, project budgets, and procurement timelines
6. Established a partnership with the Colorado Contractor's Association and Western Colorado Contractor's Association, Glenwood Springs, Pitkin County, CMC, and Aspen to assist each other with reaching potential proposers on projects

2016 - 2020 Goals

YEAR 1 (2016)

1. Increase agency-wide utilization of the Procurement Calendar to facilitate long term procurement planning
2. Begin to assume all contract administration activities currently performed by each department
3. Update Procurement Policies & Procedures Manual to reflect RFTA's manner of doing business
4. Collaborate with the Finance Department regarding project budgets, vendor invoicing, and other policies governing purchasing and accountability
5. Collaborate with the Planning Department to coordinate receipt of grants with project budgets and procurement timelines
6. Partner with other municipalities/agencies represented on the Western Slope to increase business opportunities for RFTA's Preferred Vendors
7. Hold a training session and/or "speed networking" opportunity for Primes and Subs geared toward assisting suppliers with developing partnering relationships

YEARS 2-5

1. Complete centralization of all procurement and contract administration functions with the agency
2. Identify means/methods to procure goods and services required by RFTA departments as efficiently as possible
3. Provide continuous training and education to internal and external customers
4. Continue to identify vendors who meet internal customer needs at reasonable prices
5. Continue to maintain ethical business standards and full legal compliance with all stakeholders

RIO GRANDE RAILROAD CORRIDOR & RIO GRANDE TRAIL

Vision/Overall Goal 2016-2020

The vision for the Rio Grande Railroad Corridor and Rio Grande Trail is to protect the rail-banked status of the Rio Grande Corridor for future transportation uses. In the interim, the Rio Grande Trail will be managed for non-motorized uses and preservation of the scenic and natural qualities of the corridor.

Anticipated 2015 Accomplishments

1. Implemented Enterprise Asset Management (EAM) software for Rail-Trail Staff
2. Finalized the Wildlife Management Plan for the Rock-Bottom Ranch section of the Rio Grande Trail
3. Began the update of the Corridor Comprehensive Plan by soliciting comments on the first element, the Access Control Plan (ACP) and Design Guidelines
4. Participated as a development referral agency for development projects that may impact the Rio Grande Railroad Corridor or the Rio Grande Trail: CDOT/GWS transit mitigation and infrastructure for the Grand Ave. Bridge Replacement Project, Wye Property in GWS, South Bridge, 8th Street GWS Extension, River Edge, TCI Lane Ranch, Tree Farm, Eastbank FedEx Facility and new school
5. Secured an appraisal of the UPRR easement and RFTA WYE property
6. Monitored and enforced railroad corridor covenants
7. Undertook the development of a process to clean up the Federal Grant Right-of-Way (FGROW) areas where private properties are encroaching into the Rio Grande Railroad Corridor
8. Staff began to collaborate with the Town of Carbondale and the Carbondale Council on Arts & Humanities (CCAH) on work for the Rio Grande ArtWay and Creative District: edible/native landscaping, hops along CMF fence, new soil grading parallel to the existing trail etc.
9. Worked with Planning to successfully submit a State Trails Grant for a Rio Grande Trail Enhancement/ Maintenance Plan
10. Completed several sections of trail repair including asphalt patching and tree root mitigation

2016 - 2020 Goals

YEAR 1 (2016)

1. Continue to monitor the Rock Bottom Ranch Wildlife Monitoring Plan and field assessments
2. Finalize all plan elements the Corridor Comprehensive Plan
3. Continue to monitor and participate in all municipality development projects that may impact the Rio Grande Railroad Corridor and Rio Grande Trail
4. Work closely with Glenwood Springs and CDOT to provide overall transit mitigation and a temporary cut underneath 8th St. for the Grand Avenue Bridge Replacement Project
5. Provide a Covenance Enforcement Committee (CEC) meeting report to the RFTA Board in January 2016, and provide a report to Great Outdoors Colorado (GOCO) in the first quarter of 2016
6. Identify all uses of the Railroad Corridor: crossings, encroachments, utilities, ditches and culverts. Use the GIS mapping software to create a database of all assets for the purpose of either licensing them or eliminating them.
7. Work with attorneys to update all of the documents used to manage the Railroad Corridor, including license agreements, encroachment agreements, pipeline agreements, fee schedules
8. Continue a process to clean up the Federal Grant Right-of-Way (FGROW) areas where private properties are encroaching into the Rio Grande Railroad Corridor
9. Install an irrigation system on the RGT through Carbondale. Roughly 1 mile long and 100 feet wide. Install would be approximately $200,000.
10. Create and install integrated Wayfinding and Educational Interpretive Signs along the RGT and Railroad Corridor

11. Install Landscaping and native seeding projects in strategic locations along the corridor
12. Continue to work collaboratively on developing the Rio Grande ArtWay in Carbondale
13. Begin to replace unsafe shoulder material on overused sections; start to develop the foundation of the Rio Grande Artway in Carbondale if State Trails funding is awarded

YEARS 2-5

1. Complete all elements of the Corridor Comprehensive Plan Update
2. Continue a process to clean up the Federal Grant Right-of-Way (FGROW) areas where private properties are encroaching into the Rio Grande Railroad Corridor
3. Continue to work with member jurisdictions to ensure that potential Corridor crossings from development projects are safe and designed to RFTA standards
4. Improve the river access from the RGT at the Satank Bridge. Build steps into the hillside to prevent slips down the steep bank
5. Complete the Rio Grande ArtWay through the 1-mile Carbondale section of trail
6. Work with Facilities to design and construct a grade-separated crossing of SH 133 and the RGT at the Carbondale BRT Station/Park and Ride
7. Continue to manage the Rock Bottom Ranch Wildlife Monitoring Plan and assess seasonal closures in the future
8. Build a soft-surface pedestrian/equestrian trail adjacent to the existing asphalt trail
9. Construct a soft surface equestrian trail from Hooks Lane Trailhead to the Pitkin County Open Space Glassier Property
10. Install "Do-It-Yourself" bike repair stations at strategic locations

SAFETY & TRAINING

Vision/Overall Goal 2016-2020

To improve RFTA's safety record and safety image through reductions in incidents and crashes, using data from advanced crash and safety analyses.

Anticipated 2015 Accomplishments

1. Implemented recommendations from the independent safety and security audit
2. Conducted regular Executive Safety Committee meetings
3. Conducted regular evacuation drills and training for all staff
4. Coordinated with the Planning Department to find grant funding for a bus operator simulator
5. Updated the Safety, Security, and Emergency Preparedness Plan (SSEPP)
6. Updated the Operations' Training Manual
7. Updated the In-Service Training Curriculum for Operations and Facilities Department Employees
8. Participated in the National and Colorado State RTAP program development
9. Developed comprehensive accident analysis reporting for vehicle incidents and crashes
10. Conducted regular emergency procedures/evacuation drills training for all staff
11. Instituted an Exposure Control Plan for affected employees working in the field
12. Completed the ADA/Wheelchair Lift Training Plan and for bi-annual bus operator training

2016 - 2020 Goals

YEAR 1 (2016)

1. Continue the development of training program for new supervisors
2. Continue instituting regular safety training cycles appropriate to each department
3. Continue to hold regular Executive Safety Committee meetings
4. Conduct evacuation drills and training for all staff
5. Update SSEPP
6. Continue updating Operations' Training Manual to accommodate changes in transit services and in regulations and policies
7. Continue to develop training materials for Facilities Department
8. Continue to participate in Colorado state RTAP program development
9. Continue to develop more thorough accident analysis for vehicle crashes and other incidents including Quantifiable Safety Objectives required by MAP-21
10. Develop and implement Exposure Control Plan
11. Continue ADA/Wheel Chair refresher training for operators

TRAVELER

Vision/Overall Goal 2016-2020

To provide wheelchair accessible, door-to-door, demand responsive, driver-assisted transportation to Garfield County residents who cannot use public or private transportation because it is unavailable, inaccessible, or unaffordable. This program serves the elderly and people with disabilities.

Anticipated 2015 Accomplishments

1. Transported more passengers than ever, due to regional and national increase in the Senior Citizen population
2. Integrated a 5-Year Strategic Plan for the Traveler into the overall RFTA 5Year Strategic Plan
3. Secure new office space in Glenwood Springs
4. Assisted with grant funding and procurement of two new CNG vans for regional service

2016 - 2020 Goals

YEAR 1 (2016)

1. Continue to seek consistent, long-term funding sources for the service longevity and sustainability
2. Additional community awareness/involvement of the Traveler and how to utilize service most efficiently
3. Demographic indicators show an almost 300% increase in older age population by 2020. Plan for Traveler to absorb this natural growth, operationally and financially
4. Replace aging fleet with CNG-powered vehicles

YEARS 2-5

1. Continue to enhance overall public awareness about the Traveler's services and the limited dedicated funding sources
2. Continue to seek grant funding and pursue creative long term financing avenues