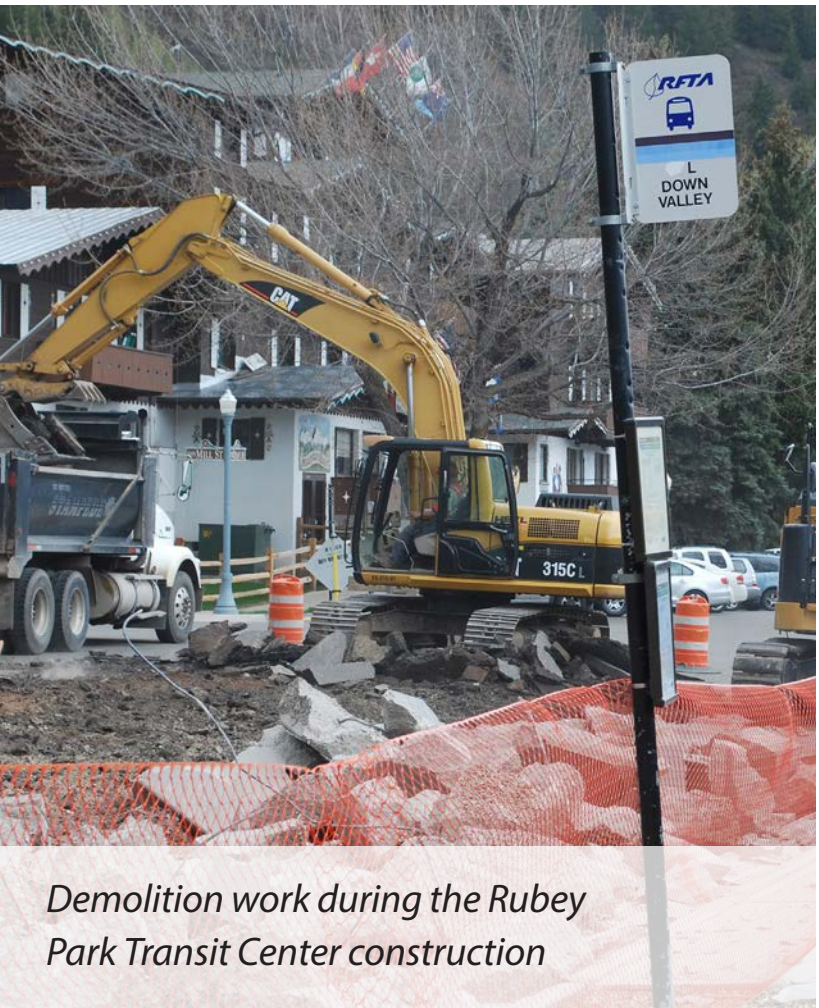
RFTA PROJECT MANAGEMENT TEAM OVERVIEW

Crews add finishing touches to bike shelter at the Basalt Underpass



Demolition work during the Rubey Park Transit Center construction

New interior bus storage constructed during AMF Phase 3

CORE ISSUE

The RFTA Board of Directors may be unaware of how RFTA's internal Project Management Team came into existence and what the background and vision for it are. To explain the rationale for developing and maintaining an in-house Project Management Team, communicate what the long-term vision for it is, and to describe the roles and responsibilities of the Team members, the following information is provided.

EXECUTIVE SUMMARY

Since its inception in 2012 the RFTA Project Management Team has provided the expertise and resources required to develop RFTA into the high-quality organization it has become. Working with every department within RFTA, other RFTA member jurisdictions, CDOT, FTA and FHWA, and teams of consultants and contractors, the team has delivered numerous major and complicated capital infrastructure and transit projects throughout RFTA's service area. The team's expertise in planning, coordinating, designing, permitting and managing capital construction projects, has enabled the organization to rapidly deliver projects and meet tight deadlines, while adhering to stringent state and federal grant requirements. The team's success in delivering projects on time and on budget, combined with RFTA's experience with state and federal procurement regulations, gives RFTA a big advantage when it applies for local, state and federal grants. The team provides grantors the assurance that grant funds will be spent wisely and that all the conditions of the grants will be met. Additionally, the team provides support to the RFTA Facilities and Trails Department and assists with the implementation of their capital programs.

With the passage of the Destination 2040 mill levy in 2018, RFTA has an ambitious list of complicated capital projects to design, permit and construct over the next ten years. The project management team will be instrumental in coordinating and implementing these projects as well as managing all of the outside consultants and contractors that will be needed to design and construct them. With RFTA's seasoned Project Management Team on staff, the RFTA Board should feel confident that the organization's capital construction projects will be completed in the most cost-effective manner, with the professionalism and proficiency that the public has come to expect.

Concrete trial built during the West Glenwood PNR expansion

BACKGROUND & VISION

Prior to the implementation of VelociRFTA Bus Rapid Transit (BRT), the RFTA Facilities' staff focused on construction projects that primarily used local funds, in combination with smaller state and federal grants for the construction of the Rio Grande Trail, the Carbondale and West Glenwood Park and Rides and the repair/replacement of capital assets. At that time RFTA was a much smaller organization and did not have a large capital construction program. Also, it had not received any major construction grants from the FTA, FHWA and CDOT. Because of the smaller scale of the projects and relatively long timeframes between them, the management of the design and construction of capital projects was handled by the Director of Facilities.

Beginning in 2009, as the BRT system was under development, RFTA contracted HNTB, to provide program management for the implementation of the BRT system, which included the construction of 13 BRT stations, 4 park and rides and associated highway improvements. At the same time, RFTA received its first FTA State of Good Repair grant to begin the renovation and expansion of the Aspen Maintenance Facility (AMF). To date four of the nine AMF renovations phases have been completed at a value of $16.9 million dollars. To further complicate this period at RFTA, there was also the decision to convert the BRT bus fleet to CNG, which required the construction of a CNG compressor station and the installation of significant safety modifications to the Glenwood Maintenance Facility (GMF) to accommo-date indoor CNG fueling. Management realized that the existing staff would not be able to manage this volume of work and that leaning on consultants primarily from the Front Range would not be cost-effective. These projects also included state and federal funding sources that added a level of grant and project management complexity not included in previous projects. The diverse work-load, along with the anticipated future capital plans of RFTA justified the establishment of an internal Project Management Team to manage the design and construction of multiple major, challenging,

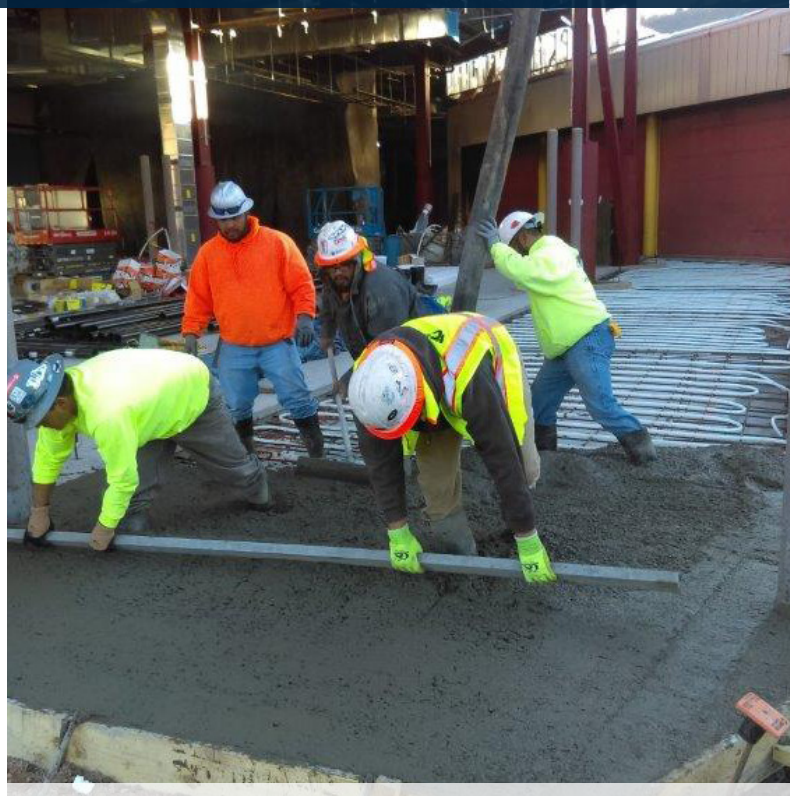
and simultaneous construction projects, as well as assume other responsibilities.

In 2012, Nick Senn was hired as a Senior Project Manager and given direction to develop RFTA's Project Management capacity to manage the design and construction of RFTA's capital projects. As the volume of work increased and projects overlapped, RFTA added two additional staff members in 2013 and 2014 and trained one of the existing Business Specialists to support the construction projects as the wage compliance manager.

RFTA's Project Management Team functions much the same way as any town or county Asset Management or Engineering department does. The staff is responsible for the development of projects from concept to construction. Their primary duties include the management of architecture and engineering consultants, as well as the contractors that construct the improvements. They often also provide technical expertise when RFTA is interacting with other local, state and federal agencies with respect to the design of facilities that involve RFTA bus operations. Because of the diverse range of improvements already undertaken and planned, the department does not design projects and it is not anticipated that RFTA would ever bring design and engineering tasks in house.

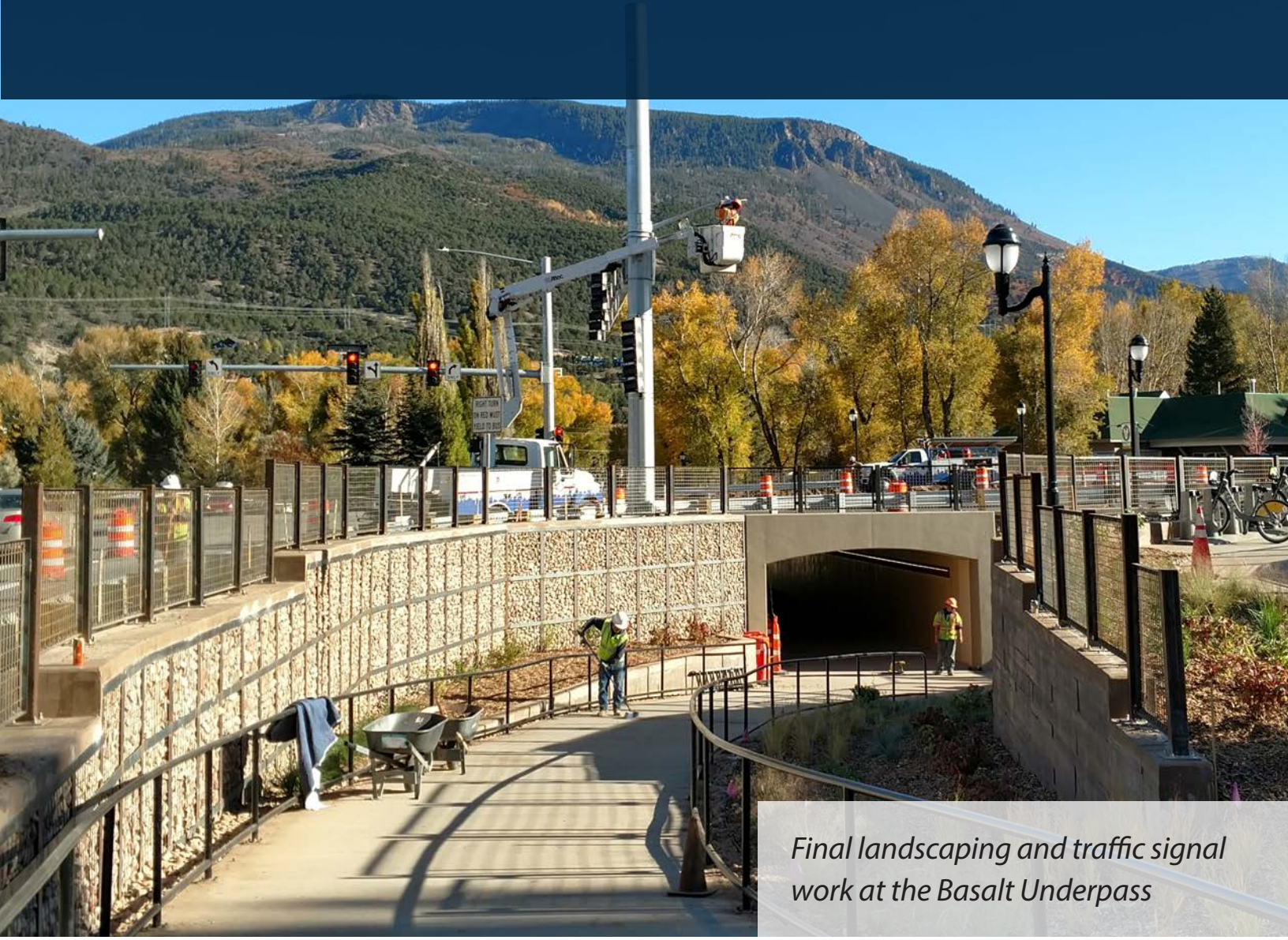
On occasion, when RFTA has a strong operational and/or financial stake in a member jurisdiction's transit-related project, the RFTA Project Management Team has provided project management/construction management support to them. RFTA's participation in these projects has always been governed by IGA's between RFTA and the member jurisdictions, which have been presented to the RFTA Board for approval.

In the past several years, the Project Management Team has assisted in the oversight of mutually beneficial transit projects such as the AABC Underpass (partnering with Pitkin County), the Rubey Park Transit Center (partnering with the City of Aspen) and the Basalt Underpass (partnering with the Town of Basalt and Pitkin County). These three projects were well suited for partnerships with RFTA because, in each instance, the member jurisdictions had insufficient staff and/or they lacked experience



RFTA Contractors pour heated concrete slabs under the bus storage area of AMF Phase 3

Framing of the $1.1M addition of Phase 4 to AMF for bus inspection canpoy area



Final landscaping and traffic signal work at the Basalt Underpass

in the procurement process and construction management of federally-funded capital construction grants. These projects also had major impacts on RFTA bus operations and Highway 82 and City of Aspen traffic flows. The coordination required to mitigate and manage these impacts made RFTA's involvement in construction management of these projects imperative. In addition, RFTA's Project Management Team was capable of managing several major projects at one time and had developed the experience necessary to navigate hoops associated with federal grants.

In the periods between major construction projects, RFTA' Project Managers have been engaged in planning, designing and permitting many of the RFTA 2040 projects that will be implemented in the near future. The impending expansion of the GMF has been a focal point for the department for several years because of its importance to RFTA operations and maintenance as well as its complexity. Several other projects such as office space and housing for the organization have been programed over the last few years in an effort to refine them for future grant applications to complement the new RFTA 2040 revenues.

RFTA's Project Managers have also augmented the Facilities and Trails Department by undertaking minor contracts for 9 design efforts and 16 construction/repair projects in the last year. Following is a list of capital construction projects that the RFTA Project Management Team has delivered from 2012 through 2018. During that period, RFTA has provided the team with approximately $2.5 million in total compensation, whereas RFTA estimates if it had procured construction management services from the private sector the cost would have been approximately $4.6 million to $6.9 million.

CAPITAL IMPROVEMENTS PROJECT LIST

Participating Entities	Description	Design Costs	Design Timeframe	Constr. Costs	Constr. Time
	Stations/Park and Rides				
RFTA, FTA	BRT Stations/PNR/Highway Improvements	$5,621,000	2009-2013	$13,907,000	2012-2013
RFTA	New Castle PNR	$113,000	2013	$618,000	2016
RFTA, CDOT	Carbondale PNR Expansion	$165,000	2014	$953,000	2015
RFTA, CDOT	W Glwd PNR Expansion and Trail	$251,000	2015	$1,550,000	2016
RFTA	RFTA 2040 Design Efforts	$355,000	2019		
	RFTA Facilities				
RFTA	GMF CNG Fueling			$5,000,000.00	2012-2013
RFTA, FTA	AMF Phases 1&2	$1,485,000	2009-2013	$5,514,000	2014-2015
RFTA, FTA. CDOT	AMF Phases 3&4	$1,319,000	2013-2014	$8,731,000	2016-2017
RFTA, CDOT	GMF Expansion Phase 1 (Bus Storage)	$78,000	2017	$620,000	2018
RFTA	GMF POR	$824,000	2016-2018		
RFTA	Misc RFTA repair projects (2018)	$177,000	2018	$904,000	2018
	Partnership Projects				
RFTA, Pitkin, CDOT,FTA	AABC Underpass and Stations	$750,000	2012-2013	$5,408,000	2013-2014
RFTA, Aspen, FHWA, CDOT	Rubey Park Transit Center	$817,000	2014-2015	$8,016,000	2015-2016
RFTA, Basalt, Pitkin, CDOT	Basalt Underpass	$999,000	2015-2017	$6,312,000	2016-2017
	Totals	$12,954,000		$57,533,000	
	RFTA Team Salaries and Fringes from 2012-2018	$2,501,000			
	Compairson to value of Construction Management @ 8% to 12% of Construction Cost	$4,603,000 to $6,904,000			

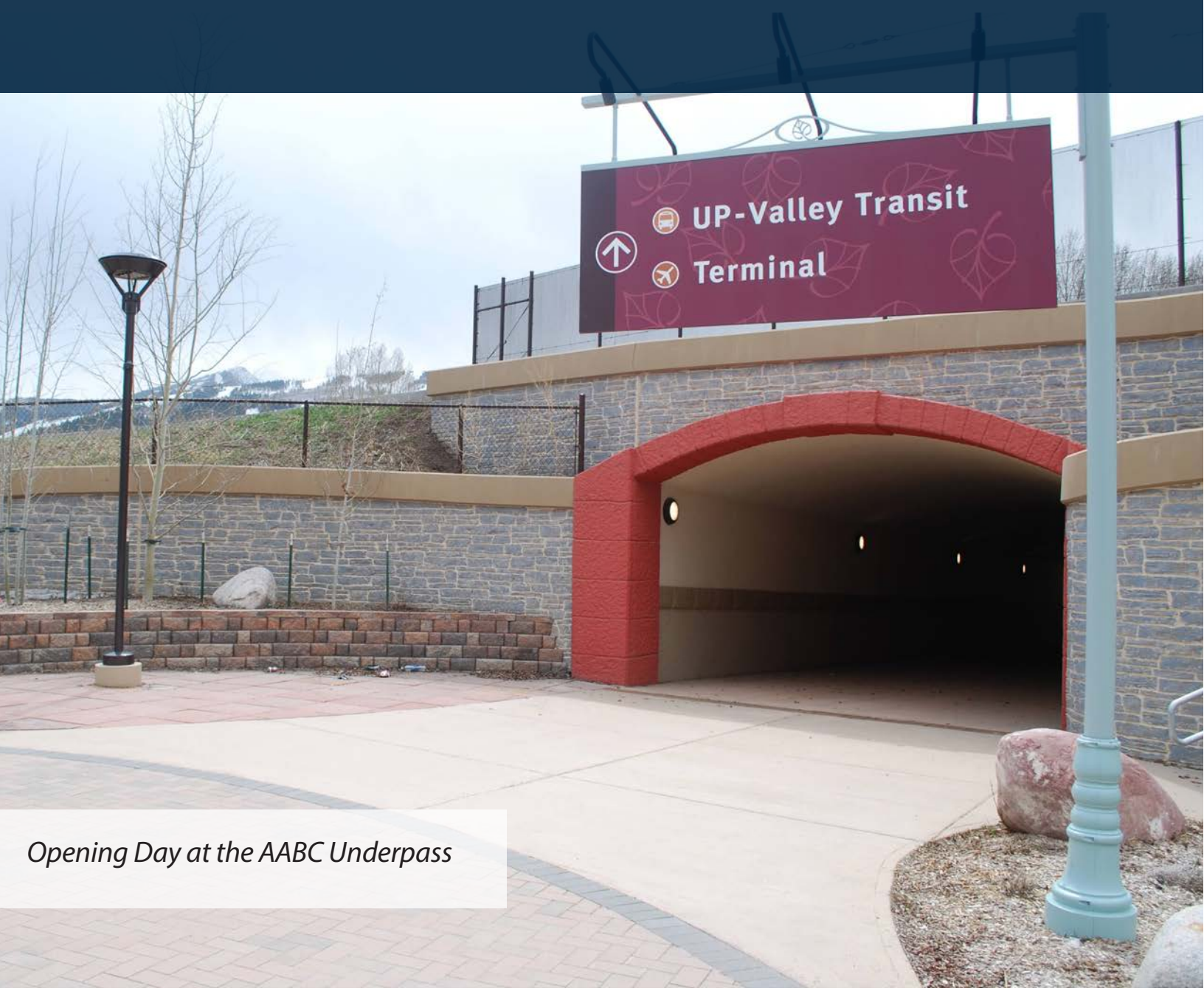
DESTINATION 2040 PROJECTS

Over the next ten years the RFTA Project Management Team will be responsible for helping to deliver the Destination 2040 capital projects listed below. The Destination 2040 plan envisions expending approximately $64.5 million of Ballot Issue 7A funding approved by voters in November 2018, as well as $64 million in funding from other partners. Consistent with past experience, staff believes that the cost of maintaining RFTA's in-house project management capability would continue to be approximately 50% or less of procuring such services from the private sector.

Roaring Fork Transportation Authority

RFTA 2040 Capital Project List

Partners	Capital Projects	2018 Total Cost Estimate	RFTA Commitment	Project Expenditure Start Date (estimated)	Years of Construction	Estimated Funding Ratio
CDOT	Mid-Valley SH82 Bus Stop Improvements: Sage wood, Lazy Glen, Aspen Village, Holland Hills, Catherine Store	$ 1,603,000	$ 1,603,000	2020	2	100%
RFTA/Wecycle	Bike Share Expansion	$ 1,271,000	$ 1,271,000	2020	2	100%
RFTA	Rio Grande Trail Maintenance and Improvements	$ 5,958,000	$ 5,958,000	2020	24	100%
RFTA	AMF Phase 9: Underground fuel tank replacement	$ 3,115,000	$ 3,115,000	2020	2	100%
CDOT/ GWS	Pedestrian Crossings of 27 Street and Highway 82 in Glenwood Springs	$ 8,559,136	$ 4,279,500	2021	2	50%
CDOT/ GWS/NC/LOVA	LOVA Trail Construction from Glenwood Springs to New Castle	$ 15,000,000	$ 2,000,000	2021	4	13%
RFTA	Willits BRT Station Parking Expansion	$ 2,000,000	$ 2,000,000	2022	1	100%
RFTA/Aspen/Pitco	Buttermilk Parking Management	$ 15,000	$ 15,000	2022	1	100%
CDOT/GWS	900 Block Grand Avenue In-Line Transit Stations in Glenwood Springs	$ 300,000	$ 300,000	2022	1	100%
CDOT/GWS	27th Street BRT Station Parking Expansion	$ 4,445,000	$ 4,445,000	2023	1	100%
RFTA/CDOT	Real Time Traveler Information	$ 2,702,000	$ 2,702,423	2023	1	100%
RFTA/CDOT/GWS	Major Transit Station in Glenwood Springs	$ 3,666,018	$ 1,833,000	2023	2	50%
RFTA/GWS	GMF Renovation and Expansion	$ 30,000,000	$ 15,000,000	2023	3	50%
RFTA/Pitco	AMF Phase 5: Office space, electric bus charging	$ 4,660,000	$ 4,660,000	2025	2	100%
RFTA/TOC	Replacement of Employee Housing and Carbondale Office Space	$ 19,951,987	$ 10,000,000	2025	2	50%
RFTA/CDOT/Pitco	Buttermilk Pedestrian Crossing	$ 8,057,358	$ 500,000	2025	2	6%
RFTA/Pitco	AMF Phase 6: Storage, maintenance break rooms	$ 2,307,000	$ 2,307,000	2026	2	100%
CDOT/GWS	South Bridge Highway 82 Connection in Glenwood Springs	$ 4,000,000	$ 4,000,000	2027	2	100%
TOSMV	Town of Snowmass Village Transit Center	$ 12,860,000	$ 500,000	2030	1	4%
	Totals	$ 130,470,499	$ 66,488,923			51%



Opening Day at the AABC Underpass

PROJECT MANAGEMENT ASSISTANCE TO RFTA MEMBER JURISDICTIONS:

From time-to-time, in cooperation with other member jurisdictions, it has been mutually advantageous for RFTA to provide Project Management support for projects in which RFTA had a significant operational or financial interest. Often these projects also had complex funding streams that required the coordination of several local, state and federal pots of money and compliance with their respective grant conditions. In the previous three projects that this occurred, RFTA's Project Managers were treated and performed as an extension of the member jurisdictions' staff. RFTA has also shared its Procurement staff's expertise on projects when member jurisdictions lacked experience with state and federal procurement processes and contracts.

Future decisions regarding potential member jurisdiction projects that the RFTA Project Management Team could provide assistance with, would depend on the capacity of the team, the operational and financial connection of the project to RFTA, and the approval of an IGA by the RFTA Board of Directors that governs the project.

DEPARTMENT PROFILE AND RESPONSIBILITIES

Nick Senn - Senior Project Manager (June 2012): Nick as a project manager, business owner and civil engineer, has more than 28 years of leadership, planning, engineering and personnel oversight experience, 21 years of which have been on the Western Slope of Colorado. He has managed several planning and design staffs, and countless construction teams, to advance several important planning processes and infrastructure projects in the Roaring Fork and Colorado River Valleys. He offers extensive familiarity with federal, state, local regulations/standards/procedures to support RFTA in its project advancements. Nick primarily oversees all RFTA design projects, manages the consultant and construction contracts, and supports the Project Managers' oversight of construction.

Joe Bair – Project Manager (March 2013): Joe has over 40 years of combined mining and construction experience. For 30 years, he has worked in construction management as an inspector, utility coordinator, owners' representative, construction manager and project engineer. Joe possesses extensive hands-on knowledge of building mechanical, electrical and plumbing systems and this experience made him an invaluable asset during design and construction of Phases 1 through 4 of the AMF, as well as the ongoing design work for the GMF Expansion Project.

Ben Ludlow- Project Manager (August 2014): Ben has 21 years of public and private construction experience. He has worked for Roaring Fork Valley Government agencies, 2 local construction firms, 2 engineering and consulting firms, and the federally-funded Philadelphia Housing Authority. Ben has a wide range of experience in building and infrastructure construction and inspection, along with planning and design oversight. His experience includes knowledge of federal, state, and local funding of construction projects, capital planning, and asset management. His experience working with local governments, private firms, and federally funded agencies makes him a great multifaceted asset.

Amy Burdick – Business Specialist (September 2009): Amy initially came to RFTA 10 years ago to support BRT implementation efforts. She brings 18 years of prior experience in owning a local construction company. Normally, she supports the entire Facilities Department as a Business Specialist. During the BRT project she became the RFTA Certified Wage Compliance Officer. For projects with state and federal money that require Davis Bacon Wages, the verification process can be extensive and requires stringent documentation.

Carbondale BRT Station and PNR expansion

Rio Grand Trail bridge deck and substructures to be repaired in 2019

THE PROJECT MANAGEMENT TEAM IS RESPONSIBLE FOR A WIDE VARIETY OF TASKS, WHICH INCLUDE:

- Writing procurement documents
- Consultant contract management
- Construction contract management
- Consultant management
- Construction project management
- Writing scopes of work for the design of capital projects
- Grant writing and management
- Construction Plan review
- CDOT, FHWA and FTA coordination
- Consulting and advising member jurisdictions on transit projects.
- Property Site assessments and evaluations
- Project permitting
- Support for the RFTA trails, facilities, IT and vehicle maintenance departments.

In 2019, the team will also be heavily involved with creating the long-range capital repair and replacement program that RFTA is developing in order to maintain the organization's capital assets and meet Federal Transit Administration (FTA) requirements for the State of Good Repair program; a prerequisite for future federal funding.

As a matter of practice, the Project Management Team assigns two people to each project from inception through completion for redundancy, continuity, and overlapping professional expertise. Often, when projects move out of design into construction, the Project Managers will take the lead responsibility for day-to-day oversight of the projects, with the Senior Project Manager and Business Specialist providing any needed support.