Roaring Fork Transportation Authority

Integrated Transportation System Plan- Stage I

Efficiency and Organizational Structure Review

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Prepared by

PARSONS

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CONTENTS

EXECUTIVE SUMMARY xi
ES-1: Region Served by RFTA xi
ES-2: RFTA Services xii
ES-3: RFTA Performance xii
ES-4: RFTA as an Organization xiii
ES-5: User Experience xvi
ES-6: Financial Review xvi

1 INTRODUCTION 1-1
1.1 Context and Intent of this Efficiency Review 1-1
1.2 Background 1-1
1.2.1 History of RFTA 1-1
1.2.2 The Roaring Fork Valley 1-3
1.2.3 RFTA's Expansion Periods 1-4
1.3 What RFTA Represents 1-5
1.3.1 RFTA Is Responsive 1-5
1.3.2 RFTA is Regenerative 1-5
1.4 Basis of the Efficiency Review 1-6

2 REGION SERVED BY RFTA 2-7
2.1 Overview 2-7
2.2 RFTA Service Area 2-8
2.3 Regional Demographics 2-9
2.3.1 Input from the Jurisdictions 2-9
2.3.2 Key Characteristics of the Region 2-10
2.3.3 Resident Population 2-11
2.3.4 Age 2-13
2.3.5 Journey to Work 2-14
2.3.6 Employment 2-18
2.3.7 Income and Housing 2-19
2.4 Major Trip Generators 2-23
2.5 Regional Projections 2-25
2.5.1 Population Projections, Economic Development, and Implications 2-25
2.5.2 Additional Considerations 2-29

3 RFTA SERVICES 3-1
3.1 Overview 3-1
3.2 RFTA's Current Services 3-3
3.2.1 Valley Service 3-4
3.2.2 Grand Hogback Service (I-70) 3-7
3.2.3 City of Aspen Year-Round Service 3-7
3.2.4 City of Aspen Seasonal Service 3-11
3.2.5 Other Services 3-13
3.3 Bus Fleet 3-19

3.4 Ridership 3-20
3.5 2016 On-Board Rider Surveys 3-23

4 RFTA PERFORMANCE 4-1
4.1 Overview 4-1
4.2 Peer System Analysis 4-9
4.2.1 Fixed Route Bus Service (FR) Peer Systems 4-9
4.2.2 Commuter Bus Service (CB) Peer Systems 4-9
4.2.3 Bus Rapid Transit (BRT) Peer Systems 4-10
4.2.4 O&M Cost per Vehicle Hour 4-12
4.2.5 O&M Cost per Vehicle Mile 4-13
4.2.6 O&M Cost per Passenger 4-14
4.2.7 Passengers per Revenue Hour 4-15
4.2.8 Passengers per Revenue Mile 4-16
4.2.9 Average Operating Speed 4-17
4.2.10 Passengers per Available Vehicle 4-18
4.2.11 Vehicle Revenue Hours to Total Vehicle Hours Ratio 4-19
4.2.12 Total Revenue Hours per Employee 4-20
4.2.13 Fare-Purchase Options 4-20
4.3 RFTA Route Performance 4-21

5 RFTA AS AN ORGANIZATION 5-1
5.1 Overview 5-1
5.2 Organization and Management 5-1
5.2.1 Current Organizational Structure 5-3
5.2.2 Organizational Restructure - PLACEHOLDER 5-4
5.2.3 Current Organizational Staff Positions and Descriptions 5-5
5.3 Closer Look at Each Division 5-7
5.4 Succession Planning 5-24
5.5 Staffing Trends 5-26
5.6 RFTA and the Role It Plays in the Community 5-27

6 FINANCIAL REVIEW 6-1
6.1 Overview 6-1
6.2 RFTA Revenue Resources 6-1
6.3 RFTA's Fund Balance 6-3
6.4 Transit Operating Budgets 6-6
6.4.1 Ridership and Service Miles 6-7
6.5 RFTA Assets and Facilities 6-8
6.5.1 Timeline of RFTA's Significant Growth 6-8
6.6 Placeholder – Discuss FUTURE SCENARIOS as discovered through ITSP 6-9

7 SUMMARY OF RECOMMENDATIONS 7-1

FIGURES

Figure ES-1: Glenwood Springs Maintenance Facility xii
Figure ES-2: Director of Facilities Speaking with a Driver at RFTA xiv
Figure ES-2: RFTA's Employee Housing Units in Carbondale xv
Figure ES-4: RFTA Operations utilizes sophisticated technology to capture important data xvi
Figure 1-1: RFTA's Service Area 1-4
Figure 2-1: RFTA's Service Area Overview 2-8
Figure 2-2: Resident Population Change from 2000–2014 for the RFTA Service Area 2-12
Figure 2-3: Resident Population Changes from 2000–2014 2-12
Figure 2-4: 2014 RFTA Service Area Age Distribution Estimate 2-13
Figure 2-5: 2014 2014 Journey to Work Statistics 2-14
Figure 2-6: Estimated Number of Workers and Percent of Working Population without Access to a Vehicle in 2014 2-15
Figure 2-7: Journey to Work Statistics for the RFTA Service Area for 2010-2014. 2-16
Figure 2-8: Estimated Percentages of Workers Leaving for Work during Timeframes in 2014 2-17
Figure 2-9: Estimated Travel Times to Work for Workers in RFTA Communities in 2014 2-17
Figure 2-10: Population and Employment Comparison for the RFTA Service Area for 2000 and 2014 2-18
Figure 2-11: Estimated Distribution of Workers per Common Industry and Total Workers for those Industries in the RFTA Service Area in 2014 2-19
Figure 2-12: Estimated Median Annual Resident Income per RFTA Community in 2014 (adjusted to 2016 dollars) 2-20
Figure 2-13: Estimated Median Home Value per RFTA Community in 2014 (adjusted to 2016 dollars) 2-20
Figure 2-14: Estimated Percentages of Mortgage-Paying Homeowners in Each RFTA Community Devoting Various Fractions of Income to Housing Costs in 2014 2-21
Figure 2-15: Estimated Percentages of Rent-Payers in Each RFTA Community Devoting Various Percentages of Income to Housing Costs in 2014. 2-22
Figure 2-16: Estimated Percentages of Mortgage-Paying Homeowners and Renters in Each RFTA Community in 2014 2-22
Figure 2-17: 5-Year Population Projections for the RFTA Service Area 2-26
Figure 2-18: Estimated Population Change from 2000-2014 and Maximum Projected Population Change from 2014-2035 2-26
Figure 2-19: Historical Estimated Annual and Projected Annual Visitors to the RFTA Service Area 2-27
Figure 2-20: Historical Estimated Leisure Visitors and Projected Leisure Visitors to the RFTA Service Area. 2-28
Figure 2-21: Historical and Projected Total Annual RFTA Ridership 2-29
Figure 3-1: Review of Survey Results from 2006-2016 on Overall RFTA Quality 3-2
Figure 3-2: Valley Service Routes Provided by RFTA 3-6
Figure 3-3: RFTA City of Aspen Service Routes 3-8
Figure 3-4: Cemetery Lane (CL) Route 3-9
Figure 3-5: Hunter Creek (HC) Route 3-9
Figure 3-6: Castle Maroon (CM) Route 3-10
Figure 3-7: Mountain Valley Dial-a-Ride (MV) Route 3-10
Figure 3-8: Burlingame ABC / Highway 82 (BG) Route 3-11
Figure 3-9: Burlingame ABC – MAA Campus Route 3-11
Figure 3-10: Galena Street Shuttle (GSS) Route 3-12
Figure 3-11: Cross Town Shuttle (CT) Route 3-12

Figure 3-12: Skier Shuttle Routes Provided by RFTA....3-14
Figure 3-13: Glenwood Springs Services Provided by RFTA....3-15
Figure 3-14: Use of Transit Services Provided by RFTA....3-21
Figure 3-15: Survey Results from 2016....3-21
Figure 3-16: Work and Home Location for Workers in the RFTA Service Area in 2014....3-22
Figure 3-17: 2015/2016 RFTA Operating Seasons....3-23
Figure 3-18: 2015/2016 Average Weekday Ridership and the Hourly Distribution....3-23
Figure 4-1: Miles per Passenger for RFTA and its BRT Peers....4-4
Figure 4-2: O&M Cost per Passenger Mile for RFTA and its BRT Peers....4-4
Figure 4-3: Fare per Passenger for RFTA and its BRT Peers....4-5
Figure 4-4: Composite Scores for Each RFTA Route from 2010-2015....4-8
Figure 4-5: 2014 O&M Cost per Vehicle Hour for RFTA and its Peers....4-12
Figure 4-6: 2014 O&M Cost per Vehicle Mile for RFTA and its Peers....4-13
Figure 4-7: 2014 O&M Cost per Passenger for RFTA and its Peers....4-14
Figure 4-8: 2014 Passengers per Revenue Hour for RFTA and its Peers....4-15
Figure 4-9: 2014 Passengers per Revenue Mile for RFTA and its Peers....4-16
Figure 4-10: 2014 Average Operating Speed for RFTA and its Peers....4-17
Figure 4-11: 2014 Passengers per Available Vehicle for RFTA and its Peers....4-18
Figure 4-12: 2014 Passengers per Available Vehicle for RFTA and its Peers....4-19
Figure 4-13: Total Revenue Hours per Employee for RFTA and its Peers....4-20
Figure 4-14: Average Ridership per RFTA Route in 2015....4-22
Figure 4-15: Passengers per Vehicle Hour for Each RFTA Route in 2015....4-24
Figure 4-16: Passengers per Vehicle Mile for Each RFTA Route in 2015....4-26
Figure 4-17: O&M Cost per Passenger for Each Fixed RFTA Route in 2015....4-28
Figure 5-1: RFTA Current High Level Org Chart....5-3
Figure 5-2: RFTA Drivers (Full-Time Employees) Working by Season....5-12
Figure 5-3: RFTA Drivers – Comparison of Hours Worked to Vacation by Season....5-13
Figure 5-4: How Employee Housing Incentives Help to Retain Employees....5-17
Figure 5-5: Parker House Employee Housing in Carbondale....5-17
Figure 5-6: RFTA Fuel Card....5-20
Figure 5-7: RFTA Growth Trends Over Five Years....5-27
Figure 6-1: RFTA 2015 Revenue Resources before Capital Funding....6-1
Figure 6-2: Timeline of Transit O&M Cost and Total Revenues Provided to RFTA....6-3
Figure 6-3: RFTA General Fund Balance 2006-2015....6-4
Figure 6-4: Estimated Bus Replacement Timeline....6-4
Figure 6-5: Long-Range Financial Forecast Scenario1 (assuming status quo)....6-5
Figure 6-6: Long-Range Financial Forecast Scenario 2 (assuming additional revenue stream)....6-6
Figure 6-7: RFTA Transit Operating Costs, Ridership and Service Miles over the Years....6-7
Figure 6-8: Hotel Information Page on Transportation in Glenwood Springs....6-8

TABLES

Table 2-1: RFTA Region Major Trip Generators and Percent of Total Regional Employment....2-24
Table 3-1: RFTA and its Regional Members....3-3
Table 3-2: RFTA Service Agreements with other Regional Jurisdictions....3-4
Table 3-3: RFTA Routes and Route Statistics for 2010-2015....3-16

Table 3-4: RFTA Routes, O&M Cost, and Fare Revenue for 2010-2015 3-17
Table 3-5: Total Route Performance from 2010-2015 3-18
Table 3-6: Percent Change from the Previous Year for all RFTA Routes from 2010-2015 3-18
Table 3-7: RFTA Bus Fleet Mileage and SGR Summary as of Spring 2016 3-20
Table 4-1: Fixed Route Bus Service Peer Analysis Ranks and Percent Difference from Average Values for 2014 4-1
Table 4-2: Commuter Bus Service Peer Analysis Ranks and Percent Difference from Average Values for 2014 4-2
Table 4-3: Bus Rapid Transit Service Peer Analysis Ranks and Percent Difference from Average Values for 2014 4-3
Table 4-4: Total Revenue Hours per Employee Peer Analysis Ranks and Percent Difference from Average Values for 2014 4-6
Table 4-5: Route Scores for Each RFTA Route from 2010-2015 4-7
Table 4-6: 2014 Overview of RFTA and its Peers 4-11
Table 4-7: Fare Types and Purchase Modes for RFTA and its Peers. 4-20
Table 4-8: Passengers per Vehicle Hour for Each RFTA Route in 2015 4-23
Table 4-9: Passengers per Vehicle Hour for Each RFTA Route in 2015 4-24
Table 4-10: O&M Cost per Passenger for Each RFTA Route in 2015 4-26
Table 5-1: RFTA Board of Directors and Non-Member Jurisdictions 5-1
Table 5-2: RFTA Employees by Department (as of September 2016) 5-5
Table 5-3: RFTA's Core Values 5-7
Table 5-4: Areas of Enhancement 5-8
Table 5-5: Distribution of Residences of RFTA Employees and Cost of Living Comparisons 5-11
Table 5-6: RFTA Employee Housing Availability 5-17
Table 5-7: Succession Needs from RFTA Current Positions 5-25
Table 5-8: Additional Full-Time Employees Identified by RFTA Staff 5-25
Table 5-9: Additional Full-Time and Part-Time Positions Possibly Needed within 5 Years 5-25
Table 5-10: RFTA Growth over 20 years 5-26
Table 6-1: RTA Sales Tax Rate Totals Provided to RFTA 6-2
Table 6-2: RFTA Existing Asset Financials as of September 2016 PLACEHOLDER 6-10
Table 6-3: Estimated Costs for Two Future Scenarios for 20-Year Growth PLACEHOLDER 6-10

APPENDICES

Appendix A: RFTA Meeting Minutes Stage 1 – Define the Vision
Appendix B: RFTA Organizational Chart 2016
Appendix C: RFTA Assets 2016

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EXECUTIVE SUMMARY

The Roaring Fork Transportation Authority (RFTA) is integral to the livability and vitality of the Roaring Fork Valley, providing crucial public transportation services to the region. RFTA supports local economies by connecting residents along a nearly 70-mile corridor to major centers of employment, including Aspen, Glenwood Springs, and Rifle. It provides year round and seasonal public transit services relied on by tourists for recreating, local residents for commuting to work as well as for recreational opportunities, and it serves as the primary mode of transportation for residents without access to a vehicle. Since RFTA's inception in 1983, it has faced many challenges. To satisfy the increases in demand for public transit services driven by increases in the resident population and tourism, RFTA has undergone four major expansions. Because resident populations and visitors to the region are anticipated to increase, RFTA is now at another crossroads.

With RFTA's capacity to satisfy travel demand at or very near its limit, the agency must evaluate its next steps. Some of the options are whether RFTA should attempt to live within current available resources (shrink to fit), maintain the status quo (which will likely require additional resources), enhance and grow its services incrementally, or undergo a fifth major expansion. The decision-making path that RFTA will follow will come in the form of an Integrated Transportation System Plan (ITSP), designed to guide RFTA's development as a multi-modal transportation agency and clearly define RFTA's future role in the region. The ITSP will determine RFTA's level of growth and identify the additional funding required, if any. An initial step in developing the ITSP is to examine RFTA in its current state and identify steps that could be taken to improve its sustainability as an organization through this Efficiency and Organizational Structure Review (Review).

The intent of this Review is to provide RFTA and its Board with a greater understanding of the organization as a whole and to provide insights and recommendations for future potential development. Overall, RFTA is a unique agency, serving a unique region. The leadership within the organization is dedicated and capable of offering a wide variety of transportation services to the community with a focused vision of efficient and effective mobility options.

ES-1: Region Served by RFTA

This chapter examines the region that RFTA serves by using the most recent US Census Bureau data and community-specific population projections, and it identifies the possible implications of the demographic data for transit demand. This chapter illustrates the substantial growth that the region has witnessed in recent years, both in resident population and in visitors and underscores the potential need for RFTA to acquire additional resources to satisfy projected increases in transit demand. It also highlights the projected shift in economic pull and population distribution from up-valley communities such as Aspen and Snowmass Village to down-valley communities such as Rifle and Silt. In response to these projected shifts, RFTA may need to reallocate its resources to not only

satisfy the shift in transit demand but also to accommodate the travel demand created by the growth of down-valley communities.

ES-2: RFTA Services

This chapter examines each of the services that RFTA provides. RFTA's Operating and Maintenance (O&M) costs have been increasing while fare per passenger has been decreasing, indicating the need for RFTA to identify sources of additional funding to offset increasing O&M costs.

Figure ES-1: Glenwood Springs Maintenance Facility

This chapter also examines RFTA's fleet of 93 buses. Overall, the condition of the fleet is acceptable; however, RFTA will be challenged to replace buses as they reach the end of their service life, and begin to become more costly to maintain. It is recommended that RFTA replace buses that have a State of Good Repair score of 2.9 or less, as defined by the Federal Transit Administration.

Summarized in this chapter are key takeaways from on-board rider surveys conducted in 2016. These surveys suggest the need for RFTA to improve parking and facilities at park and rides, improve comfort on buses, expand services, particularly along the I-70 corridor, and improve customer service.

ES-3: RFTA Performance

This chapter assesses the overall performance of RFTA compared to peer transit agencies using a number of performance indicators. Performance was assessed on a mode-specific basis, with three peer agencies selected by which to compare each of RFTA's three fixed-route mode types. For fixed

route service, RFTA has among the highest performing ridership compared to its peers. However, RFTA may be able to reduce deadhead hours for its FR service, as it performed lowest among its peers in this category. Analysis of RFTA's commuter bus (CB) service showed that RFTA performs well regarding O&M costs and ridership statistics. However, both the FR and CB service analysis indicate the need for RFTA to maintain a more appropriate spare ratio. Bus rapid transit (BRT) was the lowest performing service relative to its peers in some categories. Although the VelociRFTA BRT route length and passenger miles are significantly greater than those of the urban peer systems, overall low ridership of BRT service on a passenger per hour/mile basis suggests that headways for BRT service could be optimized

Fare revenue was another component examined in this review, namely the variety of fares/passes offered, as well as the means by which riders are able to acquire them. Compared to three peer agencies, RFTA offers an equivalent amount of fare-purchase options; however, RFTA may benefit from offering options such as single day passes and on-line fare purchases.

The final section of this chapter serves to assess RFTA's performance on a route-specific basis. RFTA's FR service performed the highest overall, with the Hunter Creek route performing the highest of all RFTA routes. The Hogback-Rifle and Woody Creek routes performed relatively poorly. While there are reasons for lower performance on these routes, such as lack of convenient and consistent service, they were identified as routes that should be optimized to decrease O&M costs and/or increase ridership.

ES-4: RFTA as an Organization

RFTA is a unique organization that requires considerable time to explore and understand its history and journey over the years. RFTA staff members have a strong sense of pride and joy in what they do and a solid commitment to the services they offer to their community. The CEO and many of the Directors have been with RFTA since its inception and carry with them a vast amount of knowledge, experience and leadership that offer significant insights to the organization. It will be important for RFTA to plan accordingly for succession as many key members, including the CEO and several Directors, may retire within five years. Identifying the necessary training and job preparation for staff, which demonstrate the aptitude for development in the organization, will ensure a successful handover.

RFTA has increased in popularity over the years, with ridership growing steadily, especially for commuting, special events and tourist and recreation attractions. In response, RFTA has grown its organization incrementally over the years by adding staff as needed and implementing technology tools to create better efficiencies. There are focused areas of enhancement that will provide for greater efficiencies within the organization as the region looks to develop its transit services even further. Specific areas for RFTA to focus its attention for enhancements include: improved communications, increased employee engagement, and streamlined data processing.

Communication

Communication within any organization is paramount to its success. Given that RFTA serves a unique region, the facilities are spread out geographically along a 70-mile corridor. Employees may rarely have contact with one another due to the 24/7/365 nature of the operations. Therefore, information may not be shared effectively between and within the various departments. It is recommended that processes of communication be reviewed in each of the departments, and that specific communication tools be implemented that would boost productivity and enhance the culture within RFTA.

Figure ES-2: Director of Facilities Speaking with a Driver at RFTA

Employee Engagement

Businesses that serve the flux of visitors within the Roaring Fork region face the challenge of retaining employees from year to year due to the transient nature and high cost of living of the region. It can be expected that RFTA will continue to experience seasonal service and staffing swings, however, looking at ways to boost employee engagement will in turn improve both employee retention and customer service. Often, when looking for solutions to challenges in an organization, the best answers come from within. Conducting an Internal Employee Satisfaction Survey may provide insight to information from employees that could help to improve employee engagement. RFTA's training program proves to be effective, and it is recommended that RFTA continue to invest in engaging training programs with instructors who have real-world experience. To balance the workload between the high and low seniority drivers, there are benefits to encouraging leave of absences during the slower periods in the year, thereby providing more shifts for drivers lower in seniority and enabling them to continue working at RFTA. Lastly, one of the most impactful strategies to support employees at RFTA would be to offer additional affordable housing. It is recommended that RFTA explore opportunities to use Public-Private Partnerships (P3) to implement sustainable housing programs.

Figure ES-3: RFTA's Employee Housing Units in Carbondale

Data Processing

Data gathering and use are important to making good, timely decisions and agreements. RFTA puts a great deal of importance and emphasis on data collection as it provides the organization, its Board, and the public with reliable and dependable information for future planning. Technology has the potential to help RFTA grow smarter when the information can be accessed in a way that is efficient, informative and meaningful to its users. However, managing the overwhelming amount of data that is available can be cumbersome and time consuming for any organization. As RFTA continues to grow and the industry continues to progress with the advancement of technology, processes can be streamlined to create efficiencies and greater reliability of data. RFTA has already invested in sophisticated programs and has risen quickly to adapt and utilize these tools. Further training and support are needed for RFTA staff to utilize the existing data management software so that it can benefit the organization to its fullest potential. Furthermore, a Data Analyst would enhance the organization so that ridership and route mileage data could be acquired accurately and efficiently, allowing other staff members to focus on their tasks at hand.

Figure ES-4: RFTA Operations utilizes sophisticated technology to capture important data

ES-5: User Experience

As part of this Review, our team rode bicycles from Carbondale to Glenwood Springs on the Rio Grande Trail and took a RFTA bus from Glenwood Springs back to the Carbondale Park-and-Ride to fetch our personal vehicle. The Rio Grande Trail is an exceptional experience and beautiful way to travel in the region and RFTA is a responsible steward of this important asset. From our experience purchasing a bus pass, it is our recommendation that the $5.00 discounted ticket purchase price from the Ticket Vending Machines (TVM) be increased to make it more consistent with other stored value cards. Additionally, it is recommended that RFTA review the Bikes on Buses and Bike Sharing program to identify strategies to make the program more understandable and less frustrating for users in order to encourage a more efficient and seamless multi-modal transportation system within the Roaring Fork region.

ES-6: Financial Review

The growing economy of the Roaring Fork Valley and the corresponding growth in its voter-approved sales tax revenues over the years, have allowed RFTA to continue its operation and expand its services. The agency's growth and increased productivity are largely due to the determination and foresight of the organization to remain focused on the big picture, which is to provide transportation choices that connect and support vibrant communities. RFTA has continued to evolve, overcoming many challenges, such as the recession from roughly 2009-2011 and its lingering economic impacts. In spite of the high cost of living and the intense competition for employees in the region, RFTA has always responded to the growing needs in the community. RFTA's proven track record has been to grow wisely and effectively over time and to acquire assets as needed that best address the needs of the community.

Transit agencies across the nation are experiencing increases in operating and capital costs and are finding it difficult to maintain existing service levels, much less grow to meet increasing passenger demand. For this reason, it is even more critical for transit agencies to engage in strategic marketing and planning to attract riders, while maintaining and upgrading equipment and facilities to ensure that safe, dependable, convenient, and efficient services are provided to the public. In the years ahead, it will benefit RFTA to look for ways to promote increased ridership during the off-seasons and off-peak periods, through an increased marketing effort and lower off-peak fares. Reaching out to local industries, such as hotels, with schedule information will help increase the awareness of local visitors about RFTA transportation services available to them.

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1 Introduction

1.1 Context and Intent of this Efficiency Review

RFTA has experienced tremendous growth and change over the last three decades, especially with the development and implementation of the VelociRFTA BRT system, which began operation in September 2013. It is evident that RFTA has responded to growth in the region by providing an ever-expanding variety of transportation services. Specifically, RFTA evolved through four major expansions after its start in 1983. Now, in 2016, RFTA is approaching a tipping point that may require a more essential change so that the organization can best respond to the growth that has already taken place and that will continue into the future.

> ***Tipping Point:*** *The time at which a series of small changes or incidents becomes significant enough to cause a larger, more important change.*

Over the past year, Board discussions about whether RFTA should expand or enhance its services have led to the development of an Integrated Transportation System Plan (ITSP). The ITSP will guide the development of a multi-modal transportation network for the Roaring Fork Valley region and more clearly define RFTA's role in that process. The ITSP will consider opportunities to optimize, enhance, and expand service in response to the expected growth. It also provides the context for this Review, since information derived from this effort will help inform the development of the ITSP.

The intent of this Review is to assess the current status of RFTA and provide a greater understanding of the directions RFTA might consider for its future sustainability as an organization. This Review aims to consider specific challenges and opportunities, both internal and external to RFTA, for two distinct avenues of change. One avenue involves growing to meet the needs of communities, which will require RFTA to secure commensurate funding. Another scenario will require significant adjustments to align service levels with available funding. Both options are valid for consideration; although it is likely that RFTA will continue to face intense pressure to grow in order accommodate increasing passenger demand in the future. The internal aspects of this Review involve the organizational structure and staffing, as well as fleet and facility needs. The external aspects, such as population and employment growth, service demands, route performance and ridership, will be related to costs, revenues and contractual agreements. Furthermore, a peer analysis will demonstrate how RFTA compares to similar transit agencies. The recommendations discussed within this Review aim to support RFTA's core values and provide a developmental platform for the organization and its Board members.

1.2 Background

1.2.1 History of RFTA

Given the vast amenities and opportunities of the area, new residents and visitors are attracted to the region season after season, year after year. Today over 50,000 people now call the Roaring Fork

Valley home. Since 1983, RFTA has evolved into the nation's largest rural transit agency by working closely with each of the Valley's jurisdictions to provide transit services to meet the needs of the visitors, residents, employees, and the major employment centers spanning from Rifle through Glenwood Springs to Aspen.

RFTA's genesis began in mid-1970, 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 growing numbers of commuters residing in more affordable downvalley communities, 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. .

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 RFRHA, which was comprised of Garfield, Eagle, and Pitkin Counties, the City of Aspen, the City of Glenwood Springs, the Town of Snowmass Village, the Town of Basalt, and the Town of Carbondale. Other partners in the acquisition of the corridor were the Pitkin County Open Space and Trails Program, the Colorado Department of Transportation and the Great Outdoors Colorado Trust Fund (GOCO). The corrido was purchase to preserve it for a future public transportation system and for interim recreational uses. As such, the corridor was Railbanked by RFRHA in 1998 pursuant to the National Trails System Act.

State of Colorado Rural Transportation Authority (RTA) enabling legislation, created in 1997, was the impetus for creating a more effective Regional Transportation Authority (RTA) structure. In November 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. Major transit service level increases in the State Highway 82 corridor were undertaken by RFTA in 2001to fulfill pledges made to voters and the Grand Hogback commuter bus service, operating in the Interstate 70 corridor between Glenwood Springs and Rifle, was implemented in April 2002.

In 2003, the RFTA Board established a goal to complete the Rio Grande Trail by 2010. 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. In 2006, the RFTA Board established a goal to implement Bus Rapid Transit in the Roaring Fork Valley by 2017.

In 2008, RFTA completed the Rio Grande Trail between Glenwood Springs and the Pitkin County Line. Pitkin County had previously completed the trail on the portion of the corridor that it manages between Woody Creek and Emma. 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. 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 was so successful that 2014 Roaring Fork Valley commuter ridership was up 23% over 2013. RFTA provided 4.84 million rides in 2015, a 1% increase over 2014. RFTA believes that the mild winter and record low gasoline prices contributed to slower growth in ridership in 2015.

1.2.2 The Roaring Fork Valley

Operating in the Roaring Fork Valley has inherent challenges and opportunities. The State Highway 82 (SH82) and Interstate 70 (I-70) corridors are linear and nestled in a valley surrounded by national forests. This enables RFTA to concentrate its regional commuter services more effectively, minimizing the need chase sprawl by diverting off of the major highway corridors to serve outlying communities. Snow and icy roads during the winter create hazardous driving conditions for commuters that cause spikes in demand for transit services. Peak winter and summer tourism influxes in the region create highly seasonal shifts in population and employment, resulting in the need for five annual transit service plans. The linearity of the corridors that RFTA serves is shown in Figure 1-1.

Figure 1-1: RFTA's Service Area

1.2.3 RFTA's Expansion Periods

As previously mentioned, the Authority has experienced and evolved through four major service expansions since the organization was originally developed in 1983 (operating as the Roaring Fork Transit Agency). A brief summary of these four growth periods is provided below:

- 1994-1995 – RFRHA was formed, Ride Glenwood Springs was started; Valley service expanded in conjunction with the implementation of paid parking in Aspen. Traffic Policy adopted unanimously by all three upper valley governments.
- 2001-2002- RTA formed and RFRHA and Transit Agency merged into RFTA. Glenwood Maintenance Facility built; hourly GWS service begins; CIS refocused to include BRT.
- 2006-2007- RFTA purchases and finances employee housing property, increases service levels in the Highway 82 and I-70 corridors.
- 2013-2014- RFTA implements VelociRFTA, the first rural bus rapid transit system.

> *It is not our task to predict the future, but to be well prepared for it.*
>
> — Pericles
> Athens 430 BC

Ridership has grown at an average rate of 1.7% per year for the last 20 years from 1994 to 2014, or 40% in total. Though it is uncertain whether or not growth will continue at a steady rate, and where the majority of the growth will occur, RFTA needs to have a solid foundation to be prepared to meet the future transportation needs of the region. The way in which RFTA responds to the changing environment and transportation needs will determine how effective the organization can be. Any service changes

sought by RFTA should promote and enhance both the communities and the lifestyles of its residents, while maintaining the sustainability of the environment.

1.3 What RFTA Represents

1.3.1 RFTA Is Responsive

The Roaring Fork Valley attracts visitors from around the world. The area is well known for its special events, including Jazz Fest, X Games, 4th of July, Halloween, New Year's Eve, and other events. RFTA has been instrumental in the success of these events by providing safe and reliable transportation for its attendees. The X Games alone saw 123,892 RFTA passengers in 2015 and 143,160 RFTA passengers in 2016; with over 50,000 system-wide passengers on one day of the event.

The X Games is one example of how RFTA supports the region by accommodating significant increased demand in ridership during the four days of the event. In order to respond to these ever-growing demands, RFTA has been stretched to its fullest capacity. A closer look is needed to understand how RFTA can continue to be nimble and responsive to its community as future demands arise. Although RFTA provides transit services that are critical to the success of major events, transporting workers is the primary purpose people use RFTA. For example, March 2016 passenger survey data indicated that 65% of all respondents were using the bus to get to work, whereas approximately 70% -80% of RFTA regional commuter bus and BRT passengers indicated they were riding to/from work.

1.3.2 RFTA is Regenerative

RFTA aims to make the most of its limited resources –an organizing principle that makes it a better steward of the public and the natural environment. The term regenerative describes a process that restores or renews one's resources whereby sustainable systems are created that integrate the needs of society and nature. RFTA has been particularly adept at utilizing every resource available to continue to respond to the growing and changing transit needs of the public it serves.

RFTA, as an organization and as a team of motivated employees, has done a remarkable job at serving the transportation needs of the region. Through interactions with 27 staff members within RFTA and upon visits to all of RFTA's facilities, it is clear that RFTA strives to fully utilize its resources. Staff are fully engaged and dedicated to the RFTA mission, and this is largely due to the positive leadership within RFTA.

This report aims to determine whether RFTA should maintain its current services, plan for future growth, or reduce its services to fit available resources. For an organization to grow its customer base, it is important to continually evaluate and pinpoint specific areas for improvement and create action plans to make useful changes. The insights and recommendations provided herein are for RFTA and its Board Members to consider as the region moves into developing an ITSP for its constituents.

RFTA is reaching the capacity of its Glenwood Springs' maintenance facility, as well as its employee housing and office space; therefore, any consideration of future growth in fleet, human resources or

other RFTA infrastructure, in response to changes in transit needs and demands, will need to address facility expansion. In speaking with RFTA employees, there is a desire and vision to move the organization forward with specific improvements. These improvements will provide efficiencies throughout the organization and will pass on benefits to the public. In order to continue providing the best service possible to the region, RFTA's resources need to be maintained, replaced, revitalized, or increased as needed so that the organization can continue to be regenerative.

Not only has RFTA utilized its resources to their full capacity, RFTA has also sought out ways to be regenerative in its energy consumption through its investment in solar energy and use of cleaner alternative fuels and hybrid buses, and it will continue to do so. As RFTA continues to develop as an organization, ensuring that sustainability and efficient use of resources remains a core value will benefit the environment, the organization, and the people RFTA serves.

1.4 Basis of the Efficiency Review

As stated above, the intent of this Review is to provide a roadmap of directional choices that the organization can take in response to the transportation needs of its growing communities. Information was gathered through an on-site tour of facilities and face-to-face interviews with Directors, Managers and support staff as needed for a full spectrum understanding of the organization, its operations and interactions. This information was received and interpreted to provide insights and opportunities for future projections. Furthermore, a comparative analysis was carried out on performance measures and experience learned from other similar transit agencies.

RFTA's core values of *Accountability, Affordability, Convenience, Dependability, Efficiency, Safety, and Sustainability* were used to guide our recommendations within the various departments. Aligning the potential avenues of change with these core values will ensure the organization can continue its original mission of "providing preferred transportation choices that connect and support vibrant communities".

2 Region Served by RFTA

2.1 Overview

The geographic orientation of the RFTA service area presents unique challenges in providing public transit services. The nine communities that make up the RFTA service area are spread along Highway 82 in the Roaring Fork Valley and the I-70 corridor in the Colorado River Valley. The most populous and economically robust communities are approximately 30 - 40 miles apart, creating demand for not only for fixed route services within these communities, but also for inter-community regional service. The linear corridors that RFTA serves, with communities situated in close proximity to them, are ideal in terms of transit service efficiency when compared to urban transit systems that are required to chase sprawl. However, the span of RFTA's service area, bad weather, congested roadways, vehicular accidents, and roadway construction projects, and the lack of workable alternative routes when things go wrong, can significantly impair RFTA's ability to maintain its schedules.

Recommendation 1: Acquire additional resources to satisfy increasing demand.

Core Values: DEPENDABLE

The RFTA service area has experienced significant population and economic growth over the past 15 years. Over this period, RFTA has had to grow and adapt to changing demands for service. However, RFTA also provides transit services to ski resorts in Aspen and Snowmass, which introduce great seasonal strain as employment and tourism see significant increases in the winter months. To a lesser degree, the summer season also experiences increases in tourism and events. Along with resident population growth, tourism to the region has also been on the rise in recent decades, putting additional strain on RFTA's limited resources. Growth in the region is expected to continue. The majority of this growth is expected to be in the communities in the lower Roaring Fork Valley and I-70 corridor. Projected growth rates for these communities suggest significant population and economic shifts within the next 20 years, where down-valley communities may rival the traditional population and economic influence of up-valley communities. Associated with this likely shift will be a change in commuting patterns from a generally up-valley direction to a significantly more down-valley direction. However, this is not to suggest that the historical population and economic centers are projected to shrink, just that their growth is to be significantly outpaced by currently smaller communities. Therefore, it is likely that RFTA will potentially experience increasing demands for service to communities such as Rifle and Parachute. Tourism growth in the region is also expected to continue over the next 20 years, adding to the strain that RFTA already experiences during periods of peak tourism. In general, the projected population, employment and tourism-related

Recommendation 2: Identify resources to bolster the growth of down-valley communities.

Core Values: DEPENDABLE, EFFICIENT, SUSTAINABLE

growth in the region will likely increase demand for transit services to a level that RFTA cannot satisfy in its current form, and organizational growth and a reallocation of resources may be required.

2.2 RFTA Service Area

The RFTA service area is located in rural western Colorado and covers the northwestern portion of Pitkin County, southwestern Eagle County, and southeastern Garfield County. RFTA serves nine main communities along approximately 70 miles of the Roaring Fork and Colorado River Valleys, including the City of Rifle, the Town of Silt, the Town of New Castle, the City of Glenwood Springs, the Town of Carbondale, the Community of El Jebel, the Town of Basalt, the Town of Snowmass Village, and the City of Aspen. Figure 2-1 provides an overview of the RFTA service area.

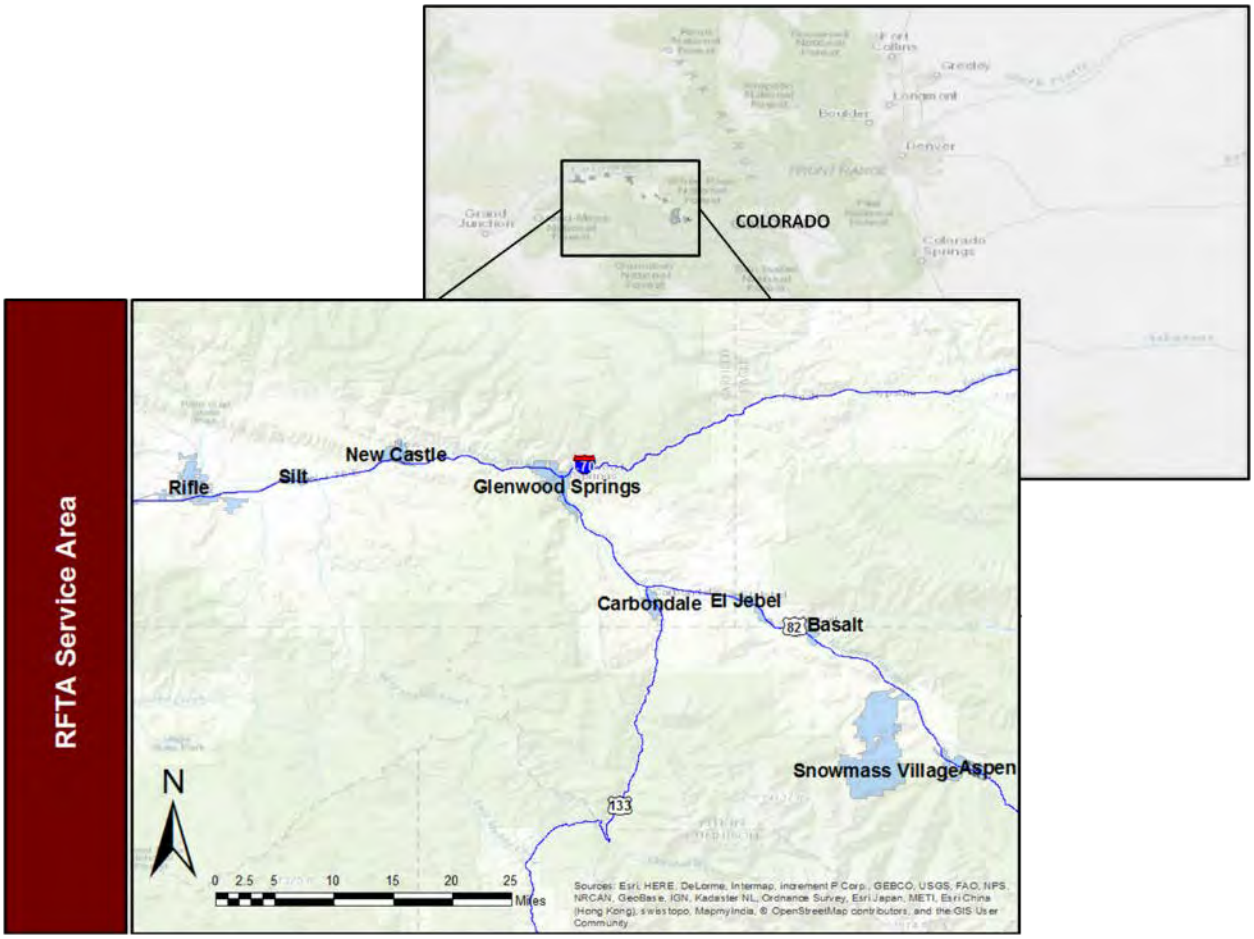


Figure 2-1: RFTA's Service Area Overview

The geographic extent of the service area creates unique challenges for RFTA, including its ability to satisfy demand for both local and long distance transportation services. In the past, Snowmass Village and Aspen have exhibited variable demand by season; however, these areas are cultivating event-related economies during the off-season to help create more consistent, year-round demand for transit services. Additionally, the demographics of the nine main communities that make up RFTA's current service area vary greatly, impacting the overall ridership demand and the types of public transportation services needed. The vast geographic extent, the seasonal variability, the demographic variability, and the resulting effects on the types of services demanded from a single public transportation entity make the challenges faced by RFTA largely unparalleled.

2.3 Regional Demographics

The region served by RFTA is not only geographically vast but also demographically diverse. Additionally, the RFTA service area and the region's economy have been very dynamic over the past 15 years, forcing RFTA to adapt to ever changing demands for service. These aspects, combined with the seasonal resort nature of the RFTA service area, present unique challenges in providing public transit services.

2.3.1 Input from the Jurisdictions

During the ITSP Stage I – Define the Vision from March through August, 2016, the project team reached out to staff and elected officials from twelve communities including Snowmass Village, Basalt, Pitkin County, Aspen, Parachute, Carbondale, Glenwood Springs, New Castle, Silt, Garfield County, Eagle County, and Rifle. We also touched based with four major employers (Aspen Valley Hospital, Grand River Medical Center, and RE 1 and 2 School Districts), and other agencies including Aspen Ski Company, ECO Transit, and the Colorado Department of Transportation. Throughout this outreach effort, we heard encouraging praise of how well RFTA is performing for the community, maximizing their dollars and providing excellent service in a very challenging environment. When asked what the twenty-year vision of transportation looks like to their community, the following improvements were mentioned.

- Optimize and increase transit service including community circulators, direct/express routes, existing bus rapid transit on SH82 and expanded bus rapid transit service on I-70 to Parachute
- Better connect pedestrian/bicycle routes to transit, including connecting Rio Grande trail to Brush Creek station, and adding more pedestrian underpasses
- Better connect to other transit services such as Bustang, ECO Transit, and community circulators
- Expand existing and add new park and ride facilities
- Construct and maintain LoVa trail
- Potential fixed guideway transit from Brush Creek station to Rubey Park

- Expand on-demand services such as bikesharing (WE-cycle), ridesourcing (Uber, Lyft), carsharing (car2go, Zipcar)
- Accommodate future gondola connections at transit stations
- Expand intelligent transportation systems/technology services such as google maps schedule integration, regional app-based trip planner
- Expand maintenance facilities to keep up with fleet demand
- Expand employee housing to keep up with staff demand
- Offer more accommodations for bicycles on buses

RFTA will be working with these communities and stakeholder groups throughout the rest of the ITSP process to determine what the transportation demand will look like in 20 years, define transportation options for the region, and then establish a financial plan to help make these options a reality. Meeting minutes from all conversations held during Stage I are included as Appendix A.

2.3.2 Key Characteristics of the Region

Some key characteristics of the RFTA service area, based on data from the U.S. Census Bureau (2000 Census, 2010 Census, and 2014 American Community Survey), are as follows:

- Population:

  The RFTA service area resident population increased by 30% between 2000 and 2014 (from 38,345 to 49,906 residents).

  The most significant population increases on a percentage basis were in New Castle (129%), Silt (69%), and Snowmass (57%) from 2000 to 2014.

  The most significant absolute population increases from 2000 to 2014 were in Rifle (2,613), New Castle (2,554), and Glenwood Springs (1,932).

  As of 2014, the most populous communities served by RFTA were Glenwood Springs (9,668), Rifle (9,397), Aspen (6,700), and Carbondale (6,464).

  The most populous communities are geographically isolated, with approximately 25 miles separating Rifle and Glenwood Springs and approximately 40 miles separating Glenwood Springs and Aspen.

  The most populous communities are also centers of employment where parking is generally limited. High levels of tourism and an associated increase in the labor force in winter months further compound this issue, increasing demands for public transit.

- Age

  65% of residents in the RFTA community are between 20 and 64 years old, with only 8% being 65 and older.

  The population is generally older when moving up the I-70 Corridor and Roaring Fork Valley from Rifle to Aspen.

- Journey to Work

  The use of a personal vehicle is the primary means of transportation in all RFTA communities but Aspen.

  An estimated 23% of the working population in Aspen walked to work, an estimated 20% used public transportation, an estimated 10% rode bicycles, and an estimated 11% of the population worked from home in 2014.

  Carbondale, El Jebel, Basalt, Snowmass, and Aspen all contained percentages of workers that used public transportation of 10% or greater in 2014.

  This compares to an estimated national rate of 5.1% in 2014.

  Glenwood Springs, Carbondale, and Aspen had the most workers without access to a vehicle in 2014.

  The highest concentration of workers left for work between 7:00 AM and 8:29 AM in 2014.

  Travel times, employment industry statistics, and major trip generators confirm that workers from smaller communities such as Silt, New Castle, El Jebel, and Basalt are traveling up the valley to larger communities for work.

  Travel times for workers in larger communities were generally less than those in smaller communities, suggesting that workers in larger communities either did not travel far for work or worked within their communities.

- Employment

  Total employment increased by approximately 20% from 2000 to 2014.

  Accommodation and food services, retail, and construction were the first, second, and third most common industries, respectively, in the RFTA service area in 2014.

- Income and Housing

  Home values and median income both generally increased when moving up the valley from Rifle to Aspen.

  Large segments of the population were devoting 35% or more of their income to housing costs, particularly renters.

  The percentage of income being devoted to housing costs was generally smaller when moving up the valley, corresponding to the higher incomes when moving up the valley.

2.3.3 Resident Population

The RFTA service area has experienced a large increase in resident population over the past few decades. Figure 2-2 shows that from 2000 to 2014, the RFTA service area has increased in population by approximately 30%, from 38,345 residents in 2000 to an estimated 49,906 residents in 2014.

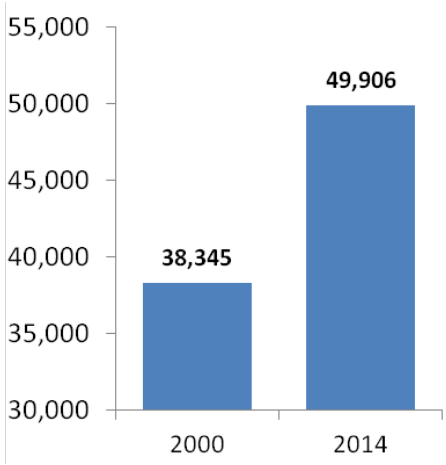


Figure 2-2: Resident Population Change from 2000–2014 for the RFTA Service Area

Source: U.S. Census Bureau (2000 Census and 2014 American Community Survey).

The spatial distribution of this population increase is shown in Figure 2-3.

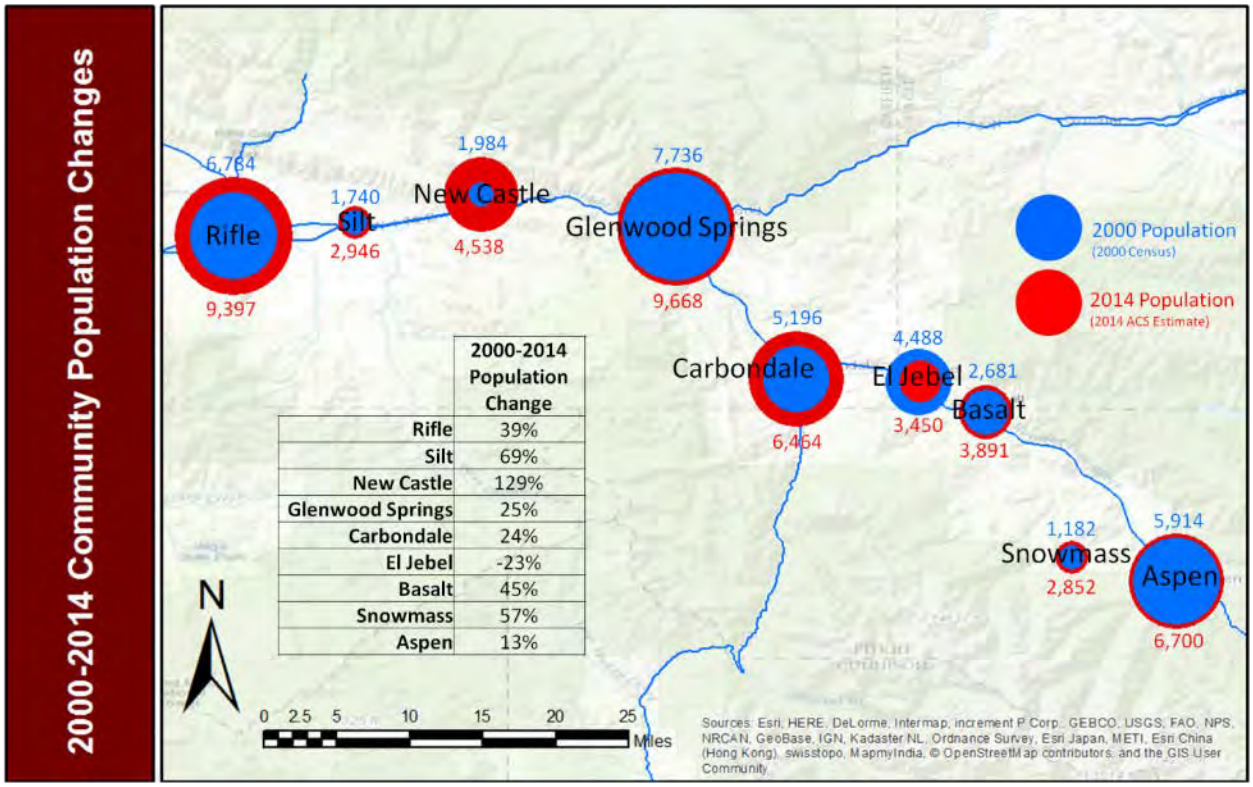


Figure 2-3: Resident Population Changes from 2000–2014

Source: U.S. Census Bureau (2000 Census, 2010 Census, and 2014 American Community Survey).

Between 2000 and 2014, nearly all nine communities served by RFTA experienced significant population growth. The most significant population expansions from 2000 to 2014 occurred in New Castle (129%), Silt (69%), and Snowmass (57%). Currently, the communities with the largest total population are Rifle (9,397), Glenwood Springs (9,668), and Aspen (6,700). The Town of New Castle more than doubled in size from 2000 to 2014.

Examining the distribution of the most populous communities highlights another challenge faced by RFTA. In 2014, Rifle and Aspen were the second and third most populous cities served by RFTA, respectively. Rifle and Aspen are also on opposite ends of the RFTA service area, with the most populous City of Glenwood Springs located approximately equidistant between Rifle and Aspen. The relative remoteness of the most populous communities with respect to one another emphasizes the need for regional public transit services, while the overall size of the cities themselves illustrates the need for local services. The need for local fixed route service is particularly pronounced in Aspen, where Aspen's tourist economy, congestion, general lack of parking and aggressive Travel Demand Management strategies, such as paid parking, add to the reliance on public transit services.

2.3.4 Age

Population age distribution is often used as an indicator for both the overall demand for public transit services and the types of services demanded. Figure 2-4 shows the estimated age distribution of the RFTA service area population in 2014.

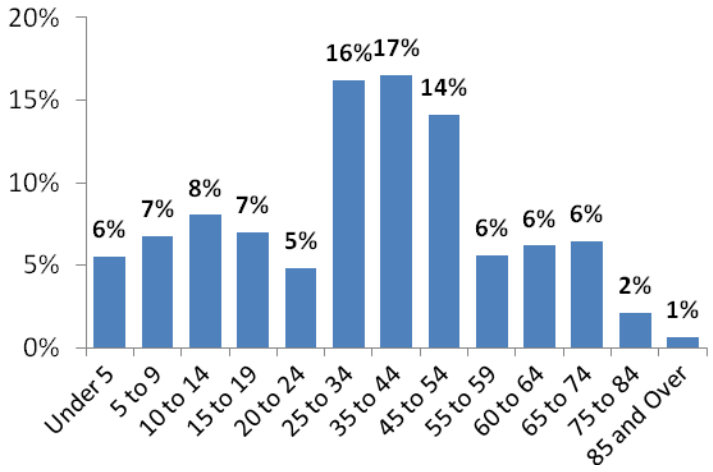


Figure 2-4: 2014 RFTA Service Area Age Distribution Estimate
Source: US Census Bureau 2014 American Community Survey.

The age groups between 25 and 54 years old represent half of the entire population and persons between the working ages of 20 to 64 years old represent 65% of the total population. This age distribution illustrates the demand for public transit services used for commuting provided by RFTA.

2.3.5 Journey to Work

Journey to work statistics were also examined for the RFTA service area. Figure 2-5 provides the estimates for how workers in each of the nine communities in the RFTA service area traveled to work in 2014.

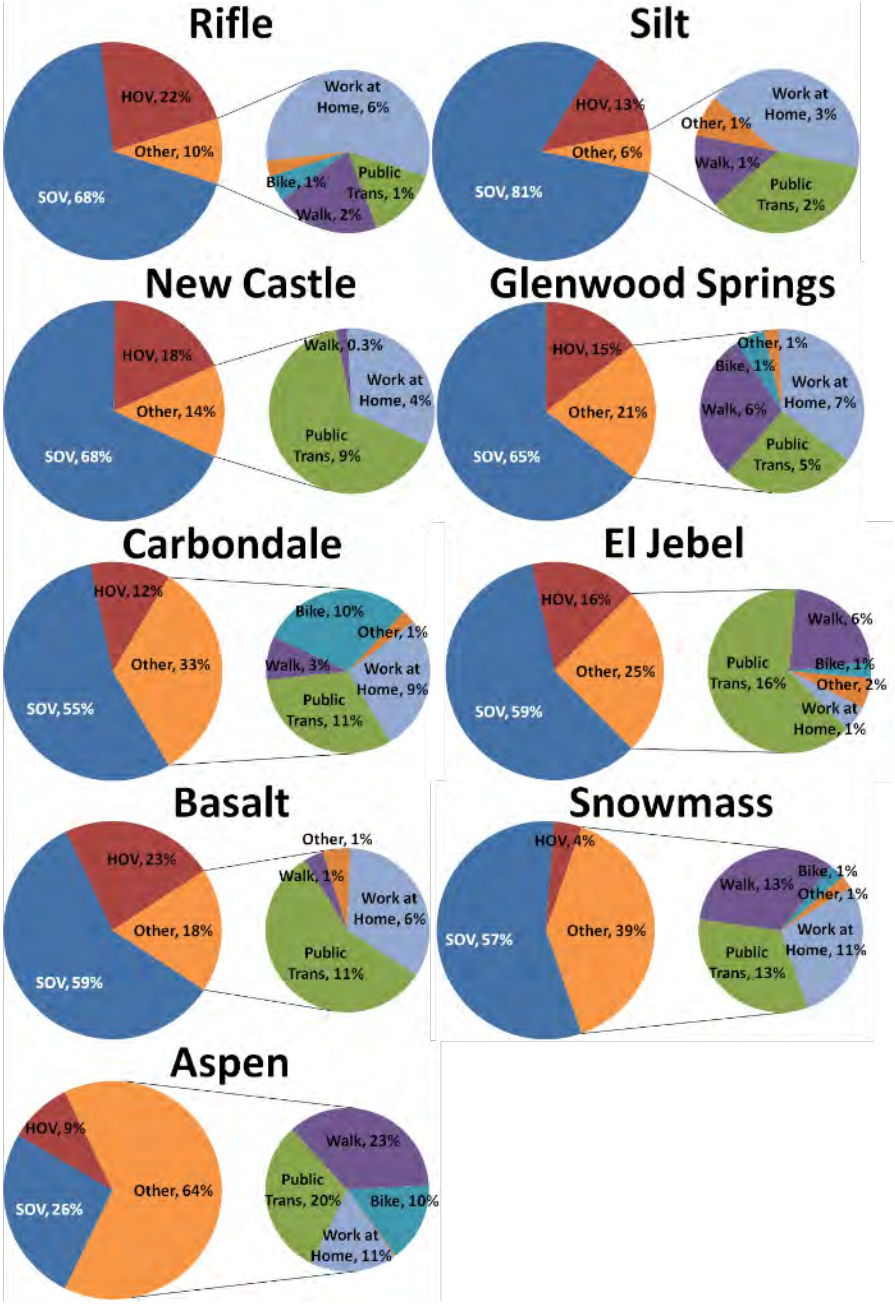


Figure 2-5: 2014 2014 Journey to Work Statistics

SOV- Single Occupancy Vehicle
HOV- High Occupancy Vehicle (1 or more passengers)
Source: US Census Bureau 2014 American Community Survey.

As shown in Figure 2-5, the majority of workers in all communities in the RFTA service area except for Aspen either drove alone or carpooled to work. In general, when moving up the I-70 corridor and Roaring Fork Valley from Rifle to Aspen, a larger percentage of the working population relied on means of commuting other than personal vehicles. Rifle, Silt, and New Castle showed very few workers who either biked or walked to work. Carbondale, El Jebel, Basalt, Snowmass, and Aspen all contained percentages of the working population that used public transit as a means of commuting to work of 10% or greater.

Adding insight regarding the proportions of workers in each community that did not drive alone or carpool in 2014 is Figure 2-6, which shows the estimated number of workers in each community that did not have access to a vehicle in 2014, as well as the percent of the working population that those without access to a vehicle represents.

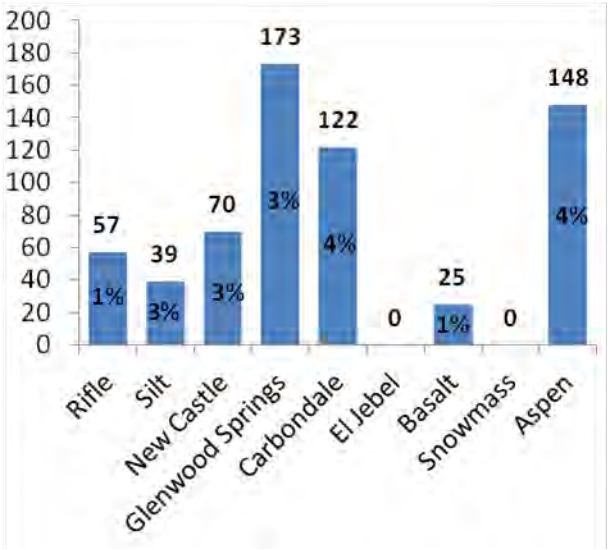


Figure 2-6: Estimated Number of Workers and Percent of Working Population without Access to a Vehicle in 2014
Source: US Census Bureau 2014 American Community Survey.

In addition to examining journey to work statistics for each community individually, the means by which workers were commuting to work were also examined on a service area-averaged basis through time. Journey to work statistics for the RFTA service area as a whole examined for the five years spanning from 2010-2014 are shown in Figure 2-7.

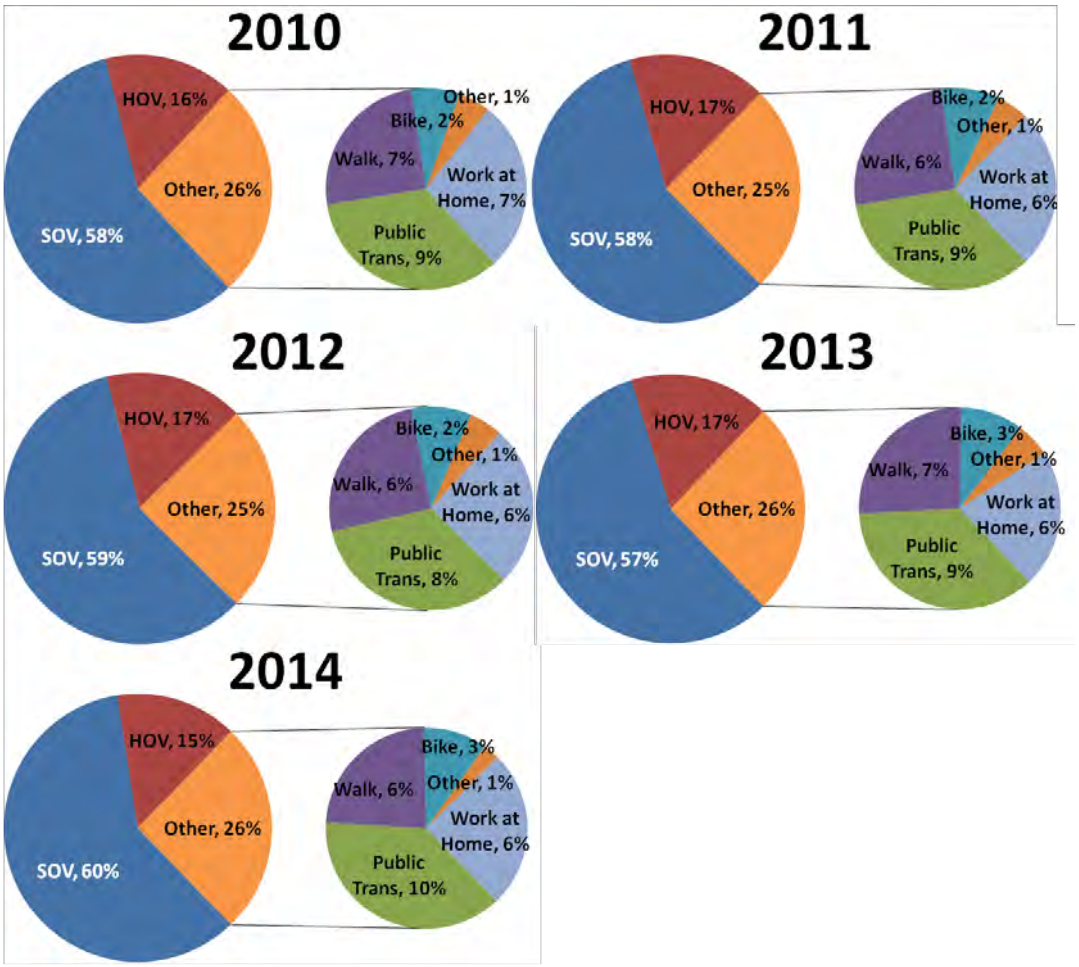


Figure 2-7: Journey to Work Statistics for the RFTA Service Area for 2010-2014.
Source: US Census Bureau 2014 American Community Survey.

Figure 2-7 shows that there was very little change in the means by which workers were commuting from 2010 to 2014, with the percentage of workers in the RFTA service area utilizing public transportation ranging between 8% and 10%. Examining Figures 2-5 and 2-7 together indicates that although there were notable differences between journeys to work characteristics of individual communities, the overall journey to work statistics for the RTFA service area as a composite region appear to be stable.

Figure 2-8 shows the estimated distribution of times during which workers typically left for work in 2014. Figure 2-8 shows that an estimated 45% of all commuting workers in the RFTA service area left for work between 7:00 AM and 8:29 AM in 2014.

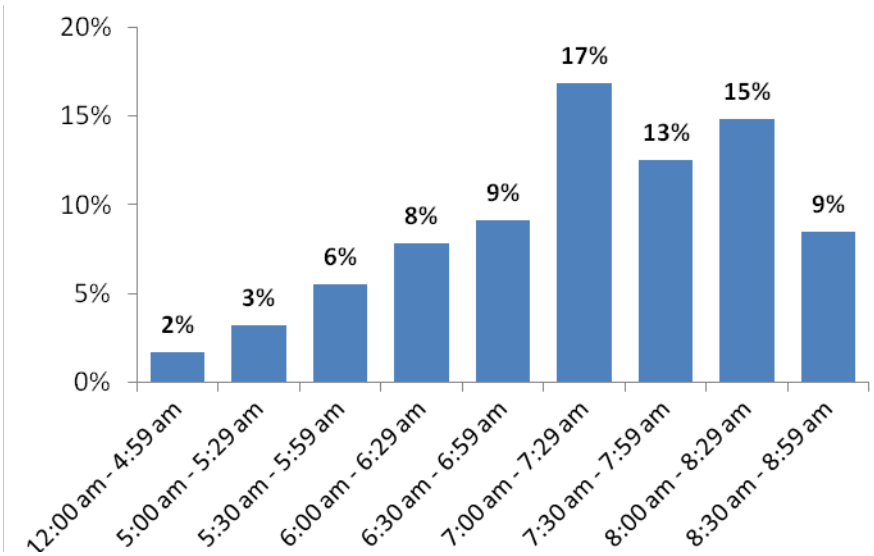


Figure 2-8: Estimated Percentages of Workers Leaving for Work during Timeframes in 2014
Source: US Census Bureau 2014 American Community Survey.

Figure 2-9 shows the estimated travel times to work for each community in 2014.

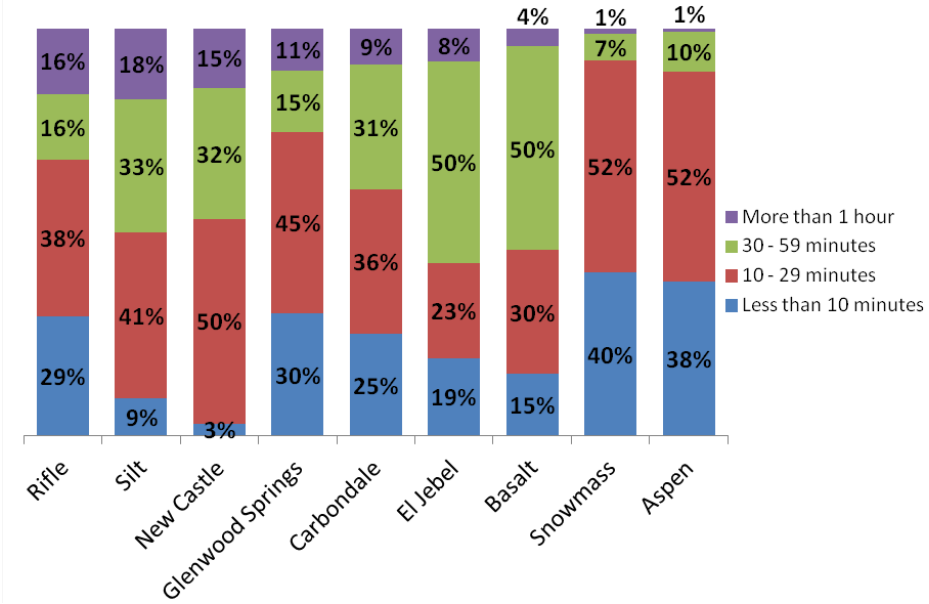


Figure 2-9: Estimated Travel Times to Work for Workers in RFTA Communities in 2014.
Source: US Census Bureau 2014 American Community Survey.

As shown in Figure 2-9, larger communities such as Rifle, Glenwood Springs, and Aspen generally had shorter commute times while smaller communities such as Silt, New Castle, Carbondale, El Jebel, and Basalt generally had longer commute times. This shows that a higher percentage of the working population in larger communities work within their own communities, while more workers in smaller communities have to travel outside of their communities to adjacent communities with centers of high employment. In general, travel times for communities along the I-70 corridor had

longer travel times, with Rifle, Silt, and New Castle each having typical travel times to work of more than one hour for up to 20% of the commuting population.

2.3.6 Employment

Employment characteristics of the RFTA service area were also examined. As discussed previously, the RFTA service area is geographically vast with diverse demographics and employment characteristics. Figure 2-10 shows the total population and total employment for the RFTA service area in 2000 and 2014. As expected, the total employment for the region showed expansion along with the total population of the region.

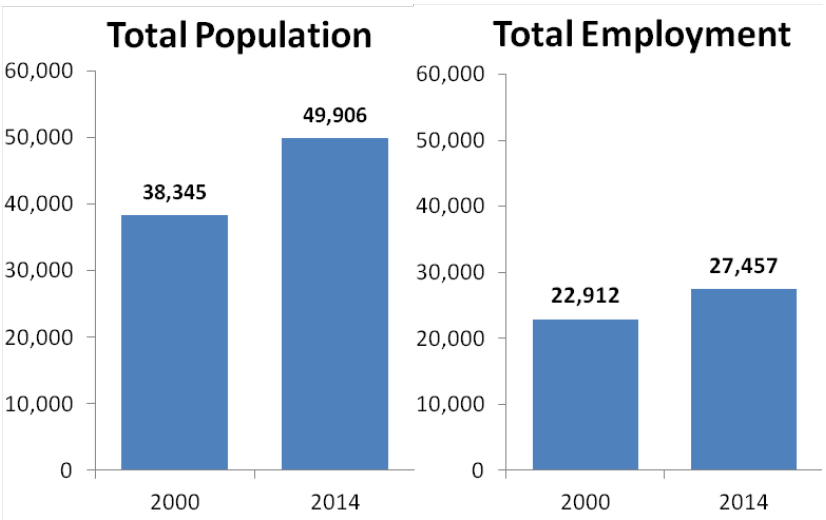


Figure 2-10: Population and Employment Comparison for the RFTA Service Area for 2000 and 2014
Source: U.S. Census Bureau (2000 Census and 2014 American Community Survey).

Figure 2-11 shows the estimated employment per industry type for some of the most common industries in the RFTA service area in 2014.

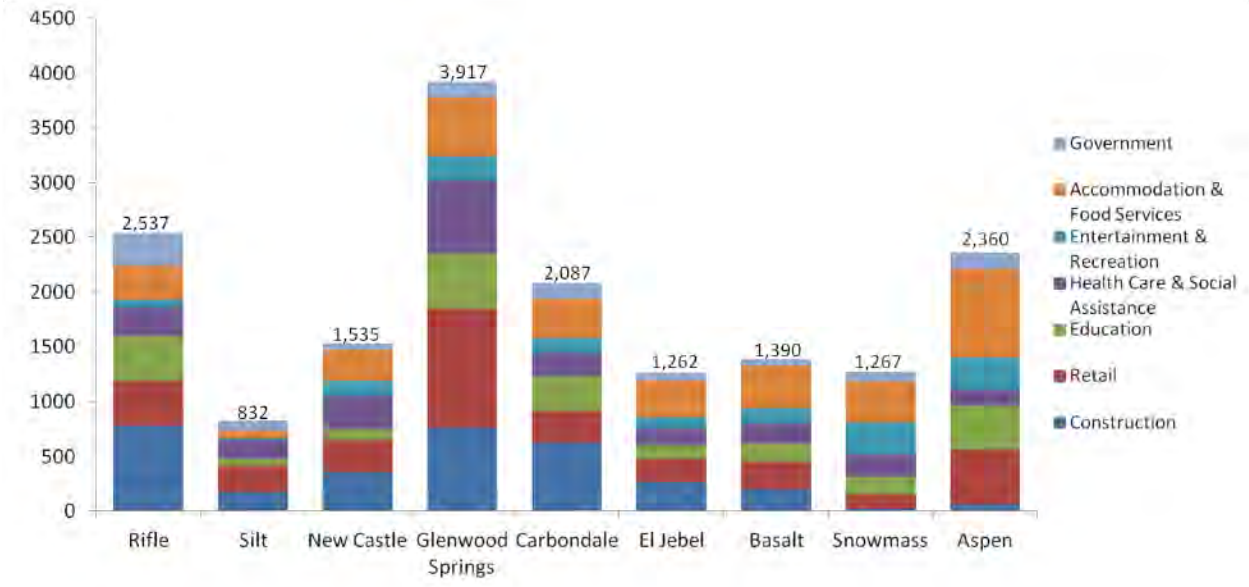


Figure 2-11: Estimated Distribution of Workers per Common Industry and Total Workers for those Industries in the RFTA Service Area in 2014

Source: US Census Bureau 2014 American Community Survey.

The most common industries in 2014 were construction with 3,242 employees, accommodation and food services with 3,449 employees, and retail with 3,415 employees. The large number of workers employed in the accommodation and food services and entertainment and recreation industries highlights the significance of communities such as Snowmass Village and Aspen as employment generators, while the number of workers employed in the construction industry is indicative of the overall economic growth and population expansion in the region.

2.3.7 Income and Housing

Income statistics for a region served by a public transit system can also provide information regarding the dependence of residents on public transit services, with lower income communities generally being more dependent on public transportation. Figure 2-12 shows the estimated median annual income for a resident of each of the nine communities served by RFTA in 2014.

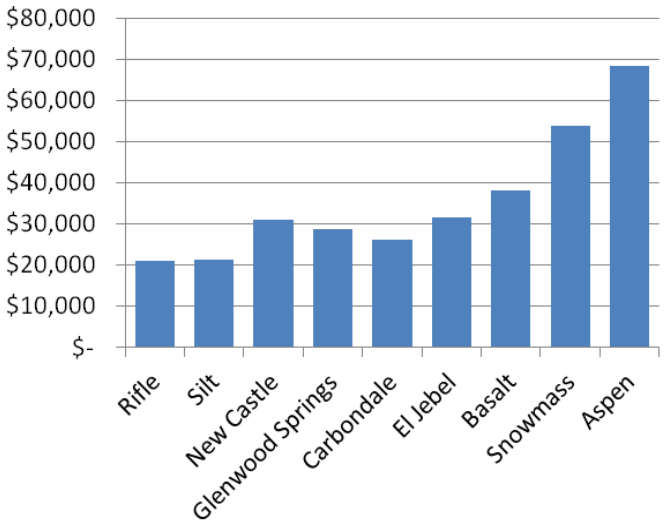


Figure 2-12: Estimated Median Annual Resident Income per RFTA Community in 2014 (adjusted to 2016 dollars)

Source: U.S. Census Bureau 2014 American Community Survey.

In general, median annual income increases dramatically moving up the I-70 Corridor and Roaring Fork Valley from Rifle to Aspen. For example, the median annual income for a resident in Rifle was $21,185 in 2014 whereas the median annual income for a resident in Aspen was over three times higher, at $68,292.

As expected, given the spatial distribution of median income within the RFTA service area, the median home value also increases moving up the Roaring Fork Valley from Rifle to Aspen. Figure 2-13 shows that median home values increased from an estimated $210,153 in Rifle to $446,161 in Aspen, with a maximum of $923,508 in Snowmass Village in 2014.

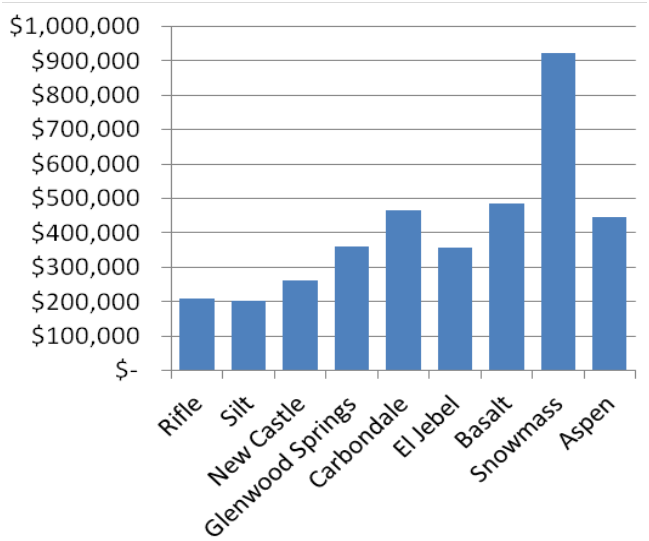


Figure 2-13: Estimated Median Home Value per RFTA Community in 2014 (adjusted to 2016 dollars)

Source: US Census Bureau 2014 American Community Survey.

Displaying the combined potential impacts of median annual income and median home values are Figures 2-14 and 2-15, which show the percentages of the residents of each RFTA community devoting various percentages of their income to living costs as mortgage-paying homeowners and as renters, respectively in 2014.

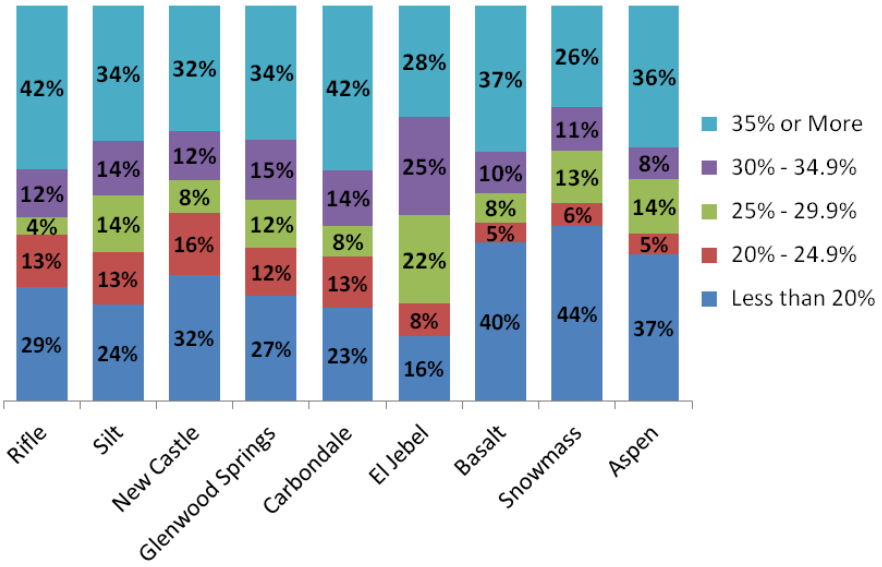


Figure 2-14: Estimated Percentages of Mortgage-Paying Homeowners in Each RFTA Community Devoting Various Fractions of Income to Housing Costs in 2014

Source: US Census Bureau 2014 American Community Survey.

Figure 2-14 shows that a large proportion of the mortgage-payers in the RFTA community were devoting 35% or more of their income to housing costs, with 42% of the population of Rifle and Carbondale both devoting 35% or more of their income to housing costs in 2014. Basalt, Snowmass, and Aspen had high percentages of their mortgage-paying population devoting less than 20% to housing costs in 2014.

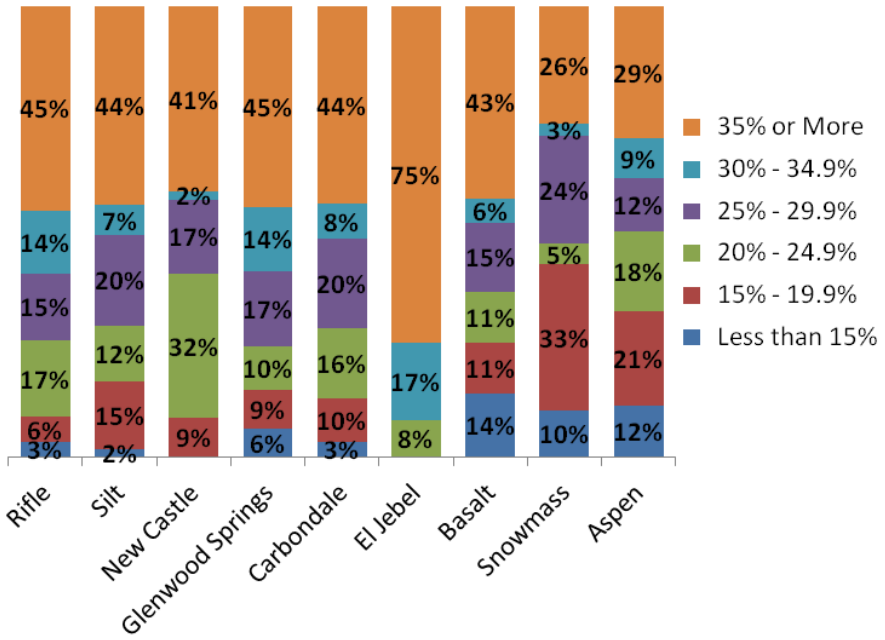


Figure 2-15: Estimated Percentages of Rent-Payers in Each RFTA Community Devoting Various Percentages of Income to Housing Costs in 2014.
Source: US Census Bureau 2014 American Community Survey.

As shown in Figure 2-16, higher percentages of rent-payers in each community are devoting higher proportions of their income to housing costs as compared to mortgage payers. This is especially true in El Jebel, which shows that an estimated 75% of rent-payers are devoting 35% or more of their income to housing costs compared to only 28% of mortgage-payers doing so.

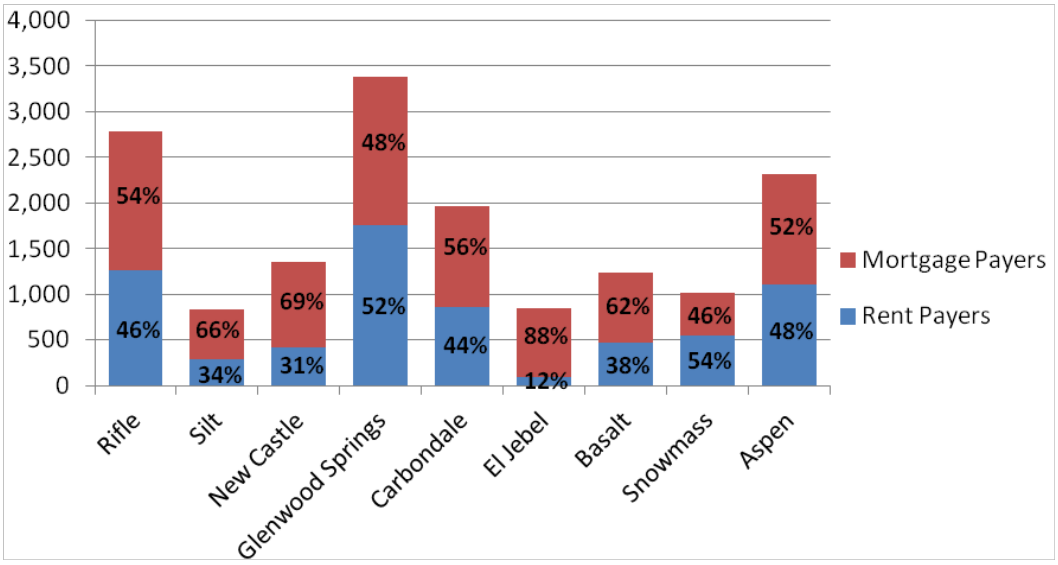


Figure 2-16: Estimated Percentages of Mortgage-Paying Homeowners and Renters in Each RFTA Community in 2014
Source: US Census Bureau 2014 American Community Survey.

2.4 Major Trip Generators

The demographic information suggests, and Table 2-1 confirms, that the majority of major trip generators in the RFTA service area are located in Aspen, Glenwood Springs, and Rifle. Not only do these three communities have the largest resident populations, but they also employ a combined 76% of the workers in the RFTA region. Glenwood Springs has the largest population of the nine communities in the RFTA service area, yet employs 4% fewer workers than Aspen, the third largest community. Similarly, Rifle has the second largest population but employs 19% fewer workers than Aspen. The disparity between resident population and employment location suggests an overall up-valley migration of the RFTA work force (see Chapter 3 for detailed travel patterns data). Table 2-1 also illustrates that residents of smaller communities such as Basalt, New Castle, El Jebel, and Silt have to leave their community to travel to their place of employment. This is particularly true in New Castle, which when examining Figure 2-3 and Table 2-1, shows the largest population growth and yet is one of the smallest communities for regional employment. In general, it is the communities that are responsible for the least amount of employment that have seen the largest population increases over recent years, perhaps because housing is more affordable than in other communities. The need for workers in these communities to commute to other communities for work, in conjunction with residents having generally lower incomes and devoting higher percentages of their income to housing costs, emphasizes the likely dependence that these communities have on public transit when commuting to work.

Table 2-1: RFTA Region Major Trip Generators and Percent of Total Regional Employment.

RFTA Community	Aspen	Glenwood Springs	Rifle	Snowmass	Carbondale
Trip Generators	Aspen Valley Hospital	Glenwood Springs Mall	Grand River Medical Center	Snowmass Mall	Santa Lucia Low Income Housing
	Aspen Skiing Company	Glenwood Meadows Mall	Rifle Mall	Snowmass Base Village	
	Colorado Mountain College	Hot Springs Lodge	Rifle Senior Center	Wildwood Lodge	
	City Market	Yampah Spa Vapor Caves	State Veterans Home	Westin Conference Center	
	RFTA	Valley View Hospital	E Dene Moore Care Center		
		Alpine Bank	Garfield County Regional Airport		
		Colorado Mountain College	Low Income Housing		
		Walmart	RE-2 Schools		
		City Market	Alpine Bank		
		RFTA	Colorado Mountain College		
		RE-1 Schools	Garfield County Government		
Estimated Number of Workers Employed (% of Regional Workforce)	33%	29%	14%	9%	5%
RFTA Community	Basalt	New Castle	El Jebel	Silt	
Trip Generators	Basalt Business Center	City Market	Crawfords Low Income Housing	Silt Senior Center	
Estimated Number of Workers Employed (% of Regional Workforce)	2%	1%	1%	0%	

Source: Garfield County Colorado and 2014 Regional Patterns Study (RFTA)

2.5 Regional Projections

The RFTA service area is expected to see significant growth over the next 20 years. The resident population is expected to reach between 72,870 and 92,909 residents by 2035, representing an increase of between 46% and 86% from the current service area estimate of 49,906. The vast majority of this growth is likely to occur in communities in the I-70 corridor, with very little projected growth for communities up the Roaring Fork Valley including Aspen and Snowmass. This likely shift in population and economic distribution will have significant impacts on public transit demands. In considering the potential changes outlined in Section 2.5, key takeaways are as follows:

- RFTA ridership is projected to grow at an annual rate of between 1% and 4%, *assuming RFTA continues to satisfy demand.*
- Rifle and possibly Silt will likely grow to a size where local service should be implemented.
- The overall substantial projected growth of all communities in the I-70 corridor, including the Town of Parachute, indicates that an expansion of commuter services between Glenwood Springs and Parachute may be needed.
- Continued growth of Glenwood Springs and Carbondale could require an expansion of local service, particularly in Carbondale as this desire has already been expressed by riders through recent ridership surveys.
- Growth of Carbondale, Glenwood Springs, and Rifle could shift demand for commuter transit services from an up valley commute to a down valley commute.
- Demand for up valley commuter transit may grow more slowly or level off due to the limited projected growth of Snowmass and Aspen…
- Projected increases in tourism in Garfield and Pitkin counties will likely put additional stress on RFTA during peak seasons in the coming years.
- The planned ITSP will provide additional details regarding the specific requirements needed to address projected population and economic growth.

2.5.1 Population Projections, Economic Development, and Implications

As described in Section 2.3, the RFTA service area has experienced an overall estimated population increase of approximately 30% from 2000 to 2014 to a current estimate of 49,906 residents among the nine communities served by RFTA. Using minimum and maximum resident population projections for each community, described in detail in Appendix A, Section 2, the 20-year total population projection ranges for the RFTA service area are shown in Figure 2-17 below.

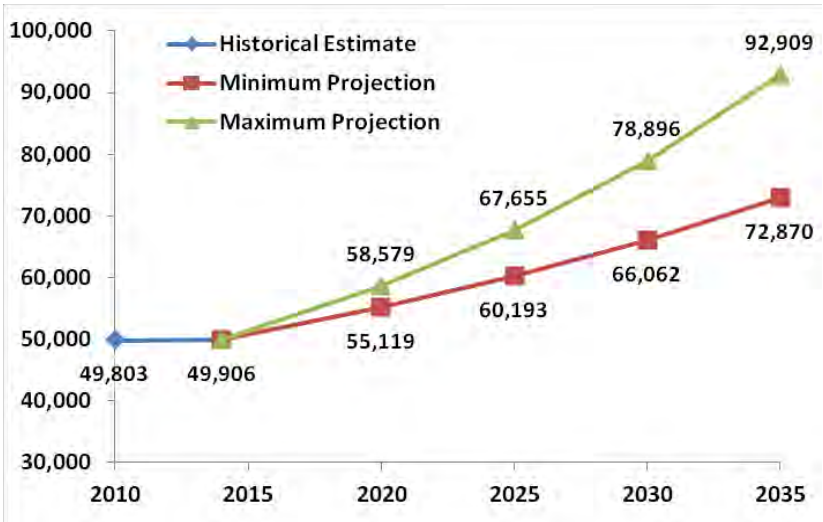
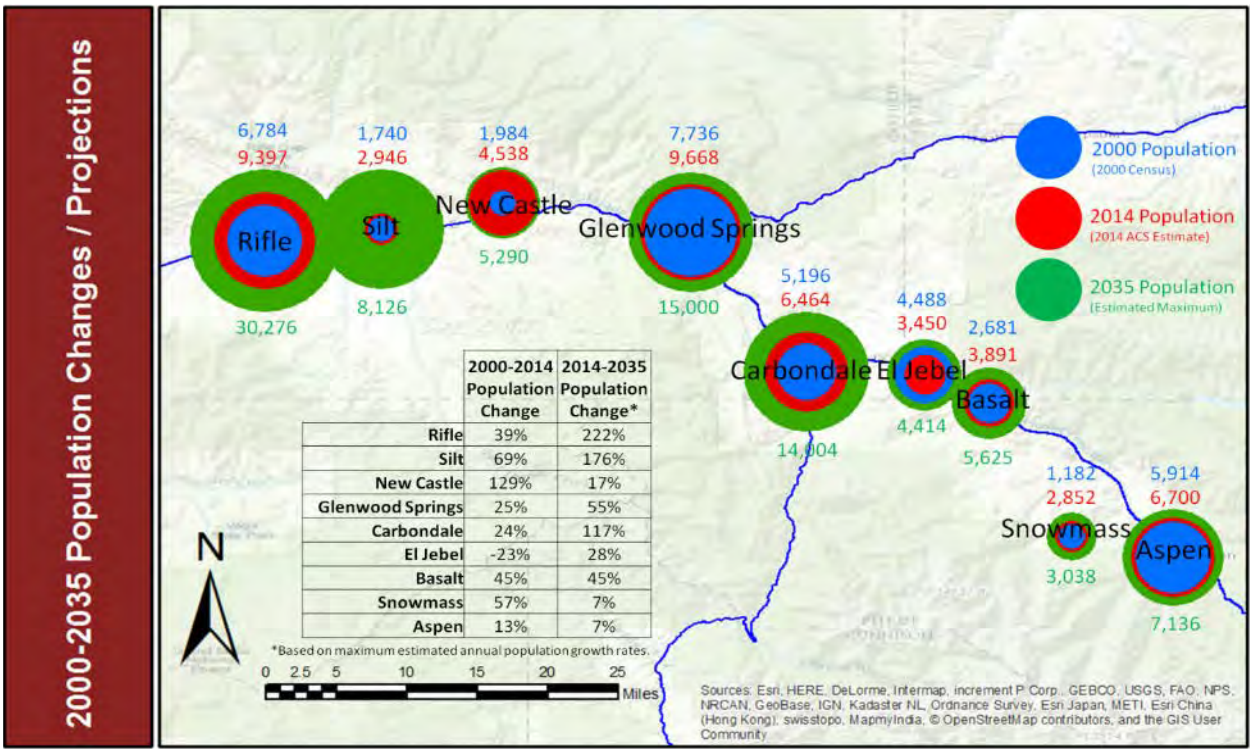


Figure 2-17: 5-Year Population Projections for the RFTA Service Area
Sources: U.S. Census Bureau (2014 American Community Survey). Community Data (See Appendix A Section 2).

As shown in Figure 2-17, the total population of the nine communities currently served by RFTA is expected to increase by a minimum of 46% to a maximum of 86% over the next 20 years. As shown in Figure 2-18, the majority of this growth is projected to be in communities down the Roaring Fork Valley and the I-70 corridor.



	2000-2014 Population Change	2014-2035 Population Change*
Rifle	39%	222%
Silt	69%	176%
New Castle	129%	17%
Glenwood Springs	25%	55%
Carbondale	24%	117%
El Jebel	-23%	28%
Basalt	45%	45%
Snowmass	57%	7%
Aspen	13%	7%

*Based on maximum estimated annual population growth rates.

Figure 2-18: Estimated Population Change from 2000-2014 and Maximum Projected Population Change from 2014-2035
Sources: U.S. Census Bureau (2000 Census and 2014 American Community Survey). Community Data (See Appendix A Section 2).

In addition to the projected increases in the resident RFTA community population, the number of visitors to the RFTA region is expected to increase over the next 20 years. The total annual visitor projections to the RFTA service are shown in Figure 2-19 below.

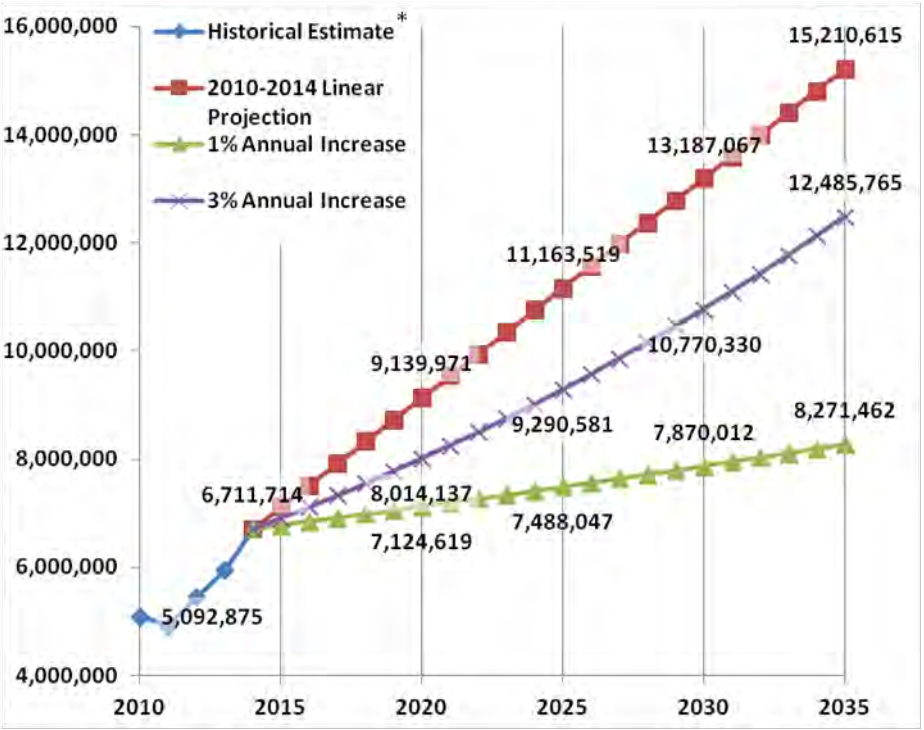


Figure 2-19: Historical Estimated Annual and Projected Annual Visitors to the RFTA Service Area

** Includes both day and overnight trips. Historical estimates of visitors only available on a statewide basis. Local estimates assume that total local visitors are proportional to the amount of money spent on local travel as compared to the statewide total. Estimates include only Garfield and Pitkin Counties.*

Sources: 2014 Colorado Visitor Report prepared by Longwoods International for the Colorado Tourism Office; 1996-2014 Colorado Travel Impacts Report prepared by Dean Runyan Associates for the Colorado Tourism Office.

Figure 2-19 shows that the number of annual visitors to the RFTA region could increase by between 23% and 127% from the 2014 estimate of 6,711,714 visitors.

Of the total estimated historical and projected visitors to the RFTA service area, approximately 87% are expected to visit for leisure alone. Figure 2-20 shows the total estimated historical and projected number of visitors traveling to the RFTA service area for leisure.

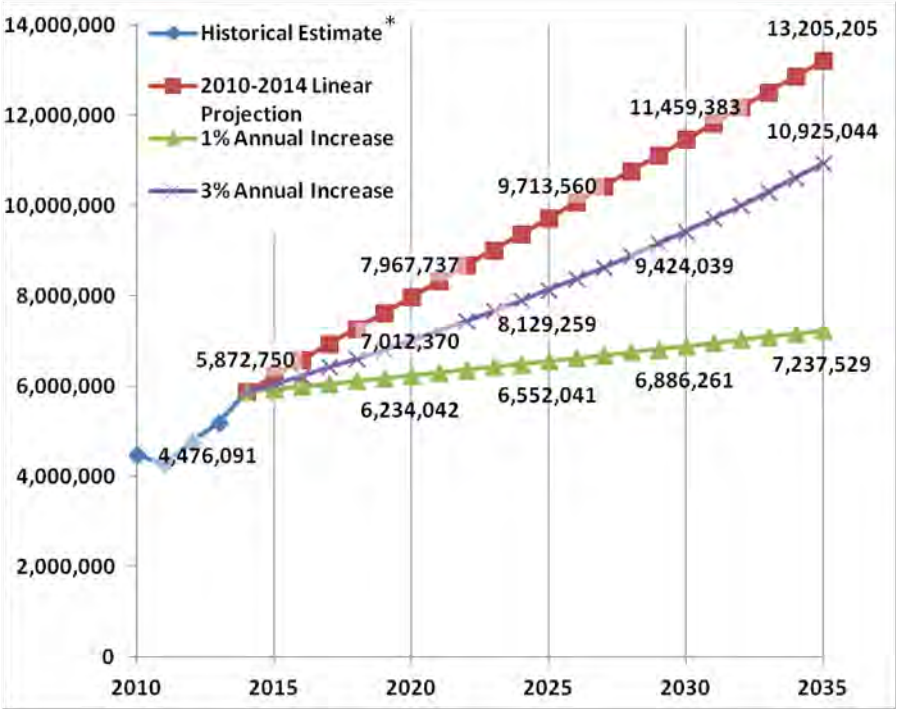


Figure 2-20: Historical Estimated Leisure Visitors and Projected Leisure Visitors to the RFTA Service Area.

** Includes both day and overnight trips. Assumes the same fraction of day trips for leisure as overnight trips. Historical estimates of visitors only available on a statewide basis. Local estimates assume that total local visitors are proportional to the amount of money spent on local travel as compared to the statewide total. Estimates include only Garfield and Pitkin Counties.*

Sources: 2014 Colorado Visitor Report prepared by Longwoods International for the Colorado Tourism Office.
1996-2014 Colorado Travel Impacts Report prepared by Dean Runyan Associates for the Colorado Tourism Office.

Figure 2-20 shows that the number of annual leisure visitors to the RFTA region could increase by between 23% and 125% from the 2014 estimate of 5,782,750 leisure visitors. The 2014 Colorado Visitor Report prepared by Longwoods International for the Colorado Tourism Office estimated that 5% of all overnight leisure visitors in Colorado were traveling to ski or snowboard. However, this percentage is likely higher for the RFTA region as the estimate provided by Longwoods International is likely skewed by high tourist areas where skiing or snowboarding is comparatively less of a priority such as Denver.

Total population of and visitors to the RFTA service area will undoubtedly have an impact on public transit demand over the next 20 years, as both factors already have over previous years. In attempting to assess the impact of population and visitor projections on total annual ridership, a useful method is to make a number of reasonable ridership projections and assess their feasibility in the context of population and visitor projections. Figure 2-21 below shows historic ridership data and ridership projections for RFTA.

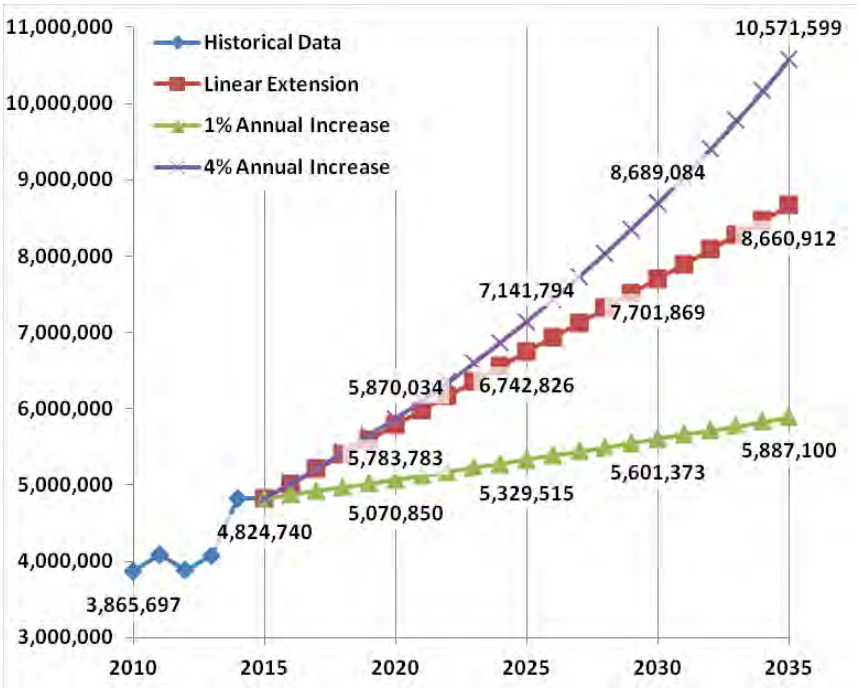


Figure 2-21: Historical and Projected Total Annual RFTA Ridership

Source: RFTA

Figure 2-21 shows a projected increase in ridership of between 22% and 119% over the next 20 years from the most recent 2015 total ridership of 4,824,740. These projections assume that RFTA continues to satisfy demand in the coming years. In considering both projected population and annual visitor increases over the next 20 years, which for total population ranges between 46% and 86% and for total annual visitors ranges between 23% and 127%, these ridership projections appear reasonable.

2.5.2 Additional Considerations

As described in previous chapters, the dramatic contrast in demand for public transit services on a seasonal basis is driven by tourism and the associated seasonal jobs that it generates. RFTA ridership peaks in the winter months, when ski resorts in Aspen and Snowmass are open and attracting tourists and seasonal workers. RFTA ridership is also particularly high in July and August when summer tourists travel to the Roaring Fork Valley to take advantage of the warm temperatures, beautiful scenery, hiking and biking opportunities, special events, and various other attractions.

Tourism in Colorado has been steadily increasing over recent decades, setting a Colorado tourism record in 2014 with 71.3 million visitors who spent $18.6 billion according to the Denver Post. In Pitkin County, spending on travel increased by 73.4% from 2000 to 2014, from $385.3 million to $668 million; in Garfield County, spending on travel increased by 160.1%, from $60.6 million to $157.1 million according to the 2014 Colorado Travel Impacts Report prepared by Dean Runyan Associates for the Colorado Tourism Office. In Colorado as a whole in 2014, 34% of all spending on overnight recreational trips ($1.9 billion total) was spent on ski-related tourism according to the

Longwoods International Colorado Travel Year 2014 Final Report prepared for the Colorado Tourism Office. This information suggests that not only will visitors to Pitkin and Garfield counties continue to grow in the coming years, but a large percentage of that growth will be ski-related. It would therefore be reasonable to assume that demand for tourist-based transit services, particularly in the winter and summer months, will continue to grow. See Figures 2-20 and 2-21 for total visitor and leisure visitor projections for Pitkin and Garfield Counties.

Another consideration is the growth of the region outside of the current RFTA service area, particularly in the Town of Parachute. According to 2014 U.S. Census Bureau American Community Survey data, the total population of the Town of Parachute has increased by 15% in the five years from 2010 to 2014, from 1,019 residents to 1,172 residents. Due to its proximity to the City of Rifle, which is expected to grow at an annual rate of up to 5.7%, Parachute will likely see a dramatic population increase over the next 20 years. This assumption is bolstered by the fact that Town of Parachute is a member of the Rifle Regional Economic Development Corporation, which is committed to the economic growth of western Garfield County, According to the 2014 RFTA Travel Patterns Study, 73% of commuters in Parachute are traveling up valley to Rifle, Silt, New Castle, or Glenwood Springs. This proportion is likely to increase with the projected substantial growth of Rifle and Silt, and the total number of up valley commuters will likely increase even further due to the likely population growth of Parachute over the coming years.

3 RFTA Services

3.1 Overview

RFTA provides a variety of services to address demands of a diverse, geographically expansive service area. These services range from local fixed routes, such as those provided in Aspen, Snowmass, Carbondale, and Glenwood Springs, to commuter corridor-based services such as the Snowmass Down-Valley, the Highway 82 local, the Grand Hogback, and VelociRFTA BRT services. While meeting these various service demands, RFTA has seen ridership increase steadily over the past six years by 25% from 3,865,697 riders in 2010 to 4,788,574 riders in 2015. Although total fare revenue has increased by a proportional amount over that period (26%), normalized O&M costs have increased at a rate that outpaces fares paid per passenger, with O&M cost per passenger increasing by 16% from 2010 to 2015 and the fare paid per passenger decreasing by 17% over that same period. To offset increasing O&M costs, RFTA will need to find additional funding. *See Section 3.2 for more information on RFTA's services.*

Recommendation 3: Identify sources of additional funding to offset increasing O&M costs and costs for capital replacement.

Core Values: ACCOUNTABLE

Recommendation 4: Replace buses with an SGR score of 2.9 or less.

Core Values: DEPENDABLE, SAFE

The RFTA vehicle fleet is in good condition overall, with few buses in immediate need of repair or replacement. Eleven of RFTA's 93 buses are above their 500,000-mile useful life and 12 buses are above their 12-year useful life. Approximately 91% of RFTA's buses have a State of Good Repair (SGR) score of 3.0 or greater out of a possible 4.0. RFTA is currently planning to acquire nine new buses and to refurbish approximately 10 of the over-the-road coaches during the next year. Four of the 93 buses in RFTA's fleet have an SGR score of 2.9 or less and will be retired once the new buses are acquired. *See Section 3.3 for more information on RFTA's fleet.*

Based on results from a passenger survey conducted in 2014, the majority of riders use RFTA's services for commuting. Of those commuting, 44% commute up the valley with only 9% commuting down the valley. Additionally, 38% commute within their own community, while 9% were grouped as "other". The largest employment communities are Aspen, Glenwood Springs, and Rifle, respectively.

RFTA has carried out surveys over the year, and despite a wide range of written comments, passengers continue to rate RFTA service and facilities as excellent over the last 10 years (Figure 3-1). When reviewing the qualitative results from the 2014 and 2016 on-board surveys, passengers have identified several areas for improvement, including expansion of park and rides, improvement

of the Carbondale Circulator service, comfort improvements to buses, an overall expansion of service (particularly in the I-70 corridor), and customer service. Addressing many of these concerns will require additional funds. *See Section 3.4 for more information regarding these surveys.*

Recommendation 5: Improve parking and facilities at park and rides.

Core Values: CONVENIENT

Recommendation 6: Identify resources to expand circulator service in Carbondale.

Core Values: CONVENIENT, DEPENDABLE

Recommendation 7: Improve customer service

Core Values: DEPENDABLE

Recommendation 8: Expand services overall, with priority in the I-70 Corridor, if additional resources can be identified.

Core Values: CONVENIENT, DEPENDABLE

Recommendation 9: Improve comfort on buses.

Core Values: DEPENDABLE

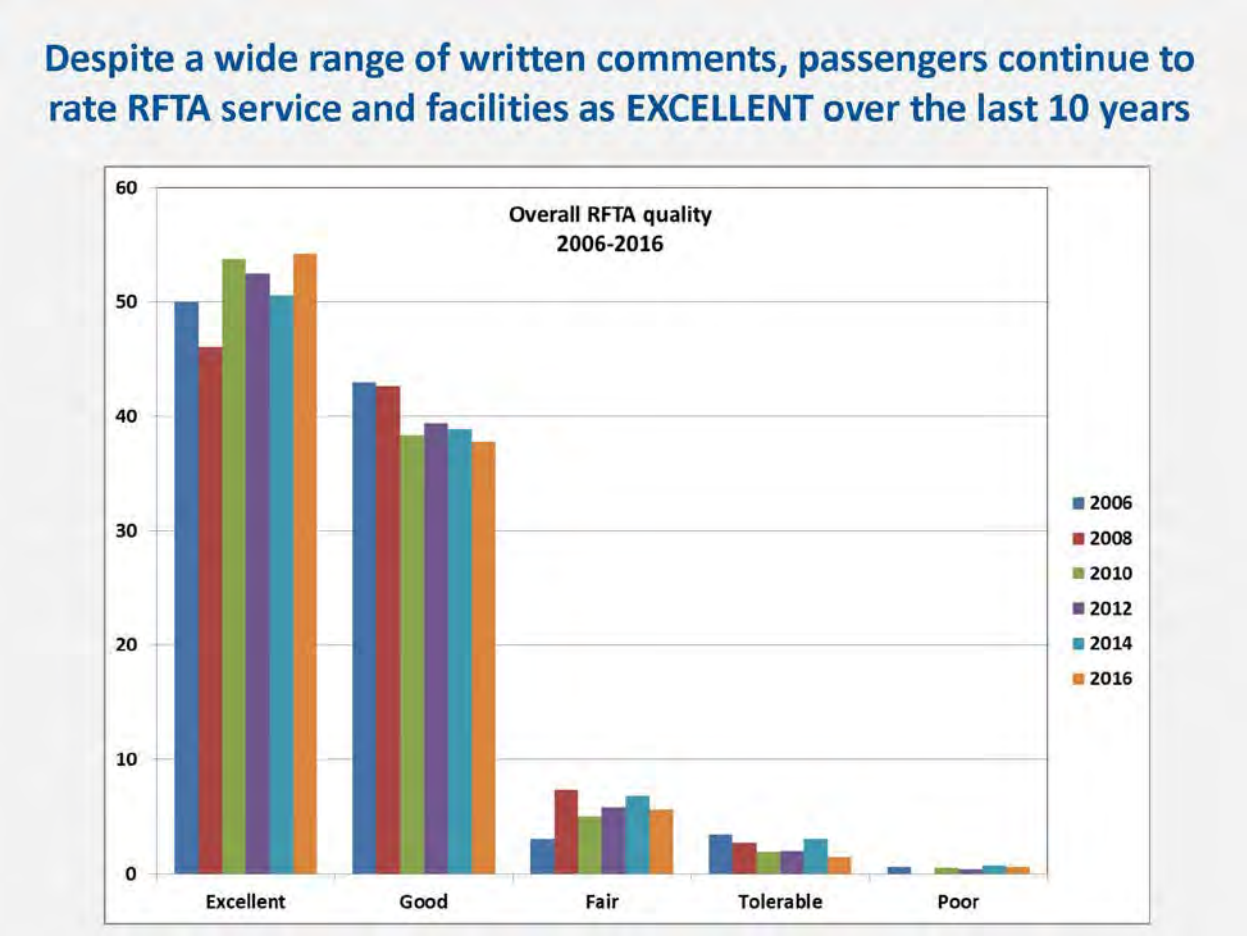


Figure 3-1: Review of Survey Results from 2006-2016 on Overall RFTA Quality
Source: RFTA

3.2 RFTA's Current Services

The RFTA service region encompasses nine demographically diverse communities that span over 70 miles of the Roaring Fork and Colorado River Valleys. RFTA provides both intra-city and regional transit options, provides services to those with specific mobility needs, and supports special events such as the Winter X-Games, Jazz Aspen Snowmass, and Snowmass Tough Mudder. In addition, RFTA has a fleet of approximately 120 transit vehicles and it constructs and maintains infrastructure including bus stops, park and rides, pedestrian crossings, offices, maintenance facilities, and employee housing,. It also maintains the railbanked Rio Grande Railroad Corridor, which is currently used as a recreational trail. Subsequent sections of this chapter examine the specific services provided by RFTA and provide an overview of RFTA riders.

RFTA is guided by a Board of Directors formed in 2000, comprised of elected officials from the City of Aspen, Town of Basalt, Town of Carbondale, Eagle County, City of Glenwood Springs, Town of New Castle, Pitkin County and Town of Snowmass Village. This regional transportation authority pursues shared goals and visions for transportation, trails, designed to meet community needs.

Each of the regional jurisdictions provides funding to RFTA through sales and use taxes dedicated to transit. RFTA also provides contract service under specific service agreements. Details of these agreements will be addressed in Chapter 6. An overview of the various jurisdictions and their funding allocations are shown below in Table 3-1 and Table 3-2.

Table 3-1: RFTA and its Regional Members

Relationship	Regional Jurisdiction	Current Overall Effective RFTA Tax Rate	Description
Regional RFTA Member Jurisdictions	Pitkin County	1.805%	One-cent Mass Transit Tax, 0.4% of half-cent Mass Transit Tax, 0.4% RTA Sales Tax
	City of Aspen	1.165%	0.36% of one-cent Mass Transit Tax, 0.4% of half-cent Mass Transit Tax, 0.4% RTA Sales Tax, Service Agreement
	Snowmass Village	1.165%	0.36% of one-cent Mass Transit Tax, 0.4% of half-cent Mass Transit Tax, 0.4% RTA Sales Tax, Service Agreement
	Basalt	1.3%	Contributes to Pitkin and Eagle County 0.5% Mass Transit Tax, 0.8% RTA Sales Tax
	Eagle County	1.1%	Contributes 0.5% of Eagle County Mass Transit Tax collected in the Eagle County portion of the Roaring Fork Valley, 0.6% RTA Sales Tax
	Carbondale	1.0%	RTA Sales Tax
	Glenwood Springs	1.0%	Ride Glenwood Springs Contract + Traveler Agreement + 1.0% RTA Sales Tax
	Town of New Castle	0.8%	0.8% RTA Sales Tax

Table 3-2: RFTA Service Agreements with other Regional Jurisdictions.

Relationship	Regional Jurisdiction	Source of Funding Allocated from Contract Agreements
Non-Members – RFTA Provides Service under Separate Transit Agreements	Garfield County	Hogback Service Contract + Traveler
	City of Rifle	Grand Hogback
	EOTC (City of Aspen, Town of Snowmass Village, Pitkin Co)	No-Fare Subsidy Agreement
	Aspen Skiing Company (ASC)	Aspen Ski Contract
	City of Aspen, City of Glenwood Springs, Music Associates of Aspen	Transit Service Agreements

The types and descriptions of the services provided by RFTA are outlined below:

- *Local Fixed Route*- Posted stops, routes, and schedules within a specific community.
- *Commuter Corridor Service*- Long distance service between multiple communities, with posted routes, schedules, and boarding locations.
- *Deviated Fixed Route*- Operates similar to a fixed route, but the buses may deviate from the fixed route to pick up passengers, if scheduled in advance.
- *Skier Shuttle*- Fixed route services operated by contract, transporting passengers to ski areas on a seasonal basis. These services are integrated with other public transit services in Aspen and between Aspen and Snowmass Village, and are open and free to the public.
- *Special Services*- These services include public transportation to festivals and other events or functions that are typically run as an additional service for the specific event.

Descriptions of the specific routes that RFTA operates are provided below.

3.2.1 Valley Service

Roaring Fork Valley service routes are shown in Figure 3-2 with descriptions of each route provided thereafter.

Highway 82 Corridor (L) - Regional commuter corridor service that operates as either local or express service on 30 minute to one hour intervals/headways. Operates between the West Glenwood Park and Ride in Glenwood Springs and the Rubey Park Transit Center in Aspen. The number of potential stops made depends on whether the bus is in local or direct express service. Service generally operates on a reduced schedule on weekends and during the spring and fall off-seasons. Cash fares range from $1.00 to $7.00 between Glenwood Springs and Aspen depending on the boarding/alighting zones. A variety of multi-ride passes are available that provide significant discounts compared to the cash fares.

Carbondale Circulator (CC) - Free local fixed route that operates on 15-minute headways between the Carbondale Park and Ride and the Carbondale Commercial Core using Main Street and Highway 133 as its main route corridors. This service was implemented in December 2013 as a replacement for local and express bus trips that had their routes truncated so as to only serve the Carbondale Park and Ride instead of traveling into the commercial core as they did prior to the implementation of the VelociRFTA BRT service. The Carbondale Circulator operates from approximately 5:00 a.m. until 8:45 p.m. daily, except in the spring and fall off-seasons when it does not operate on weekends. When the Carbondale Circulator isn't operating, the Carbondale Commercial Core is served by RFTA local buses.

Bus Rapid Transit (BRT) - Commuter corridor route that operates on up to 10-minute headways between the 27th Street Park and Ride in Glenwood Springs and the Rubey Park Transit Center in Aspen. Cash fares range from $1.00 to $7.00 between Glenwood Springs and Aspen depending on the boarding/alighting zones. A variety of multi-ride passes are available that provide significant discounts compared to the cash fares. Down Valley BRT service is also provided from Snowmass Village during afternoon peak hours in the winter season.

Snowmass-Down Valley (SM-DV) - Commuter corridor route between the Snowmass Mall and the West Glenwood Park and Ride. Fares range from $1.00 to $7.00 depending on the destination.

Snowmass-Intercept Lot (SM-INT) - Free local fixed route operating on 30-minute headways between the Brush Creek / Intercept Lot and the Snowmass Mall. This service makes and takes transfers to/from BRT and local buses operating in the Highway 82 corridor.

Snowmass-Aspen (SM-AS) - During the winter local direct fixed route service operating on 15 minute headways is provided between the Rubey Park Transit Center in Aspen and the Snowmass Mall from 6:15 a.m. until 2:00 a.m. daily. During peak hours, the service operates as often as every 7 minutes and the service operating costs between 8 a.m. and approximately 5:00 p.m. are defrayed by a service contract with the Aspen Skiing Company. The Elected Officials Transportation Committee contributes funding to offset the fare on this service so that there is no fare for passengers traveling between Aspen and Snowmass throughout the year. During the spring, summer, and fall, however, passengers traveling between Aspen and Snowmass must transfer to/from Highway 82 corridor buses at the Brush Creek Intercept Lot.

Woody Creek (WC) - Free seasonal (winter/summer) commuter corridor seasonal service that operates on one-hour headways (6:08 a.m. – 9:30 a.m. and 5:08 p.m. – 12:30 a.m.) between Phillips Trailer Court and the Brush Creek / Intercept Lot using Upper River Road and Highway 82 as its main corridor.

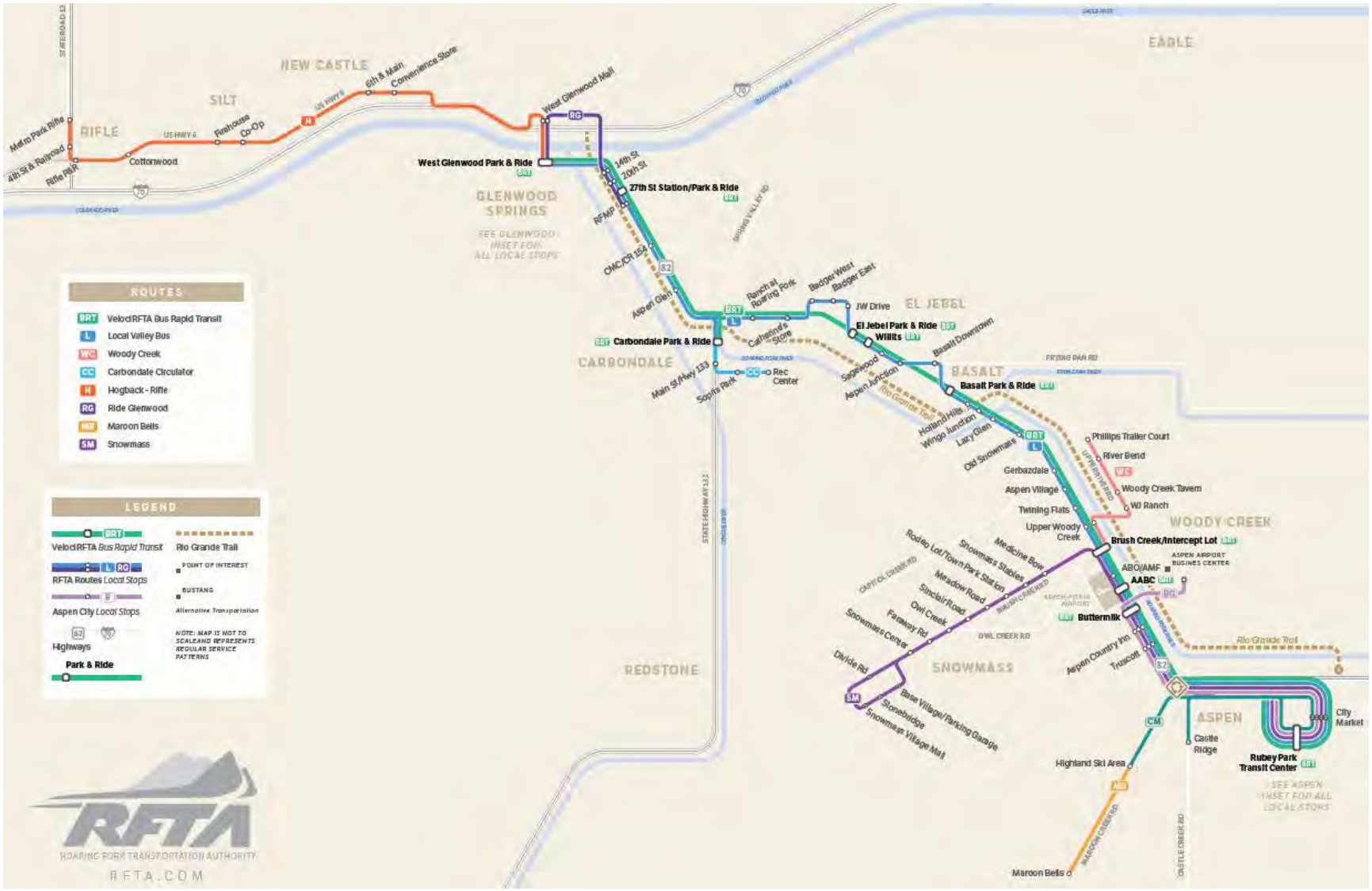


Figure 3-2: Valley Service Routes Provided by RFTA

3.2.2 Grand Hogback Service (I-70)

Hogback-Rifle, Silt, New Castle (H) - Commuter corridor service that connects the communities of Rifle, Silt, New Castle, and Glenwood Springs. Service is provided on nine eastbound trips and eight westbound trips on weekdays, and six eastbound and six westbound trips on weekends. Fares range from $1.00 to $5.00 depending on the zone. The cash fare for the longest trip, from Rifle to Aspen, is $10.00.

Garfield County is contributing $682,500 for the operation of the Hogback commuter bus service in 2016. RFTA has also received a $200,000 FASTER grant from CDOT to fund the operation of this service. See Figure 3-2.

3.2.3 City of Aspen Year-Round Service

Year-round Aspen city services are shown in Figure 3-3 with descriptions of each route provided thereafter. The City of Aspen maintains a service contract with RFTA to provide its municipal transit service (seasonal and year round). The service is paid for by the City of Aspen through the service contract. With the exception of off-route diversions on the Mountain Valley Dial-a-Ride (MV), all Aspen city routes do not require a fare.

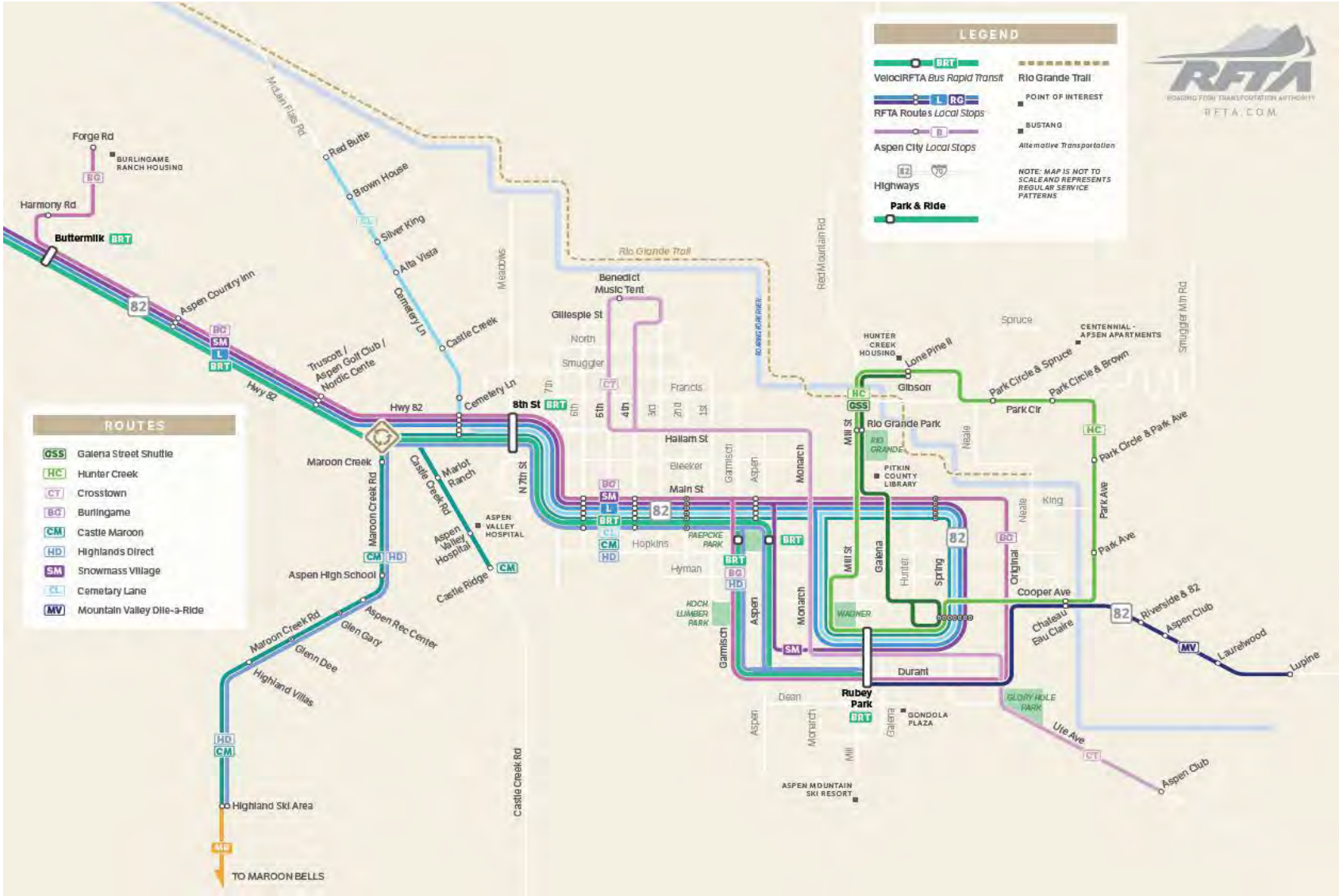


Figure 3-3: RFTA City of Aspen Service Routes
Source: www.RFTA.com

Cemetery Lane (CL) - Free local fixed route that operates on 30-minute headways between the Rubey Park Transit Center and Red Butte Drive, see Figure 3-4.

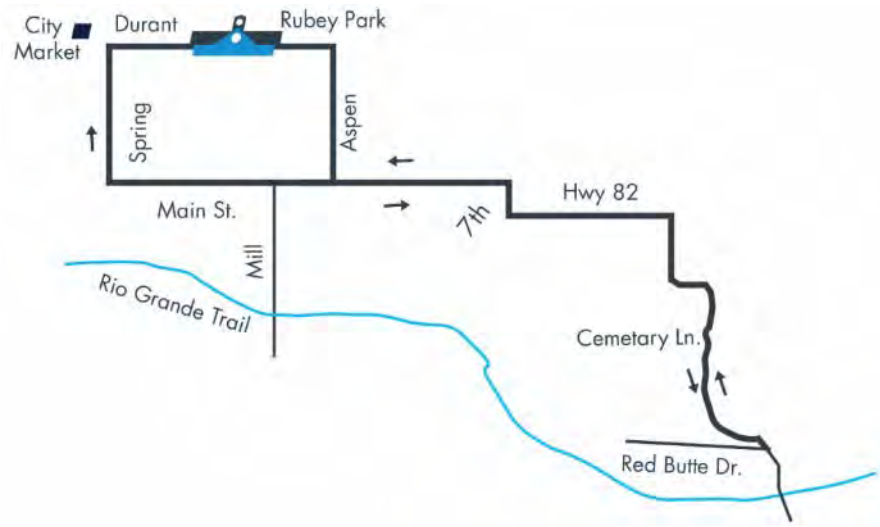


Figure 3-4: Cemetery Lane (CL) Route

Source: www.RFTA.com

Hunter Creek (HC) - Free local fixed route that operates on 20-minute headways and operates as a loop with Mill Street, Lone Pine Road, Park Avenue, and Cooper Avenue as its main route corridors and begins / terminates at the Rubey Park Transit Center, see Figure 3-5.

Figure 3-5: Hunter Creek (HC) Route

Source: www.RFTA.com

Castle Maroon (CM) - Free local fixed route that operates on 20-minute headways and runs between the Rubey Park Transit Center and the Highland Ski Area using Main Street and Maroon Creek Road as its major route corridors, see Figure 3-6.

Figure 3-6: Castle Maroon (CM) Route

Source: www.RFTA.com

Mountain Valley Dial-a-Ride (MV) - Deviated fixed route that operates on a flexible 30-minute schedule and operates between the Rubey Park Transit Center and the Mountain Valley neighborhood at Lupine Drive using Highway 82 as its major route corridor. The service is free along Highway 82 and one dollar for off-route door-to-door service, see Figure 3-7.

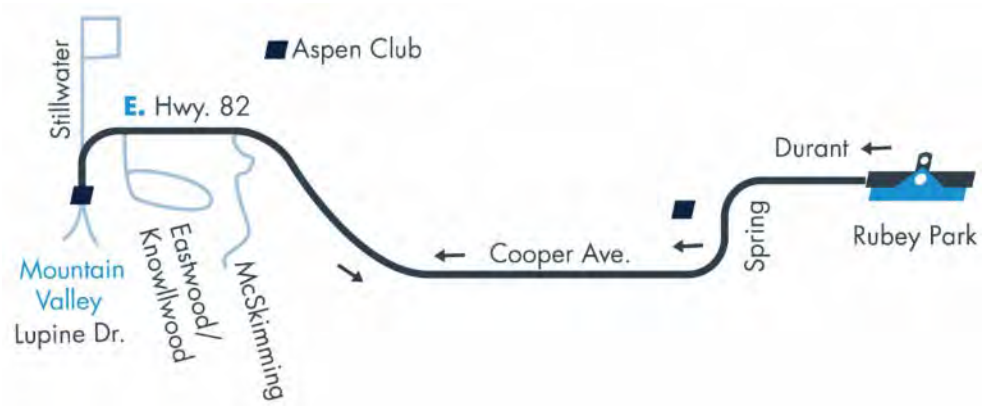


Figure 3-7: Mountain Valley Dial-a-Ride (MV) Route

Source: www.RFTA.com

Burlingame ABC / Highway 82 (BG) - Free local fixed route that operated on half-hour headways between the Rubey Park Transit Center and the Burlingame Ranch housing development using Highway 82 as its major route corridor, see Figure 3-8.

Figure 3-8: Burlingame ABC / Highway 82 (BG) Route

Source: www.RFTA.com

3.2.4 City of Aspen Seasonal Service

Burlingame ABC – MAA Campus - Free seasonal (summer) fixed route that provides connection to events and classes at the Music Associates of Aspen (MAA) campus, the Benedict Music Tent, and the Rubey Park Transit Center. The route runs on 15-minute headways, see Figure 3-9.

Figure 3-9: Burlingame ABC – MAA Campus Route

Source: www.RFTA.com

Galena Street Shuttle (GSS) - Free seasonal (winter) local fixed route that operates on 8-10 minute headways between the Little Nell Hotel and Hunter Creek via Galena Street, the Rio Grande Parking Garage, and Mill Street, see Figure 3-10.

Figure 3-10: Galena Street Shuttle (GSS) Route

Source: www.RFTA.com

Cross Town Shuttle (CT) - Free seasonal (summer & winter) fixed route that operates on 30-minute headways between the Aspen Club and Spa and Harris Hall, see Figure 3-11.

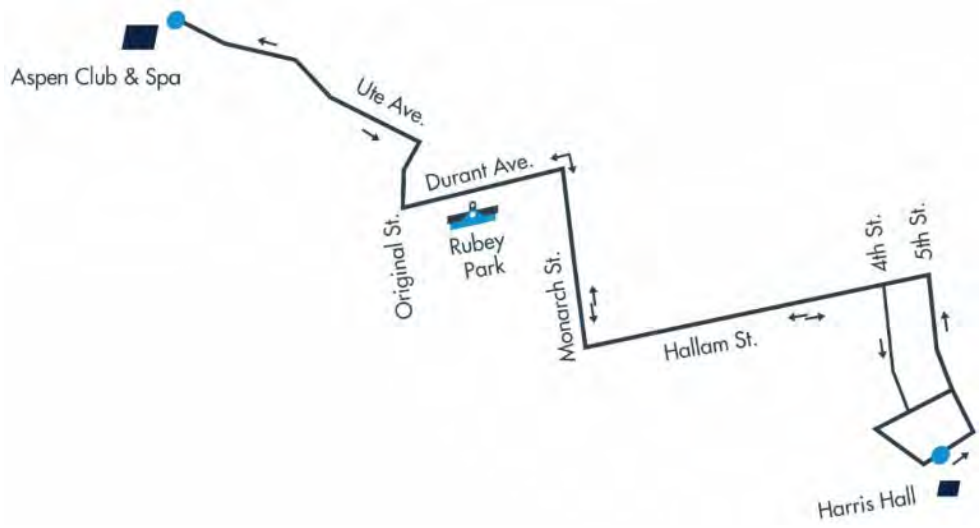


Figure 3-11: Cross Town Shuttle (CT) Route

Source: www.RFTA.com

Highlands Direct (HD) - Free seasonal (winter) fixed route that operates on 30-minute headways between the Rubey Park Transit Center and the Highland Ski Area. See Figure 3-3.

3.2.5 Other Services

Snowmass/Buttermilk/Highlands Skier - Free seasonal (winter) shuttles that operate between Aspen and the major ski areas under contract with the Aspen Ski Company. Shuttles operate on 15- minute headways. These services are generally integrated with public transit services within Aspen and between Aspen and Snowmass Village and are seamless from the perspective of passengers. See Figure 3-12.

Maroon Bells (MB) - Seasonal (summer and fall) guided bus tour service that provides access to Maroon Lake from the Highland Ski Area. The service operates on 20-minute headways through the Maroon Creek Valley. Tickets are $8.00 for adults, $6.00 for youth aged 6-16 and those 65 and older, and free for children under six years old.

Ride Glenwood Springs (RG) - Local fixed route operating on 30-minute headways within the City of Glenwood Springs and provided by RFTA under a service contract with the City. The route runs between the Roaring Fork Market Place (RFMP) and Glenwood Meadows with Highway 82 as its main corridor. A daily unlimited-ride pass is $1.00. See Figure 3-13.

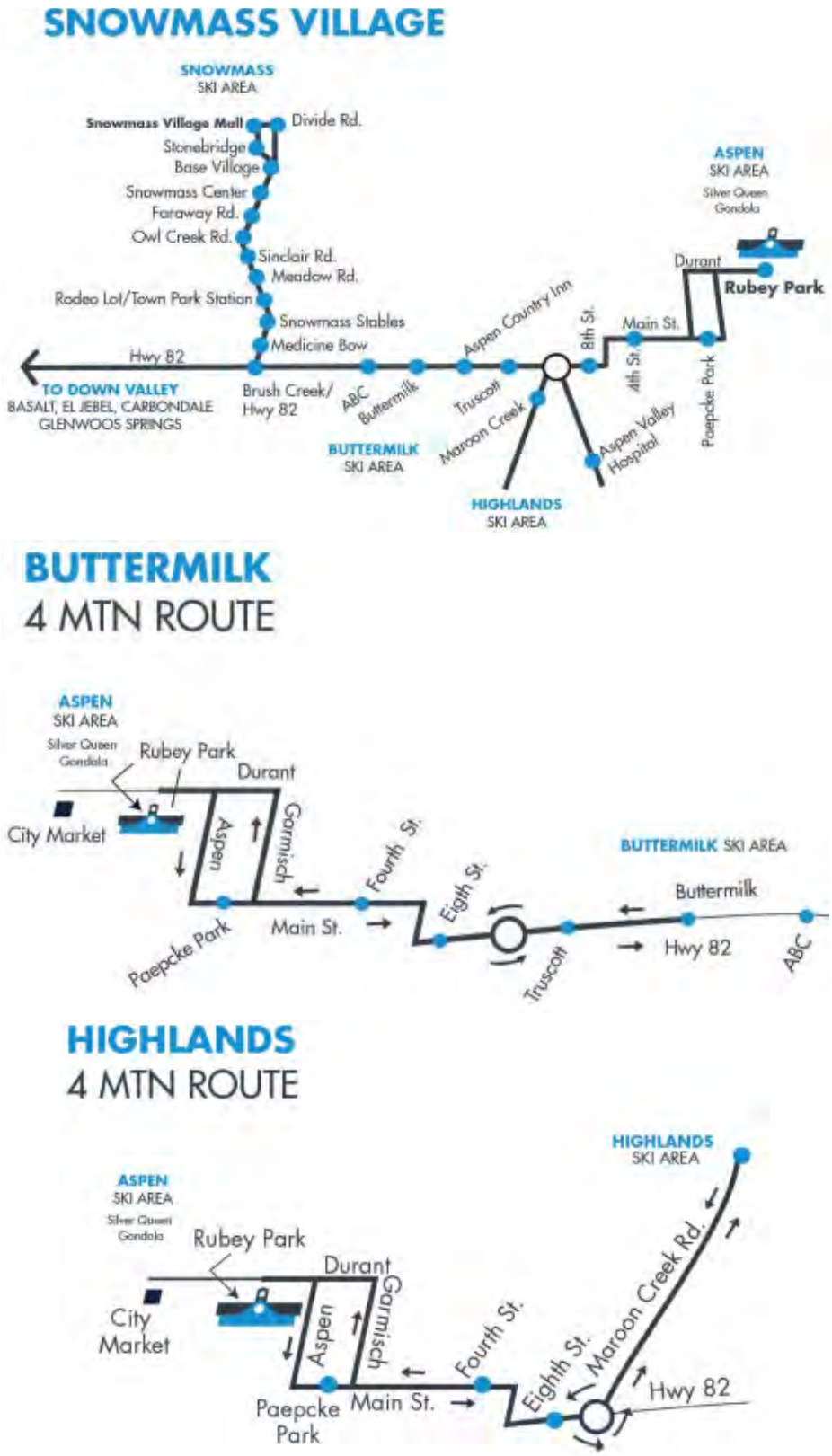


Figure 3-12: Skier Shuttle Routes Provided by RFTA

Source: www.RFTA.com

Figure 3-13: Glenwood Springs Services Provided by RFTA

Source: www.RFTA.com

MAA Burlingame - Free local fixed route that operates on Fridays and Sundays from Burlingame to the Music Tent. The route also provides a direct trip from the Tent to Burlingame one-half hour after the end of the concert. This service is provided under an annual contract with the Music Associates of Aspen.

Specials / Additional Services - Transportation services provided for local events including Jazz Aspen Snowmass, Snowmass Tough Mudder, Snowmass Mammoth Festival, and the USA Pro Cycle Challenge.

Senior Van - Provides transportation for Senior Citizens and Persons with Disabilities in and around the Aspen, Old Snowmass, and the Snowmass Village areas to go shopping in Aspen, to go to Senior Citizen lunches, and to go to scheduled special events in the area. The van operates Monday, Wednesday, Thursday, and Friday from 8am to 5pm. Senior Citizens must call to schedule a ride.

Traveler Senior Transportation Program - The Traveler provides transportation for senior citizens and persons with disabilities in Carbondale, Glenwood Springs, New Castle, Silt, Rifle, Parachute, Battlement Mesa, and unincorporated Garfield County within 5 miles of the Highway 82 and I-70 Corridors. A cost allocation model has been developed by Garfield County to distribute the cost of this service among the participating entities. Garfield County covers approximately 50% of the cost of this service, which RFTA provides under a contract with the County. RFTA contributes to the cost of the Traveler service provided to its members, Carbondale, Glenwood Springs, and New Castle.

Table 3-3 provides ridership and vehicle statistics for the routes offered by RFTA.

Table 3-3: RFTA Routes and Route Statistics for 2010-2015

Route	Service Type	Total			Annual Average		
Valley Service		# of Passengers	Vehicle Miles	Vehicle Hours	# of Passengers	Vehicle Miles	Vehicle Hours
Hwy. 82 Corridor	Commuter Corridor	8,075,650	11,548,770	421,743	1,345,942	1,924,795	70,291
Carbondale Circulator (CC)*	Local Fixed	336,500	115,452	12,545	161,779	55,506	6,031
Bus Rapid Transit (BRT)**	Commuter Corridor	1,813,594	4,089,190	138,389	778,367	1,755,017	59,394
Snowmass-DownValley (SM-DV)	Commuter Corridor	320,088	713,261	25,366	53,348	118,877	4,228
Snowmass-Intercept Lot (SM-INT)	Local Fixed	798,918	412,814	28,371	133,153	68,802	4,729
Snowmass-Aspen (SM-AS)	Local Fixed	1,356,042	778,876	53,563	226,007	129,813	8,927
Woody Creek (WC)	Commuter Corridor	40,254	241,485	15,118	6,709	40,248	2,520
Grand Hogback Service (I-70)							
Hogback-Rifle (H)	Commuter Corridor	434,841	1,206,428	41,034	72,474	201,071	6,839
Year Round City Service							
Cemetery Lane (CL)	Local Fixed	553,447	423,227	36,442	92,241	70,538	6,074
Hunter Creek (HC)	Local Fixed	1,622,380	317,555	36,694	270,397	52,926	6,116
Castle Maroon (CM)	Local Fixed	2,681,634	1,089,957	74,439	446,939	181,660	12,406
Mountain Valley Dial-a-Ride (MV)	Deviated Fixed	297,658	321,942	36,450	49,610	53,657	6,075
Burlingame ABC / Hwy 82 (BG)	Local Fixed	356,204	362,810	35,400	59,367	60,468	5,900
Seasonal City Service							
Burlingame ABC - MAA Campus	Special	284,003	91,986	10,303	47,334	15,331	1,717
Galena St. Shuttle (GSS)	Special	216,266	98,642	13,554	36,044	16,440	2,259
Cross Town Shuttle (CT)	Crosstown	196,307	155,513	16,669	32,718	25,919	2,778
Highlands Direct (HD)	Special	305,906	122,785	9,410	50,984	20,464	1,568
Other Services							
Snowmass Skier	Skier Shuttle	2,004,423	1,243,407	71,146	334,071	207,235	11,858
Buttermilk Skier	Skier Shuttle	561,832	179,139	12,027	93,639	29,857	2,005
Highlands Skier	Skier Shuttle	475,790	136,545	10,212	79,298	22,758	1,702
Maroon Bells (MB)	Special	662,285	272,160	19,424	110,381	45,360	3,237
Ride Glenwood Springs (RG)	Local Fixed	1,722,241	756,673	51,011	287,040	126,112	8,502
MAA Burlingame	Special	196,952	118,745	6,811	32,825	19,791	1,135

Route	Service Type	Total			Annual Average		
Specials / Charters	Special	217,598	68,193	4,315	36,266	11,366	719
Senior Van	Special	23,586	104,143	9,181	3,931	17,357	1,530

Table 3-4 shows the O&M cost and fare revenue statistics for each RFTA route.

Table 3-4: RFTA Routes, O&M Cost, and Fare Revenue for 2010-2015.

Route	Service Type	Total		Annual Average		
Valley Service		O&M Cost	Fare Revenue	O&M Cost	Fare Revenue	Recouped Cost
Hwy. 82 Corridor	Commuter Corridor	$44,679,348	$17,300,399	$7,446,558	$2,883,400	39%
Carbondale Circulator (CC)*	Local Fixed	$1,118,749	$0	$537,860	$0	0%
Bus Rapid Transit (BRT)**	Commuter Corridor	$16,083,715	$3,612,477	$6,902,882	$1,550,419	22%
Snowmass-DownValley (SM-DV)	Commuter Corridor	$2,726,505	$677,885	$454,417	$112,981	25%
Snowmass-Intercept Lot (SM-INT)	Local Fixed	$2,539,088	$0***	$423,181	$0***	0%
Snowmass-Aspen (SM-AS)	Local Fixed	$4,769,156	$0***	$794,859	$0***	0%
Woody Creek (WC)	Commuter Corridor	$1,375,984	$0***	$229,331	$0***	0%
Grand Hogback Service (I-70)						
Hogback-Rifle (H)	Commuter Corridor	$4,501,637	$922,331	$750,273	$153,722	20%
Year Round City Service						
Cemetery Lane (CL)	Local Fixed	$3,007,871	$0	$501,312	$0	0%
Hunter Creek (HC)	Local Fixed	$2,887,259	$0	$481,210	$0	0%
Castle Maroon (CM)	Local Fixed	$6,466,958	$0	$1,077,826	$0	0%
Mountain Valley Dial-a-Ride (MV)	Deviated Fixed	$2,871,448	$68,618	$478,575	$11,436	2%
Burlingame ABC / Hwy 82 (BG)	Local Fixed	$2,829,244	$0	$471,541	$0	0%
Seasonal City Service						
Burlingame ABC - MAA Campus	Special	$849,474	$0	$141,579	$0	0%
Galena St. Shuttle (GSS)	Special	$1,033,062	$0	$172,177	$0	0%
Cross Town Shuttle (CT)	Crosstown	$1,323,339	$0	$220,557	$0	0%
Highlands Direct (HD)	Special	$792,660	$0	$132,110	$0	0%
Other Services						
Snowmass Skier	Skier Shuttle	$7,834,165	$0	$1,305,694	$0	0%
Buttermilk Skier	Skier Shuttle	$1,246,464	$0	$207,744	$0	0%
Highlands Skier	Skier Shuttle	$1,159,711	$0	$193,285	$0	0%
Maroon Bells (MB)	Special	$1,736,769	$1,570,866	$289,462	$261,811	90%
Ride Glenwood Springs (RG)	Local Fixed	$4,276,970	$465,081	$712,828	$77,514	11%
MAA Burlingame	Special	$632,107	$0	$105,351	$0	0%
Specials / Charters	Special	$390,129	$0	$65,021	$0	0%
Senior Van	Special	$774,999	$0	$129,166	$0	0%

**Service started in December, 2013.*
***Service started in September, 2013.*
****No-Fare Subsidy Agreement from the EOTC Contributions offset these fares (For example, in 2015 EOTC paid RFTA $621,648).*
Source: RFTA

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Key ridership, vehicle, and cost / recovery statistics are outlined in Tables 3-3 and 3-4 for individual routes provided by RFTA; a detailed analysis of the performance of each RFTA route is provided in Chapter 4 of this Report. Table 3-5 provides annual summaries of all RFTA routes to identify system-

wide areas for improvement and trends from 2010 to 2015, and Table 3-6 provides the percent changes from the previous year for each of the statistics examined.

Table 3-5: Total Route Performance from 2010-2015

	2010	2011	2012	2013	2014	2015
Total Passengers	3,865,697	4,082,170	3,889,504	4,070,934	4,729,996	4,788,574
Total Vehicle Miles	3,668,354	3,681,141	3,675,665	3,969,808	4,946,398	5,028,332
Total Vehicle Hours	218,628	217,531	218,291	226,521	262,985	272,182
Total Fare Revenue	$3,616,357	$3,795,093	$3,924,611	$4,127,537	$4,595,643	$4,558,416
Total O&M Cost	$19,840,006	$20,631,958	$21,523,624	$22,378,511	$27,159,793**	$28,751,429
Average Fare per Passenger*	$2.25	$2.22	$1.93	$1.94	$1.82	$1.86
Average O&M Cost per Pass.	$5.13	$5.05	$5.53	$5.50	$5.74	$5.96
Average O&M Cost per Vehicle Mile	$5.41	$5.60	$5.86	$5.64	$5.49	$5.72
Average O&M Cost per Vehicle Hour	$90.75	$94.85	$98.60	$98.79	$103.28	$105.63
Average Miles per Hour	16.8	16.9	16.8	17.5	18.8	18.5
Average Passengers per Mile	1.1	1.1	1.1	1.0	1.0	1.0
Average Passengers per Hour	17.7	18.8	17.8	18.0	18.0	17.7
Average Farebox Recovery*	31%	31%	29%	28%	25%	23%

**Values determined only from routes that charge a fare.*
***This denotes the first full year of BRT implementation.*
Source: RFTA.

Table 3-6: Percent Change from the Previous Year for all RFTA Routes from 2010-2015

	2010	2011	2012	2013	2014	2015	2010-2015	Annual Average
Total Passengers	-	5.6%	-4.7%	4.7%	16.2%	2.0%	24.8%	5.0%
Total Vehicle Miles	-	0.3%	-0.1%	8.0%	24.6%	1.7%	37.1%	7.4%
Total Vehicle Hours	-	-0.5%	0.3%	3.8%	16.1%	3.5%	24.5%	4.9%
Total Fare Revenue	-	4.9%	3.4%	5.2%	11.3%	-0.8%	26.0%	5.2%
Total O&M Cost	-	4.0%	4.3%	4.0%	21.4%**	5.9%	44.9%	9.0%
Average Fare per Passenger*	-	-1.6%	-12.7%	0.1%	-5.9%	2.2%	-17.3%	-3.5%
Average O&M Cost per Pass.	-	-1.5%	9.5%	-0.7%	4.5%	3.8%	16.1%	3.2%
Average O&M Cost per Vehicle Mile	-	3.6%	4.5%	-3.7%	-2.6%	4.1%	5.7%	1.1%
Average O&M Cost per Vehicle Hour	-	4.5%	4.0%	0.2%	4.5%	2.3%	16.4%	3.3%
Average Miles per Hour	-	0.9%	-0.5%	4.1%	7.3%	-1.8%	10.1%	2.0%
Average Passengers per Mile	-	5.2%	-4.6%	-3.1%	-6.8%	0.3%	-8.9%	-1.8%
Average Passengers per Hour	-	6.1%	-5.1%	0.9%	0.1%	-1.4%	0.3%	0.1%
Average Farebox Recovery*	-	0.2%	-2.1%	-0.5%	-3.3%	-1.6%	-7.4%	-1.5%

**Values determined only from routes that charge a fare.*
***This denotes the first full year of BRT implementation.*
Source: RFTA.

Table 3-6 shows that ridership has increased by approximately 25% from 2010 to 2015, from 3,865,697 passengers in 2010 to 4,788,574 (net of TOSV) passengers in 2015. Other metrics associated with total ridership showed similar increases from 2010 to 2015, including total vehicle miles (37.1% increase), total vehicle hours (24.5% increase), total fare revenue (26.0% increase), and total O&M cost (44.9% increase). Interestingly, the normalized O&M costs also increased from 2010 to 2015, with average O&M cost per passenger increasing by 16.1%, average O&M cost per vehicle mile increasing by 5.7%, and average O&M cost per vehicle hour increasing by 16.4%. This shows that as ridership has increased over the six years from 2010 to 2015, the cost to provide services has increased on a per-passenger basis. However, these increased costs are not being passed on to customers. Table 3-6 shows that there has been a 7.4% total decrease in farebox recovery from 2010 to 2015, with farebox recovery ratio decreasing from the year prior for 2012 through 2015.

3.3 Bus Fleet

RFTA currently operates a fleet of 93 buses, including 23 Gilligs, 10 Neoplans, 18 MCIs, and 42 New Flyers. The oldest buses in RFTA's fleet are 6 Neoplans from 1998, while the newest buses in RFTA's fleet are 22 Gilligs from 2013 and one MCI purchased in 2015. Mileage on the oldest buses in RFTA's fleet ranges between approximately 867,000 and 951,000 miles, while the newest buses in RFTA's fleet have between approximately 24,000 and 260,000 miles. The median mileage for a bus in RFTA's fleet is approximately 280,000 miles. There are currently 10 buses that are above both the Federal Transit Administration's (FTA) Useful Life Standard of 500,000 miles and the 12 year Useful Life Standard. There are two buses that exceed only the Useful Life Standard for age and one bus that exceeds only the Useful Life Standard for mileage. However, at this time, RFTA has 6 MCI buses on order, as well as grants in place for an additional MCI and 2 replacement transit buses. This demonstrates how RFTA has an ongoing effort of preventive maintenance, bus replacement, and grant seeking to keep its fleet in good condition. However, grant funding is discretionary and uncertain, which may make it challenging for RFTA to replace its fleet on a timely schedule.

In addition to mileage tracking, RFTA performs an annual SGR assessment on each vehicle in its fleet to gauge the overall health of the vehicle. The SGR assessment is based on 10 components as follows:

1. Brake/Wheel/Hub/Air System
2. Chassis/Body
3. Cooling System
4. Electrical System
5. Engine System
6. Transmission System
7. HVAC System
8. Interior and Structure System
9. Lift Ramp System

10. Steering/Axle/Suspension

Each vehicle receives a score of 1-5 for each of the 10 components, with 1-Poor, 2-Marginal, 3-Adequate, 4-Good, and 5-Excellent. Although the scores of some components carry more weight than others, buses are considered in need of repair / replacement with an average score across the 10 components of less than 3.0. However, if either component 2 (Chassis/Body), 8 (Interior and Structure System), or 10 (Steering/Axle/Suspension) receive a score of 2 or less, the vehicle is considered in immediate need of repair / replacement. A summary of RFTA's fleet, not including the buses currently being procured, is provided in Table 3-7 below.

Table 3-7: RFTA Bus Fleet Mileage and SGR Summary as of Spring 2016

Make	# of Buses	Average Age	Average Mileage	Average SGR Score	Buses with SGR Score of 2.9 or Less
Neoplan – 40'	10	15.8	690,032	3.1	4
MCI – 45'	18	7.8	446,867	3.6	0
New Flyer – 40'	42	9.8	306,749	3.6	0
Gillig – 40'	23	3.1	203,193	3.7	0

Source: RFTA.

Table 3-7 shows that the Neoplans have both the highest mileage and the lowest average SGR score. The Gilligs, being the newest buses in RFTA's fleet, have the fewest miles and the highest SGR score. There are four buses with SGR scores of 2.9 or less. These buses will be replaced when current plans to acquire nine new buses are realized. The average SGR score for the entire RFTA fleet is 3.6, or in between "Adequate" and "Good" according to the SGR scale. It should be noted that the overall rating of each vehicle can be improved when components and systems can be replaced or refurbished, thus extending the useful life of buses. For example, RFTA has a plan to refurbish many of the MCI over-the-road buses with new seating, engines, transmissions and other components, which should extend the life of these buses by five years or more.

3.4 Ridership

Figure 3-14 shows the trip purpose for RFTA passengers in 2014. The majority of RFTA riders use RFTA services for commuting, with dining/entertainment and recreation being the second and third most common uses of RFTA services. Furthermore, results from a 2016 survey indicate that the majority of passengers feels safe using RFTA facilities and are comfortable using the services (see Figure 3-15).

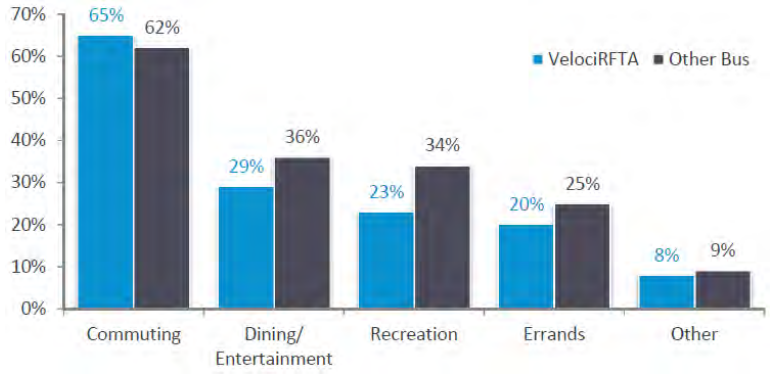


Figure 3-14: Use of Transit Services Provided by RFTA.

Source: RFTA 2014 Regional Travel Patterns Study.

Figure 3-16 shows that the majority of commuters from all communities except for Aspen travel up the valley for work. This trend is most pronounced in Silt/New Castle with 82%, El Jebel with 83%, and Basalt with 84% of commuters traveling up the valley for work.

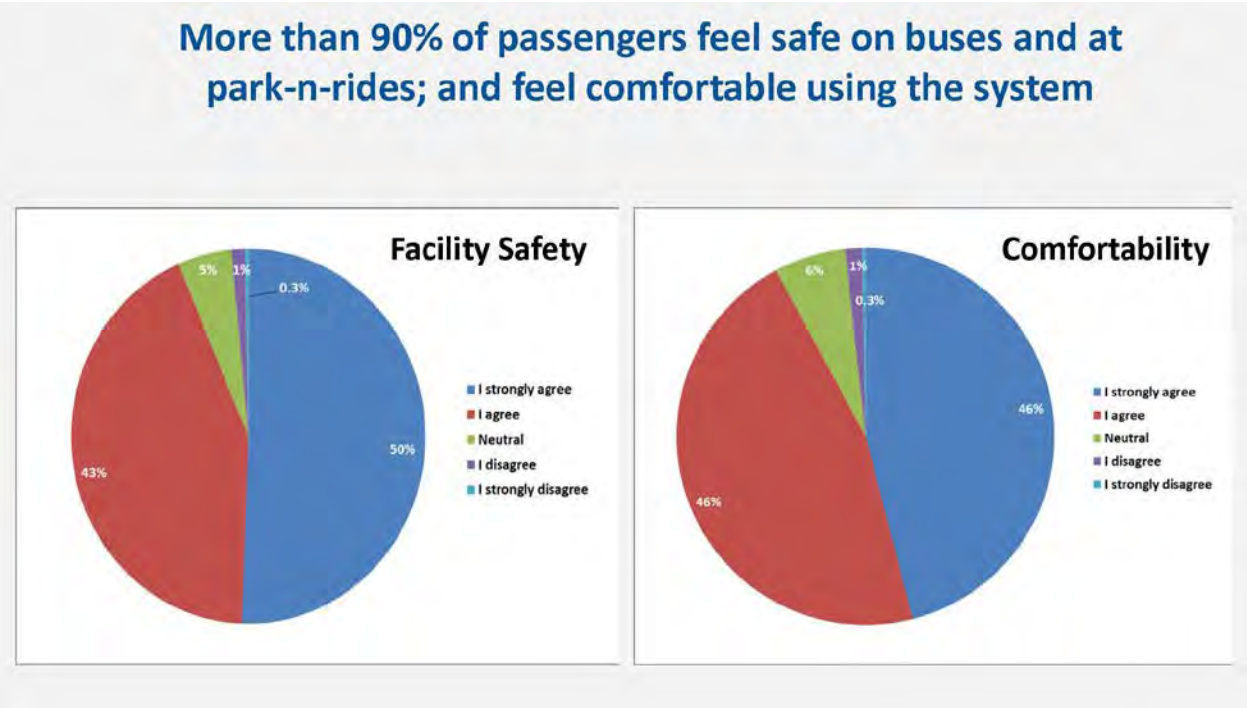


Figure 3-15: Survey Results from 2016

Source: RFTA.

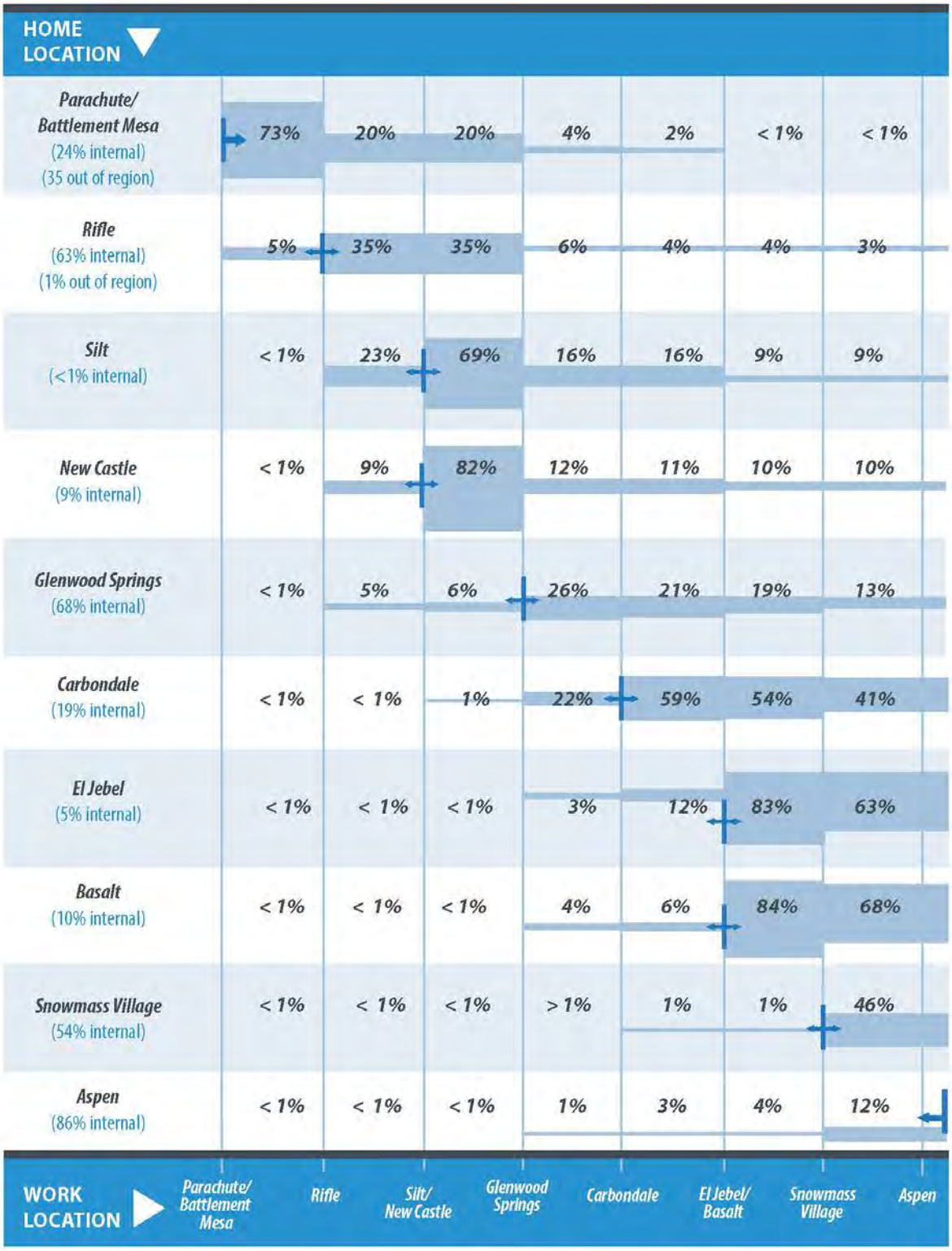


Figure 3-16: Work and Home Location for Workers in the RFTA Service Area in 2014

Source: RFTA 2014 Regional Travel Patterns Study.

As discussed throughout this Review, the demand for RFTA services varies greatly during the year; the variability in ridership makes splitting the year into five distinct seasons more cost-effective. Figure 3-17 shows the five seasons that RFTA operates under, their start/end dates, and their duration for 2015/2016.

Figure 3-17: 2015/2016 RFTA Operating Seasons

Source: RFTA 2014 Regional Travel Patterns Study.

The average weekday ridership and the hourly distribution of that ridership associated with each 2015/2016 season are shown in Figure 3-18.

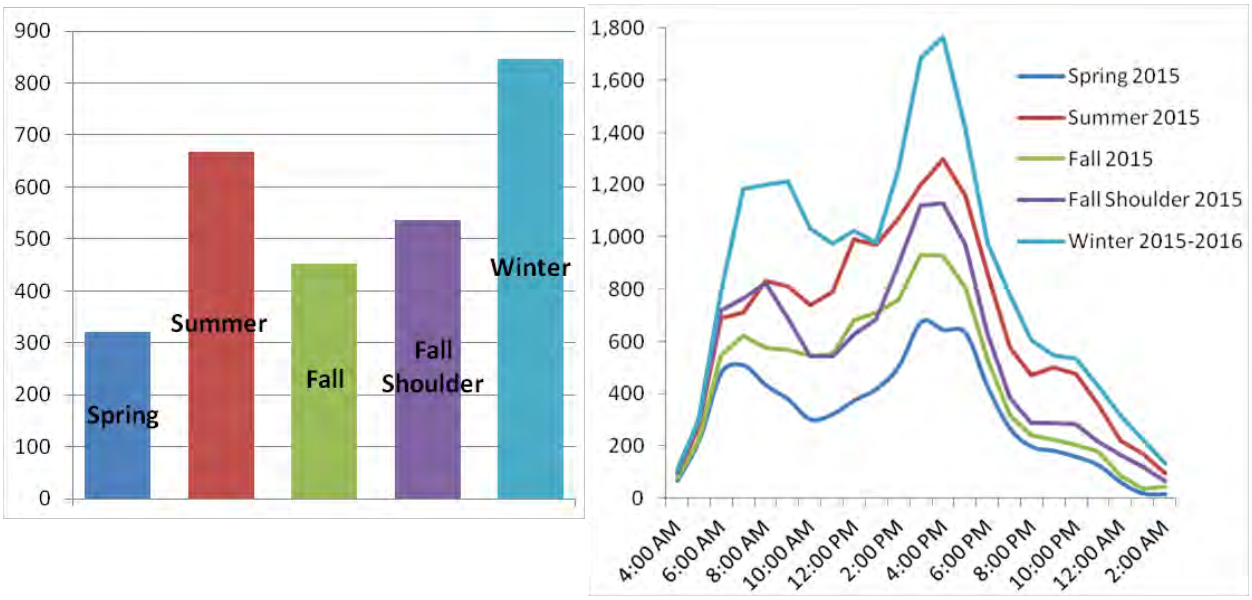


Figure 3-18: 2015/2016 Average Weekday Ridership and the Hourly Distribution

Source: RFTA 2014 Regional Travel Patterns Study.

Figure 3-18 shows that the winter season has the highest average weekday ridership and that the highest average weekday ridership occurs between 2 PM and 6 PM.

3.5 2016 On-Board Rider Surveys

An on-board survey of RFTA passengers was conducted in March of 2016. Although 92% of all passenger surveyed ranked the Overall Quality of RFTA services as excellent or good, the most common qualitative survey responses from both the 2014 and 2016 surveys are provided below:

Improve BRT Park and Rides

- Expand Parking

  27th Street Station

  Carbondale

  El Jebel
- Improve facilities

  Install / upgrade heaters

  Doors on shelters

  Bathrooms and water fountains

Expand Carbondale Service

- Expand Carbondale service to more locations throughout Carbondale
- Optimize circulator schedule with regional bus schedule to decrease wait times
- More frequent stops

Bus Improvements

- Improve Wi-Fi on all buses
- Improve climate control
- Improve access for those with bicycles
- Provide free service to transport bicycle on buses
- Use only over-the-road coach buses for valley service to add comfort to long trips

Scheduling Improvements

- Improve synchronization between local routes and BRT to decrease transfer wait times
- Expand off season service
- Expand Hogback service

  Increase frequency, run later in the day
- Expand BRT service to decrease overcrowding on buses

Customer Service

- Complaints regarding driver unfriendliness and conduct

4 RFTA Performance

4.1 Overview

A peer system analysis was performed to gauge RFTA's performance in comparison with peer transit agencies using traditional transit performance indicators of efficiency and effectiveness. Although RFTA is considered a rural transit system, it is much closer in scale to many urban systems in terms of O&M costs, miles, and service hours. As such, eight urban peers in various parts of the United States with total vehicle miles and total vehicle hours similar to RFTA's were selected for analysis. The majority of the peer analysis was performed on a mode-specific basis, with three peers selected for each of RFTA's three fixed route modes of transit service provided, namely fixed route bus (FR), commuter bus (CB), and bus rapid transit (BRT). The ranking of each transit agency's performance for each of the three modes examined are provided in Tables 4-1 through 4-3, with descriptions and recommendations following each table.

It is important to note that since RFTA's structure, economic environment, service area, range of service types, and mix of customers are so unique, that the performance comparisons are not direct, apples-to-apples comparisons. However, they can provide relative measures of RFTA's performance in terms of order-of-magnitude comparisons with "peer" systems.

Table 4-1: Fixed Route Bus Service Peer Analysis Ranks and Percent Difference from Average Values for 2014

		O&M Cost per Vehicle Hour	O&M Cost per Vehicle Mile	O&M Cost per Passenger	Passengers per Revenue Hour	Passengers per Revenue Mile	Average Operating Speed	Passengers per Available Vehicle	Vehicle Revenue Hours to Total Vehicle Hours Ratio	Overall Rank
Rank	RFTA	2	4	2	3	2	4	1	4	3
	Centro	3	3	4	4	4	2	4	2	4
	GLTC	1	1	1	1	1	3	2	1	1
	Transfort	4	2	3	2	3	1	3	3	2
% from Average	RFTA	3%	12%	-3%	4%	16%	-8%	22%	-5%	
	Centro	8%	5%	48%	-34%	-39%	2%	-26%	2%	
	GLTC	-22%	-16%	-44%	26%	31%	-7%	10%	3%	
	Transfort	11%	-1%	-1%	5%	-9%	13%	-6%	0%	

Some of RFTA's fixed routes include the Cemetery Lane, Hunter Creek, Highlands Direct, and skier shuttles (see Section 4.3 for a complete list of RFTA's FR service).

Overall, RFTA ranked third among its peers for FR service. RFTA generally performed very well with regards to passenger-related performance metrics, highlighting RFTA's ability to provide service to a large number of riders per available vehicle, per vehicle hour, and per vehicle mile. RFTA ranked second in O&M cost per vehicle hour, but fourth in O&M cost per vehicle mile, likely due to factors including the topography, climate, and cost of living in the region. RFTA ranked fourth in the ratio of

vehicle revenue hours to total vehicle hours, which although RFTA's ratio was only 5% below the average, indicates comparatively high deadhead hours, as expected with the length of the valley service corridor. See Sections 4.2.1 through 4.2.8 for details regarding these rankings.

Table 4-2: Commuter Bus Service Peer Analysis Ranks and Percent Difference from Average Values for 2014

		O&M Cost per Vehicle Hour	O&M Cost per Vehicle Mile	O&M Cost per Passenger	Passengers per Revenue Hour	Passengers per Revenue Mile	Average Operating Speed	Passengers per Available Vehicle	Vehicle Revenue Hours to Total Vehicle Hours Ratio	Overall Rank
Rank	RFTA	1	1	1	2	2	3	1	2	1
	Adirondack Trailways	4	3	4	4	4	1	3	1	4
	AC Transit	3	4	2	1	1	4	2	4	2
	UTA	2	2	3	3	3	2	4	3	3
% from Average	RFTA	-34%	-19%	-54%	3%	7%	-20%	113%	17%	
	Adirondack Trailways	47%	-5%	91%	-46%	-71%	52%	-31%	19%	
	AC Transit	3%	35%	-29%	53%	90%	-24%	-23%	-21%	
	UTA	-17%	-11%	-8%	-10%	-26%	-8%	-58%	-15%	

Recommendation 10: Examine ways to reduce deadhead hours for FR service.

Core Values: EFFICIENT

RFTA's CB service consistently outperformed all of its peers, ranking first overall. The performance indicators for CB service highlight the high ridership of RFTA; O&M cost per passenger is 54% lower than the average, and passengers per available vehicle are 113% higher than the average. RFTA also ranked first in passengers per available vehicle for FR service--above average scores in this metric are generally considered favorable, but it can indicate a fleet is being stretched too thin. RFTA had comparatively low overall O&M costs per mile, vehicle, and passenger, highlighting the efficiency with which RFTA is able to operate this service. Unlike FR service, the ratio of vehicle revenue hours to total vehicle hours was above the average for CB service. Out of the three modes of service examined as part of this review, CB service performed the best relative to the selected peers. *See Sections 4.2.1 through 4.2.8 for details regarding these rankings.*

Recommendation 11: Ensure that appropriate spare ratios are being maintained for FR and CB service.

Core Values: EFFICIENT, DEPENDABLE

Table 4-3: Bus Rapid Transit Service Peer Analysis Ranks and Percent Difference from Average Values for 2014

		O&M Cost per Vehicle Hour	O&M Cost per Vehicle Mile	O&M Cost per Passenger	Passengers per Revenue Hour	Passengers per Revenue Mile	Average Operating Speed	Passengers per Available Vehicle	Vehicle Revenue Hours to Total Vehicle Hours Ratio	Overall Rank
Rank	RFTA	2	1	4	4	4	1	4	4	4
	Transfort	1	2	2	3	3	4	3	2	2
	LA Metro	4	3	3	2	2	2	2	3	3
	LTD	3	4	1	1	1	3	1	1	1
% from Average	RFTA	-15%	-54%	120%	-73%	-87%	66%	-73%	-1%	
	Transfort	-42%	-16%	-35%	-39%	-16%	-38%	-44%	1%	
	LA Metro	42%	32%	-32%	45%	23%	-4%	41%	-1%	
	LTD	15%	38%	-53%	66%	80%	-25%	76%	2%	

Recommendation 12: Optimize headways for BRT service.

Core Values: EFFICIENT, DEPENDABLE

RFTA's BRT service ranked fourth among its peers. The metrics that perform the poorest generally suggest low ridership relative to the distance or time in service compared to the peers, with RFTA ranking fourth in the four metrics involving ridership and averaging approximately 88% lower than the average across those metrics. Although this is largely a function of the approximately 40-mile corridor that this service covers, this service might be improved through adjustments to headways. *See Sections 4.2.1 through 4.2.8 for details regarding these rankings.*

Urban transit agencies are required to report passenger mile data to the National Transit Database, whereas rural systems such as RFTA are not. However, due to its automated passenger counting technology, RFTA also has the capability of producing passenger mile data. When passenger mile data are taken into consideration, RFTA performs better than its urban peers for several metrics.

See Figures 4-1 through 4-3 for more peer comparisons.

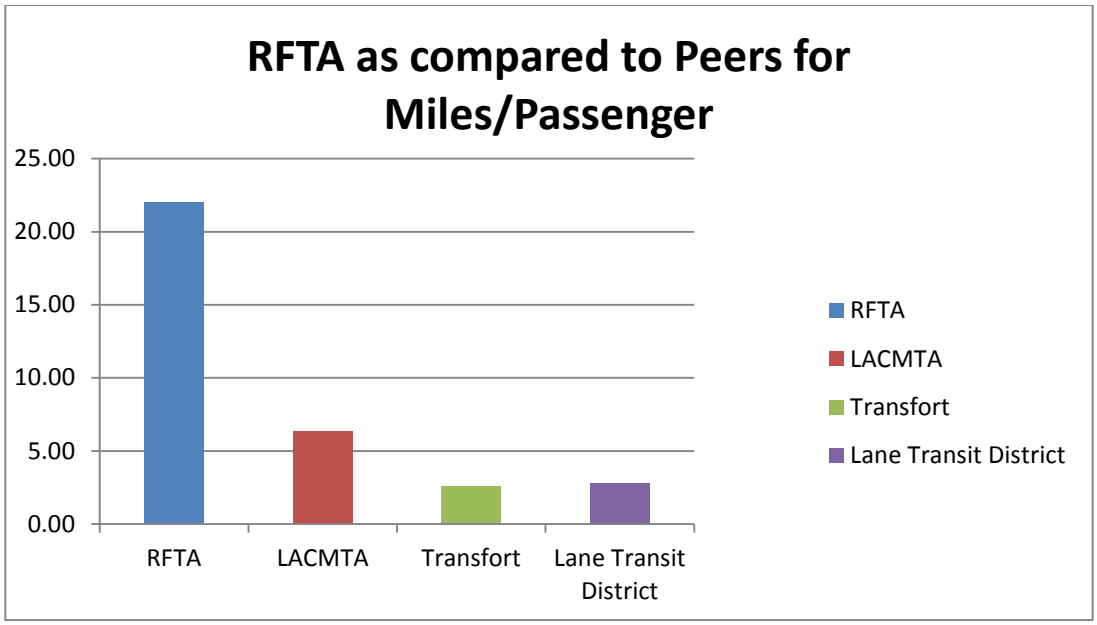


Figure 4-1: Miles per Passenger for RFTA and its BRT Peers.

Source: RFTA.

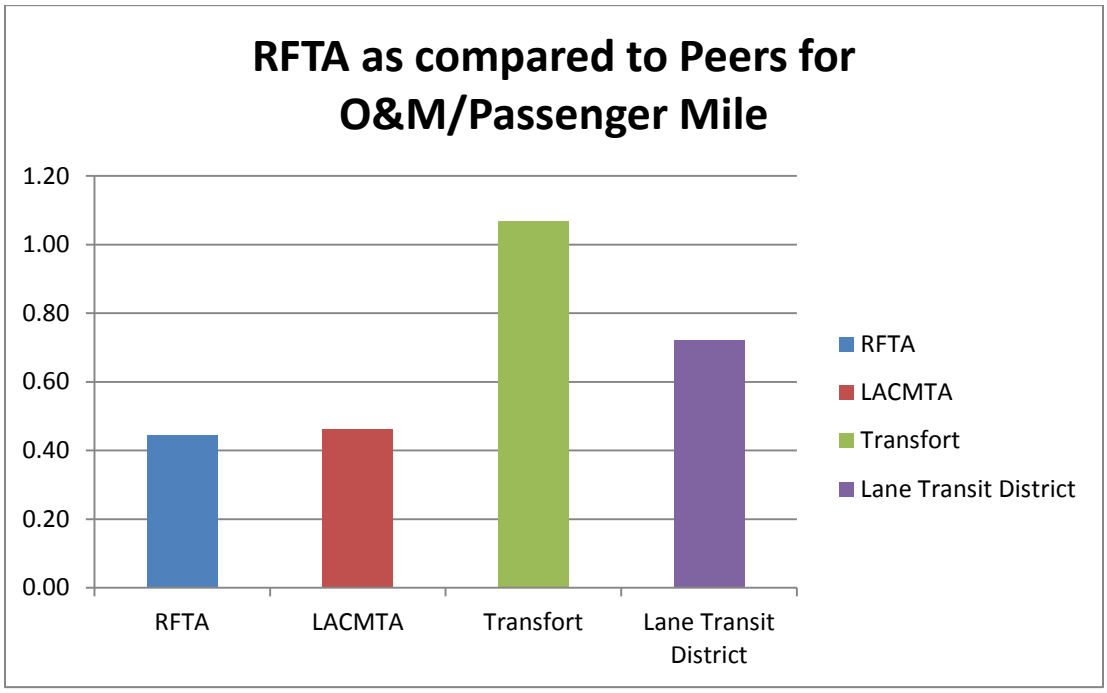


Figure 4-2: O&M Cost per Passenger Mile for RFTA and its BRT Peers.

Source: RFTA.

RFTA also performs significantly better than its peers in terms of revenue per passenger, as follows:

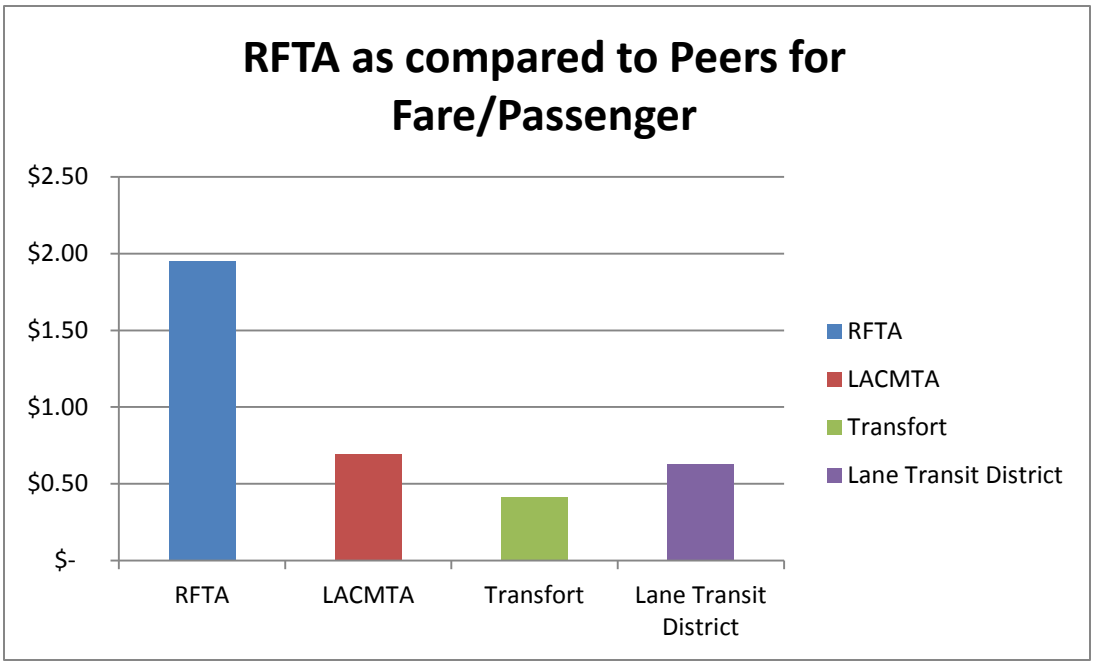


Figure 4-3: Fare per Passenger for RFTA and its BRT Peers.

Source: RFTA.

The peer review also attempted to examine the efficiency of the workforce of each transit agency by determining the ratio of total revenue hours of FR, CB, BRT, and Demand Response (DR) service to employees. Although above average values can indicate a more efficient work force with respect to the amount of service provided per employee, high values can also be an indication of an overbearing workload. See Table 4-4.

Table 4-4: Total Revenue Hours per Employee Peer Analysis Ranks and Percent Difference from Average Values for 2014

	Total Revenue Hours per Employee	
	Rank	% from Average
RFTA	5	-12%
Centro	4	9%
GLTC	3	24%
Transfort	1	40%
Adirondack Trailways	9	-45%
AC Transit	7	-17%
UTA	8	-21%
LA Metro	2	38%
LTD	6	-15%

RFTA performed slightly below average out of its eight peers and ranked fifth out of nine. However, considering the proximity of RFTA's performance to the average and any number of external factors that could influence this ratio, such as the breadth of RFTA's service area and the number of facilities and staff required to serve it, the efficiency of RFTA's workforce appears to be in line with its peers. *See Section 4.2.9 for details regarding these rankings.*

Also included as part of the peer analysis was an examination of the types of fares offered and the means through which each fare type can be purchased. RFTA offered a similar number of fare-purchase options as compared to its peers. However, the peer comparison identified potential areas for improvement, including offering a one-day pass and offering more remote purchasing options such as internet and phone ordering for their passes. *See Section 4.2.13 for more information regarding fare-purchase option*

Recommendation 13: Consider offering a one-day use pass.

Core Values: CONVENIENT

The next step in assessing RFTA's overall performance was to examine each of RFTA's routes individually. A composite scoring system was used to determine the overall performance of each route across three performance indicators. Scores were assigned to each route for each of the three performance indicators with the best performing of the 22 routes receiving a score of 21 and the lowest performing route receiving a score of 0. Route scores for each performance indicator were then summed to yield a composite score for each route, with higher scores reflecting overall better performing routes. The results of the composite scoring system are shown in Table 4-5.

Recommendation 14: Consider offering more remote purchasing options for passes, including internet and phone ordering.

Core Values: CONVENIENT

Table 4-5: Route Scores for Each RFTA Route from 2010-2015

Route	Passengers per Vehicle Hour Score	Passengers per Vehicle Mile Score	Operating Cost per Passenger Score	Total
Fixed Route Bus (FR) Service				
Cemetery Lane (CL)	2	5	4	11
Hunter Creek (HC)	19	21	21	61
Castle Maroon (CM)	16	13	17	46
Burlingame ABC / Hwy 82 (BG)	3	6	6	15
Burlingame ABC - MAA CAMPUS	11	19	12	42
Galena St Shuttle (GSS)	7	11	8	26
Cross Town Shuttle (CT)	1	7	3	11
Highlands Direct (HD)	15	15	16	46
Carbondale Circulator (CC)	13	18	14	45
Woody Creek (WC)	0	0	0	0
Snowmass Skier	12	10	11	33
Buttermilk Skier	20	17	15	52
Highlands Skier	21	20	19	60
Ride Glenwood Springs (RG)	10	9	10	29
MAA Burlingame	9	8	9	26
Maroon Bells (MB)	17	16	18	51
Commuter Bus (CB) Service				
Hwy. 82 Corridor	8	4	7	19
Snowmass-DownValley (SM-DV)	6	3	5	14
Snowmass-Intercept Lot (SM-INT)	18	14	20	52
Snowmass-Aspen (SM-AS)	14	12	13	39
Hogback-Rifle (H)	4	1	1	6
Bus Rapid Transit (BRT) Service				
VelociRFTA	5	2	2	9

Source: RFTA

The total scores for each route are assembled in descending order in Figure 4-4 to indicate the performance rank of each route.

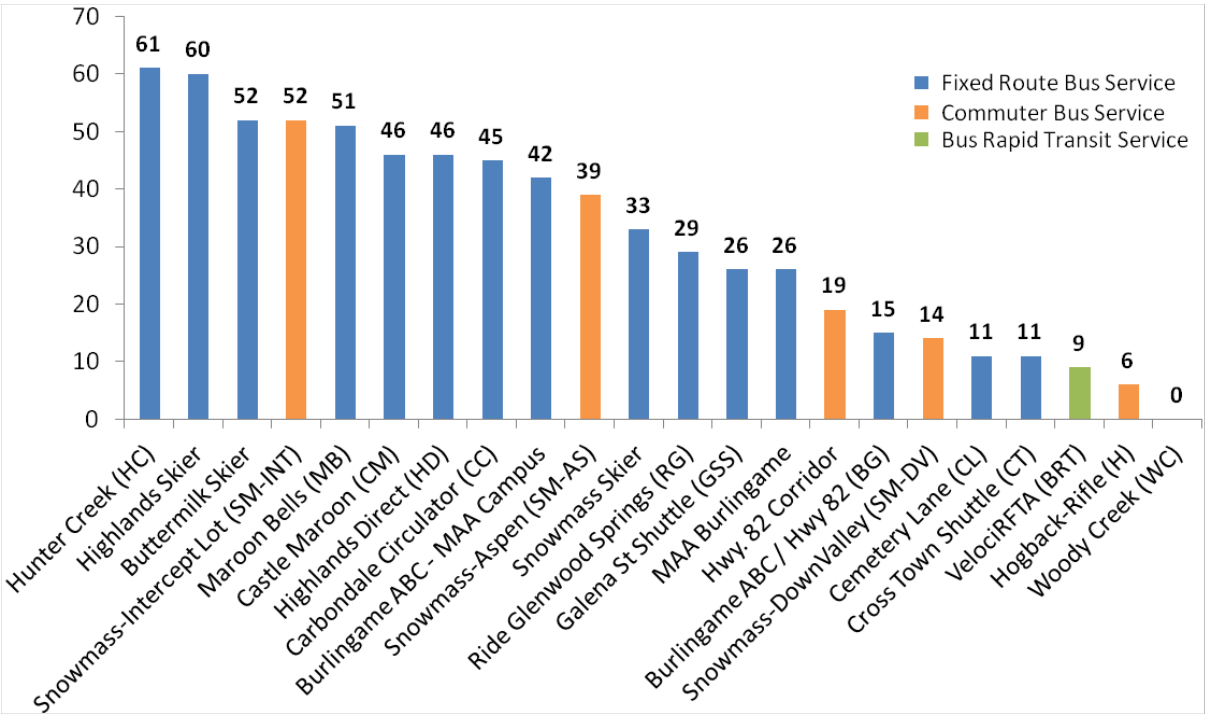


Figure 4-4: Composite Scores for Each RFTA Route from 2010-2015
Source: RFTA

Recommendation 15: Optimize the Hogback-Rifle route through increased ridership.

Core Values: EFFICIENT, DEPENDABLE, ACCOUNTABLE

As expected, FR service performed the highest overall, as it generally has higher ridership compared to CB and BRT service. Although there were CB service routes performing at the lower end of the spectrum, the peer analysis suggests that this service performs very well overall. However, the overall high performance of the CB service is skewed by the Snowmass-Intercept Lot route and Snowmass-Aspen route performance, and improvements to this service could occur if the Hogback-Rifle route was optimized. The Woody Creek route performed the lowest out of all routes in all three categories, receiving a composite score of zero. The operation of this route should be scrutinized and areas for improvement identified and implemented. *See Section 4.3 for a detailed analysis of RFTA's routes.*

Recommendation 16: Examine the Woody Creek route to identify ways to increase ridership and/or reduce O&M costs.

Core Values: EFFICIENT, DEPENDABLE, ACCOUNTABLE

4.2 Peer System Analysis

Eight peer systems were selected that had both total revenue miles and total revenue hours comparable to those of RFTA. As discussed in previous chapters, there are a number of factors that make RFTA unique as a public transit agency. It is therefore extremely difficult to find peer systems that closely resemble RFTA in terms of operational statistics, service area, seasonality, etc. However, in an effort to select the most appropriate peers for the peer analysis, other factors such as geographic location, vehicles available, and unlinked passenger trips were also considered when selecting peer systems. Descriptions of each of the eight peer transit systems selected for this analysis are included as follows:

4.2.1 Fixed Route Bus Service (FR) Peer Systems

Centro of Oneida, Inc. (Centro) – Transit system located in central New York, serving the cities of Utica and Rome. Had total vehicle miles and total vehicle hours that were within 2% and 8%, respectively of RFTA's in 2014. Unlinked passenger trips were within 37% of RFTA's and vehicles available for this mode type were also very similar to RFTA's in 2014 (29 compared to RFTA's 28) for FR service.

Greater Lynchburg Transit Company (GLTC) – Transit system located in Lynchburg, VA. Had total vehicle miles and total vehicle hours that were within 4% and 5%, respectively of RFTA's in 2014. Unlinked passenger trips were within 25% of RFTA's and vehicles available for this mode type were also very similar to RFTA's in 2014 (39 compared to RFTA's 28) for FR service.

Transfort – Local transit system located in Fort Collins, CO. Had total vehicle hours and total vehicle miles that were within 18% and 4%, respectively, of RFTA's in 2014. Had 37 vehicles available for service (compared to RFTA's 28) and Unlinked Passenger Trips within 2% of RFTA's in 2014 for FR service.

4.2.2 Commuter Bus Service (CB) Peer Systems

Adirondack Transit Lines, Inc. (Adirondack Trailways) – Transit system located in New York that provides commuter service between New York City and the Hudson Valley, as well as parts of New Jersey and Connecticut. Had total vehicle miles and total vehicle hours that were within 22% and 36%, respectively, of RFTA's in 2014. Had 36 buses available in 2014, compared to RFTA's 34 for CB service.

Alameda-Contra Costa Transit District (AC Transit) – Transit system located in Oakland, CA that provides commuter service in the western portions of Alameda and Contra Costa Counties. Had total vehicle miles, total vehicle hours, and unlinked passenger trips that were within 36%, 44%, and 45% respectively, of RFTA's in 2014.

Utah Transit Authority (UTA) –Transit system located in Salt Lake City, UT that provides commuter service between Salt Lake City and Salt Lake County, Utah County, Davis County, and Weber County. Had total vehicle miles and hours that were within 33% and 42%, respectively, of RFTA's in 2014 for CB service.

4.2.3 Bus Rapid Transit (BRT) Peer Systems

Transfort –Transit system located in Fort Collins, CO operating the Mason Street BRT corridor. Had unlinked passenger trips that were within 31% of RFTA's in 2014 for BRT service. Transfort had 9.8 directional fixed-guideway miles for its BRT system, compared with about 80 directional miles for RFTA's BRT system.

Los Angeles County Metropolitan Transportation (LA Metro) – Transit system located in Los Angeles, CA. Had total vehicle miles that were within 18% of RFTA's in 2014 for BRT service. Had 44 BRT buses available for service in 2014 (compared to RFTA's 21). LACMTA had 37.4 fixed-guideway directional miles for its BRT system.

Lane Transit District (LTD) –Transit system located in Eugene, OR that provides BRT service between Eugene and surrounding Lane County. Had total vehicle miles and total vehicle hours that were within 76% and 47%, respectively, of RFTA's in 2014 for RB (BRT) service. LTD had 11 BRT buses available for service in 2014 (compared to RFTA's 21). LTD had 19.6 directional fixed-guideway miles for its BRT system.

Eight key statistics for each transit agency in 2014 were used in determining the performance indicators used in the peer analysis. These statistics included:

1. Available Vehicles
2. Vehicle Miles
3. Revenue Miles
4. Vehicle Hours
5. Revenue Hours
6. Unlinked Passenger Trips
7. O&M Cost
8. Full Time Employees

From these key statistics, nine performance indicators were developed to compare RFTA to its peers:

1. O&M Cost per Vehicle Hour
2. O&M Cost per Vehicle Mile
3. O&M Cost per Passenger
4. Passengers per Revenue Hour
5. Passengers per Revenue Mile
6. Average Operating Speed
7. Passengers per Available Vehicle
8. Vehicle Revenue Hours to Total Vehicle Hours Ratio
9. Total Revenue Hours per Employee

Table 4-6 provides the data used to select and analyze each of the systems examined as part of the peer analysis for 2014, which is the most recent year that the Federal Transportation Agency's (FTA) National Transit Database (NTD) data are available.

Table 4-6: 2014 Overview of RFTA and its Peers

Agency	Service Region	Fleet Size	Vehicle Miles	Revenue Miles	Vehicle Hours	Revenue Hours	Unlinked Passenger Trips	O&M Cost	Full-Time Employees
Fixed Route Bus Service (FR)									
RFTA	Roaring Fork Valley, CO	28	1,000,105*	827,545	89,893*	81,489 (241,790**)	1,983,742	$8,280,351*	281**
Centro of Oneida	Oneida County, NY	29	1,017,591	986,997	82,373	80,472 (93,483**)	1,243,631	$7,914,707	88**
Greater Lynchburg Transit Company	Lynchburg, VA	39	958,473	919,365	85,772	84,252 (100,181**)	2,488,408	$5,945,120	83**
Transfort	Fort Collins, CO	37	1,176,510	1,080,967	86,151	82,078 (101,584**)	2,021,492	$8,567,570	74**
Commuter Bus Service (CB)									
RFTA	Roaring Fork Valley, CO	34	1,901,588*	95,257	95,257*	88,954 (241,790**)	1,759,612	$10,243,362*	281**
Adirondack Transit Lines	NY, NJ, CT	36	2,391,117	61,224	61,224	58,048 (58,048**)	601,498	$14,589,259	108**
Alameda-Contra Costa Transit District	Alameda & Contra Costa Counties, CA	136	1,553,926	137,632	137,632	86,526 (1,630,320**)	2,545,686	$23,121,514	2,013**
Utah Transit Authority	Salt Lake City, UT	63	1,013,945	55,416	55,416	37,428 (1,195,530**)	644,280	$7,509,767	1,558**
Bus Rapid Transit (BRT)									
RFTA	Roaring Fork Valley, CO	21	1,765,782*	67,523	67,523*	64,450 (241,790**)	826,952	$7,766,429*	281**
Transfort	Fort Collins, CO	7	186,425	19,971	19,971	19,506 (101,584**)	568,447	$1,569,778	74**
Los Angeles County Metropolitan Transportation	Los Angeles, CA	44	2,017,493	136,866	136,866	130,992 (6,475,727**)	9,011,954	$26,256,230	4,803**
Lane Transit District	Lane County, OR	11	427,626	36,080	36,080	35,625 (247,288**)	2,806,846	$5,641,027	298**

* Values not available from NTD – provided by RFTA.

** Data includes only fixed route bus, commuter bus, bus rapid transit, and demand response service modes and directly operated service types. Used for Total Revenue Hours per Employee.

Source: Federal Transit Administration (FTA) National Transit Database (NTD.
RFTA.

The following sections detail each of the nine performance indicators used in the peer analysis.

4.2.4 O&M Cost per Vehicle Hour

This metric is used to compare the cost to operate and maintain vehicles for every hour that they travel, including deadhead hours. Lower values are considered more favorable, showing that a particular transit agency incurs comparatively low costs for every hour that its vehicles travel. See Figure 4-5.

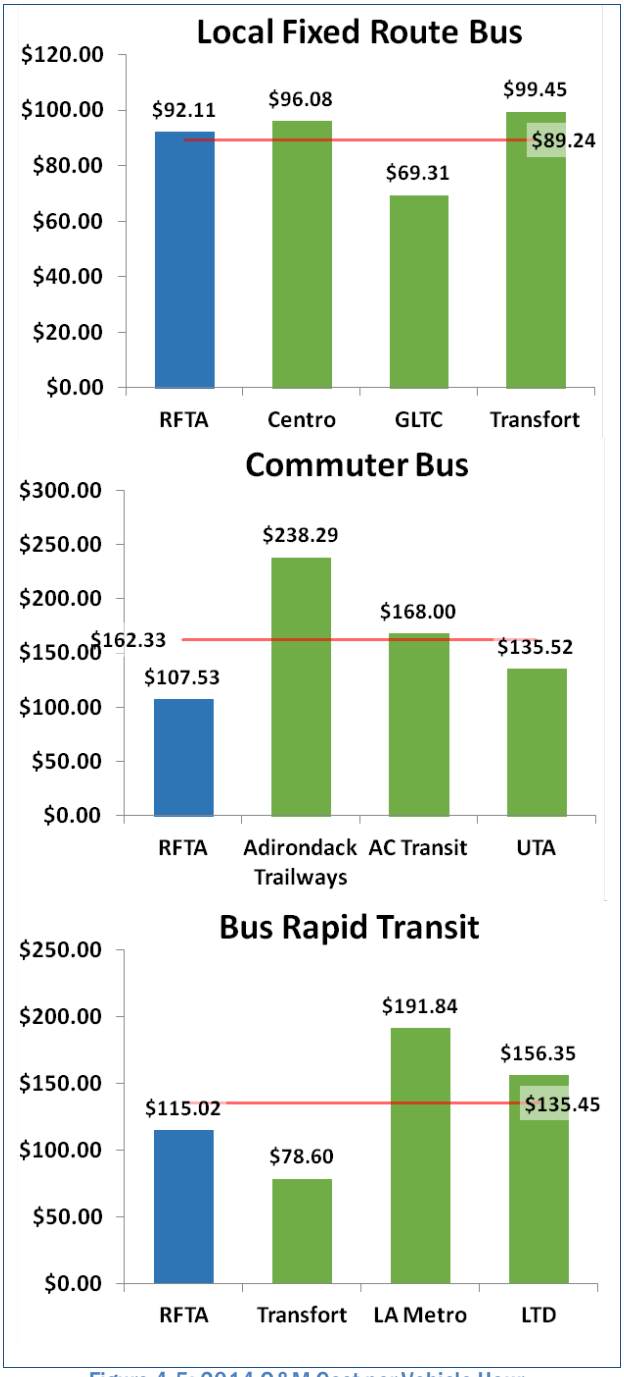


Figure 4-5: 2014 O&M Cost per Vehicle Hour for RFTA and its Peers

Sources: Federal Transit Administration (FTA) National Transit Database (NTD); RFTA.

4.2.5 O&M Cost per Vehicle Mile

This metric is used to compare the cost to operate and maintain vehicles for every mile that they travel, including deadhead miles. Lower values are considered more favorable, showing that a particular transit agency incurs comparatively low costs for every mile that its vehicles travel. See Figure 4-6.

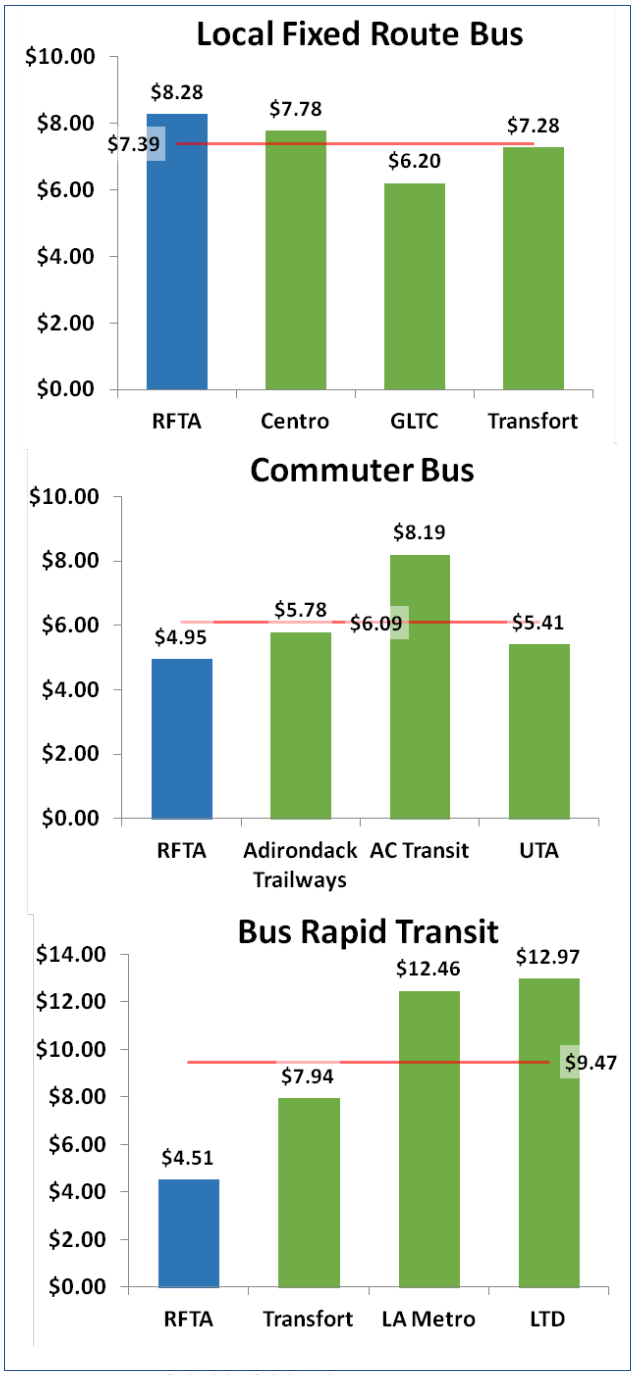


Figure 4-6: 2014 O&M Cost per Vehicle Mile for RFTA and its Peers

Sources: FTA NTD; RFTA.

4.2.6 O&M Cost per Passenger

This metric is used to compare the cost to operate and maintain vehicles for every passenger that uses the service. Lower values are considered more favorable, showing that a particular transit agency incurs comparatively low costs for every passenger that it serves. See Figure 4-7.

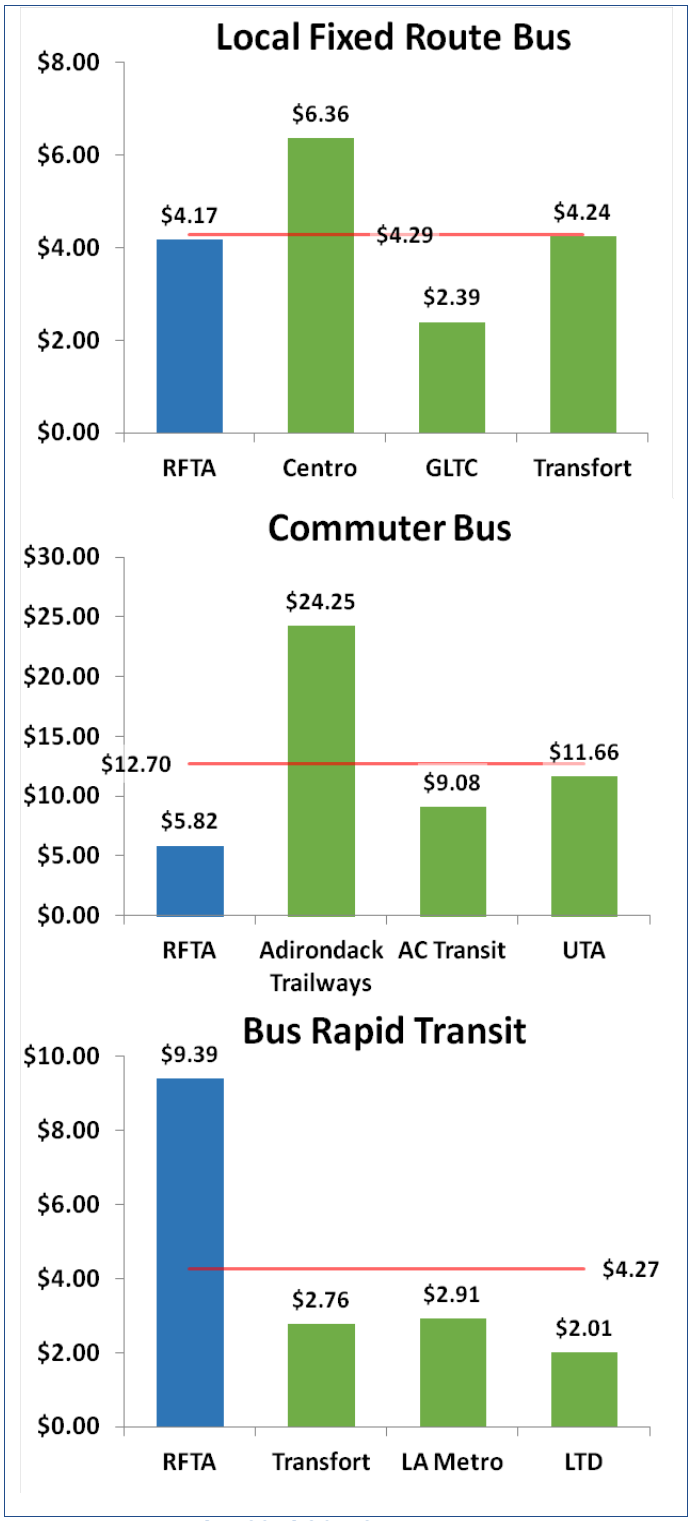


Figure 4-7: 2014 O&M Cost per Passenger for RFTA and its Peers

Source: FTA NTD; RFTA.

4.2.7 Passengers per Revenue Hour

This metric is used to compare passengers that use transit services for every hour that transit services are being provided. Higher values are considered more favorable, showing that a particular transit agency serves more riders for every hour that service is being provided. See Figure 4-8.

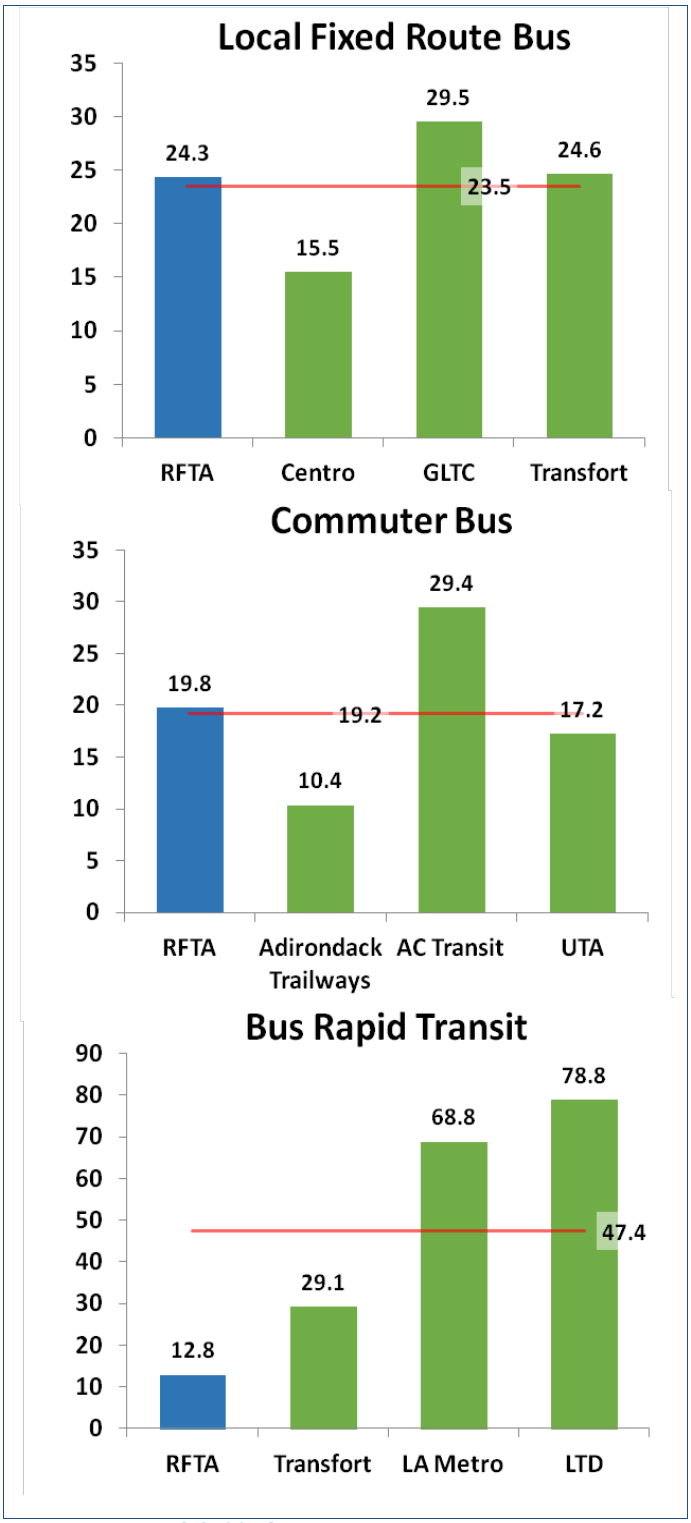


Figure 4-8: 2014 Passengers per Revenue Hour for RFTA and its Peers

Source: FTA NTD; RFTA.

4.2.8 Passengers per Revenue Mile

This metric is used to compare passengers that use transit services for every mile traveled while transit services are being provided. Higher values are considered more favorable, showing that a particular transit agency serves more riders for every mile covered while in service. See Figure 4-9.

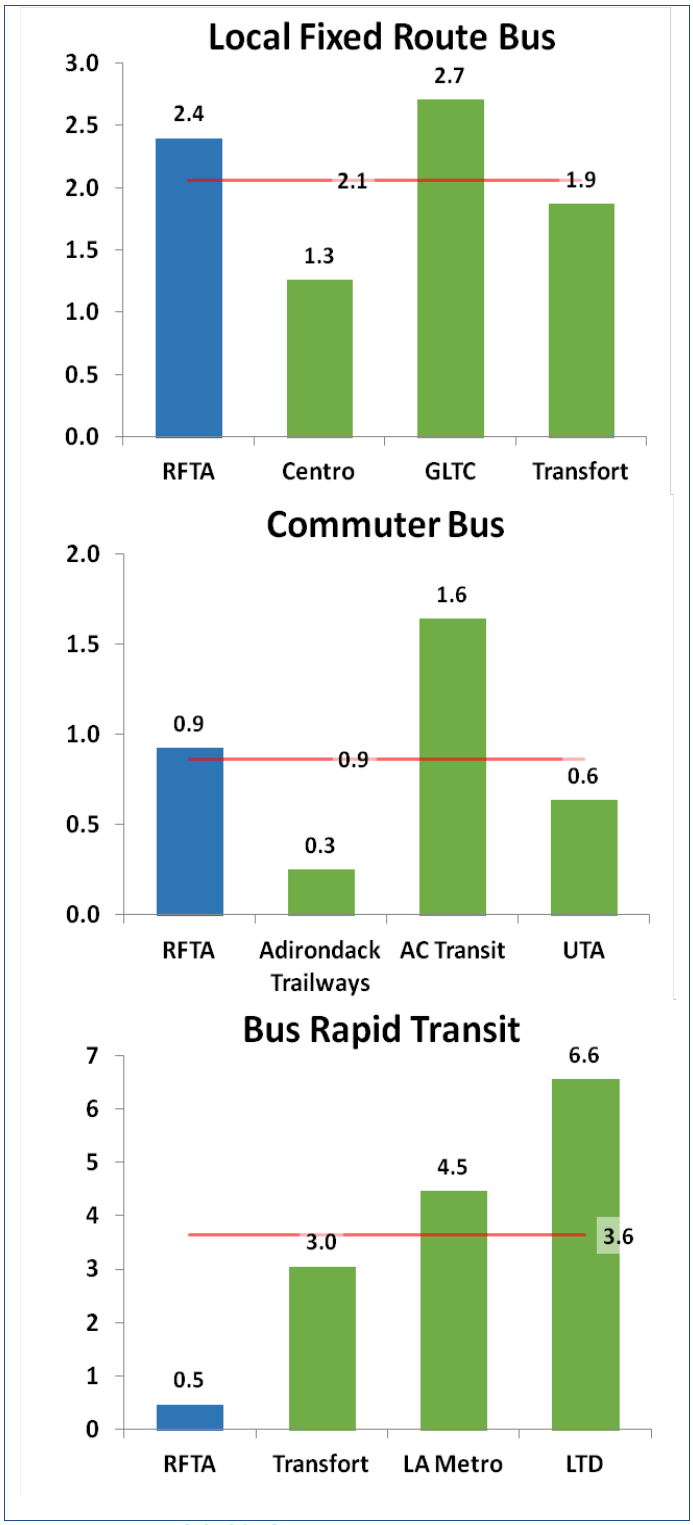


Figure 4-9: 2014 Passengers per Revenue Mile for RFTA and its Peers

Source: FTA NTD; RFTA.

4.2.9 Average Operating Speed

This metric is used to compare the average speed at which that transit vehicles travel. Higher values are considered more favorable, as riders are able to arrive at their destination in less time. However, this metric is based largely on speed limits, traffic conditions, etc. of the region that a particular transit agency serves and is often a less useful performance indicator. See Figure 4-10.

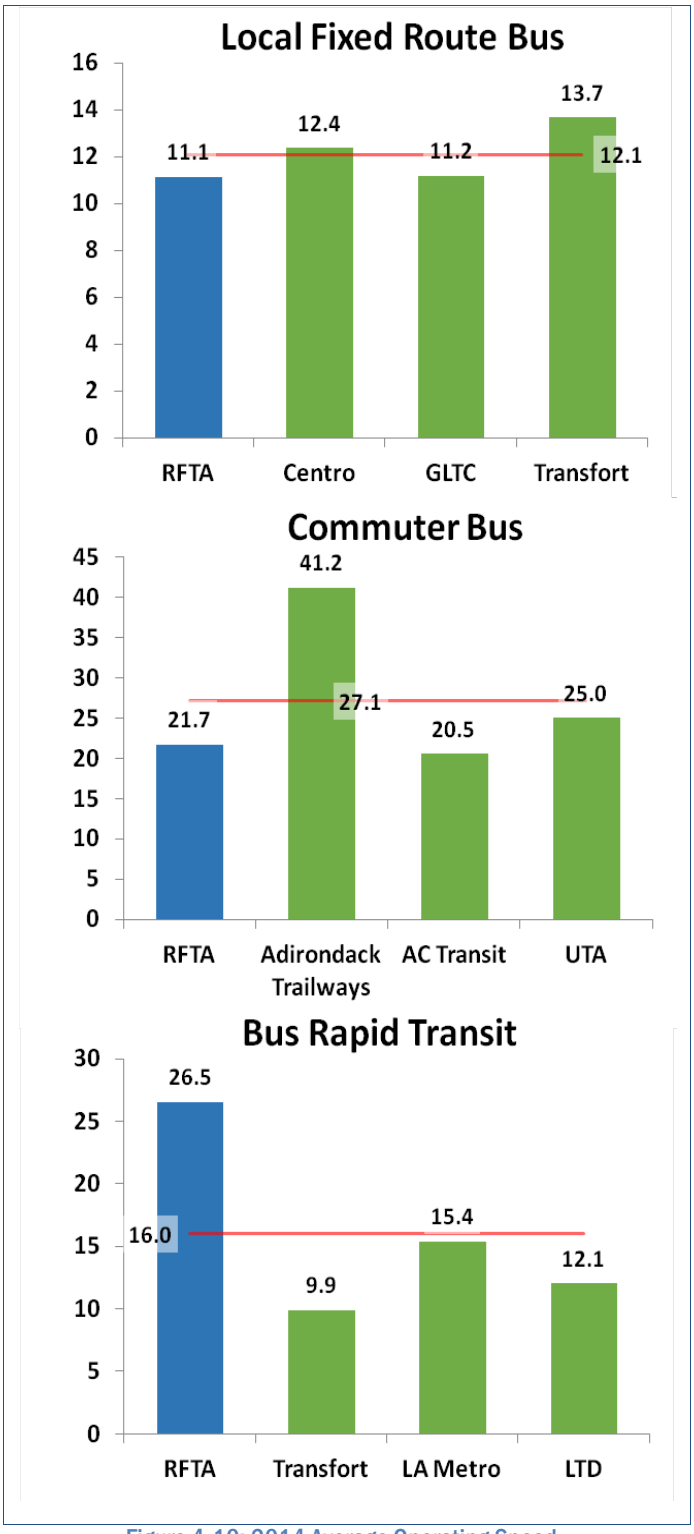


Figure 4-10: 2014 Average Operating Speed for RFTA and its Peers

Source: FTA NTD; RFTA.

4.2.10 Passengers per Available Vehicle

This metric is used to compare ridership for every vehicle that a transit agency has available. Generally, higher values are considered more favorable as a particular transit agency is able to serve comparatively more riders for every available vehicle. However, in some cases high values can identify when a vehicle fleet is being strained beyond recommended spare ratios. In addition, in the case of RFTA, the substantially longer route requires more vehicles to maintain Federal Transit Agency mandated headways. See Figure 4-11.

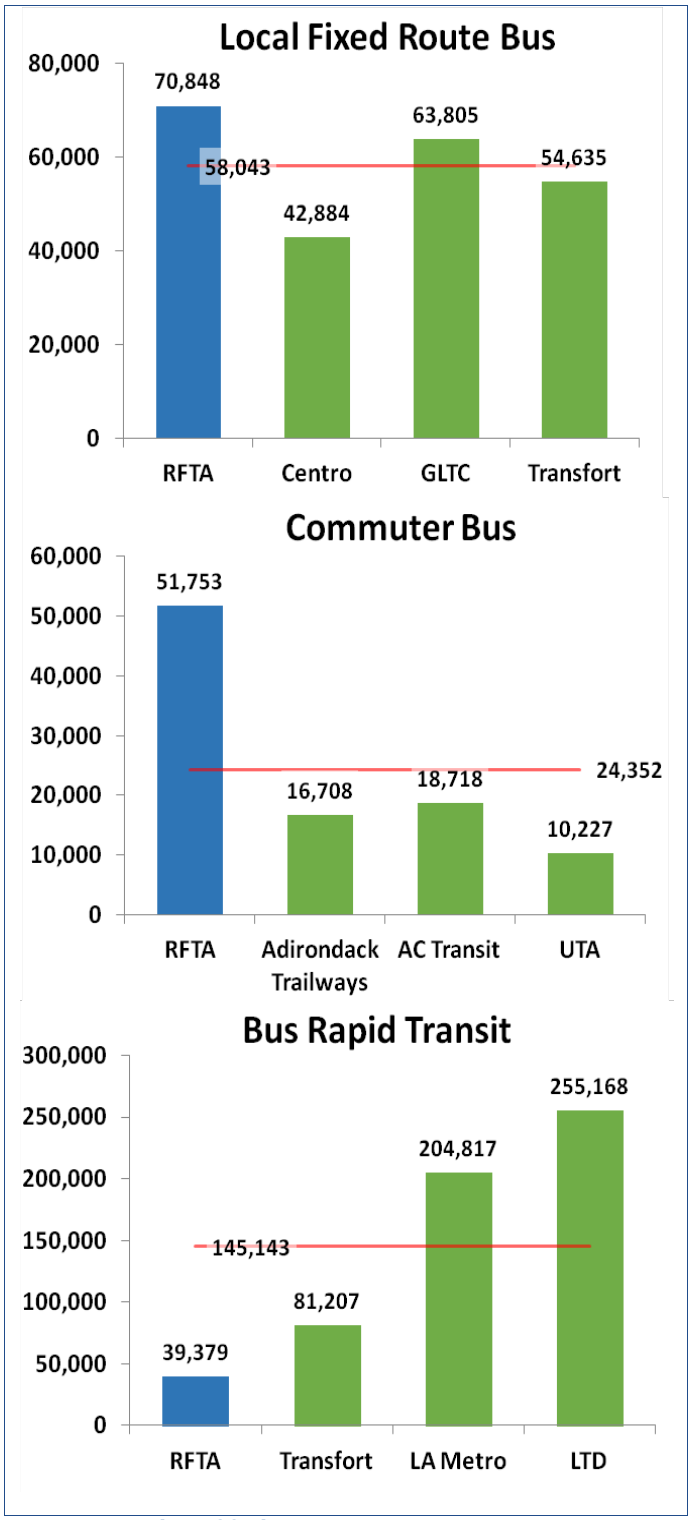


Figure 4-11: 2014 Passengers per Available Vehicle for RFTA and its Peers

Source:FTA NTD; RFTA.

4.2.11 Vehicle Revenue Hours to Total Vehicle Hours Ratio

This metric is used to compare the hours that a bus fleet is in service relative to the total hours that a bus fleet travels. Higher values are considered more favorable; indicating less time spent traveling while not in service. See Figure 4-12.

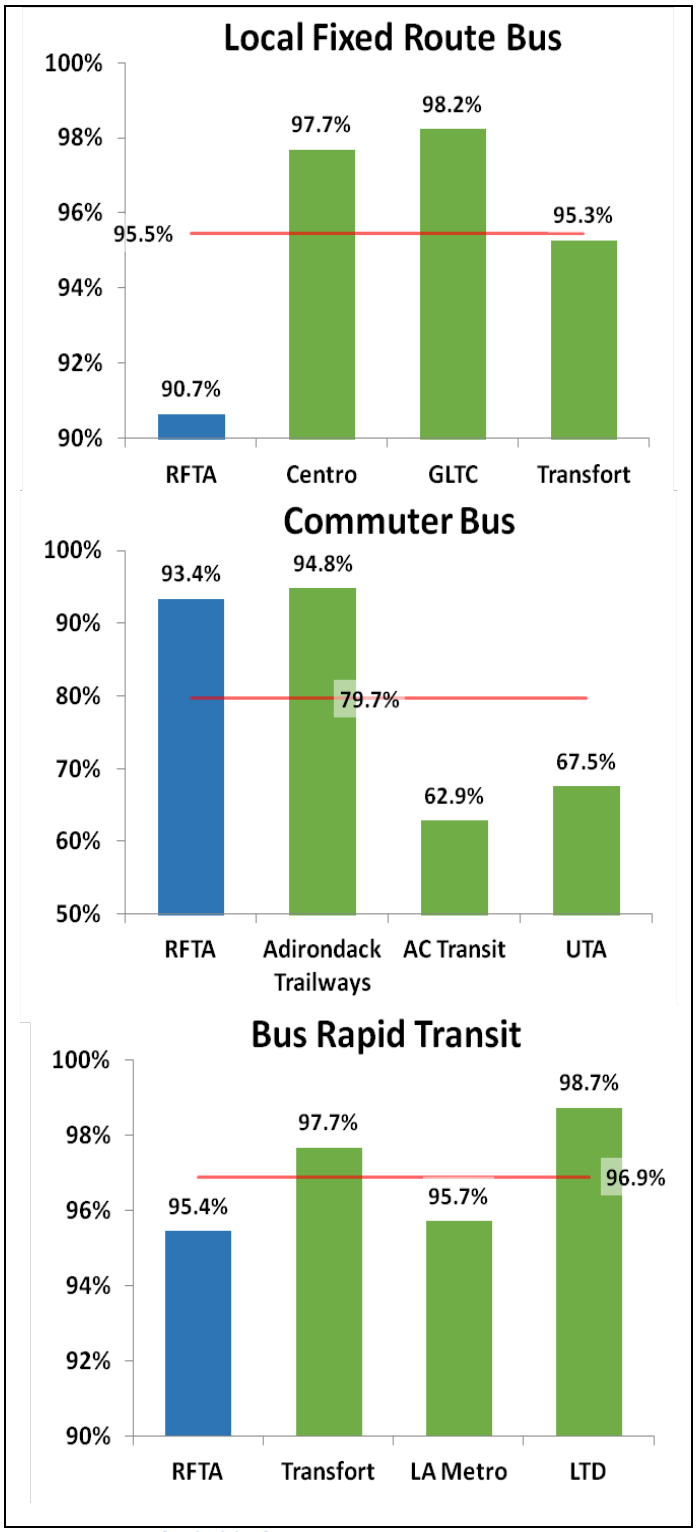


Figure 4-12: 2014 Passengers per Available Vehicle for RFTA and its Peers

Source: FTA NTD; RFTA.

4.2.12 Total Revenue Hours per Employee

This metric is used to compare the total amount of time that a fleet is in revenue service per full-time employee. Generally, higher values are more are considered more favorable as a particular transit agency is able to provide more revenue service for every employee. However, in some cases high values can identify heavy workloads and stressful work environments. See Figure 4-13.

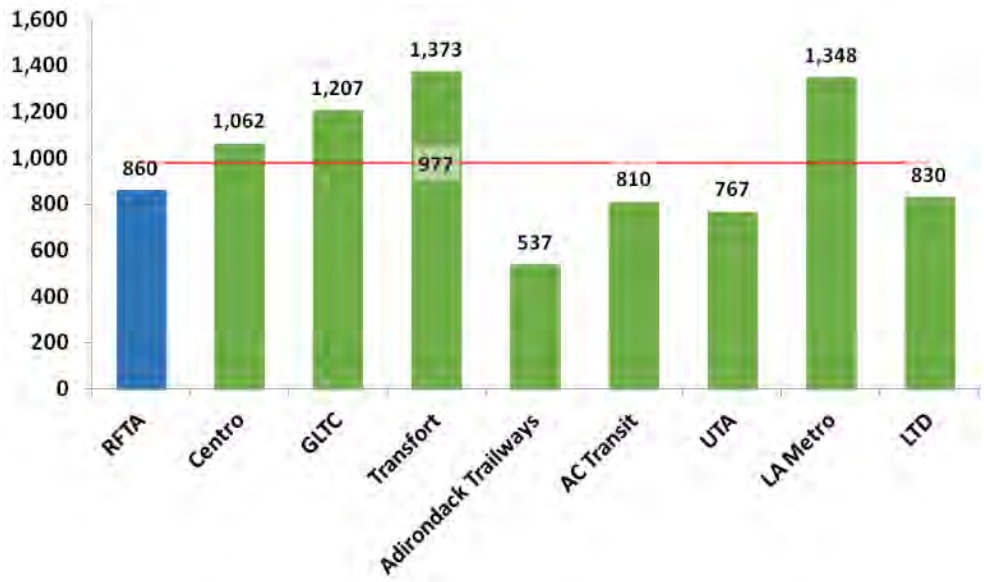


Figure 4-13: Total Revenue Hours per Employee for RFTA and its Peers
Source: Federal Transit Administration (FTA) National Transit Database (NTD.RFTA).

4.2.13 Fare-Purchase Options

Three of RFTA's peers were also selected to examine the types of fares offered as well as the modes in which these fares can be purchased. LTD, Transfort, and UTA were selected for this analysis. Fare options and purchase modes are provided in Table 4-7.

Table 4-7: Fare Types and Purchase Modes for RFTA and its Peers.

Fare Type	Purchase Mode			
	RFTA	LTD	Transfort	UTA
Single Ride	- Vending Machine - On the Bus	- Vending Machine - On the Bus	- Vending Machine - On the Bus	- Vending Machine - On the Bus
Stored Value Card/ Ticket Book	- Vending Machine - Third Party Location - Transit Facility	- Transit Facility - Online - Phone - Mail	N/A	- Third Party Location - Online
1-Day Pass	N/A	- Vending Machine - On the Bus	- Vending Machine - Transit Facility	- Vending Machine - Third Party Location - Transit Facility - Online
1-Week Pass	N/A	N/A	- Vending Machine - Transit Facility	N/A

Fare Type	Purchase Mode			
	RFTA	LTD	Transfort	UTA
1-Month Pass	- Vending Machine - Third Party Location - Transit Facility	- Third Party Location - Transit Facility - Online - Phone - Mail	- Vending Machine - Transit Facility	- Third Party Location - Online
Multiple Month Pass	- Email - Transit Facility	- Third Party Location - Transit Facility - Online - Phone - Mail	N/A	N/A
Annual Pass	N/A	N/A	- Transit Facility	N/A
Total # of Fare-Purchase Mode Options	**10**	**18**	**9**	**10**
Note: Specialty passes including disability, veteran, business bulk purchase, tours, etc., were not included in this analysis.				

Table 4-7 shows that RFTA offers a similar number of fare-purchase mode options as compared to its peers. However, LTD shows that there is room for improvement in this area, providing eight more fare-purchase mode options than RFTA, including offering a 1-day pass as well as providing more remote pass sale options including the internet and over the phone.

In addition to the peer analysis performed at the service mode level, an internal route performance analysis was performed to identify specific routes that may require optimization.

4.3 RFTA Route Performance

RFTA provides a variety of services to meet the diverse demands of its service area. See Chapter 3 for descriptions of each service and the routes provided by RFTA. This section provides an analysis of each of RFTA's fixed routes using three common performance indicators, which were also used in the peer analysis:

- Total Passengers per Vehicle Hour
- Total Passengers per Vehicle Mile
- O&M Cost per Passenger

Figure 4-14 shows the ridership for 2015 for each route provided by RFTA.

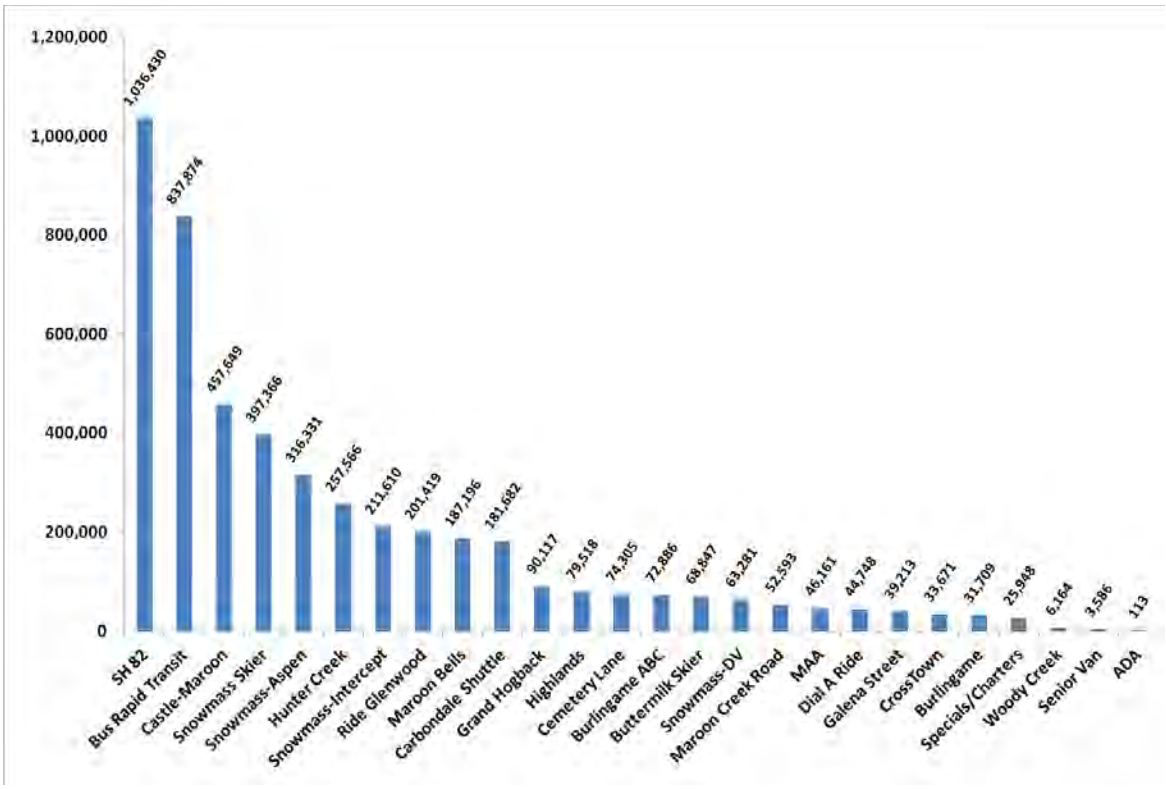


Figure 4-14: Average Ridership per RFTA Route in 2015
Source: RFTA.

Figure 4-14 shows that the SH82 route had the highest ridership, followed by BRT, Castle-Maroon, Snowmass Skier, Snowmass-Aspen, and Hunter Creek, respectively. To assess the performance of the routes, they were organized by service mode type and compared internally using three 2015 performance indicators. Due to the variability associated with DR service, only RFTA's FR, CB, and BRT routes were analyzed. The following sections detail the performance of each RFTA route.

4.3.1.1 Total Passengers per Vehicle Hour

Table 4-8 shows the passengers per vehicle hour for each RFTA route in 2015. Higher ratios are more favorable as more people are receiving rides per unit time of vehicle operation.

Table 4-8: Passengers per Vehicle Hour for Each RFTA Route in 2015

Route	Passengers per Vehicle Hour	Percent of Service Average
Fixed Route Bus (FR) Service		
Highlands Skier	39.3	173%
Buttermilk Skier	35.4	156%
Hunter Creek (HC)	34.8	154%
Maroon Bells (MB)	32.1	141%
Castle Maroon (CM)	30	132%
Highlands Direct (HD)	29.6	130%
Carbondale Circulator (CC)	28.2	124%
Snowmass Skier	27.5	121%
Burlingame ABC - MAA CAMPUS	21	93%
Ride Glenwood Springs (RG)	20.6	91%
MAA Burlingame	18.9	83%
Galena St Shuttle (GSS)	14	62%
Cemetery Lane (CL)	10	44%
Burlingame ABC / Hwy 82 (BG)	10	44%
Cross Town Shuttle (CT)	9.5	42%
Woody Creek (WC)	2	9%
Average	***22.7***	-
Commuter Bus (CB) Service		
Snowmass-Intercept Lot (SM-INT)	33.3	164%
Snowmass-Aspen (SM-AS)	28.4	140%
Hwy. 82 Corridor	15.3	75%
Snowmass-DownValley (SM-DV)	13.3	66%
Hogback-Rifle (H)	11.1	55%
Average	20.3	-
Bus Rapid Transit (BRT) Service		
VelociRFTA	11.8	100%
Average	***11.8***	-
Source: RFTA.		

As expected, FR service had the most passengers per vehicle hour and BRT service had the fewest. The best performing routes in the service mode types with more than one route were the Highland Skier route for FR service and the Snowmass-Intercept Lot route for CB service. Figure 4-15 shows the passengers per vehicle hour for each fixed RFTA route organized in descending order to indicate the performance rank of each route.

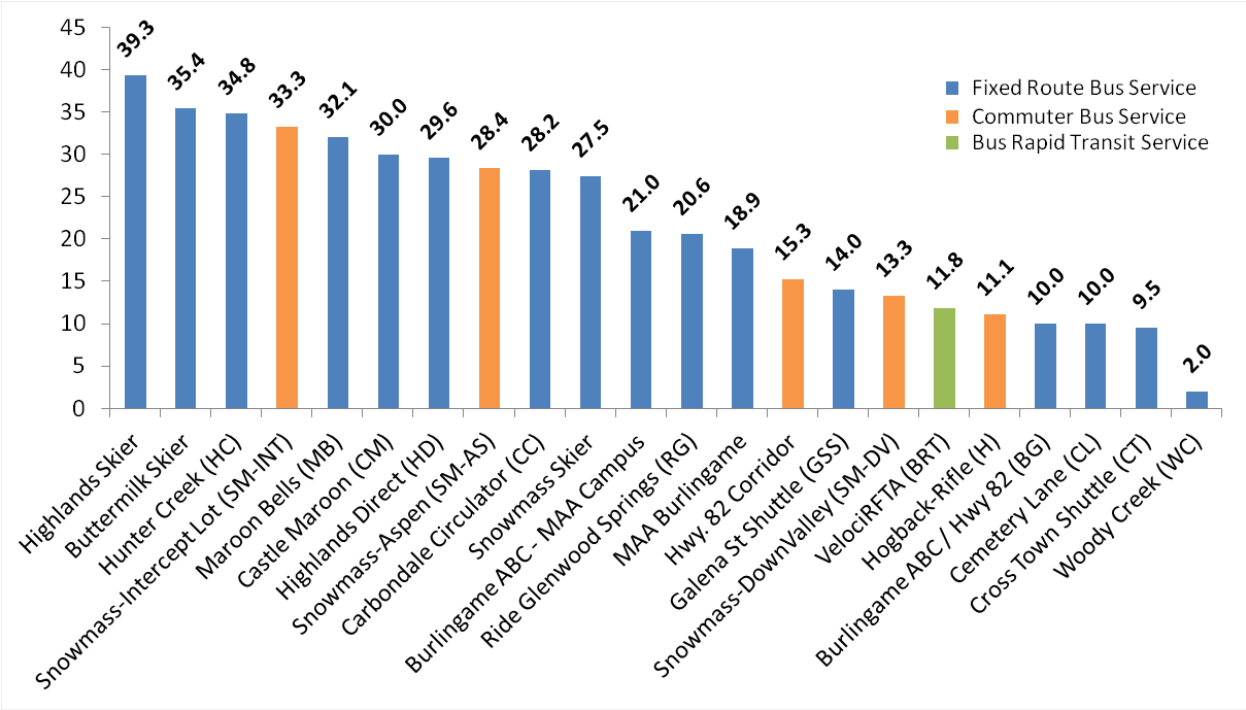


Figure 4-15: Passengers per Vehicle Hour for Each RFTA Route in 2015

Source: RFTA.

4.3.1.2 Total Passengers per Vehicle Mile

Table 4-9 shows the passengers per vehicle mile for each RFTA route in 2015. Higher ratios are more favorable as more people are receiving rides per unit distance of vehicle operation.

Table 4-9: Passengers per Vehicle Hour for Each RFTA Route in 2015

Route	Passengers per Vehicle Mile	Percent of Service Average
Fixed Route Bus (FR) Service		
Hunter Creek (HC)	4.9	218%
Highlands Skier	3.7	163%
Burlingame ABC - MAA CAMPUS	3.3	145%
Carbondale Circulator (CC)	3.1	136%
Buttermilk Skier	2.7	120%
Maroon Bells (MB)	2.6	116%
Highlands Direct (HD)	2.6	115%
Castle Maroon (CM)	2.5	112%
Galena St Shuttle (GSS)	2.2	98%
Snowmass Skier	1.9	82%
Ride Glenwood Springs (RG)	1.6	72%
MAA Burlingame	1.4	61%

Route	Passengers per Vehicle Mile	Percent of Service Average
Cross Town Shuttle (CT)	1.3	56%
Burlingame ABC / Hwy 82 (BG)	1.2	52%
Cemetery Lane (CL)	1.1	47%
Woody Creek (WC)	0.2	7%
Average	2.3	-
Commuter Bus (CB) Service		
Snowmass-Intercept Lot (SM-INT)	2.6	197%
Snowmass-Aspen (SM-AS)	2.3	177%
Hwy. 82 Corridor	0.7	52%
Snowmass-DownValley (SM-DV)	0.5	41%
Hogback-Rifle (H)	0.4	32%
Average	***1.3***	-
Bus Rapid Transit (BRT) Service		
VelociRFTA	0.5	100%
Average	***0.5***	-
Source: RFTA.		

As expected, FR service had the most passengers per vehicle mile and BRT service had the fewest. The best performing routes in the service mode types with more than one route were the Hunter Creek route for FR service and the Snowmass-Intercept Lot route for CB service. Figure 4-16 shows the passengers per vehicle mile for each fixed RFTA route organized in descending order to indicate the performance rank of each route.

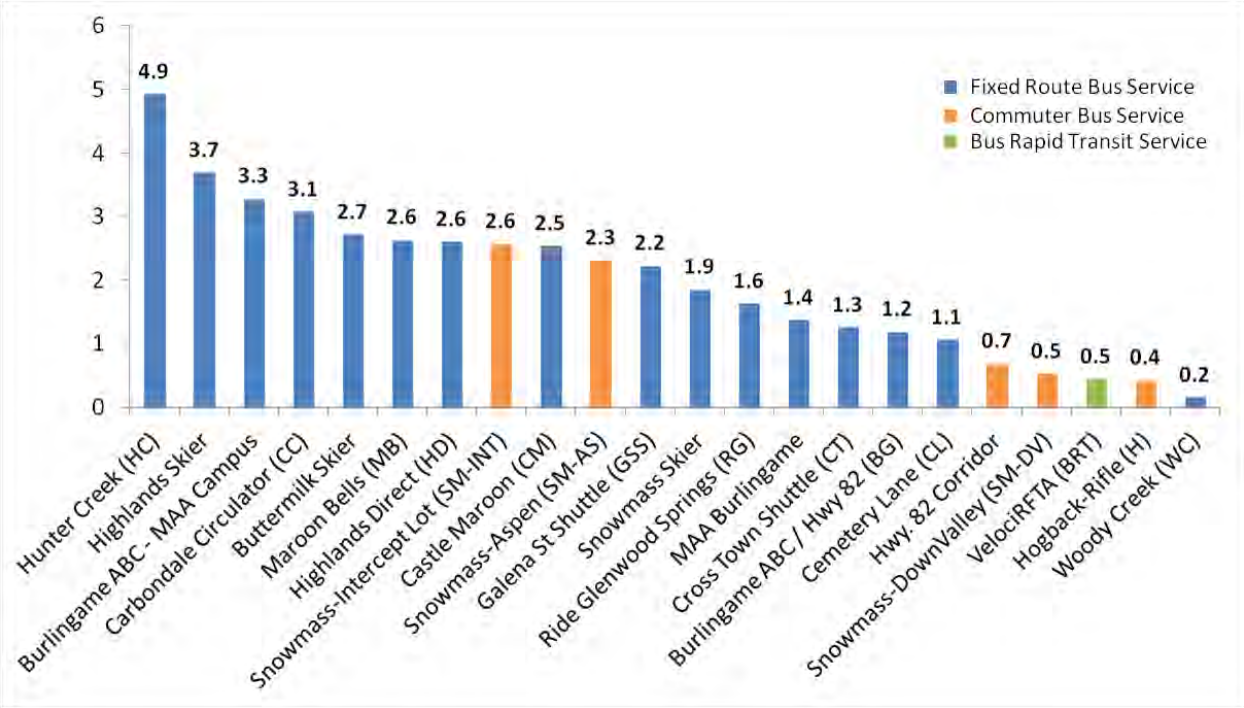


Figure 4-16: Passengers per Vehicle Mile for Each RFTA Route in 2015

Source: RFTA.

4.3.1.3 O&M Cost per Passenger

Table 4-10 shows the O&M cost per passenger for each RFTA route in 2015. Smaller ratios are more favorable as more people are receiving rides per dollar spent to operate and maintain the fleet.

Table 4-10: O&M Cost per Passenger for Each RFTA Route in 2015

Route	O&M Cost per Passenger	Percent of Service Average
Fixed Route Bus (FR) Service		
Hunter Creek (HC)	$2.43	32%
Highlands Skier	$2.96	40%
Maroon Bells (MB)	$2.96	40%
Castle Maroon (CM)	$3.08	41%
Highlands Direct (HD)	$3.10	41%
Buttermilk Skier	$3.14	42%
Carbondale Circulator (CC)	$3.20	43%
Burlingame ABC - MAA CAMPUS	$3.98	53%
Snowmass Skier	$4.26	57%
Ride Glenwood Springs (RG)	$4.41	59%
MAA Burlingame	$5.16	69%
Galena St Shuttle (GSS)	$5.95	79%

Route	O&M Cost per Passenger	Percent of Service Average
Burlingame ABC / Hwy 82 (BG)	$8.68	116%
Cemetery Lane (CL)	$8.85	118%
Cross Town Shuttle (CT)	$8.98	120%
Woody Creek (WC)	$48.58	649%
Average	***$7.48***	-
Commuter Bus (CB) Service		
Snowmass-Intercept Lot (SM-INT)	$2.89	44%
Snowmass-Aspen (SM-AS)	$3.35	51%
Hwy. 82 Corridor	$7.28	111%
Snowmass-DownValley (SM-DV)	$8.70	133%
Hogback-Rifle (H)	$10.60	161%
Average	***$6.56***	-
Bus Rapid Transit (BRT) Service		
VelociRFTA	$9.93	100%
Average	***$9.93***	-
Source: RFTA.		

On average, Commuter Bus service was the least expensive to operate per passenger, while BRT service was the most expensive. The best performing routes in the service mode types with more than one route were the Hunter Creek route for FR service and the Snowmass-Intercept Lot route for CB service. Figure 4-17 shows the O&M cost per passenger for each fixed RFTA route organized in ascending order to indicate the performance rank of each route.

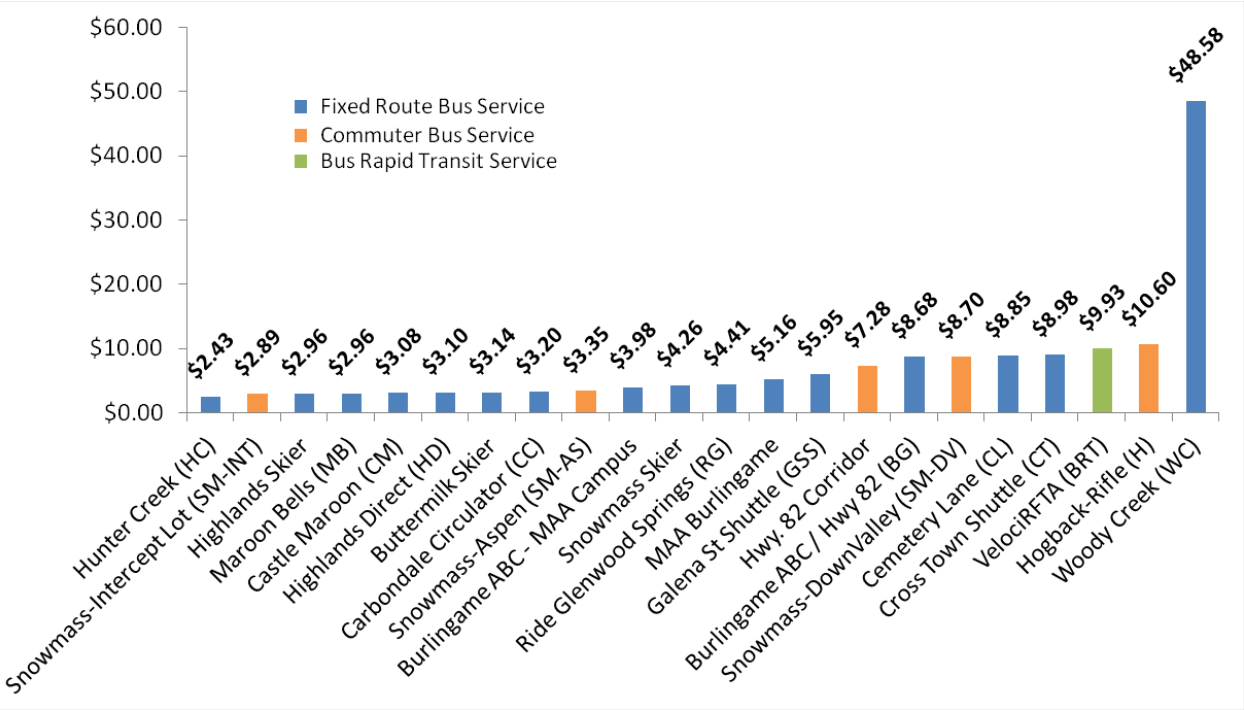


Figure 4-17: O&M Cost per Passenger for Each Fixed RFTA Route in 2015

Source: RFTA.

5 RFTA as an Organization

5.1 Overview

RFTA is a unique organization that requires considerable time to explore and understand its history and journey over the years. Through engagement with 27people within the organization and from all departments, it is clear that RFTA staff members have a strong sense of pride and joy in what they do and a solid commitment to the services they offer to their community. The CEO and many of the Directors have been with RFTA since its inception and carry with them a vast amount of knowledge, experience and leadership that offer significant insights to the organization.

It has been said by some of RFTA's employees that RFTA has underestimated its popularity over the years, with ridership growing steadily and occasionally surpassing its capacity, especially for special events, tourist and recreation attractions. In response, RFTA has grown its organization incrementally over the years by adding staff as needed and implementing technology tools to create better efficiencies. There are focused areas of enhancement that will provide for greater efficiencies within the organization as the region looks to develop its transit services even further. Specific areas for RFTA to focus its attention for enhancements include: improved communications, increased employee engagement, and streamlined data processing.

5.2 Organization and Management

RFTA consists of eight member jurisdictions each of which appoints a representative and alternate member to the RFTA Board of Directors as shown below in Table 5-1. The Board of Directors is made up of elected officials, who are appointed on a revolving cycle and with varying length terms. The RFTA Board has super-majority voting requirement, which requires six of its eight member jurisdictions to be represented at Board meetings in order to achieve a quorum. Given this requirement, achieving a quorum can be challenging, and the composition of the Board can change significantly from meeting to meeting depending upon the mix of regular and alternate members that attend. When combined with the cyclical turnover of elected officials on the Board, the super-majority voting requirement adds some complexity in terms of continuity, shared understanding, institutional memory, and the development of a unified vision for the organization. Of necessity, due to inherent governance challenges, the RFTA Board delegates tremendous responsibility and authority for the day-to-day management of the organization to the Chief Executive Officer.

Table 5-1: RFTA Board of Directors and Non-Member Jurisdictions

Regional Jurisdiction	RFTA Board of Directors	Alternate Board Member
City of Aspen	Steve Skadron	Ann Mullins
Town of Basalt	Jacque Whitsitt	Bernie Grauer
Town of Carbondale	Ben Bohmfalk	Dan Richardson
Eagle County	Jeanne McQueeney, Chair	Kathy Chandler-Henry

City of Glenwood Springs	Michael Gamba	Kathryn Trauger
Town of New Castle	Art Riddle	To be Determined
Pitkin County	Michael Owsley	George Newman
Town of Snowmass	Markey Butler	Alyssa Shenk
Other Jurisdictions and Entities with which RFTA has Agreements RFTA		
Town of Silt	City of Rifle	Garfield County
Music Associates of Aspen	City of Aspen	City of Glenwood Springs
Elected Officials Transportation Committee (EOTC)		Aspen Skiing Company (ASC)

5.2.1 Current Organizational Structure

RFTA's current organizational chart can be found in Appendix B. The overall structure can be described at a high level as described below.

As shown in the organizational chart in Figure 5-1, the CEO currently has 12 direct reports. There is a plan to reduce the span of control of the CEO to fewer direct reports by allocating certain departments to the COO and a new CFAO position. RFTA will be moving forward with the plan once the CFAO position is filled later in 2016. In the meantime, the current organizational chart allows the CEO to have an open line of communication with all the various departments, as well as a direct view into all aspects of the organization. Over the past two decades, trends indicate that the CEO's average span of control, measured by the number of direct reports, has doubled. In the 1980's it was about five and it increased to 10 in the mid-2000s.[1] The leap in the chief executive's purview is all the more remarkable when you consider that organizations today are vastly more complex and strictly scrutinized than those of previous generations.

A recent study by the Harvard Business Review[1] shows that new CEOs in particular are taking on a broader array of responsibilities as they seek a comprehensive understanding of the business. However, over time – once they attain a steady state – they gradually reduce their span of control until the number of reports approaches the norm, which typically averages 5-7 direct reports.

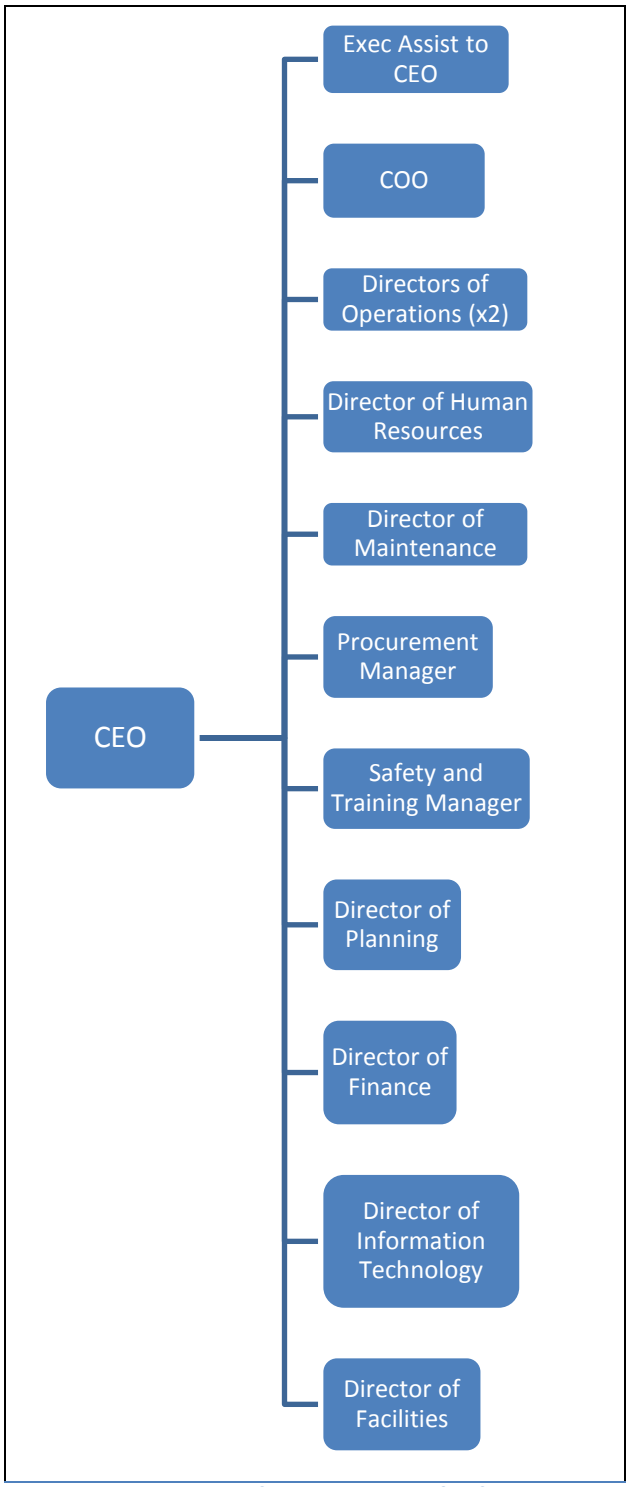


Figure 5-1: RFTA Current High Level Org Chart

[1] Harvard Business Review, "How Many Direct Reports?" by Gary L. Neilson and Julie Wulf, April 2012 Issue, https://hbr.org/2012/04/how-many-direct-reports

The study addresses the question that many CEOs ask: How much should they take on? Several patterns were uncovered that address certain guidelines which are summarized here.

Evaluate the Senior-Executive Life Cycle: The span of control is typically highest at the start, and as experience is gained, CEOs should begin to reduce the number of direct reports and adjust the mix. As a CEO moves into the succession-planning phase of their tenure, CEOs look to consolidate direct reports to roughly six, and focus their time and attention on grooming one successor, or preparing a few significant executives.

Assess the Degree of Cross-Department Collaboration Required: If the CEO requires a significant amount of time in cross-department meetings, then the study indicates the span of control should be relatively small. Staying on top of integration challenges uses up management capacity. At the same time, evaluate the activities carefully, with an eye toward whether direct involvement from the CEO is warranted. Additionally, when an organization is undergoing transformation, time is needed to manage the transition, which will take time away from the ongoing tasks of the various departments.

Consider How Much Time is Spent on Activities Outside the Direct Span of Control: It is important to understand what the best use of one's time is. Having an awareness of how time is spent and how that meshes with the needs of the business will help to identify the need to make good span-of-control choices.

Furthermore, a useful organizational design question is "What would the organizational chart need to look like if the business doubled?" Putting the question this way makes "we'll work harder" an unlikely answer. Yet, if you ask, "What would happen if the business increased at 15% per year?", "We'll work harder" is a very common answer. At that rate, a business doubles in only 5 years, and generally overwhelms a management team that hasn't planned for it.

RFTA has met the growing demand for transportation services by adding staff at a similar rate to the operating budget over time. However within the next five years, the organization may see many Directors and key staff retire; therefore the need for succession planning is key, in order to address the likely change in future leadership. Succession planning will be discussed at the end of this chapter in Section 5.5.

5.2.2 Organizational Restructure - PLACEHOLDER

RFTA has grown to a significant size and complexity, one that warrants consideration of a different organization structure to better respond to the growing demands on its people, resources, and mission.

This section to be written to address specific recommendations from the ITSP and how this will directly affect RFTA and its organizational structure.

5.2.3 Current Organizational Staff Positions and Descriptions

Below in Table 5-2 is a description of the job positions within RFTA, as well as the number of direct reports for the various lead positions.

Table 5-2: RFTA Employees by Department (as of September 2016)

Division		Job Position	# of Direct Reports	Job Duties
CEO & Administration	3 FTE	CEO	12	Runs all aspects of RFTA
		COO	TBD	Assists CEO, Provides oversight of Procurement, Human Resources, Safety & Training
		CFAO - TBD	TBD	TBD
		Exec Assistant	0	Supports CEO, Secretary to the Board, Compliance Officer (EEO, EBELO, Title VI)
Procurement	3FTE	Procurement Manager	2	Directs and oversees RFTA's procurement, purchasing and contract functions
		Procurement Specialist II	0	Supports Procurement Manager to meet the recurring procurement needs
		Procurement Specialist I - TBD	0	Ensures the implementation of RFTA's procurement, purchasing and contracts functions
		Contract Administrator	0	Performs skilled administering of capital construction and service contracts
Safety & Training	1 FTE	Safety &Training Manager	0	Conducts safety training, heads accident review committee, reviews accidents & injuries to prevent in future. Maintains current industry safety standards
Facilities & Projects	19 FTE	Director of Facilities / Project Manager	3	Oversees the facilities, BRT and capital projects
		Assistant Director	4	Manages Railroad Corridor/Rio Grande Trail, RFTA's housing, budgets, capital & facility projects
		Building & Grounds Manager	9	Manages the facilities team, snowplows, fixes and maintains RFTA facilities and bus stations
		Senior Project Manager	2	Oversees capital projects, contractors and engineers
		(15) Support Staff	0	Supports facilities department (includes Railroad Corridor)
Finance	7 FTE / 2 PTE	Director of Finance / Treasurer of the Board	1	Oversees financial reporting, budget, finance-related activities, retirement plan
		Assistant Finance Director	7	Performs professional accounting duties, supervises staff to ensure accounting policies and procedures are followed
		(7) Support Staff	0	Support finance department General ledger, payroll, AR, AP, technician, revenue clerks)

Human Resources	5 FTE	Director of HR & Risk Mgmt.	3	Manages HR & Risk budget, surveys, FMLA, STD, employee benefits, training, investigations, conflict resolution, and employee events
		HR & Risk Mgmt Coordinator	0	Manages WC claims, accident investigations, liability & risk compliance assists with translation
		HR Generalist x2	0	Administers employee benefits
		Support Staff	0	Supports HR department
Information Technology	11 FTE	Director of IT	3	Responsible for all IT operations and computer needs
		Scheduling and Svc Planning Managers (x2)	0	Performs the run cutting for the bus operators' schedules, routes and time points
		IT Manager	4	Manages IT staff and troubleshoots software and hardware problems including bus ticket vending machines & security cameras
		(7) Support Staff	0	Supports IT department (technicians, AVL/farebox support, network)
Maintenance	49 FTE	Director of Vehicle Maintenance	8	Responsible for procuring rolling stock and long term planning of vehicles and potential technologies
		EAM & Fuel Sys. Admin.	0	Manages Asset Management software and other IT related duties specific to the Department
		Buyer II	2	Responsible for inventory management, monthly Journal Entries and processing invoices. Oversee all procurement for the department and manages larger procurements
		Buyer I (x2)	0	Responsible for daily purchasing , inventory management and coding of invoices
		Foreman / Foremen (x5)	4	Oversee shop operations, monitors fleet condition and readiness, Coordinates seasonal pullout changes with Operations. Recruiting and training
		Mechanics (x27)	0	General repair and maintenance of all rolling stock, responsible for overseeing pullout, aid in road-calls, accidents and stuck buses
		Service Workers / Hostlers (x12)	0	Fuel and clean buses, pullout all buses and ready them for service
Operations	212 FTE / 14 PT	Director of Operations (x2)	3	Oversees the Operations department including oversight over Operations Managers, Operations Supervisors, and all classifications of RFTA Drivers
		Operations Managers (x2)	19	Monitor the ops supervisory and driving staff
		Supervisors (x19)	188	Direct on the road operations and the driving staff on duty
		Drivers (FT=171 / PT=14)	0	Drive buses carrying passengers
		Info Clerk (4)	0	Provide information to the public and sell passes
		Traveler Supervisor	12	Oversees Travelers services
		Paratransit Traveler Drivers (x12)	0	Drive vans carrying passengers
		Traveler Admin Assist.	0	Supports Traveler Operation dept with administration needs

Planning	4 FTE	Director of Planning	2	Manages the acquisition of grants and funding opportunities; meets with regional jurisdictions to address regional transportation needs
		Assistant Planner	0	Supports Director of Planning, grant writing and supporting regional planning projects
		Marketing & Communications Manager	1	Manages RFTA website, public outreach, supports departments with graphic design needs
		Graphic Designer	0	Supports Communication manager; manages social media updates and graphic design needs
Total RFTA Employees = 314 FTE and 14 Part-Time Staff*				

**Note: Number of FTE's varies as some positions may be vacant. Table above is representative of 2016 Organizational Chart.*

5.3 Closer Look at Each Division

As part of this Review, on-site visits, face-to-face and phone conference interviews with 27 RFTA employees were conducted to better understand the intricate workings of the organization, and how the individual departments interact as a whole operation. Based on these interviews, and an examination of RFTA's facilities and assets, it is evident that RFTA makes the most efficient use of its resources to provide a wide range of services to the region. A collection of RFTA's assets can be found in Appendix C. The people within the organization have responded quickly to the growing need for transit related improvements within the community. Like all organizations, there are areas that can be enhanced in order to make RFTA more efficient and capable of sustaining future growth.

This section provides an overview of the areas for enhancement in the organization, and specific recommendations for improvement. The suggested enhancements are directly aligned with RFTA's core values, which provide a direct correlation to what is most valuable to the organization. Below in Table 5-3 are RFTA's core values.

Table 5-3: RFTA's Core Values

RFTA Core Value	What it means to RFTA
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 **agile and efficient** in management, operations and use of resources
SAFE	**Safety** is RFTA's **highest priority**
SUSTAINABLE	RFTA will be **environmentally responsible**

The three main areas of enhancements are described below in Table 5-4. The recommendations provided herein are meant to serve as a discussion for ways RFTA could consider improving the organizational structure and efficiency of the organization. A careful review of these items may benefit the organization as it looks to respond to the growing transportation needs in the region.

Table 5-4: Areas of Enhancement

Category	Enhancement Opportunity	RFTA Core Values addressed
A - Communications	Review internal departments and the processes to improve communications	ACCOUNTABLE, EFFICIENT
B- Employee Engagement	Reduce turnover and increase customer service by increasing employee engagement	ACCOUNTABLE, DEPENDABLE, EFFICIENT, SAFE
C - Data Management	Streamline data collection and e-commerce processes for improved department and organization efficiency	CONVENIENT, ACCOUNTABLE, AFFORDABLE, DEPENDABLE, EFFICIENT, SUSTAINABLE, SAFE

5.3.1.1 Category A: Communications

Enhancement Opportunity	Core Value
Review internal departments and the processes to improve communications	ACCOUNTABLE, EFFICIENT

Challenge

Nature of the Region RFTA Serves - RFTA employees are spread among five primary office and facility spaces. However, it is not only the geographic spread of offices that makes communication most difficult, but also the 24/7/365 nature of an organization that serves a 70-mile corridor that influences how employees communicate. This issue is most apparent with RFTA's frontline employees who may start work in different locations or at different times of day, and therefore rarely have direct contact with one another whereby useful information could be shared. Although the Operations Department issues weekly memoranda to keep Bus Operators abreast of changing policies, procedures, and services, not all personnel may receive, read, or retain the information. Because communication is important to the success of an organization, it will help if RFTA assesses whether the current channels of communication are effective and to identify where communication could improve between employees and departments.

Recommendation 17: Review the processes for communications in each of the departments, and implement communication tools that would boost productivity and enhance the culture within RFTA.

Core Values: ACCOUNTABLE, EFFICIENT

Various recommendations for communication improvements were also noted in the 2004 Efficiency Review and 2011 Organizational Review. In 2004, it was suggested that RFTA broaden its focus to include the development of an external vision and communication track, which in turn would enhance its opportunity to partner regionally to resolve issues. The 2011 review noted that internal communications can be challenging within RFTA with formal and informal networks existing side-by-side. This 2016 Review aims to encourage RFTA to further explore where deficiencies of

communication occur within each of the departments, externally, and between departments, and to implement appropriate tools for notable improvements.

Opportunity

> "One of my top priorities as General Manager has been to establish two-way communications with frontline employees – to inform on strategy, and to be informed on issues they see and hear in the field".
>
> —Jeff Knueppel, GM at SEPTA (Southeastern Pennsylvania Transportation Authority)

Organizational communication is the flow of information in an organization that has a defined structure, direction and process. There are typically two types of business communications – internal and external. Furthermore, communication can be either formal, such as written words or reports, or informal, such as grape-vine or "water-cooler" talks or gossip. The communication within an organization can be structured in many ways, depending on objectives and leadership styles.

The lines of communication appear to be wide open within RFTA, such that anyone can pick up the phone or walk into the office of any manager, director or even the CEO. This culture allows for diagonal communication between the various departments, which allows for information to get to where it is needed swiftly. This defining culture within RFTA will be important to carry over into the next generation of leadership so that employees feel the ability to communicate with whoever is needed.

RFTA should improve where communication lines are inefficient within the organization, and determine what tools can be used for conveying messages and information more effectively. Since organizations are constantly changing, using the right tools at the right time for better internal and external communication is important. Some ideas for RFTA to consider include the following communication tools.[2,3:]

- **Intranet Software** – RFTA already has a central portal where everybody can access relevant information, communications, documents in one place. Utilizing the intranet to the best of its ability may help to solve the problem of communication breakdowns, or the frustration of missing documents buried in email. The intranet can relieve some of the overburden of paperwork and provide clear orientation policy for new employees, as well as staying current with company announcements or news. In order to move towards a paperless form of communication, RFTA may need to invest in computer software and hardware and train its employees how to use it; especially those who are not computer-literate.
- **Tracking Software** – RFTA receives feedback from customers regularly. If keeping up with the amount of responses is burdening, a case and ticketing system can be one of the best business

[2] https://axerosolutions.com/blogs/timeisenhauer/pulse/283/5-foolproof-business-communication-tools-every-company-should-be-using
[3] http://www.metro-magazine.com/blogpost/713689/4-things-every-transit-leader-should-know-about-their-frontline

communication tools for an organization. The software can help centralize customer support queries, track open issues, track team productivity, prioritize the most important questions, and collect valuable feedback. If RFTA experiences an increase in customer service calls, this tracking software could provide the right support.

- **Internal Blogs and Videos** – The brain processes visual information 60,000 times faster than text. Organizations have found that when blogs and videos are shared internally, employee engagement, traction, and retention can increase. Ideas include training videos, video messages from managers, and behind-the-scenes footage, to communicate important messages about safety issues, upcoming events, or the role RFTA plays in its community. Visually appealing communication tools may also increase levels of employee engagement and increase feedback on the intranet.
- **On-Line Discussion Forums** – Given the nature of RFTA, it may be useful to create a space where employees can ask questions and discuss new services or projects together. Forums are great for archiving organizational knowledge and create a bond within the organization through the sharing of information. If RFTA employees experience that their questions go unanswered or a lack of knowledge sharing, these issues may be resolved through a discussion forum.
- **In-Person Dialogue Groups –** In the past RFTA organized a 'Quality Committee' that was made up of interested drivers and representatives from other departments. The purpose of the committee was to solicit and gather concerns from the drivers. Today, RFTA drivers can voice their concerns to the union, which serves as the formalized and structured place for drivers to vet any issues. RFTA may consider running 'Dialogue Groups' again in the future, similar to the Quality Committee between operators, managers, and other staff as needed to listen to the ideas shared by the frontline employees. In this way, reasonable solutions suggested by workers may be implemented for positive changes as needed.

5.3.1.2 Category B: Employee Engagement

Enhancement Opportunity	Core Value
Reduce turnover and increase customer service by increasing employee engagement	ACCOUNTABLE, DEPENDABLE, EFFICIENT, SAFE

Challenge

Given the transient resort nature of the region, retaining employees, especially within the first five years of employment at RFTA, is challenging. The cost of living, seasonal fluctuations in work schedules, and other factors can influence the decision to continue living in the region and working at RFTA. RFTA has noted that there is considerably less bus operator turnover after five years with the organization. Looking at ways to incentivize employees within the first five years may improve employee retention. Specific retention cost impacts, which create a burden on the organization and the employee, are addressed below:

RFTA's Impact Costs

- **Training –** The time and cost involved in training a mechanic or driver is extensive, often taking 3-6 months for a driver to be considered fully trained with adequate on the job experience. It is estimated the initial training investment for each driver is $5,000.
- **Recruitment –** Historically, RFTA has had difficulty recruiting for various positions largely due to the high cost of living in the region and intense competition for the available pool of recruits. It is also possible that prospective or current employees may choose to seek employment elsewhere due to the lack of affordable housing.

Employees Impact Cost

- **Housing and Cost of Living** – The high cost of living in the Roaring Fork Valley not only affects the organization's challenge to recruit, but also the employees' ability to save money to achieve financial stability. Many employees find roughly 35% of their income going towards their rental home, making it difficult to get a foothold in the real estate market. Table 5-5 below shows the distribution of where the majority of RFTA employees live in the region. In nearly all of the locations, home prices, rental costs and cost of living indexes are significantly higher than the corresponding averages in Colorado.

Table 5-5: Distribution of Residences of RFTA Employees and Cost of Living Comparisons
Source: www.areavibes.com (data as of October 4, 2016)

Area of Residence for RFTA Employees	% of Employees Residing	Median Home Price	% ↑ than CO Avg	Median Rent Asked	% ↑ than CO avg	Cost of Living Index	% ↑ than CO avg
Glenwood Springs	23.8%	$357,100	49.2%	$1,135	17.1%	131	22.4%
Carbondale	23.2%	$463,200	93.5%	$1,311	35.3%	145	35.5%
Aspen	12.0%	$443,500	85.3%	$1,142	17.9%	141	31.8%
New Castle	12.0%	$260,100	8.6%	$1,614	66.6%	124	15.9%
Rifle	9.7%	$208,900	-12.7%	$949	-2.1%	111	3.7%
Basalt	6.2%	$483,400	101.9%	$1,700	75.4%	151	41.1%
Silt	4.7%	$201,500	-15.8%	$1,113	14.9%	112	4.7%
Snowmass	2.6%	$918,000	283.5%	$1,263	30.3%	199	86.0%
El Jebel	1.5%	$355,600	48.5%	$1,473	52.0%	134	25.2%

The challenge of finding affordable housing affects people looking to work and live in the region for a season or to settle longer term. The three primary housing challenges that employees face include the following:

- Short Term – Applies to seasonal drivers at RFTA
- Middle Term – Applies to all staff at RFTA requiring an affordable rental unit for 1-4 years until more permanent housing can be obtained.
- Long Term – Applies to all staff needing financial assistance in purchasing a home.

The current rental units offered by RFTA require ongoing maintenance and do not adequately meet RFTA's need for sustainable housing for years to come. Furthermore, any plans to shift or consolidate offices in the future should be carefully implemented in order to minimize the disruption that might be caused by requiring employees to change office locations.

Seasonal Effect and Wages – During the off seasons, service reductions result in fewer available work hours for newer RFTA year-round drivers. In addition, the need for numerous split shifts, which is dictated by the peak morning and afternoon commuter hours, when higher levels of service are needed, creates long days and inconvenient shifts for drivers with less seniority that generally are required to drive them. By reviewing actual payroll hours by season for the Operations' staff, as shown in Figure 5-2, it is evident that the winter season at RFTA is the busiest time for drivers, with nearly double the amount of overtime required to satisfy the amount of shifts, as compared to the rest of the year. The winter season provides full-time work for roughly 174 drivers, compared to the spring season with work for 90 drivers (as shown in the lower half of the bar graph below). Drivers working between 4-6 hrs/day are utilized the most during the spring season (as shown in the upper half of the bar graph below).

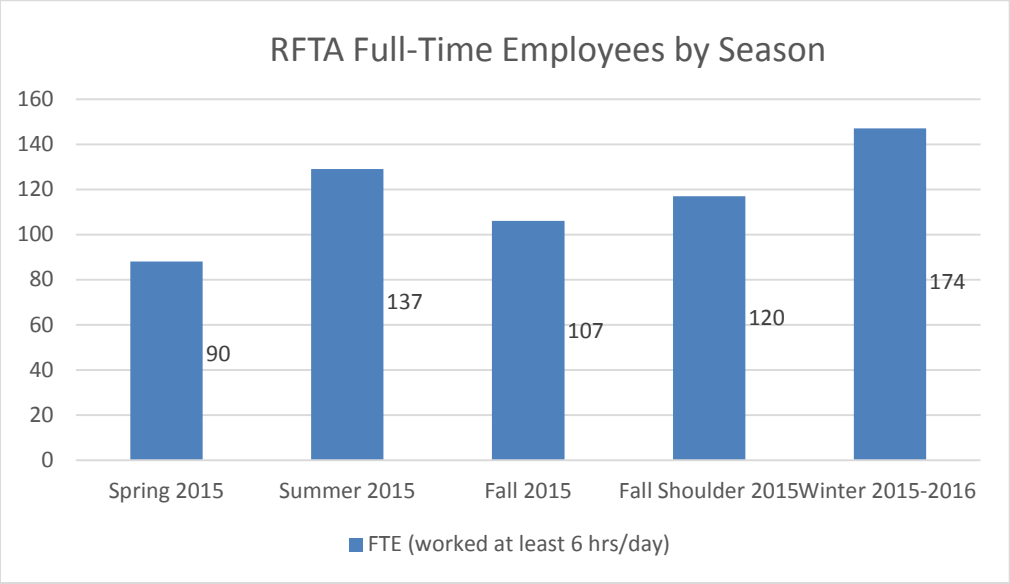


Figure 5-2: RFTA Drivers (Full-Time Employees) Working by Season

Drivers gain seniority the longer they work at RFTA. The benefits of seniority include the ability to select work schedules and vacation time slots. RFTA's top 30 drivers with the highest seniority, are taking more time off in the fall and spring seasons, when there are more vacation slots available (Figure 5-3). This allows lower seniority drivers to take shifts, which helps to disperse the workload. However, in the busiest season of winter, very little time-off is taken, as work demands are greatest. The challenge for RFTA is to find ways to encourage drivers with greater seniority to take extended time-off, or leaves of absence during the slow periods, providing more work for many lower seniority

drivers who, due to the high cost of living, find it challenging to maintain financial stability during off-seasons.

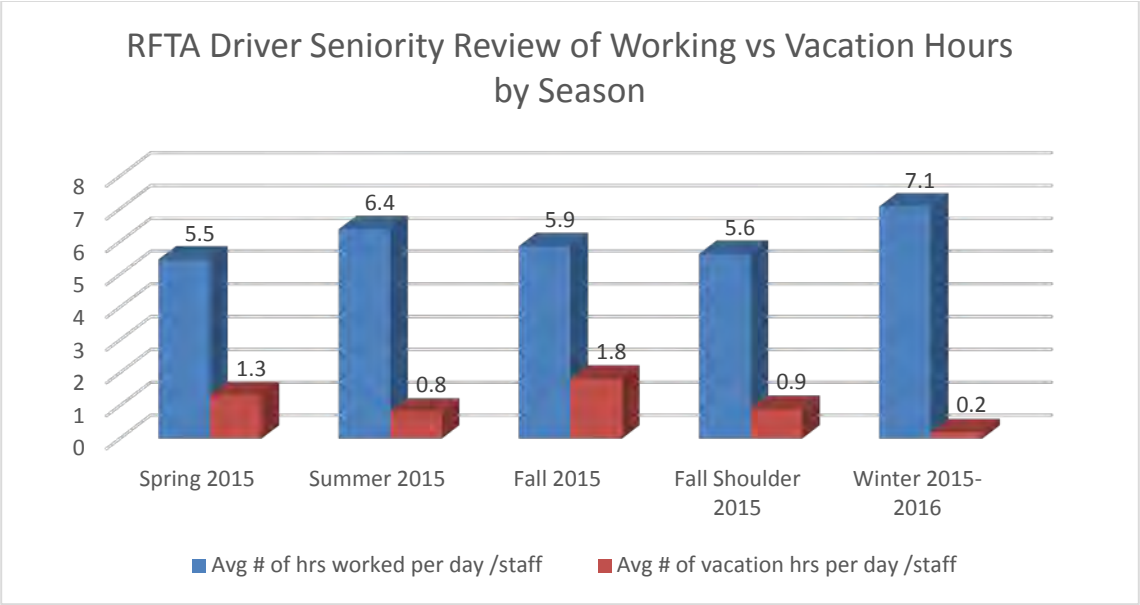


Figure 5-3: RFTA Drivers – Comparison of Hours Worked to Vacation by Season

Opportunity

Due to the transient nature of the region, businesses that serve the influx of visitors within the Roaring Fork Valley face similar challenges to retain employees from year to year. Furthermore, many employees come to work and live in the region because of the life-style and work-life balance, and seasonal work may appeal to them. If they decide to make the transition to year-round employment, though, they can find it quite challenging to secure affordable housing. Given the tourism-based economy in which RFTA operates it can be expected that it will continue to experience significant seasonal swings in service levels each year so the need for seasonal employees will not diminish. However, the following recommendations may boost employee engagement and in turn improve year-round employee retention as well as customer service.

Internal Employee Satisfaction Survey

Often when looking for solutions to challenges in an organization, the best answers come from within; i.e., the frontline troops are more connected to the battle than the generals. RFTA completed an employee satisfaction survey in 2013-2014 to gain the insights and input of employees. Before RFTA had a chance to respond to the results from the survey, drivers had begun to formalize their Union, which is now empowered to address the needs of drivers. Since the survey information is dated, RFTA should consider conducting a new employee satisfaction survey to determine whether there are specific improvements that could be addressed. Future surveys could also be structured in a fashion to address practical solutions for specific challenges.

Recommendation 18: Perform Updated Employee Satisfaction Survey to gain information and knowledge from frontline employees.

Core Values: ACCOUNTABLE, EFFICIENT

Furthermore, drivers need a place to decompress and reduce stress levels during the work day. RFTA's facilities in Glenwood Springs and Aspen provide a safe haven for drivers to relax, warm-up and talk with other drivers, all of which promotes employee well-being. RFTA has improved its rest facilities from the past, as now the facilities are separated from the public, allowing drivers to fully decompress as part of their breaks. Additional facilities or upgrades to existing facilities, such as driver bathrooms or other break room facilities, may be needed to address specific requirements of the drivers as RFTA expands its services, allowing for driver amenities such as restrooms and breakrooms. Perhaps places to exercise can be incorporated in future facility improvements.

RFTA's morale at the management level is above average according to the majority of interviews held, and this can be attributed to the leadership at RFTA. The executives, both past and present, as well as Directors, have been instrumental in moving the organization forward. It has been noted by several key members that employees are treated well by the CEO, Directors and Managers, which sets the tone that people feel cared for by their organization. The newly hired COO brings meaningful background experience and a leadership style to which employees are responding well. There is also a sense of pride and joy in working at RFTA that stems from the achievements of each department.

Given the newly organized union in March 2015, it will be important for RFTA to maintain the relationship of trust and accountability with its employees. Since transit demand for services continues to rapidly shift in order to adapt to complex and ever-changing ridership needs, RFTA should continue to provide all of its employees with the right environment, skills and support to do the best job possible. This in turn will increase engagement and resiliency. In addition, RFTA should conduct an employee satisfaction and engagement survey in the near future to gauge the morale of front-line employees.

Engaging and Effective Training Programs

According to the 2010 Harvard Wellness in the Workplace Analysis that examined 32 different studies, employee engagement at work, and the ability to handle the stress associated with that work, is directly tied to an organization's bottom line.[4] Burn-out and disengagement is a trend in the transit industry, and this can be correlated to high levels of stress. Bus Operators are called upon to assume a variety of roles and, specifically at RFTA, drivers manage the needs of tourists and visitors from all over the world. Increasingly, operators interface with members of the public who may be intoxicated and disruptive or even potentially harmful to others. In order to best serve the public, operators need to be well prepared.

Recommendation 19: Continue to invest in engaging and effective operator training programs using instructors who have real-world experience.

Core Values: ACCOUNTABLE, EFFICIENT, SAFE

According to the Transit Cooperative Research Program (TCRP), operator training is considered by transit agencies to be among the most successful measures against assaults on bus operators.[5] In particular, various transit agencies have reported to TCRP that "a number of incidents may have been prevented through a change in the operator's actions, words or demeanor. Therefore, customer service, conflict mitigation and diversity training are believed to be very effective measures against assault."

Educating operators is not a new concept, and RFTA has been effective in offering training programs that work. RFTA's reportable events have been on the decline in the last few years; and this is an accomplishment given the growing number of service miles/hours and the inclement weather the drivers experience during the winter. Furthermore, RFTA has employed a former County Sheriff to conduct a portion of the in-service training programs, which offer real-world experience. Nonetheless, RFTA should work to develop robust training programs for all personnel within the organization. As RFTA continues to improve upon its training program, the agency can look to other transit agencies whose training programs have failed for the following reasons: [5]

- The content isn't relevant to participants' lives.
- Participants feel that their real-world expertise is dismissed in favor of the instructor's expertise.
- The training is delivered in a top-down fashion (seminar structure), and participants mentally check out. (The average attention span of an adult who is listening to a lecture is 15 minutes).
- Participants learn new skills, but haven't changed their attitudes enough to believe the new skills are worth incorporating into their behaviors.

[4] http://www.metro-magazine.com/blogpost/411167/cost-effective-ways-to-develop-more-resilient-transit-employees
[5] http://www.redkiteproject.com/operator-safety/

Encourage Leave of Absences during Slower Periods

Recommendation 20: Continue to encourage leave of absences during slower periods to allow drivers lower in seniority to maintain employment.

Core Values: ACCOUNTABLE, EFFICIENT

Vacation for drivers within RFTA works as a function of how many slots are available. There are more slots available in the spring and fall seasons and drivers are encouraged to take time off during this time, which creates more available work for drivers lower on the seniority list. Vacations are granted in January for the year and are assigned based on seniority, subject to availability. Furthermore, employees can maintain benefits while reducing hours to an average of 26 hours per week (as per the new Federal regulation with the Affordable Care Act), or by taking leaves of absence. RFTA has tried in the past to create temporary jobs within the organization to enable new drivers to maintain full employment during the off seasons, however the success of this is mixed due to the limitations of worthwhile work available, and the inability to match the skill sets required with the employees. Perhaps, collaboration with other businesses and organizations should be explored to determine whether there might opportunities to share employees during the off seasons.

Employee Housing

Drivers who are able to maintain longer-term employment with RFTA gain necessary hands-on experience, which leads to safer drivers on the road, and ultimately results in better quality service for the public as depicted in Figure 5-4. One of the most impactful strategies to recruit and retain employees at RFTA would be to offer additional affordable housing. This would provide employees with the ability to establish financial stability in the region. The offer of affordable housing is a strong recruitment incentive for attracting new RFTA employees. It should be noted, though, that housing demand is cyclical. Currently RFTA's housing is nearly fully occupied, however, during the early years of the recession, there were numerous vacancies. Therefore, the acquisition of future affordable employee housing units should be carefully planned to maintain an appropriate inventory balance. In addition, the current employee housing units will need to be upgraded which, in turn, may help to attract and retain new employees.

Recommendation 21: RFTA to explore opportunities to use Public-Private Partnerships (P3) to implement sustainable housing programs.

Core Values: ACCOUNTABLE, EFFICIENT, SAFETY

Recently, RFTA developed an arrangement with the Aspen Skiing Company to use s surplus temporary housing for several new RFTA mechanics. Finding this kind of symbiotic relationship would be the best approach, but it isn't always possible to do so.

Figure 5-4: How Employee Housing Incentives Help to Retain Employees

To evaluate the need for additional housing and develop it in the most economical and sustainable manner, RFTA is currently working with a consulting firm to assess its employee housing needs. The completed report will identify potential RFTA-owned properties that are best suited for employee housing development. The report is expected to define RFTA's sustainable employee housing requirements, and address short-term, middle-term, and long-term needs. Furthermore, there may be opportunities to use Public-Private Partnerships (P3) to implement sustainable housing programs for RFTA, and it is recommended that RFTA explore this possibility to determine its viability. In addition, Eagle County, Basalt, Garfield County, and other jurisdictions are exploring ways to create additional affordable housing in the region.

An overview of the possible additional types of employee housing needed is provided below.

Short-Term Rentals – RFTA estimates that it needs approximately 15-20 studios to house seasonal employees, based on its current year round and seasonal work force levels (see table below): *Middle-Term Rentals* - The middle-term rentals would be a mix of one-, two-, and three-bedroom units. An approximate number of utilized mid-term rentals include: 15-20 one bedroom units, 5-10 two bedroom units, and 3-5 three bedroom units.

Figure 5-5: Parker House Employee Housing in Carbondale

The Short-Term and/or Middle-Term housing arrangement would then be able to house anywhere from 38 to 75 staff members and their families, which would potentially replace the current employee housing units, or supplement existing housing as needed. Table 5-6 below shows that 54 employees currently occupy employee housing and 28 are waitlisted, which reflects the need of at least 82 employees that could benefit from employee housing,

Table 5-6: RFTA Employee Housing Availability

RFTA Employee Housing Location	# of Units /	# People Currently on Waiting List
Burlingame Housing – Year Round, Aspen	4 (1 bdrm, 1 bath)	10
Burlingame Housing – Seasonal, Aspen	10 (2 bdrm, 1 bath)	0

Main Street Apartments, Carbondale (Owned by Pitkin County)	3 (1 bdrm, 1 bath)	6
	2 (2 bdrm, 1 bath)	2
Parker House, Carbondale (Owned by RFTA)	3 (studio)	0
	2 (1 bdrm, 1 bath)	6
	9 (2 bdrm, 1 bath)	4
Totals	**33 units / 54 people**	**28 people waitlisted**

Long-Term Rentals – There is an equally important need to provide longer-term rentals for manager-level employees. Assuming the cost of living remains high in the region, it may be difficult for RFTA to recruit from outside the organization for key positions as upper level managers retire in the next few years. Based on the recommendations that come out of the Housing Report, there could be an opportunity for RFTA to support employees who need more sustainable longer term housing. This support would allow an individual or a family to afford the cost of living in the region, and perhaps improve their standard of living enough to enable them to purchase a home when the time comes to move out of RFTA's employee housing.

5.3.1.3 Category C: Integrating Technology

Enhancement Opportunity	Core Values
Streamline data collection and e-commerce processes for improved department and organization efficiency	CONVENIENT, ACCOUNTABLE, AFFORDABLE, DEPENDABLE, EFFICIENT, SUSTAINABLE, SAFE

Challenge

In conjunction with the implementation of VelociRFTA BRT, RFTA implemented the following IT systems: Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL); Automated Passenger Counting (APC); Automated Annunciation (AA); Electronic Fare Collection; Ticket Vending Machines (TVMs); Real Time Passenger Information; Wi-Fi on all RFTA buses; and upgraded Video Surveillance. Data gathering and analysis are important to making good, timely decisions and agreements. RFTA puts a great deal of importance and emphasis on data collection as it provides the organization, its Board, and the public with reliable and dependable information for future planning. Technology has the potential to help RFTA grow smarter when the information can be accessed in a way that is efficient, informative and meaningful to its users. However, technology comes with additional software and hardware components to maintain. When the technology doesn't work, on buses for instance, the bus could be downed for maintenance, making the bus system more constrained and less nimble. This underscores the need for RFTA to ensure that it maintains an adequate number of well-trained IT personnel and that it continues to evaluate the effectiveness of its IT systems and upgrade them as needed.

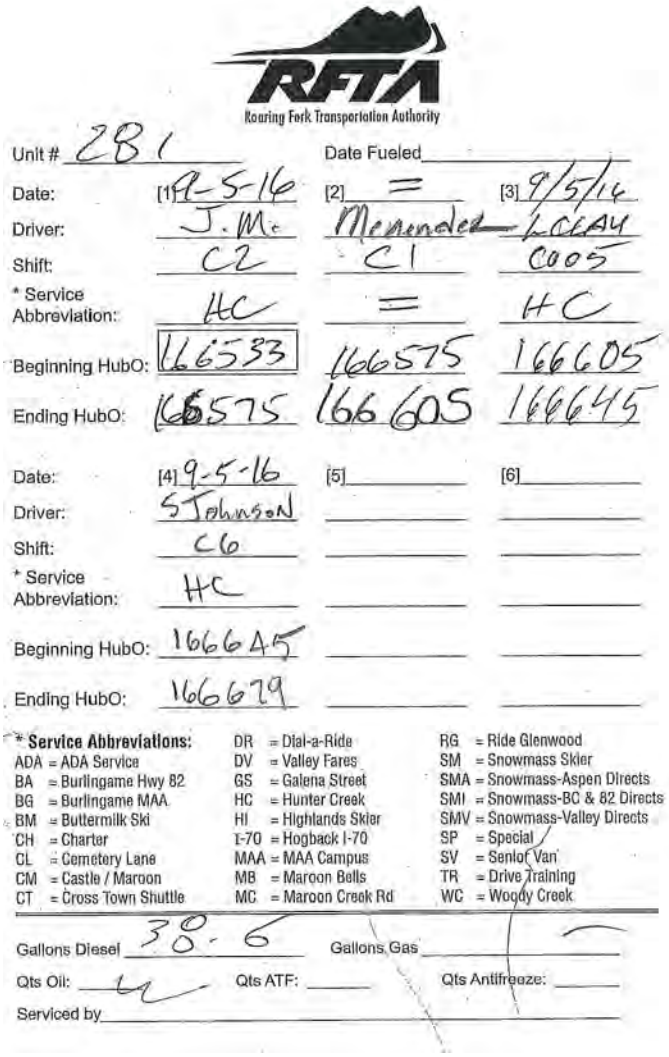
Data Asset Management

RFTA has invested a significant amount in technology in recent years. In 2013, RFTA acquired Enterprise Asset Management (EAM) and Fuel Focus software to help manage RFTA's assets. Previously RFTA used Transman software designed strictly for fleet and equipment management. The EAM software aims to be a multi-faceted program, capable of incorporating a multitude of data from a variety of departments. At the time EAM was acquired, there was an interest to create a statewide platform for data management, and Denver-RTD led the way in acquiring EAM, with RFTA following suit. The implementation of EAM software was not a specific directive; however, maintaining a State of Good Repair and Transportation Asset Management reporting capability are Federal Transit Administration directive, and EAM is a tool to help comply. By the end of 2013, RFTA moved away from Transman and started using EAM for its vehicle maintenance inventory purposes. Now, in 2016, RFTA has done a remarkable job of incorporating the new software into other areas of the organization, such as Facilities' Maintenance in a relatively short amount of time.

The Maintenance Department has successfully created a database of information on EAM for RFTA's fleet, and the department utilizes the work orders and parts charge-out features to maintain their parts and fuel inventory on EAM. Overall, RFTA has benefited from EAM because it allows for better monitoring and reporting of the condition, and maintenance and replacement cycles of RFTA's assets.

Since RFTA has acquired new software and implemented its use in a relatively short period of time, with little training provided by the vendor, there are areas in which accessing the data could be performed in a more streamlined manner. This effort will require working with vendors that can properly train RFTA employees on how to use the software. The ability to use the right technology for the organization will become especially important when taking on new growth in the future. n. Two main areas that RFTA can focus its attention on when looking to improve data collection would be in the areas of ridership and route mileage.

Route Mileage Data - Currently RFTA obtains route mileage data primarily through the use of manual fuel cards as shown in Figure 5-6. RFTA is working towards getting automated route mileage data from Clever Devices, by using the way-point mapping tool, as well as obtaining data through Trapeze Mapping. If this can be accomplished, it will significantly reduce the amount of manual data input necessary to track route mileage.



RFTA
Roaring Fork Transportation Authority

Unit # 281 Date Fueled

Date:	[1] 9-5-16	[2] =	[3] 9/5/16
Driver:	J. Mc	Memonder	LCCAU
Shift:	C2	C1	C005
* Service Abbreviation:	HC	=	HC
Beginning HubO:	166533	166575	166605
Ending HubO:	166575	166605	166645

Date:	[4] 9-5-16	[5]	[6]
Driver:	S Johnson		
Shift:	C6		
* Service Abbreviation:	HC		
Beginning HubO:	166645		
Ending HubO:	166679		

* Service Abbreviations:		
ADA = ADA Service	DR = Dial-a-Ride	RG = Ride Glenwood
BA = Burlingame Hwy 82	DV = Valley Fares	SM = Snowmass Skier
BG = Burlingame MAA	GS = Galena Street	SMA = Snowmass-Aspen Directs
BM = Buttermilk Ski	HC = Hunter Creek	SMI = Snowmass-BC & 82 Directs
CH = Charter	HI = Highlands Skier	SMV = Snowmass-Valley Directs
CL = Cemetery Lane	I-70 = Hogback I-70	SP = Special
CM = Castle / Maroon	MAA = MAA Campus	SV = Senior Van
CT = Cross Town Shuttle	MB = Maroon Bells	TR = Drive Training
	MC = Maroon Creek Rd	WC = Woody Creek

Gallons Diesel 30.6 Gallons Gas

Qts Oil: 4 Qts ATF: Qts Antifreeze:

Serviced by

Figure 5-6: RFTA Fuel Card

Technology Integration

RFTA's IT department is overwhelmed with managing data and keeping up with day-to-day maintenance tasks. Since technology is constantly changing and evolving, RFTA has transitioned from an organization that originated in the 1980's before e-mail was introduced, to over 30 years later where gigabytes of data are stored in software programs and synthesized to produce reports, and relied upon to create service agreements and make budget forecasts. RFTA is able to capture a

vast amount of data; however, the ability to use the data to benefit the organization remains cumbersome and time consuming.

Opportunity

As RFTA continues to grow and the industry continues to progress with the advancement of technology, processes can be streamlined to create efficiencies and greater reliability of data. Processes, which require a great deal of manual input, create more opportunities for human error, which can lead to inaccurate data sets.

Recommendation 22: Provide the training and support for RFTA staff to utilize EAM data management software to its fullest potential to benefit the overall organization.

Core Values: ACCOUNTABLE, CONVENIENT, EFFICIENT

Data Asset Management

There are opportunities for EAM to better support the organization by training more staff to use EAM to its fullest potential. This effort would include the Facilities and Trails department, and enable it to inventory assets such as buildings, park-and-rides, bus stations, trails and the railroad corridor assets into EAM. The information would help to determine project and financial planning purposes.

Technology Integration

Other transit agencies have addressed the need for data collection and output in order to provide custom reports for their organizations. A Data Analyst position could support RFTA by helping to analyze the data in a meaningful and timely way. This investment could yield many benefits and provide managers with better tools to manage and optimize the services RFTA provides.

Specific Software Solutions to address ridership and route mileage data include:

Ridership Data – As the organization continues to grow and develop, streamlining the way ridership data is obtained will lead to greater efficiencies in the organization. Clever Devices, which currently provides the CleverCAD software to RFTA, recently acquired "RideCheck" software that provides a certified and trusted ridership data proven by NTD as a reliable resource. This software processes data from the APCs to provide agencies the information needed for reporting and making sound business decisions. Furthermore, ridership data should be made available to key management team members through the efforts of a committed Data Analyst for future planning and forecasting. This position could free up other personnel within the IT department, allowing them to focus on maintaining the current software and hardware systems, so that reliable data can be acquired.

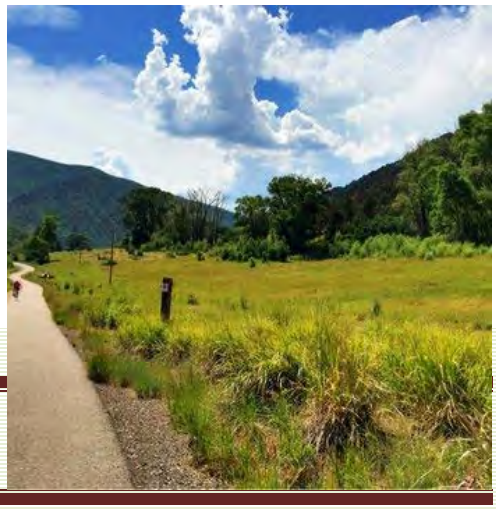
Route Mileage Data - Every month RFTA compiles an ATC15 Report, which provides a combination of miles, hours, fuel, and ridership data. The data for these reports exist in databases of various forms, however the data need to go through a validation process in order to be deemed accurate. The process requires an FTE during the winter and approximately 100 hours each month to compile the

data during the off-seasons. A Data Analyst position could be created within RFTA that could validate the data using a more reliable program, if identified within the industry, to produce accurate daily, weekly, monthly and annual data more efficiently.

The Data Analyst position could alleviate the amount of time spent on processing data. RFTA is equipped with several high capability software assets, and RFTA could be utilizing these assets in a more effective manner. For example, RFTA could better integrate with Google Transit, a planning tool that combines the latest agency data with Google Maps. Google Transit is able to integrate stops, routes, schedules, and fare information to make trip planning quick and easy for its users. Unfortunately, the seasonal nature and revolving schedules of RFTA's routes requires more effort to integrate Google Transit than for other transit agencies. This dedicated and skilled employee could also focus on this integration with Google Transit to better utilize this service.

Recommendation 23: Streamline the way Ridership and Route Mileage Data is acquired by appointing a Data Analyst to implement the right software and provide accurate data to the organization as needed.

Core Values: ACCOUNTABLE, DEPENDABLE, EFFICIENT



Outsider Experience

As part of this Review, our team rode bicycles from Carbondale to Glenwood Springs on the Rio Grande Trail and took a RFTA bus from Glenwood Springs back to the Carbondale Park-and-Ride to fetch our personal vehicle. The Rio Grande Trail is an exceptional experience and beautiful way to travel in the region. The trail itself is offset from the highway and provides a wide open view of the mountainous scenery. Upon arriving at the Glenwood Springs station, we purchased our bus ticket from the TVM and waited just a few minutes before a RFTA bus appeared.

The ticket we purchased had a value was $5.00. RFTA sold this ticket for $3.50 (See Figure 5-8). The reason for the discount is to encourage the use of pre-purchased passes to save boarding time as opposed to using cash, although this discount wasn't made clear upon purchasing. Since an efficient and speedy boarding process is important for all BRT and commuter services, and discounted passes reward frequent users, the discount is applied.

Outsider Experience continued

RFTA generally offers a 26% discount on the stored value cards compared with a cash fare. A 26% discount for a $5.00 pass is $3.70, and the TVMs make change in $0.25 increments. A public hearing is technically required to decrease the discount by 1%, therefore RFTA decided to offer the pass for $3.50, as a 30% savings. However, it is our recommendation that the cost for this ticket be reviewed and increased to $3.75, making it more consistent with the discount for other stored value cards. Furthermore, Chapter 6 addresses the need to possibly review discounted tickets in general to balance ridership and rising operating costs.

Once we boarded the bus with our bikes, we were surprised to learn that our bikes would cost an additional $2.00. Therefore, with our $5.00 value ticket, split between the $3.00 bus ride and the $2.00 bike charge, we had what we needed to get back to our vehicle. Having never been charged to carry our bicycles on a bus before, and not having that message clearly stated to us when purchasing the ticket, we decided to broach the topic with RFTA.

In speaking with RFTA about bikes on the bus, we understand this is a topic that has received considerable attention in the past. The $2.00 fee was first instituted in the mid-90's to address limited bike rack capacity, as only four bikes at a time can be loaded on the front of the buses. Passengers became impatient when waiting for bikers to load the bikes, given that buses only operated on 30-minute headways. The $2.00 fee also applies to Season and Monthly Pass holders. To support the bike community, RFTA has provided covered bicycle parking at all BRT stations.

It is our recommendation that the RFTA Bikes on Buses and the We-Cycle Bike Sharing programs should be reviewed during the ITSP planning period, in order to make the system as seamless as possible and promote a more multi-modal transportation system. The public is becoming increasingly aware of the health and environmental benefits of living in multi-modal communities in which walking and biking are encouraged. To the extent possible, the public should be encouraged to ride their bikes and take the bus, thereby reducing traffic and emissions. However, RFTA does not have infinite capacity on buses to accommodate an unlimited numbers of bikes, so strategies to balance demand with capacity should be explored. RFTA should seek to transport as many bicycles as it can without overburdening and slowing down transit services. It should also work to improve its communication to bike users about RFTA's capacity limitations and about other alternatives, such as bike sharing, that might be available to them, in order to minimize the frustration they experience when bike racks are full or when they encounter an unexpected fee to transport their bikes.

Recommendation 24: Review ticket purchase price from the TVMs, making the discount more consistent with other stored value cards.

Core Values: ACCOUNTABLE, AFFORDABLE, CONVENIENT, EFFICIENT

Recommendation 25: Review Bikes on Buses Sharing Programs during Stage III of the ITSP to make seamless and affordable for users.

Core Values: CONVENIENT, DEPENDABLE, SUSTAINABLE

5.4 Succession Planning

Recommendation 26: Plan wisely for Succession by providing adequate training for successors

Core Values: ACCOUNTABLE, DEPENDABLE, EFFICIENT

RFTA's leadership is felt to be among the strongest in transit agencies. This sentiment is shared throughout the various departments, and it is evident there is a great deal of respect for the leadership and what RFTA stands for in the community. The majority of the Directors have a breadth and depth of industry experience that spans years of acquired knowledge as well as an understanding of RFTA's history, growth and integration with the community. However, today, across many of the departments, there is a need to train suitable successors that can take the torch and continue serving the public by fulfilling transportation needs in the future.

As part of this Review, RFTA carried out a succession planning survey in March 2016 to determine what the succession needs are within the departments. Table 5-7 shows the positions within RFTA in which retirement is likely to occur within 1-5 years, and what succession training plans are in place. Based on the information gathered from staff, 10-13 key members will most likely retire in less than five years. Therefore RFTA will need to identify training needs, whether it be investing in leadership courses, or shadowing the position closely to learn the skills needed to succeed in the position. For those positions where a successor has not been identified, RFTA should consider existing staff for a transition, or recruit outside the organization for these key positions, prior to the existing employee's departure. Furthermore, there may be unexpected departures at any time and RFTA will need to offer attractive employment opportunities to fill any vacant position.

RFTA has identified two positions that could immediately serve the organization by supporting the CEO and Finance department, as well as creating greater efficiencies in data management. These positions are described in Table 5-8.

Table 5-7: Succession Needs from RFTA Current Positions

Position	Retirement Plans within 1-5 Years	Succession Plans
CEO	Yes	Yes, COO or CFAO (CFAO not yet assigned)
Director of Operations	May be that the 2 current Co-Directors retire both within 1-5 years	There are roughly four employees with the potential to take the place as Operations Director or Operations Managers
Operations Managers	Yes - 2	
Operations Full Supervisors	Yes – 2-4 may retire at same time	Relief Supervisor Pool
Traveler Supervisor	Yes	Yes
Director of Maintenance	Yes, within 4 years	Attempting to groom several employees
Scheduling	Currently there are 2 schedulers, one may retire within 5-10 years	Training other scheduler to take place. Need to train additional staff to learn scheduling requirements.
Safety & Training Manager	Yes	None
Director of Information Technology	Potentially	IT Manager trained to serve on interim basis until position is filled.

Table 5-8: Additional Full-Time Employees Identified by RFTA Staff

RFTA Department	Additional Full-Time Positions for Fulfill Immediate Need
Executive	CFAO
IT	Data Analyst to build warehouse of data for ATC15 Reports

As part of the succession planning survey carried out by RFTA, additional positions were identified within the departments to address future growth needs. This list may not be complete and further consultation is needed to confirm additional needs throughout the departments. However, based on the survey and interviews carried out for this Review, it may be possible for 10 new full-time positions and 2 part-time positions to be added incrementally over time within various departments (Table 5-9). It is encouraged that RFTA meet with staff members that have identified additional support needs and clearly define the role and job descriptions for the new roles, training required, and the timing when recruitment would best occur.

Table 5-9: Additional Full-Time and Part-Time Positions Possibly Needed within 5 Years

RFTA Department	Additional Positions Possibly Needed over time	Benefit to RFTA
Operations	In-House Security Department to replace contractors	Greater flexibility and responsiveness
	ADA Coordinator for overall organization if current ADA program expands	Efficiencies to Paratransit services
	Dispatcher and Road Supervisor for GMF as new routes are added	Provides oversight of operations as needed
	Part Time Lost and Found Support	Support needed to handle Lost and Found items during winter and summer seasons

Planning	Marketing and Outreach Coordinator	Improve communication efforts through marketing and outreach
Facilities	Trails Tech position (assuming RFTA takes on LOVA trail) Additional Facilities Technician	Benefits to Rio Grande and public use of trail Expanding Facilities maintenance responsibilities
Information Technology	Preventative Maintenance Support (3 FTEs) to maintain 85 Fareboxes	Increase dependability of RFTAs assets to the public
	IT Support to maintain cameras, servers, routers, ticket vending machines, door security	Increase dependability of RFTAs assets for improved safety
	Construction Project Support – IT designs for cameras, conduit, power, IT specs	Balance work-load within IT Department and improve facilities safety
Safety & Training	Part Time Admin Assist	Support reports, communication efforts

5.5 Staffing Trends

In the past 20 years from 1995 to 2015, RFTA has increased its ridership from 3.5M riders in 1995 to 4.8M riders in 2015. In the same timeframe, the operating budget has gone from $7.8M to $28.7M, and RFTA has responded by adding over 200 staff members over 20 years, increasing from roughly 90 staff members in 1995 to roughly 300 FTEs in 2015. An overview of RFTA's departmental growth with regards to Ridership, Operating Budget and Staff is shown in Table 5-10 and Figure 5-7 below.

Table 5-10: RFTA Growth over 20 years

Year	Riders	Transit Operating Budget ($)	Staff
1995	3,500,000	7,800,000	90
2000	3,700,000	10,700,000	100
2005	3,700,000	14,600,000	140
2010	3,900,000	19,800,000	235
2015	4,800,000	28,700,000	300

This demonstrates that operating budgets have risen fairly steadily over the years, with the greatest increased seen from 2010-2015 with the implementation of the BRT service and facilities. However this increase is not directly correlated with ridership, because following major service increases it can take time to build ridership to utilize the additional capacity. Transit agencies face growing costs of operating transit services due increases in labor compensation, cost of living increases, and fluctuating fuel prices. RFTA has responded appropriately over the last 20 years to the growing demands of the organization by adding staff incrementally as new roles were needed to sustain expanded services.

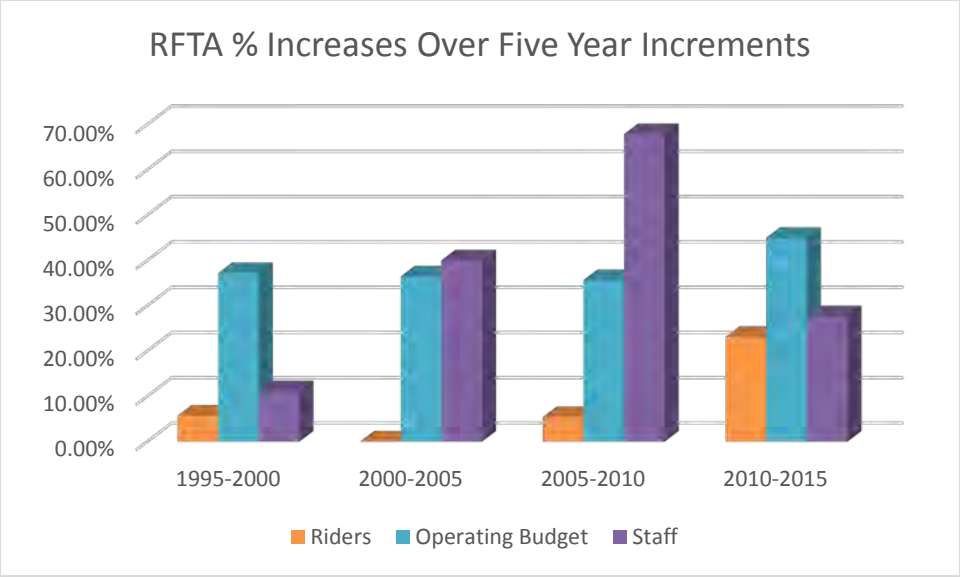


Figure 5-7: RFTA Growth Trends Over Five Years
Source: RFTA

Placeholder to address specific needs as the organization grows in the next 20 years.

5.6 RFTA and the Role It Plays in the Community

RFTA provides transportation services to a host of special events throughout the region. The X Games is a world-class event, and in 2016 RFTA made more than 200 unscheduled runs and transported over 50,000 passengers in one day, which included RFTA's regular bus service. This required the hard work of drivers, supervisors, maintenance and facilities workers and customer service staff to make this a successful event. In terms of the X-games, RFTA has reached the limits of its existing capability to accommodate any significant increase in ridership in the future.

To help cover the additional time and resources spent coordinating and serving these special events, RFTA has implemented a separate Special Events Service Agreement. RFTA's services are offered at reasonable rates that cover RFTA's fully allocated costs. As special events are growing in number in the region, we encourage RFTA to continue implementing these Service Agreements and continue to provide quality and reliable transit service to the public, as long as it can do so in a safe and cost-effective manner.

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6 Financial Review

6.1 Overview

The Roaring Fork Valley and its growing economy, as well as growth in voter approved sales tax revenues over the years, have enabled RFTA to maintain its operation and expand its services. The agency's growth and increased productivity are largely due to the determination and foresight of the organization to remain focused on the big picture, which is to provide preferred transportation choices that connect and support vibrant communities. The development of RFTA has occurred despite financial challenges during the recession, intense competition for skilled workers, and the high cost of living in the region. Nonetheless, RFTA has consistently responded to the growing needs in the community. RFTA's proven track record has been to grow smartly and effectively over time and to acquire assets as needed that best address the needs of the community. One long term challenge that RFTA faces is capital replacement. RFTA has historically benefited from capital grants to help fund the majority of its fleet; however, with uncertainty in future grant funding, RFTA may need to consider seeking additional revenue streams specific for capital replacement in order to improve its financial sustainability.

6.2 RFTA Revenue Resources

In 2015, sales and use tax revenues funded over half of RFTA's operating costs, as shown in Figure 6-1. Revenues from service contract agreements covered about a quarter of the cost, while fare revenues, local government contributions, operating grant revenues and other income covered the remainder.

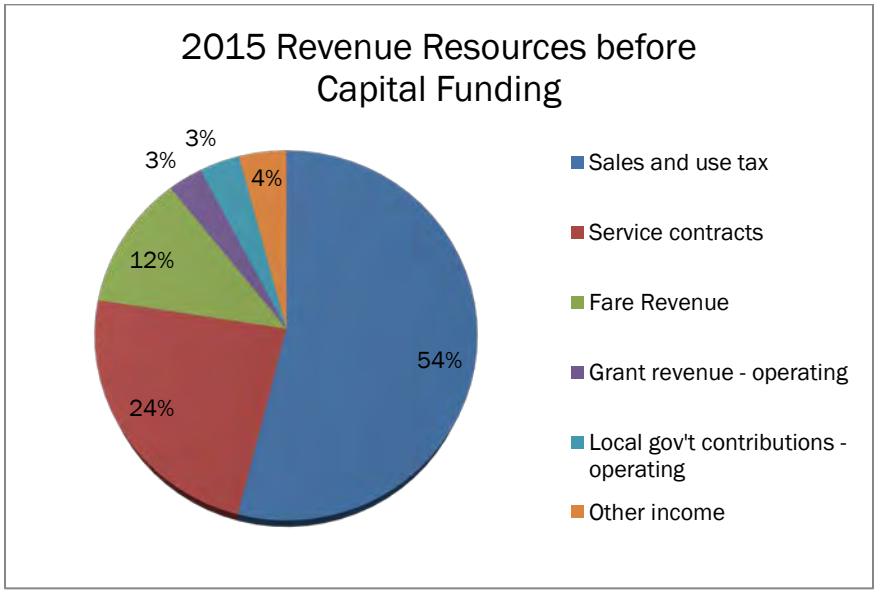


Figure 6-1: RFTA 2015 Revenue Resources before Capital Funding
Source: RFTA

RFTA's dedicated sales and use tax revenues are comprised of the Pitkin County Mass Transit Tax and the RTA sales and use tax, as shown in Table 6-1. As its primary revenue stream, sales and use tax revenues have allowed RFTA to develop its services and facilities to best serve the region. Prior to the RTA tax, the main funding source for RFTA was from Pitkin County's Mass Transit Sales Tax. In November 2000, a portion of the Pitkin County Mass Transit sales taxes was dedicated by Pitkin County voters to RFTA and the RTA tax rate was approved in Glenwood Springs, Carbondale, and Basalt. As part of the RFTA Formation Intergovernmental Agreement (IGA), Eagle County agreed to remit to RFTA the portion of its 0.5% County Transportation Sales Tax collected in the Roaring Fork Valley. These taxes and agreements became effective in 2001. The RTA Sales Tax was increased again in November 2004, and became effective in 2005, and again was increased in November 2008 and became effective in 2009. There have been no additional changes to the sales tax percentages since 2008.

Table 6-1: RTA Sales Tax Rate Totals Provided to RFTA

Jurisdiction	Approved Nov 2000	Approved Nov 2004	Approved Nov 2008	Other Tax Provided	Total
Unincorporated Pitkin County	-	-	0.4%	Pitkin Co 1-cent Mass Transit Tax + 0.4% of ½-cent Mass Transit Tax	1.805%
Aspen	-	-	0.4%	0.36% of Pitkin Co 1-cent mass Transit tax + 0.4% of ½-cent Mass Transit Tax	1.165%
Snowmass Village	-	-	0.4%		1.165%
Basalt	0.2%	0.2%	0.4%	Pitkin & Eagle Co 0.5% Mass Transit Tax	1.3%
Unincorporated Eagle County	-	0.2%	0.4%	0.5% of Eagle Co Mass Transit Tax for Eagle Co portion of RF Valley to RFTA	1.1%
Carbondale	0.5%	0.2%	0.3%	-	1.0%
Glenwood Springs	0.4%	0.2%	0.4%	-	1.0%
New Castle	0.0%	0.4%	0.4%	-	0.8%

As mentioned in Table 6-1 above, unincorporated Pitkin County, Aspen, and Snowmass Village also provide funding to RFTA through portions of pre-existing Pitkin County Transportation Sales Tax dedicated to RFTA by Pitkin County voters in November 2000. In 1986, Pitkin County voters passed a 1-cent transit tax, and in 1993 this was increased to 1 ½ - cent transit tax. No additional changes have been made to the Pitkin County transit tax since 1993.

When looking back at the last 10 years of RFTAs operation in Figure 6-2 below, one can see the overall rise of operation and maintenance costs as services were changed and increased over the years. RFTA is supported by a variety of revenue sources: sales and use tax, service contracts, fare revenues, grant revenue, and local government contributions. As expressed in RFTA's core values,

the organization aims to offer affordable and competitive transportation options to the public, and therefore fare increases are kept to a minimum to encourage ridership.

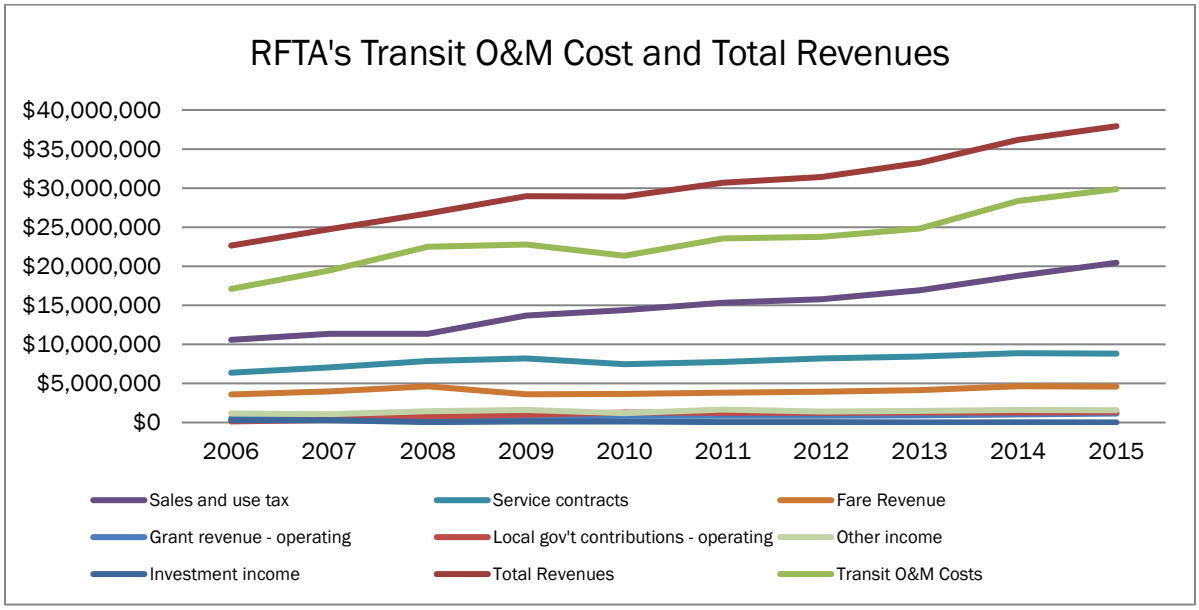


Figure 6-2: Timeline of Transit O&M Cost and Total Revenues Provided to RFTA
Source: RFTA

6.3 RFTA's Fund Balance

Over the past 10 years, RFTA's General Fund has nearly doubled its fund balance from $9 million to $17 million as shown in Figure 6-3. After the last voter-approved RTA sales tax increase in 2009, RFTA was able to accumulate excess revenues in anticipation of the BRT implementation in the fall of 2013. After the successful implementation, RFTA transferred the accumulated funds into the General Fund making it an available resource. In order to maintain a prudent level of financial resources to protect against the next economic downturn, RFTA strengthened its operating reserves policy in 2014 by committing an increased amount to a threshold that exceeds the 16% decrease in sales tax revenues experienced during the Great Recession. In 2015, the RFTA Board refined its capital reserves policy to bolster the amount committed for future capital needs.

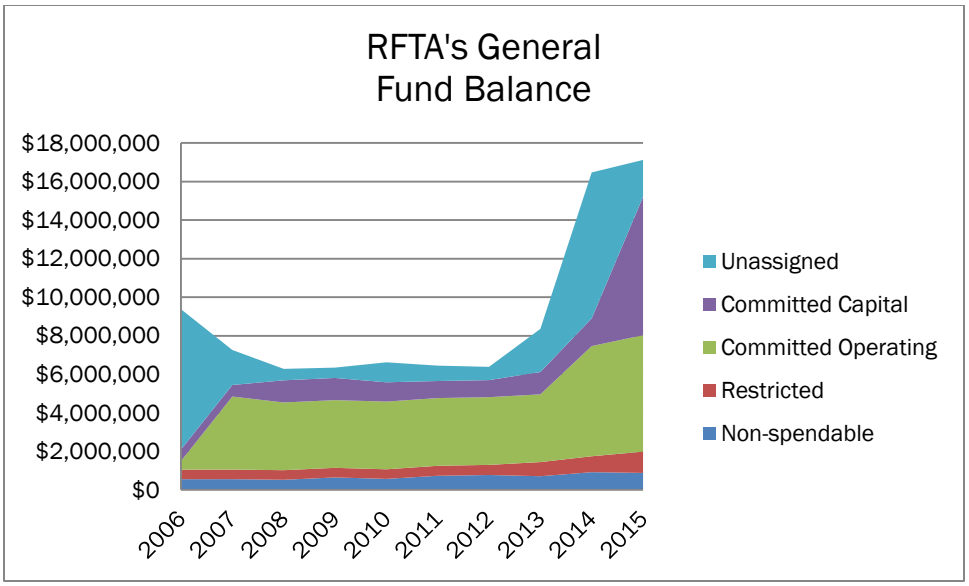


Figure 6-3: RFTA General Fund Balance 2006-2015
Source: RFTA

While RFTA's financial condition has improved over time, one of the challenges that RFTA faces includes funding bus replacements as they come due for its current fleet. See Figure 6-4.

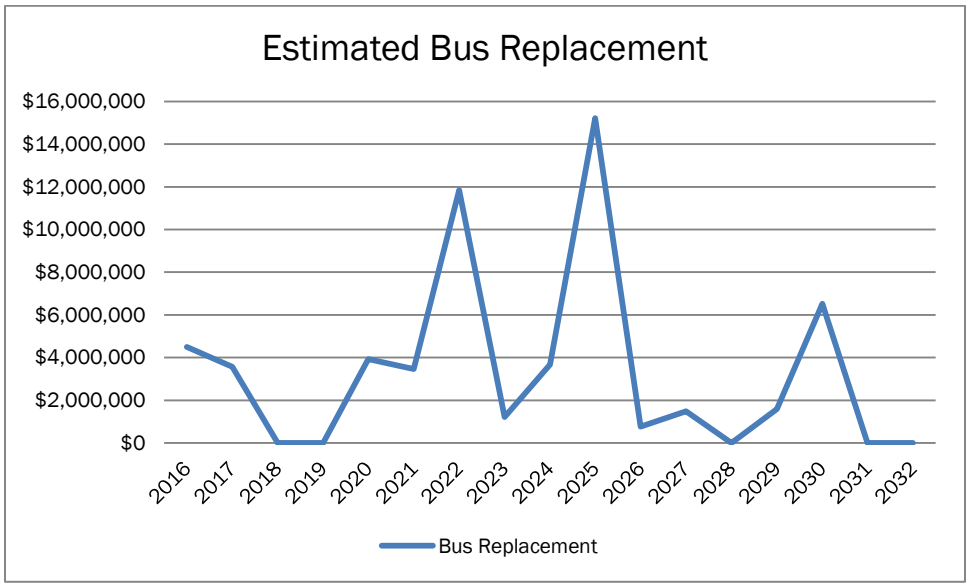


Figure 6-4: Estimated Bus Replacement Timeline
Source: RFTA

RFTA management maintains and updates a long-range financial forecast for strategic planning purposes in order to plan for and navigate through future opportunities and challenges ahead. The forecast assumes status quo service levels and includes estimated revenues, operating costs, recurring annual capital outlay, and bus replacements. Over the next 15 years, RFTA will need to replace approximately 83 heavy-duty transit vehicles at an estimated cost of $54 million. The

following forecast, Scenario 1, assumes bus replacements funded evenly between grants and financing (see Figure 6-5).

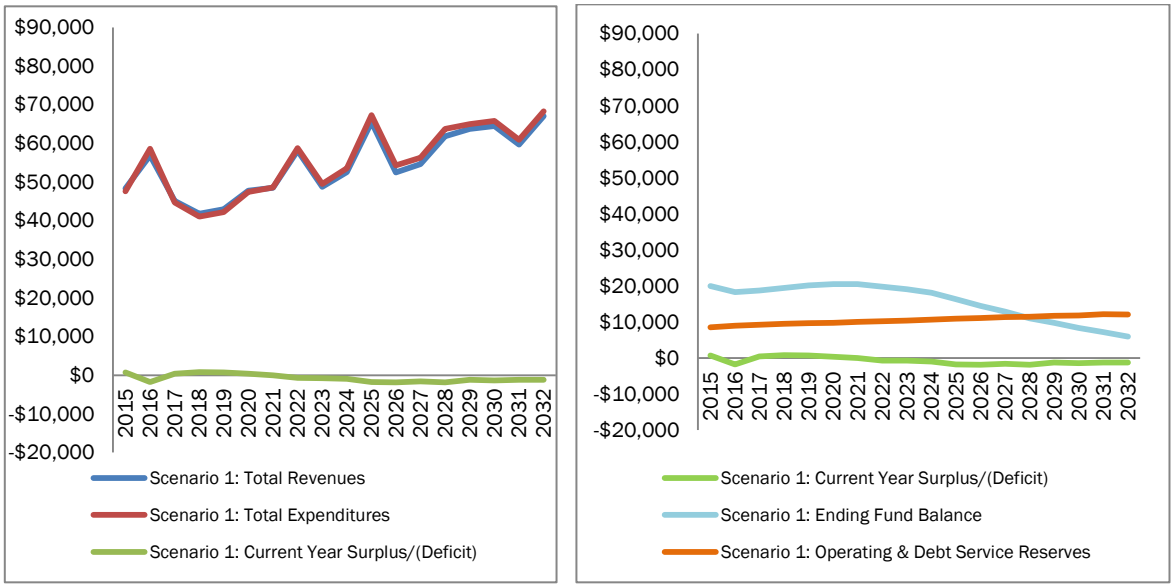


Figure 6-5: Long-Range Financial Forecast Scenario 1 (assuming status quo)
Source: RFTA

As shown in the chart above, this strategy appears to work in the short term, but then breaks down in the long term resulting in the steady decline of fund balance.

Historically, RFTA has been reasonably successful in attracting Federal and State capital grants that have enabled it to replace obsolete vehicles and maintain its fleet in a state of good repair. However, the future Federal and State funding picture is uncertain, while the amount of capital needs of transit agencies continue to grow. In addition to operating as efficiently as it can, it is evident that RFTA will need to look to local sources and secure additional revenue for capital needs in order to maintain long-term financial sustainability.

In 2009, the Colorado Legislature authorized Regional Transportation Authorities to levy voter-approved property taxes up to a threshold of 5 mills. However, this authorization is set to expire on January 1, 2019. Before it expires, RFTA is working to extend this authorization and may consider seeking voter approval of a region-wide property tax mill levy as a potential additional revenue stream for capital needs. Property tax revenues can diversify RFTA's revenue resources and provide the added benefit of less volatility compared to sales tax revenues. The following forecast, Scenario 2, assumes bus replacement funded evenly between grant funds and additional revenue (estimate equivalent to 1 mil) to help fund bus replacements (see Figure 6-6).

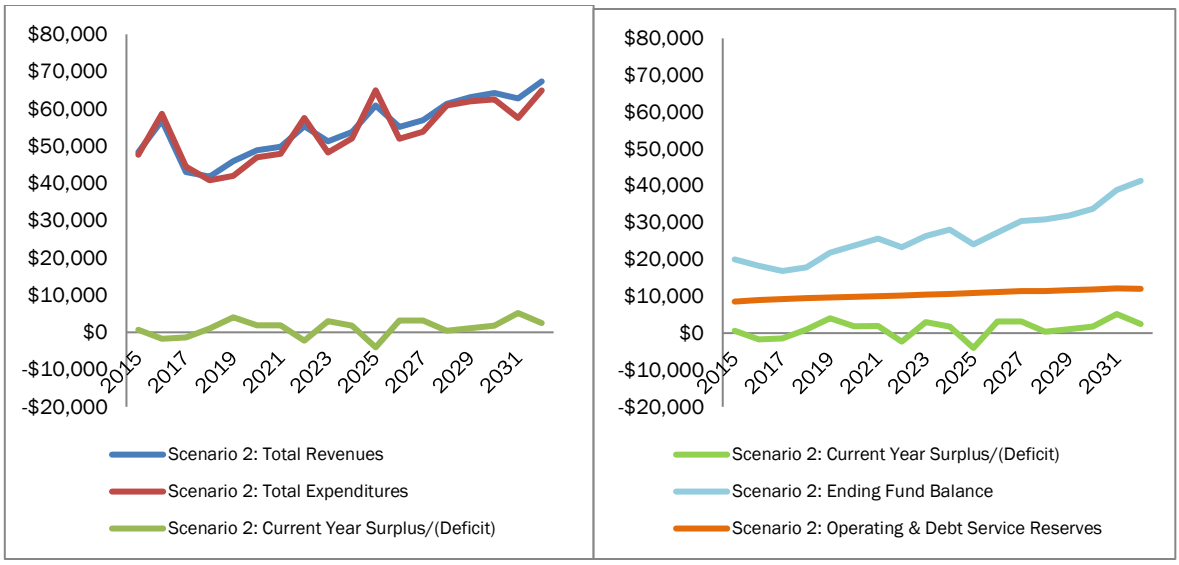


Figure 6-6: Long-Range Financial Forecast Scenario 2 (assuming additional revenue stream)
Source: RFTA

As shown above, having an additional revenue stream for capital replacement can greatly enhance RFTA's financial condition, its ability to fund future bus replacements going forward, and protect against reducing service levels.

6.4 Transit Operating Budgets

Transit agencies across the nation are seeing increases in the cost of operating services. For example, the Charlotte Area Transit System (CATS) notes that their rising costs to operate are largely due to inflation, fuel costs, and rising costs in healthcare. Furthermore CATS has experienced a 6.9% dip among bus riders (and a corresponding dip in farebox revenue) in the past year, even as costs have risen. This decline has been attributed to faulty, outdated fareboxes, which are currently undergoing a tech upgrade.[6]

Balancing operating costs and ridership requires strategic marketing and planning to attract riders, along with consistent maintenance and upgrades to ensure dependable and efficient services are provided to the public. In lieu of raising fares by 5 to 10 cents (which might further erode ridership and farebox revenue), Charlotte has chosen instead to restructure some of the discounts offered on weekly and multi-ride passes, as well as to eliminate volume discounts for organizations.[1]

Figure 6-7 below illustrates RFTA's Transit Operating Costs, ridership, and service mile trends since 2006. The O&M costs include fuel, operations, maintenance, facilities and administration to service

[6] http://www.bizjournals.com/charlotte/news/2016/06/28/cost-of-some-charlotte-transit-passes-to-soon-rise.html

the operations (excluding the Trails department) has been increasing over the years. Significant growth, such as in 2014 when the BRT had its first year of service, resulted in increased operating costs. There was a dip in transit costs in 2010 due to the recession and adjustments were made to RFTA's services. In an effort to stabilize the transit operating costs, RFTA could look to implement alternative solutions, similar to CATS, by reevaluating the discounts offered to certain passes, as well as strategic marketing to increase ridership especially during the off-seasons and off-peak hours when there is excess capacity. However, understanding the concern to keep fares affordable this may not be a solution for RFTA, therefore further review and discussion is needed before it can be recommended as a possible solution to balance operating costs.

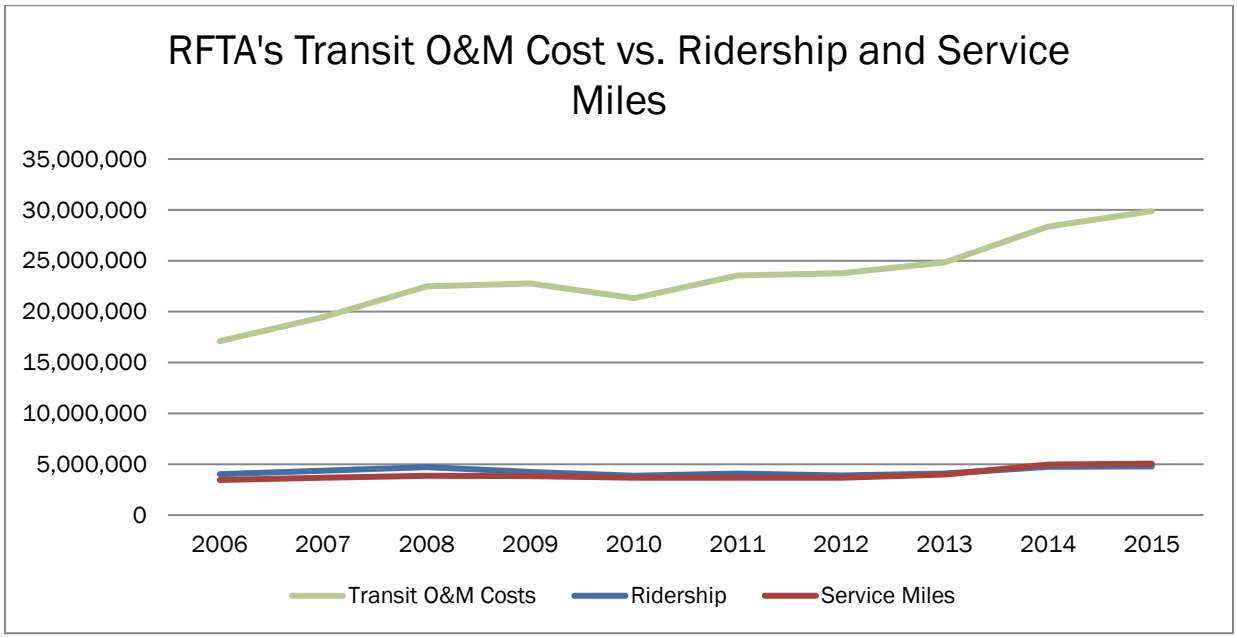


Figure 6-7: RFTA Transit Operating Costs, Ridership and Service Miles over the Years

**Data includes Facilities but excludes Trails, as this is how RFTA tracks their O&M costs*
Source: RFTA

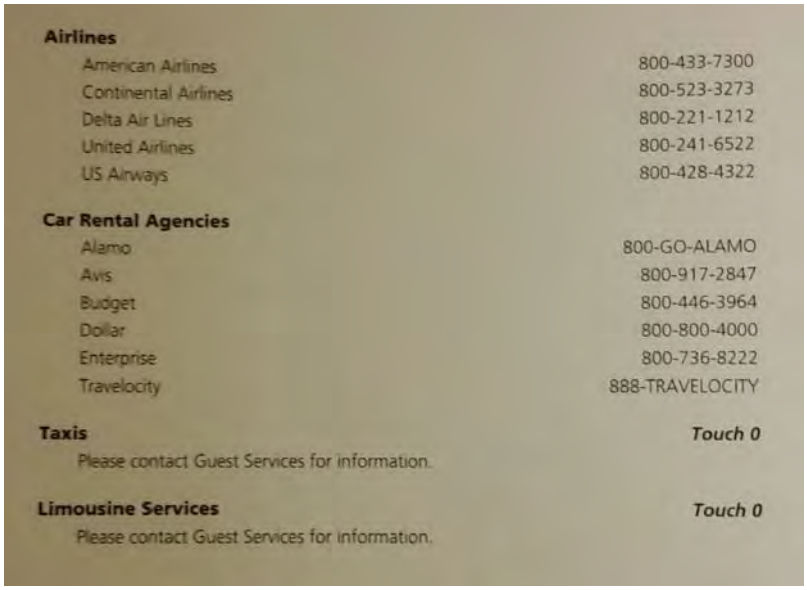
6.4.1 Ridership and Service Miles

Interestingly, and not too surprisingly, RFTA's ridership and service miles over the years have followed similar paths. When service miles increase, ridership increases; when service miles go down, ridership goes down. This demonstrates that adding service generally results in ridership increases. Conversely, ridership reductions due to economic downturns also cause RFTA to reduce service in order to offset projected revenue shortfalls. As RFTA looks forward to increase service miles, potentially servicing down-valley more as the region expands, RFTA has a demonstrated track

record of being able to gain the necessary ridership to implement cost-effective service. Increasing ridership during the off-seasons and off-peak periods will also increase RFTA's effectiveness and this might be accomplished through an increased marketing effort. For example, there are simple ways to bring more awareness to visitors about RFTA's services. While staying at a hotel in Glenwood Springs, it was noted that each room is equipped with a notebook of services, restaurants, amenities, etc. Figure 6-8 below shows the "Transportation Section" from the hotel service book, which lists major airlines, car rental agencies, taxis and limousine services. A recommendation for RFTA would be to reach out to neighboring hotels and make sure RFTA's information is included, perhaps including a route map for easy reference.

Recommendation 27: Reach out to local industries, such as hotels, to market RFTA's services with the intention to increase ridership.

Core Values: CONVENIENT, DEPENDABLE



Airlines	
American Airlines	800-433-7300
Continental Airlines	800-523-3273
Delta Air Lines	800-221-1212
United Airlines	800-241-6522
US Airways	800-428-4322
Car Rental Agencies	
Alamo	800-GO-ALAMO
Avis	800-917-2847
Budget	800-446-3964
Dollar	800-800-4000
Enterprise	800-736-8222
Travelocity	888-TRAVELOCITY
Taxis	*Touch 0*
Please contact Guest Services for information.	
Limousine Services	*Touch 0*
Please contact Guest Services for information.	

Figure 6-8: Hotel Information Page on Transportation in Glenwood Springs

6.5 RFTA Assets and Facilities

RFTA has grown tremendously as an organization over the years. Below is a brief timeline of events that show when facilities were constructed or purchased, and when important planning phases and services were started.

6.5.1 Timeline of RFTA's Significant Growth

- 1994 - RFRHA Formed; Ride Glenwood Springs Started
- 1995 – Carbondale Maintenance Facility Purchased; Aspen Paid Parking Program Started
- 1997 – Rio Grande Trail Purchased
- 2000 – RTA Vote Approved

- 2001 – Glenwood Maintenance Facility Constructed; RFRHA Dissolved; Transportation Authority Created
- 2004 –New Castle joins RFTA; West GWS P&R Lot Purchased
- 2007 - Carbondale Housing Apartments Purchased; Glenwood Springs, New Castle & Carbondale P&R Lots Purchased. Glenwood and Carbondale Park & Rides Constructed
- 2008 – Rio Grande Trail Completed, exclusive bus lanes constructed from Airport to Maroon Creek Roundabout
- 2011 – Basalt P&R Lot Purchased
- 2012 – 2nd Basalt P&R Purchased; 27th Street P&R Purchased; El Jebel P&R Lot Purchased
- 2013 – BRT Started
- 2016 –ITSP Planning for 20 Year Vision and Roadmap

Placeholder - include additional milestones above as provided by RFTA.

RFTA's ability to grow incrementally over the years, and acquire assets over time in response to service demand, reflects its organic growth as an agency, resulting in increased service output, customer base expansion and new asset developments.

As RFTA finds itself at another tipping point caused by growth, it will be important for the organization to continue discussions with its constituents and "create a language for growth".[7] This means that creating a succinct language for growth makes for a wiser pursuit of it. RFTA should look to invest time in developing sound concepts and articulate them with well-chosen words. When the appropriate language for growth is used, the potential for muddle and confusion is greatly reduced. The ITSP is creating the vision for integrated mobility within the communities RFTA serves. Creating and agreeing upon a common vision/mission statement for thinking and talking about growth will help RFTA and the jurisdictions clarify what is most important as they look for new, cohesive and sustainable ways to develop transportation in the region.

Recommendation 28: Continue and improve the discussions about growth to clarify what is most important as RFTA and the jurisdictions look to grow transportation in the region.

Core Values: ACCOUNTABLE, CONVENIENT, EFFICIENT

6.6 Placeholder – Discuss FUTURE SCENARIOS as discovered through ITSP

Table 6-2 below will be updated with existing asset financials. Inventories will be included in future Appendix D.

[7] https://hbr.org/2012/05/creating-an-organic-growth-machine

Table 6-2: RFTA Existing Asset Financials as of September 2016 PLACEHOLDER

Type of RFTA Asset		xx	xx
Fleet			
Facilities (GMF, CMF, AMF)			
Housing			
Office Space			
Parking			
Trail			
RFTA Stops			
TOTAL (Approx)			

Table 6-3 below will be updated based on insights and recommendations that come out of Stage III in the ITSP.

Table 6-3: Estimated Costs for Two Future Scenarios for 20-Year Growth PLACEHOLDER

RFTA Asset	Growth/Expansion	Repair / Maintain
Fleet	Total cost to replace/expand fleet over 20 years as shown from ITSP	Total cost to replace existing fleet as needed over 20 years
Facilities (GMF, CMF, AMF)	Total cost to expand existing / develop new facilities as shown from ITSP	Total cost to maintain existing facilities
Housing	Total cost to expand / develop new housing (from Housing Report)	Total cost to maintain existing housing (may not be able to offer employee housing in near future)
Office Space	Total cost to expand / develop new office space (from Office Report)	Total cost to maintain existing housing (Carbondale Main Facility office spaces may need to be shut down in near future)
Parking	Total cost to expand / develop new parking (as shown from ITSP)	Total cost to maintain existing parking
Trail	Total cost to develop trail (as shown from ITSP)	Total cost to maintain existing trail
RFTA Staff	Salaries for Additional FTE/PTE (as indicated in Placeholder section of CH 5)	Salaries for Additional FTE/PTE (as indicated in CH 5)
TOTALS (Approx)		

7 Summary of Recommendations

Throughout this review, a number of recommendations were made. This brief chapter serves to consolidate these recommendations and provide references to their location in the Review.

Section 1	Recommendation	Core Values
1	Not applicable	–
Section 2	**Recommendation**	**Core Values**
2.1	1. Acquire additional resources to satisfy increasing demand.	• DEPENDABLE
2.1	2. Identify resources to bolster the growth of down-valley communities.	• DEPENDABLE • EFFICIENT • SUSTAINABLE

Section 3	Recommendation	Core Values
3.1	3. Identify sources of additional funding to offset increasing O&M costs and costs for capital replacement.	• ACCOUNTABLE
3.1	4. Replace buses with an SGR score of 2.9 or less.	• DEPENDABLE • SAFE
3.1	5. Improve parking and facilities at park and rides.	• CONVENIENT
3.1	6. Identify resources to expand circulator service in Carbondale.	• CONVENIENT, • DEPENDABLE
3.1	7. Improve customer service.	• DEPENDABLE
3.1	8. Expand services overall, with priority in the I-70 Corridor, if additional resources can be identified.	• CONVENIENT, DEPENDABLE
3.1	9. Improve comfort on buses.	• DEPENDABLE

Section 4	Recommendation	Core Values
4.1	10. Examine ways to reduce deadhead hours for FR service.	• EFFICIENT
4.1	11. Ensure that appropriate spare ratios are being maintained for FR and CB service.	• EFFICIENT • DEPENDABLE
4.1	12. Optimize headways for BRT service.	• EFFICIENT • DEPENDABLE
4.1	13. Consider offering a one-day use pass.	• CONVENIENT

Section 4	Recommendation	Core Values
4.1	14. Consider offering more remote purchasing options for passes, including internet and phone ordering.	• CONVENIENT
4.1	15. Optimize the Hogback-Rifle route through increased ridership.	• EFFICIENT • DEPENDABLE • ACCOUNTABLE
4.1	16. Examine the Woody Creek route to identify ways to increase ridership and/or reduce O&M costs.	• EFFICIENT • DEPENDABLE • ACCOUNTABLE

Section 5	Recommendation	Core Values
5.3	17. Review the processes for communications in each of the departments, and implement communication tools that would boost productivity and enhance the culture within RFTA.	• ACCOUNTABLE, • EFFICIENT
5.3	18. Perform updated Internal Employee Satisfaction Survey to gain information and knowledge from frontline employees.	• ACCOUNTABLE, EFFICIENT
5.3	19. Continue to invest in engaging and effective operator training programs using instructors who have real-world experience.	• ACCOUNTABLE, EFFICIENT, SAFE
5.3	20. Continue to encourage leaves of absence during slower periods to allow drivers lower in seniority to maintain employment.	• ACCOUNTABLE • EFFICIENT
5.3	21. RFTA to explore opportunities to use Public-Private Partnerships (P3) to implement sustainable housing programs.	• ACCOUNTABLE • EFFICIENT • SAFETY
5.3	22. Provide the training and support for RFTA staff to utilize EAM data management software to its fullest potential to benefit the overall organization.	• ACCOUNTABLE • CONVENIENT • EFFICIENT
5.2	23. Streamline the way Ridership and Route Mileage Data is acquired by appointing a Data Analyst to implement the right software and provide accurate data to the organization as needed.	• ACCOUNTABLE • DEPENDABLE • EFFICIENT
5.4	24. Review ticket purchase price from the TVMs, making the discount on $5 passes consistent with other stored value cards.	• ACCOUNTABLE • AFFORDABLE • CONVENIENT • EFFICIENT

Section 5	Recommendation	Core Values
5.4	25. Review Bikes on Buses and Bike Sharing Programs during Stage III of the ITSP to make seamless and affordable for users	• CONVENIENT • DEPENDABLE • SUSTAINABLE
5.5	26. Plan wisely for Succession by providing adequate training for successors.	• ACCOUNTABLE • DEPENDABLE • EFFICIENT

Section 6	Recommendation	Core Values
6.3	27. Reach out to local industries, such as hotels, to market RFTA's services with the intention to increase ridership.	CONVENIENT, DEPENDABLE
6.4	28. Continue and improve the discussions about growth to clarify what is most important as RFTA and the jurisdictions look to grow transportation in the region.	ACCOUNTABLE, CONVENIENT, EFFICIENT

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APPENDIX A

RFTA MEETING MINUTES STAGE 1 – DEFINING THE VISION

RFTA Meeting Minutes

Stage 1 – Define the Vision

March – August 2016

Stakeholder Meetings

City and County Staff	
Snowmass Village (April 4)	Glenwood Springs (April 11)
Basalt (April 4)	New Castle (April 12)
Pitkin County (April 5)	Silt (April 12)
Aspen (April 5)	Garfield County (April 13)
Parachute (April 28)	Eagle County (April 27)
Carbondale (April 11)	Rifle (April 28)

Date: 4/4/16 **Time**: 10:00am - 12:00pm

Attendees:
Ralph Trapani, Parsons
Clint Kinney, Snowmass Village
David Johnson, RFTA
David P., Snowmass Village

Visions & Plans:

Have Transportation Vision and Comprehensive Plan - on website; starting to update plan this year

Transportation Needs: Identify seasons (winter, summer, shoulder)

Vehicle Connections

- See handout provided with attached notes.
- Increased bus connectivity between SH82 and Brush Creek; could there be better tires for buses?

Pedestrian Connections

- Grade and distance make this difficult
- No escalator available
- Sidwalk/trail connectivity impacts 5 RFTA bus stops

Biking Connections

- IBID
- WE-Cycle not considered, grades too much

Bus Connections (other than RFTA)

- Local Snowmass Village service funded $1.2Million by SkiCo
- Local service carries 500,000 passengers per year
- Concerned that light rail will cause transfer penalties
- Connected Snowmass Village to down-valley BRT - connect to Bustang

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- None noted

Park and Rides

- Minimize parking capacity
- Boosting utilization at intercept lot is based on frequency; leads to choice riders

Kiss and Rides

- none noted

Public Parking

- None noted

Small Freight Distribution

- It is an issue "hard to figure"; perhaps delivery facility at rodeo, use smaller delivery vehicles; difficult to manage with local stores

Major Employers

- None noted

Priority of Transportation (Mobility) Needs in Community

- None noted

Transportation Projects Underway or Scheduled through 2017

- None within next year
- "Gentleman's Agreement" with EOTC to look at RFTA's main terminus; depends on others
- Developer prospects are concerned about transportation

Discussion of Regional Mobility

- Plan supports local and regional service to support control of ADT growth
- How do we double the connection frequency from Brush Creek (all seasons)
- Pitkin County land use - sterilized Owl Creek Corridor and how about "Café Suzanee"

General Perception of RFTA Services - Local & BRT

- Existing AM services are structured as "direct"
- PM "old directs" are BRT
- Not a good BRT service direct, other than winter when skier shuttles are working
- Strength of Regional bus mobility helps Snowmass Village
- BRT is "oriented" for Aspen

General Discussion - Others that would provide additional insight

- David P. is supportive of mill levy, rather than sales tax
- Snowmass Village sales tax is highest
- Fehr and Peers conducting connectivity plan - preliminary draft available in end of May
- "Brush Creek Corridor Transportation Study" - September 2000
- Winter/Summer - winter has a spike, summer is level loaded
- More cars in summer, tourists arriving in cars
- Goal expand RFTA service to cover off-seasons, early opening of ski season
- Possible to go to paid parking in summer; need better summer transit connections

Roaring Fork Transportation Authority

March 30, 2016

David Peckler
Town of Snowmass Village
P.O. Box 5010
130 Kearns Road
Snowmass Village, CO 81615

Dear David:

Over the next two years, the Roaring Fork Transportation Authority (RFTA) is embarking on the development of an Integrated Transportation Systems Plan (ITSP). The ITSP is intended to comprehensively address the mobility issues, opportunities, and challenges that face RFTA and its constituents in the near and long term. RFTA's long-term vision is: "RFTA pursues excellence and innovation in providing preferred transportation choices that connect and support vibrant communities." Phase I of the ITSP will assess RFTA's needs in terms of facilities, fleet, human capital, capital and operating budgets and other resources, based on its current roles and responsibilities. Phase I will also develop forecasts of growth in the transit system, and outline what RFTA must do to sustain this growth.

RFTA has selected Parsons Transportation Group (PTG) to conduct the studies and develop the ITSP. A key component of the ITSP Phase I is outreach to the stakeholders to gather basic transportation information, both for current and future needs. We are asking each stakeholder to compile the following information and meet with Parsons and RFTA representatives to discuss these topics during the month of April: CH 8 = Trans.

1. Transportation Vision, if available Comp Plan CH 2 Future CH 7 Lower BC Influence Area
2. Transportation Plan, if available Comp Plan CH 8
3. Land Use Plan, if available Comp Plan CH 7 pg 88 Existing Map + 89 96, 97 Future
4. Transportation Needs; identify seasons (winter, summer, shoulder)
   a. Vehicle connections Brush Creek Rd + Owl Creek Rd + Hwy 82 + I-70 Corr
   b. Pedestrian connections
   c. Biking connections Snowmass transit/195 Trails - Maps
   d. Bus connections (other than RFTA) Local Service snowmasstransit.com
   e. On-demand services (dial-a-ride, etc.)
   f. Park and Rides Town Park + Interceptor Lot + BRT Lots/Directs?
   g. Kiss and Rides Mall, Base Village, Center, Town Park, + Two Creeks

P 108 h. Public Parking BV - Two Creeks - Town Park - Intercept lot
   i. Small freight distribution
   j. Major employers
      i. Identify employers ASC,
CP - P 36 ii. Where employees live - Comp Plan
      iii. Employer provided transit ASC - Cookwood -
5. General priority of transportation needs in community
6. Transportation Projects underway or scheduled through 2017 CCP Short Term
7. Discussion of regional mobility Obvious? Bias to Aspen?
8. General perception of RFTA services - Local & BRT Winter Aspen 6 15 min headways that is it.
Loss of Directs to BRT may be less of a service

The key members of the PTG Team consist of Ralph Trapani, Jen Leifheit, Joe Kracum, and Laura Kirk of DHM. For this phase of the outreach to stakeholders, Joe Kracum will be your primary contact. He can be reached at joseph.kracum@parsons.com and 970 379-3959.
Joe will be contacting you in the near future to set a date and time for a 1.5 to 2 hour meeting.

We would appreciate your assistance in this effort. If you have any questions, please contact Joe Kracum, David Johnson (djohnson@rfta.com) or me (dblankenship@rfta.com).

Thank you,

Dan Blankenship

Dan Blankenship
Chief Executive Officer

SNOWMASS VILLAGE

MEMO

To: Joe Kracum, Parsons Consultning

From: David Peckler, Transportation Director

Date: April 4, 2016

Re: Integrated Transportation Service Plan Comments

The following are general observations and comments on the existing RFTA services from my perspective.

1. The No Fare service between Aspen and Snowmass Village ("SV") has had one negative impact on RFTA regional services. Local passengers that should be making their trip on the Village Shuttle ("VS") are using RFTA for local trips. This is negatively impacting the carrying capacity of the regional service particularly in the PM peak hour when demand for trips to Aspen is high. Efforts to educate employees to not use regional service for a local trip (most notably ASC employees living in Club Commons) have not been entirely successful.

2. Conversion of the winter, afternoon down valley directs out of SV into BRT trips poses a challenge to some passengers. Some passengers' morning trip up is on a "Direct" bus that provides service out of Carbondale, El Jebel and Basalt. The BRT service does not return the passengers to their original starting point from within Carbondale, El Jebel or Basalt. To return to the down valley communities the passengers are now forced to ride the "Local" regional bus which is slower. BRT service has been well received by the general public, but, it does have a drawback for these riders. This conversion likely adds to the parking demand at the BRT park and ride facilities that are already approaching or at capacity.

3. Higher frequency in the service from SV to the BRT service along Highway 82 only exists in the winter season. During the rest of the year the connections between SV and Highway 82 are twice an hour on the historical "Local" service. This undermines the benefit of using BRT services from or to SV during the rest of the year. Many passengers from SV are trying to get to Aspen and could utilize the BRT service.

4. It is obvious that the utilization of BRT service in the down valley direction is focuses on the park and ride facilities and not the down valley communities. This is why, as noted above, the main focus on the connections to BRT are in the direction of Aspen for SV residents (with the exception of the City Market in El Jebel). Future local circulators, as in Carbondale, would be necessary for more direct movement between the communities on the BRT service.

5. There have been missed transfers and delays at the Intercept lot for passengers connecting from/to SV. If they miss the connection to SV, it can mean waiting for a ½ hour for the next "Local" connection. Passengers have also missed the down valley connections going home. This again can mean a long wait if the passenger is not utilizing the BRT service.

6. It may become necessary to look at staggering the "Local" and "Direct" departures out of SV. The bus stops along Brush Creek Rd and in Base Village likely cannot accommodate a platoon of buses at one time. There is also the overlap with the local VS service that has to

utilize the same bus spots as well. WE do see this platoon of vehicles coming into the community already, but there is limited ability to address that.

Date: 4/4/16 **Time**: 2:00-3:30pm
Location:

Attendees:
Ralph Trapani, Parsons
Susan Philip, Town of Basalt
James Lindt, Town of Basalt
Laura Kirk, DHM
David Johnson, RFTA

Minutes:

Visions & Plans:

www.basalt.net; 2007 master plan and all other plans available here

Transportation Needs:

Vehicle Connections

- Two Rivers Road, road narrowing at CDC parcel/work at kayak park
- Want a feeder system but too pricey; get a copy of feeder study from RFTA
- Basalt Industrial Park not well served

Pedestrian Connections

- Ped underpass a big step
- Working on improving safe routes to school; trying to secure funding

Biking Connections

- WE-Cycle - El Jebel and Basalt
- Better bike connections from high school to Town would like contiguous 10' sidewalk
- Bikes on buses - attitude problem with drivers; not being able to load at night is a problem
- Bikes on BRT is an area of conflict; hurts RFTA reputation

Bus Connections (other than RFTA)

- Bustang need clearer info at Union Station
- Need a circulator connection; needs to be free service between East and West Basalt; $1.00 is a prohibitor
- Want to keep local service; provides great service to reduce parking, etc.; concerned that RFTA might discontinue that

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- Ride share / Uber - haven't done a lot; open to it
- No dial-a-ride

Park and Rides

- El Jebel park and ride overflowing
- Need to increase capacity
- Leasing spaces from Mariner at Whole Foods in their underground parking lot

Kiss and Rides

- none noted

Public Parking

- No parking problems in downtown because of recession / moves to Willits
- No problem at Willits now; perceived problem at restaurant row
- Observation: people don't want to walk; more willing to walk for parking in Aspen

Small Freight Distribution

- Unload in middle of street downtown
- Is a problem in Willits; moved to truck loading there
- Freight issue at 7-Eleven; would like to neck that down for better ped access
- Bigger problem idling and parking overnight

Major Employers

- SkiCo
- School district - teachers don't ride bus/some kids do

Priority of Transportation (Mobility) Needs in Community

- (1) Underpass
- (2) Two Rivers Road - need funding - given to Town from CDOT
- (3) Connectivity - circulator/feeder study (2011) - huge cost especially with pretty good local service
- (4) Bike/bus connectivity
- (5) Midland extension

Transportation Projects Underway or Scheduled through 2017

- Need connections between all of the various Basalt sub-areas
- Need connections bike/pedestrian/bus; creates more enjoyment, comfort, safety; also mentioned by Pitkin County as important

Discussion of Regional Mobility

- Need to protect against sprawl; issue with unincorporated Eagle County; not walk-able (example project The Fields)

General Perception of RFTA Services - Local & BRT

- Going to be tough in 15 years to get from Carbondale to Aspen
- Off season tough - doesn't work; weekends hard as well as unrealistic to get around; have to get people to make a decision not to get a car, etc., when change hours really impacts life quality; once get in car then realize save some time, then less likely to get back on bus
- Consistent service very important - if get confused then tend to lose the customer
- Maybe get rid of express bus
- General perception very good

General Discussion - Others that would provide additional insight

- Interest in regional visioning and modeling:
    - wants to better understand data
    - scoped for 3 runs of a model
    - not funded yet
- Vision documents:
    - Signature document - 2007 Master Plan; chapter 4 in particular; Section 4.6 highlights transportation
    - Other important document - Two River Roads Master Plan
    - Updating the master plan in 2016 (Tim Malloy to lead)
    - Received digital copy of master plan
- 2015 Work Program
    - Get underpass done
    - Two Rivers Road master plan
        - Vocal group looking at T.R.R. as a trail, one way road
        - Want it to be multi-modal
        - Important
    - Implementing WE-Cycle; Basalt/El Jebel grand opening May 2016; need to identify locations for bikes
- Revenue stream for RFTA posed question; Susan said better to talk with Mike Scarlon; T.O.B. perception is tough sell especially for bus replacement
- Getting ready to ask for revenues for Basalt Park; wouldn't want anything else that would threaten that
- BRT benefited other communities more like Glenwood/Carbondale; important to health of system but not that great for Basalt
- Like the express system which avoided the intercept lot
- BRT full when it gets to Basalt
- Want Midland Connection under SH82
- Cottonwood Pass improvement not desired, especially through Basalt

RFTA ITSP QUESTIONS WITH STAFF'S RECOMMENDED RESPONSES

1. How would you define the overall transportation/mobility vision for the community?

   Staff Response: *Provide a transportation system that emphasizes connectivity between Historic Downtown, Willits, and Southside using a number of methods. See transportation goal in Basalt Master Plan.*

2. What do you consider your priority transportation/mobility needs in terms of the following:

   a. Transit/Vehicle Connections- *Town has discussed the need for a bus feeder system for many years, but as of yet it has not been financially feasible. Alternatively, free bus service between East and West Basalt would be a positive improvement.*
   b. Pedestrian Connections- *Installation of the pedestrian underpass at Basalt Avenue is the most significant of the pedestrian connection needs for the Town at this time. In addition, the Town would like to improve the pedestrian experience from to and from the RFTA bus stops to the schools, downtown, and other trails/sidewalks.*
   c. Biking Connections- *Installation of the pedestrian underpass at Basalt Avenue is the most significant of the bicycle connection needs for the Town at this time. Associated with the pedestrian underpass, the Town would like to improve the biking experience from the Rio Grande Trail by the High School to Downtown. We-cycle installations are viewed as an important component of the Town's transportation plan.*
   d. On-demand Services- As discussed in Subsection (a) above, *Town has discussed the need for a bus feeder system for many years, but as of yet it has not been financially feasible. On-demand service was never discussed at length by the Town to date.*
   e. Park and Rides- *Town has not discussed the need for any additional park and rides. The Town notes that the logical locations have been covered by RFTA with the exception of use of the Willits parking garage and the Tree Farm property on the north side of Highway 82 near Willits. The Town has included in the Town's referral comments that the Tree Farm should include at least 50 park and ride spaces if it gets developed in the future or lease at least 50 spaces in the Whole Foods garage for park and ride purposes.*

3. Are there variances in transportation/mobility needs during different seasons?

   Staff Response: *Yes, but the Town feels that it is important to keep transit service consistent throughout the year.*

4. What improvements in regional mobility would you recommend for consideration?

   Staff Response: *In the mid-valley, several intersection improvements are necessary to improve traffic circulation in Basalt and the surrounding area.*

5. What is your general perception of RFTA services- Local and BRT?

   Staff Response: *RFTA currently provides excellent and very beneficial service to the Valley. There is a perception that there are potential funding shortfalls in the future that may impact RFTA service.*

6. Are there other priorities/issues/concerns that we should consider as we move forward with the study?

   Staff Response: *Creation of employee housing in the Basalt area is a crucial aspect to reducing the traffic on Highway 82 as it provides potential for commuters that live further down-valley to live closer to the Aspen-area employment center and could take some of the pressure off RFTA's services.*

7. General priority of transportation needs in your community/ in the region?

   Staff Response: *Basalt Avenue Ped Underpass, Improved Connectivity through Improved Pedestrian and Bicycle Connections, and maintaining local bus service to downtown.*

8. RFTA's scenarios for the future range from status quo approach to undertaking another large expansion. Under any scenario, additional resources will be needed. What are your ideas for additional funding?

   Staff Response: *Difficult question to answer. State and Federal grant possibilities, minimal increases in fares.*

Date: 4/5/16 **Time**: 10:00 - 12:00pm
Location:

Attendees:
Ralph Trapani, Parsons
Brian Pettet, Pitkin County
GR Fielding, Pitkin County
David Johnson, RFTA

Minutes:

Visions & Plans:

Nothing County-wide. Each Caucus area has its own Master Plan, all different formats and loosely worded. Ask Ellen Sassano for documents. This visioning process could help provide a Vision for the EOTC.

Transportation Needs:

Vehicle Connections

- Conducting a parking study. Main issue is lack of staging for concrete trucks, cranes, freight trucks, etc.
- Would like to broadcast real-time vehicle and bus travel times into Aspen and (dynamic) parking prices, to help motorists make travel decisions (hopefully to encourage them to park and Brush Creek intercept lot)
- School Transportation is a major issue. There is a huge impact to the roundabout from parents and students driving to school. It is "shocking" the transportation system and takes some time to reset.
- Airport Master Plan is focused on allowing larger plans; has not considered how the growth in passenger trips will impact highway.

Pedestrian Connections

- Working on comp plan now; want to incorporate outdoor recreation as economic driver; want UTVs on mesa; bring in rafters/tubers
- Pedestrian connectivity over highway with new pedestrian bridge would be Town owned; nice paths in Battlement Mesa

Biking Connections

- We-cycle not robust enough. Need more kiosks through Aspen. As it expands into other areas of the Valley, it becomes more of an experiment.
- Reducing width on the bridge to increase the width of the bike lane is a safety issue.

Bus Connections (other than RFTA)

- Need to include feeder systems in Basalt and other areas, even unincorporated areas.

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- None noted

Park and Rides

- Basalt PNR is close to being full
- As part of parking study, they will do a Capital Plan and Management Plan for Brush Creek (will ask for FLAP funding for capital improvements to Brush Creek PNR)
- Buttermilk signed for no overnight parking, but cars are always there. Need room for construction staging there.

Kiss and Rides

- none noted

Public Parking

- The 200 paved spaces at Brush Creek are already full; need to pave more
- Requested $300,000 to study parking need from Aspen to Basalt (if not further). The scope has changed to Capital and O&M planning for Brush Creek and Buttermilk
- Going to EOTC in June to discuss plan and budget. Will likely cover management changes, paving, and lighting.
- Need for staging for construction vehicles and freight vehicles.

Small Freight Distribution

- See **Public Parking**

Major Employers

- See **General Discussion** section

Priority of Transportation (Mobility) Needs in Community

- We need to discuss and prioritize regional projects, need to bring clarity to the transportation priorities. Maybe conduct a Transportation Summit among EOTC members as part of process.
- Could the RFTA ITSP be the EOTC Plan?
    - There should be 2 sub-plans: Brush Creek to Aspen and Brush Creek to County line
    - Maybe have 5 projects

Transportation Projects Underway or Scheduled through 2017

- Basalt Pedestrian Crossing.
- (That's all)

Discussion of Regional Mobility

- Big areas of need are Rifle to Glenwood.
    - Passenger Rail from Rifle to GWS
    - Rubber tire from GWS to Brush Creek
    - Rail to Aspen (need to build on the connection at Brush creek to make it fast, comfortable)
    - Continue to constrain vehicle use; perhaps permits to enter Aspen with a vehicle.

General Perception of RFTA Services - Local & BRT

- N/A

General Discussion - Others that would provide additional insight

- Stakeholders may include:
    - Ellen Sassano, Senior Planner (has planning documents)
    - Dave Eller (CDOT)
    - Trail Groups
    - Aspen Cycling Club (wide network)
    - Open Space and Trails
    - Aspen/Pitkin County Housing Authority ($1000 million for ETA could buy a lot of housing
- Need a marketing plan for the transportation vision
- Need to enlist another agency to promote a ballot initiative
- Need to show people where the new tax goes
- Airport: The EA process has been wrapped up. All expansion issues are focused on allowing larger planes (737 and larger) to land, and to make a better terminal. We need to keep an eye on the airport planning and the LRT envelope that runs past the airport.
- Make sure to approach individual entities (Aspen, Snowmass, and Pitkin County) before going to EOTC. Individual entity discussions are more productive, and you can parse the issues.
- Make sure you identify goals, make it relevant to Brush Creek Intercept Lot to Aspen
- A rail study might be a relevant request of EOTC.

Date: 4/5/16 **Time**: 2:00 - 4:00pm
Location:

Attendees:
Lynn Rumbaugh, COA
John Krueger, COA
Randy Ready, COA
Ralph Trapani, Parsons
David Johnson, RFTA

Minutes:

Visions & Plans:

COA provided a copy of their transportation vision from the 2012 Aspen Area Community Plan. They say it's "a bit watered down." The focus is on transit and TDM. They also included a memo on Year 2015-2017 Transportation Goals. The Mayor wants to be visionary; include Uber, Lyft and "cutting-edge" technologies.

Transportation Needs:

Vehicle Connections

- Very focused on transit and TDM

Pedestrian Connections

- N/A

Biking Connections

- N/A

Bus Connections (other than RFTA)

- Hotels say that Bustang has done a terrible job of marketing. Nobody knows it exists.

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- Implemented on-demand, 6-seat electric vehicles. Operator has App similar to Uber, can chain trips. Will not replace dial-a-ride. Will run 11:00 to 11:00 on-demand, roughly 3 square mile area. Aspen pays them $5,000/month/vehicle. Tips only.

Park and Rides

- Park and Rides are crowding; RFTA is ratcheting down on vanpool parking at the PNRs.

Kiss and Rides

- N/A

Public Parking

- City intends to increase parking fees by 50% during peak season. Dynamic pricing discussed, but Council wanted simpler. The additional revenues will be invested in TDM programs.

Small Freight Distribution

- N/A

Major Employers

- Major Employers and Stakeholders may include RMI, School District, AVH, City/County, Ski Company.
- CDOT: Dave Eller, Mark Imhoff, David Averill and/or David Krutsinger

Priority of Transportation (Mobility) Needs in Community

- TDM
- "Mobility Transformation" – significantly enhance and improve mobility options, reduce congestion, improve safety, reduce GHG emissions and improve air quality through innovation and adoption of cutting edge mobility technologies
- Need to start looking at rail options again.

Transportation Projects Underway or Scheduled through 2017

- N/A

Discussion of Regional Mobility

- At one point, Claude reviewed the operating costs of rail vs bus, and buses were much less costly. This was the "knife in the back of rail" said Ready. But we may need to revisit.
- Ralph will discuss a potential rail study to determine where or not to go forward
- When does rail make sense?—IN terms of capital and operating costs. Study in 2007 estimated $120 to construct rail between Buttermilk and Aspen.

General Perception of RFTA Services - Local & BRT

- There are "drastic" changes in service levels between peak and off-peak season service. Aspen still has a lot of activities and events during off-peak seasons, so the reduced bus service levels are a problem.
- Crowding on BRT is a problem.
- Employees feel a loss of Express Bus culture. Used to see the same people every day, have their own seat.
- "Fantastic" working relationship with RFTA.
- People get confused between COA services and regional services.
- Poor behavior increasing on buses and at PNRs. 'Urban-type" behavior, which may require increased security.
- Separate bathrooms at Rubey Park causing problems. Homeless people getting in there and staying, trashing up.
- Need more and larger buses.

General Discussion - Others that would provide additional insight

- "We are just delighted that you are doing this Study," says Randy Ready. "We need to be thinking about the next generation. "
- Nelson/Nygaard contracted to do a Land Use and Parking Study. The City also did a Transportation Impact Analysis (TIA) Study, which standardizes trig generation rates by land uses and by ft^2. The parking study will tie into the TIA.
- Need a Mobility Management Plan that address bike/ped/ TDM.

- Aspen Institute is going to do a series on how to link transportation, land use, and community vision (some of Aspen's billionaires are will to fund speakers; are they willing to fund infrastructure?
- COA recognizes the need to maintain and improve the quality of BRT. But public perception is that it is so expensive already, why should I pay more? RFTA needs to specify what it is asking for.
- Aspen having a difficult time getting CDL drivers.
- If we approach EOTC for funding or projects, there will be a bit of horse-trading based on what jurisdiction it favors.

THE CITY OF ASPEN

MEMORANDUM

TO: Mayor and City Council

FROM: Randy Ready, Asst. City Manager

Mayor Write to RC Visioning, Include Uber, Lyft, etc

DATE OF MEMO: November 20, 2015

MEETING DATE: November 30, 2015

RE: 2015 Best Year Yet Update: Transportation Goals

REQUEST OF COUNCIL: This work session is intended to begin Council discussion and to get initial direction on the proposed approaches and next steps toward fulfillment of the two transportation goals for 2015-2017.

PREVIOUS COUNCIL ACTION: Council established a Best Year Yet list of Top Ten Goals for 2015-2017 that includes two transportation goals. Goal 6 is a short-term goal to *"Develop a plan to reduce traffic within the next two years."* Throughout this memo and the work session on Monday staff will refer to that goal as "Mobility Management."

Goal 1 is a long-term goal to *"Identify and determine the feasibility of viable alternatives to personal vehicles including 'next generation' mobility technology in order to improve the downtown experience."* That goal will be referred to as "Mobility Transformation."

Placeholder amounts of $50,000 to go toward the early action items for each goal have been included in the 2016 Parking Fund and Transportation Fund budgets.

BACKGROUND: Each year, Council establishes a list of Best Year Yet goals for the City to accomplish. For 2015-2017, Council included both a short-term Mobility Management and a longer-term Mobility Transformation goal. The first steps for each goal have included discussions with our transportation partners including RFTA, Pitkin County and the Rocky Mountain Institute, along with reviews of existing programs and plans, a literature review, and a scan of best practices among other communities with aggressive mobility management and/or mobility transformation goals.

DISCUSSION: This work session is intended to familiarize City Council with the background information gathered to date and how staff proposes to proceed. Council discussion and direction will help determine next steps and the levels of financial and staff resources necessary to accomplish these goals.

Mobility Management: Discussion of the Mobility Management goal involves understanding how this goal relates to previous traffic reduction goals set in the Aspen to Snowmass Transportation Plan, the Transportation and Parking Implementation Plan, the Entrance to Aspen EIS, and the Climate Action Plan. Staff's immediate focus related to this goal is to reduce vehicle trips and vehicle miles traveled

during peak seasons, starting with summer 2016. Aspen has been successful in maintaining traffic below 1993 levels by carrying out the demand management elements in the Transportation and Parking Implementation Plan and by implementing almost all of the Level One and Level Two measures in the three-level Incremental Transportation Management Program adopted as part of the 1998 Entrance to Aspen Record of Decision. Staff will discuss the remaining Level Three TDM Program Measures that are not recommended at this time but that could be implemented, as well as the short-term transit and parking improvements that are recommended as next steps.

The main parking program change recommendation is described in the attached white paper on Dynamic Pricing.

Threshold questions regarding the Mobility Management goal are to determine whether Council agrees with the near-term staff recommendations to:

- Consider expanding the higher level of Burlingame bus service through the summer season IF the winter experiment is successful
- Expand morning and late night in-town transit service during the fall season
- Experiment with free on-demand or circulator electric jitney service in and around the core during peak seasons
- Implement Dynamic Parking Pricing in the core starting spring 2016
- Adopt the proposed incentives for use of the Rio Grande Parking Garage
- Complete the Off-Street Parking Study and implement any code changes that Council approves
- Expand TDM marketing and outreach programs
- Consider funding a thorough evaluation and long-range plan for future programs in a TDM Master Plan (draft scope of work attached) IF the near-term measures outlined above do not produce the traffic reduction and downtown congestion relief results that Council is expecting

Mobility Transformation: The longer-term Mobility Transformation goal aims to significantly enhance and improve mobility options, reduce congestion, improve safety, reduce greenhouse gas emissions, and improve air quality through innovation and adoption of cutting-edge mobility technologies and programs. This is an ambitious goal designed to position Aspen as an innovation partner and early-adopter of pilot projects and new technologies as they become available. Through effective collaboration with other organizations that share similar goals, we can avoid redundancies and learn from experiences elsewhere.

The primary proposed collaboration is with the Rocky Mountain Institute (RMI) Mobility Transformation Project that is currently underway, with Austin and Denver as lead cities. The RMI project seeks to make major changes to the mobility system, technology and community infrastructure in the cities where it is adopted. There are three main objectives. First, to shift from a "just in case" personal vehicle system to "just in time" shared mobility, or Mobility as a Service. Second, to leverage sweeping changes in technology to go from internal-combustion engine vehicles to electric autonomous vehicles that operate at a fraction of the cost and with far fewer impacts. Third, by leveraging those innovations, to fundamentally change community design and infrastructure away from being oriented

around personal vehicles operating with internal-combustion engines and toward design and infrastructure based on the new shared mobility and rapid adoption of electric autonomous vehicles.

The three early-action projects in the RMI Mobility Transformation Program include:

1. Interoperable (shared) transit data
2. Commuting as a service
3. Fleet Electrification

Staff has identified several steps that Aspen can take within each of these initiatives to collaborate and begin to make significant progress in mobility transformation.

While other pilot-projects and opportunities to collaborate will undoubtedly surface as the Mobility Transformation Program continues, staff proposes the following priorities for 2016 for Council consideration:

- Shared Data and Single-Payment System
  - Take steps to make real-time data about RFTA bus locations and arrival times available to transit users
  - Determine the process necessary to integrate RFTA information with the We-Cycle Transit App, Car-to-Go Reservation System, SH82 Road Conditions, Travel-Time Estimator and Parking Pricing/Availability Information
  - Evaluate opportunities for a Single-Payment System for Transit, Bike-Sharing, Car-Sharing, Parking and Access to Incentives

- Mobility as a Service
  - Evaluate opportunities to partner with Transportation Network Companies (TNCs) like Uber and Lyft to encourage dynamic carpooling and reduce commute trips (without displacing riders from RFTA)
  - Evaluate the feasibility, cost and effectiveness of small electric vehicle jitney service in and around the Core
    - Should this system be designed as a circulator or on-demand?

- Fleet Electrification
  - Continue to expand electric vehicle charging station availability throughout town
  - Collaborate with local taxi, delivery vehicle and high-mileage fleet vehicle companies to encourage transition to electric vehicles

In addition to partnering with RMI on the Mobility Transformation Program, there are opportunities to leverage the upcoming RFTA Integrated Transportation System Planning process in 2017 to accomplish at least two priority projects for Aspen:

- Collaborate on Active Transportation and TDM Optimization and Enhancement Elements to continue progress on Aspen Mobility Management Goals

- Collaborate and help fund Fixed Guideway Transit Evaluation to Update:
    - Fixed Guideway Scope and Phasing
    - Triggers for Implementation (Bus Ridership, Numbers of Buses In Town, Cost Effectiveness)
    - Capital and Operating Costs
    - Funding Opportunities and Constraints
    - Implementation Plan

Finally, Pitkin County is proposing to take the lead on an Upper-Valley Parking Study to determine the demand for airport, park-and-ride and event parking and to recommend the necessary facility expansions and enhancements to meet that demand. Staff recommends that the City fully participate in those planning efforts, with a focus on ways to increase the number of commuters who use park-and-ride facilities and take advantage of convenient transit service as another means of reducing congestion.

FINANCIAL/BUDGET IMPACTS: The 2016 placeholder budget to begin planning efforts is $50,000 for each goal. The initial $50,000 for the Mobility Management goal is coming from the Parking Fund and the initial $50,000 for the Mobility Transformation goal is coming from the Transportation Fund. In addition, council approved $100,000 from the General Fund for the Off-Street Parking Study that is directly related to fulfillment of these transportation goals. Additional funding and/or staff will be necessary once council provides direction on the approaches to be taken and once the scopes of these projects are fully understood and developed.

RECOMMENDED ACTION: No formal Council action is requested at this time. Staff is seeking City Council review and direction on the proposed overall approaches and possible next steps toward fulfillment of the two transportation goals. Staff will then return to Council regularly in 2016 with specific project proposals, funding requests and progress reports.

Date: April 28, 2016 **Time**: 11:30
Location:

Attendees:
Stuart (Town Manager), Parachute
David Johnson, RFTA
Laura Kirk, DHM

Minutes:

Visions & Plans:

- No specific transportation plan. But they do have needs.

- Parachute in the final stage of a new Comprehensive Plan. The plan is economically focused. Goal is to create jobs and employment, particularly for residents of this area. The dynamics of this town will change dramatically. In the last 3 months, Parachute has created 100 jobs. It is pursing the MJ business world aggressively, looking at large MJ campus project, which may draw people down valley to jobs here. Bottom line, we are anticipating hundreds of jobs, plus secondary employment. Hoping that the MJ industry will provide alternative industry to oil and gas.

- Comp plan will be adopted by P&Z in June 2016: https://www.colorado.gov/pacific/sites/default/files/Parachute%20Comprehensive%20Plan_DRAFT%20Version%203%2002-29-2016.pdf

Transportation Needs: Identify seasons (winter, summer, shoulder)

Vehicle Connections

- Near term, extend cardinal way to west interchange. Long-term, improving CR 215. Looking at western route out of Battlement Mesa to bridge and creating new interchange, rather than build a new bridge. Purpose of Cardinal Way extension is to annex the land and plan for future development.

- Parachute is close to Rifle, but also close to GJ. More of a break point of choosing E/W than Rifle. Lots of people live in GJ and work in Parachute. Because there is no new housing stock in Parachute and BM. Not much commuting to GJ.

Pedestrian Connections

- Also discussions and inclusions in plan about trails and bike/ped networks. Potentially a recreation component too, connecting to public lands.
- BM has internal trails, but no bike/ped connections between BM and Parachute. Want to create a sidewalk or system so that people can walk and bike safely between BM and PARACHUTE.

Biking Connections

- LOVA Trail – part of bike/ped system. Difference of opinion with lova about alignment. Parachute wants along river corridor. Might be easier and less expensive along highway, which is why LoVa wants it.

Bus Connections (other than RFTA)

- People hitchhike to Rifle and catch the bus. There is clearly a component and need for transit for people working up valley (and vice-versa, particularly if there are new jobs and industries in Parachute).

- There will be a need for circulator bus service between Parachute and BM. Everyone needs to drive or bike up the long hill to BM. Resident of BM did a survey about potential ridership and interest (BM centric). Discusses fares, other issues.

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- Ridership on the traveler appears to have gone down. Most people are seniors.

Park and Rides

- The PNR is important for bus service and for economic development or for car share. Maybe a program for connecting commuters together, if transit is not available. Want a dedicated place for trucks to park. Maybe trucks can park there at night, transit people during day.

Kiss and Rides

- n/a

Public Parking

- Working on a trailhead that can be used as a PNR, not necessarily for transit purposes. First priority is to provide signage to trailhead to the battlements, for recreation purposes.

Small Freight Distribution

- n/a

Major Employers

- Teachers that live here and work in Rifle. Should talk to school district and hospital. Terra Energy (formerly wpx) and Ursa might become very interested as they start drilling and expanding production. All these guys take their trucks home to GJ, and the companies pay for the gas.

Priority of Transportation (Mobility) Needs in Community

- n/a

Transportation Projects Underway or Scheduled through 2017

- n/a

Discussion of Regional Mobility

- n/a

General Perception of RFTA Services - Local & BRT

- n/a

General Discussion - Others that would provide additional insight

- Communication needs to go through Stuart or Davis.
- Parachute becomes destination for recreational activity. Both for motorized, non-motorized, hikers, etc.

Date: 4/11/16 **Time**: 10am-12pm
Location:

Attendees:
Jen Leifheit, Parsons
Janet Buck, Planning Director
Laura Kirk, DHM
David Johnson, RFTA

Minutes:

Visions & Plans:

Other Plans: Comprehensive Plan 2013; Unified Development Code 2016; RFTA Carbondale TOD Study 2014 (plus all other stations!); IGA Garfield Co, Carbondale and CDOT for SH133 Access Control Plan; RFTA Mid-Valley Circulator Plan & update "Accessibility Assessment"; Carbondale Parks and Rec Master Plan

Transportation Needs:

Vehicle Connections

- UDC identifies connectivity of roads, paths, bike paths - creating interconnected neighborhoods; created new mixed use zone district along highway for transit oriented development (form based zoning)
- Connectivity is big thing in Carbondale!

Pedestrian Connections

- Comp Plan identifies multi-modal goals & strategies; matrix in the back of comp plan priorities these goals & strategies; sustainability was a large component - woven into every goal; Carbondale Parks and Rec Master Plan addresses trails
- Access to Rio Grande Trail is important - a lot of neighborhoods are missing connectivity.

Biking Connections

- Access to Rio Grande Trail is important - a lot of neighborhoods are missing connectivity.
- Carbondale is huge bike community! Biking is primary transportation mode here.
- Safe trails are important.
- Wayfinding signage for better creativity, especially through creative arts district designation. (food, iron works, brewery, special soaps…) Signage will be for other areas too.
- Carbondale Community Arts Group (CCAG) - Amy - might be good stakeholder.
- Shorter trips will be encouraged with better connectivity.
- LiveWell Colorado gave 5 year grant to Garfield County to support planning, outreach and education of eating right and exercise.

Bus Connections (other than RFTA)

- RFTA selected Carbondale to do Transit Oriented Development study - whole node area north of Park-n-Ride; potentially want to annex county property into town at this location

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- Very active seniors; will be important to connect to.
- Aging in Place is important; ties to adequate transportation needs. Senior housing (like Hendrix and Heritage) would like to be on circulator route. Also important to try to keep seniors in their homes, rather than senior housing. Potentially like a co-op house.
- Good feedback on circulator; well used here. Going to get a smaller, electric bus in 6 months. Will be 24 passenger vehicle.
- Electric Charging stations are required in new UDC. New City Market just approved for developed along 133 - will have EV stations.

Park and Rides

- BRT is working well - 2nd parking lot is being utilitized well - almost full! Still vacant lots around Carbondale Park-n-Ride - potentially add more TOD, parking, etc in this area?
- Circulator currently goes by 3rd Street Center, high school - maybe need to expand service area but reduce frequency? Or find money to increase service area and keep same frequency? Currently 15 minute headways and runs until 10pm. Should this be advertised more? (i.e. Days Inn to downtown)

Kiss and Rides

- none noted

Public Parking

- Car sharing - Janet hasn't seen it explored in Carbondale. Would most likely be successful because of biking as major transportation, and demographic living in Carbondale (30-year olds) that are open to it.

Small Freight Distribution

- Carbondale has truck routes - City Market, restaurants, downtown, trash truck debate (one hauler vs. private). Plus on SH82 - more on the highway.
- Overall, not a lot of trucks/conflict.

Major Employers

- RFTA, City Market, CMC, Town of Carbondale (90 employees)
- School District
- Backbone Media - public relations in active/athletic gear (over 40 employees)
- DHM (16 employees)
- Sopris Engineering (30-40 employees)
- Paus Architecture (25 employees)
- potential for office sharing is within UDC - close to this is 3rd Street Center (community non-profit center)
- Janet doesn't know if these employers provide bus passes for employees; the Town of Carbondale does not; RFTA would have a list of all the employers that do

Priority of Transportation (Mobility) Needs in Community

- Seasonal transportation needs? Not really; more consistent needs throughout year. Might check ridership on Carbondale circulator for this data.
- Parking not really problem and it is free. People that live in town ride bikes/walk.
- Higher priorities are really connectivity and circulator system.
- Would like a grade separated crossing for peds near BRT station.

Transportation Projects Underway or Scheduled through 2017

- SH133 is scenic by-way from Carbondale to Crested Butte. Trying to tie their historic facilities into the by-way, such as historic Thompson House. Look at the highway as a resource.
- Roundabout/3-lane was the big improvement just finished. CDOT had template for 5 lane, with 4 lanes open to start; Carbondale talked them down to start at 3 lanes.
- Long term transportation vision is to provide more east-west routes to get to SH133. Example is Industry Way punchthrough (near two trailers), especially if property develops behind Town Hall. Public Works director is main point of contact (Larry).
- Future roundabout along Industry Way by new City Market.

Discussion of Regional Mobility

- RFTA is huge asset, regionally. CDOT I-70 Bustang is a good asset too.
- Janet feels we need to look beyond the valley, and look to I-70 corridor - Silt, Rifle, New Castle, Gypsum, Eagle County, to create better connections between these communities and valley communities. Better coordination between services that are in place, rather than creating new services.
- Connect trails - Glenwood's LOVA river trail system, to Rio Grande trail to new SH133 trail.
- Carbondale is trying to do trail along SH133 to Crested Butte.
- Carpooling and car sharing will be important regionally. There is abundant parking around Carbondale for general car-pooling (other than using BRT service).
- Like having regional planners roundtable. Goal was quarterly, changed to once or twice a year. Gypsum to Aspen and Eagle County. Planning staff. Talk about transportation planning, but also open to any topics (i.e. land use).
- Clark xx would be a good resource. Currently don't have one scheduled; last one was Fall 2015.
- WE-Cycle - bike sharing - lot of interest in this for Town of Carbondale. In discussions with WE-Cycle. Would be more tourist oriented.

General Perception of RFTA Services - Local & BRT

- New counsel will start April 20. Stacy will still be RFTA rep, most likely. Dan Richardson, Ben xx, and Marty xx will be three new council members.

General Discussion - Others that would provide additional insight

- none noted

Date: 4/11/16 **Time**: 2-4pm
Location:

Attendees:
Jen Leifheit, Parsons
Gretchen Ricehill, Senior Planner, Community Development
Laura Kirk, DHM
Terri Partch, City Engineer
David Johnson, RFTA
Andrew McGregor, Director Community Development

Minutes:

Visions & Plans:

Long Range Transportation Plan, 2015; CDOT's Corridor Optimization Plan to Improve Flow SH82

Transportation Needs:

Vehicle Connections

- ITSP will be similar to RFTA's Corridor Investment Study that analyzed rail/BRT/etc. - guiding vision for region.
- Model our ITSP after other plans, such as Teton County ITSP potentially?
- RFTA hopes to gain a "game plan" on where to go next over next 10-20 years - not just transit, but transportation in general including bike/ped feeder systems.
- GAB major impact next couple years.
- Connectivity elements out of CDOT's Corridor Optimization Plan (basis was South Bridge, still looking for funding for this project - also carries peds and bikes).
- 27th Street Sunlight bridge revitalization (AMEC will design bridge and intersection); sufficiency rating lower than GAB - high priority.
- 27th and SH82 intersection will need to be improved.
- 8th Street connection - 2018 construction; working through railroad issues now.
- Deboro Road and Midland connection - feasibility study is what will be first step - new alignment over Colorado River and UPRR and lands on platform - very creative design needed!

Pedestrian Connections

- LRTP - pedestrian concepts included;
- Reset GAB pedestrian bridge behind high school
- Complete section trail behind Lowes across RFTA property
- Another ped bridge by Midland to connect white water park
- GAB underpass - east side of highway connection into 6th Street
- 6th Street corridor to Deboro Rd. - connecting trail; potentially a bridge? connect from hotels to new hot springs: plan is being developed currently

Biking Connections

- none noted

Bus Connections (other than RFTA)

- Glenwood Springs wants to revitalize capital bus fleet and routes we are running. Potentially along Blake into neighborhoods. Potentially into Donagun Road by middle school/soccer field. Potentially south route down Midland Ave into Kartif neighborhood.
- Circulator idea from now until March 2017, from Hotel Denver to Hotel Colorado, to alleviate pressure of temporary bridge during construction. This could potentially be a "tram to train" route - Glenwood Caverns to Amtrak station, maybe all the way to BRT station.
- West Glenwood RFTA improvements: expand parking lot, Hanging Lake circulator, GMF platform - Mike Hermes' plan.

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- WE-cycle would be good to have; trying to find funding to get the program; don't have Uber in Glenwood Springs; senior transportation handled by Garfield County (TRAVELER) - RFTA operates; have EV charging stations - new parking garage, hotels in west Garfield; Tesla facility by Marriott in Meadows; college maybe?

Park and Rides

- BRT is over demand

Kiss and Rides

- none noted

Public Parking

- New parking spaces - 150
- New spaces planned for Confluence Area (by RR tracks)
- Maybe new structure for hot springs pool
- Glenwood Springs completed parking study (Walker) - still draft form - will check if can release to us
- County might build parking facilities downtown; continue to expand street parking

Small Freight Distribution

- FedEx distribution facility in Garfield Co - new; no real impact seen yet

Major Employers

- City of Glenwood Springs - van program for employees that live west, to Rifle; $1 per way per ride; also have RFTA passes
- ValleyView - huge employer, parking problem (demand spills out over town)
- College
- public schools

Priority of Transportation (Mobility) Needs in Community

- Demands from down valley to Glenwood Springs to get kids to school. If schools aren't willing to flex, will be pinched when GAB closes. Parents work in Glenwood Springs or Up Valley. Glenwood H.S. and Sopris Elementary are good examples. Don't want the kids to ride the 1.5 hour bus each way.
- New school - East Bank - going to be built and will change traffic patterns. District lines will be redrawn.
- Classic example of transportation follows land use.
- City of Glenwood Springs owns airport - no commercial flights, only private.

- Seasonal - school related; summer peaks with tourists both vehicles (Aug and July - can be seen on OTIS) and bikes; hotel occupancy fairly stable in winter
- Glenwood (elongated city) not particularly biker friendly to get around town (school, errands)
- Big problem over years - inability to create new housing units in rate to keep up with employment.
- SH82 under and over passes in a lot of locations were identified by Glenwood Springs (8th, 9th, 15th, 27th streets…)

Transportation Projects Underway or Scheduled through 2017

- GAB

Discussion of Regional Mobility

- Find different ways to deliver people through down other than vehicle.
- Getting to school in the region in general is causing specific traffic patterns/travel demand. Also is a feeling of safety for parents that is needed - kid on bike path better than kid on streets.
- Glenwood HS - kids still want to drive at 16 and get a car! Not following national trend to drive later in life.
- School campuses aren't big enough to support all programs (like sports) so utilize other facilities, causing more trips to occur (kids or parents have to drive from school to practices).
- Potentially look at more detailed analyses of travel pattern studies - look more closely at bike/ped trips.
- Great opportunity to change travel-mode behavior with the GAB project!
- Connection to Eagle Valley? RFTA did ridership study and demand is there. ECO-Transit and RFTA just need to figure it out.

General Perception of RFTA Services - Local & BRT

- Glenwood Springs - build more parking proximate to BRT; extend BRT to downtown and/or west Glenwood Springs. RFTA feels this downtown BRT station is needed too.
- Other Transit Services:
    - Bustang is huge advancement; if expanded, could have big benefits for Glenwood (tourism), goes to Denver Union Station
    - CME comes to Glenwood Springs, Vail only to DIA

General Discussion - Others that would provide additional insight

- STIP - SH82 was high priority corridor, as was I-70. Not sure if other priority corridors got money/split.
- Some GAB money coming from this pot.
- 27th Street intersection/bridge is future project recognized.
- Basalt underpass was funded through STIP.

Date: 4/12/16 **Time**: 10am-12pm
Location:

Attendees:
Jen Leifheit, Parsons
David Johnson, RFTA
Tim Cain, Town Planner and Code Administrator

Minutes:

Visions & Plans:

2009 - Comp Plan; 2009 -Future Land Use Map; and 2009 - Master Plan Parks Trails and Open Space

Transportation Needs:

Vehicle Connections

- Land Use map will need to be updated to look at rezoning areas to reflect today's needs. (i.e. mixed use areas in center of map may need to be rezoned to residential)
- C Avenue needs to be improved (paved) where connects to trail.
- Getting kids from the schools to downtown New Castle for learning opportunities is tricky - maybe shuttle?
- Plans on shelf for roundabout at US6 and Castle Valley Blvd. Also want second roundabout at Castle Valley Blvd and Walters Lane.

Pedestrian Connections

- Sidewalks along North Midland (1st to Castle Valley Ranch entrance) are needed; no current plans to build.
- Very High Priority: Want pedestrian trail New Castle east to Canyon Creek (LOVA trail). And also one west to Silt.
- Crucial link created when pedestrian overpass over RR/highway/river was constructed - connecting River Park Condos.

Biking Connections

- Strong, active group interested in new trails on BLM land, north of New Castle. There are a lot of abandon trails in this area to build from. Goal is to create a "Fruita-like" community here.
- Existing connectivity is fairly good through town. Other groups are working on some of the remaining connections that are needed (i.e. connecting parks to residential areas in town)
- See trail plan - handout from Tim.
- Parks, Open Space, Trails and Recreation (POSTR Committee) - might need to have another meeting with this group?

Bus Connections (other than RFTA)

- Long term goal is to have a circulator shuttle running through New Castle to connect to new Park-n-Ride. Castle Valley Blvd to Midland to 7th Avenue loop. Also connecting the Apple Tree Community (multi-family housing) - this might be a higher ridership for circulator even! Maybe start with a test pilot program?
- Stops at grocery store, laundromat, etc. too.

- Helping younger population get to their after school jobs? (i.e. New Castle to Meadows shopping area in Glenwood Springs)

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- None in town, with exception of calling the police to give them a ride if they are drinking - they gladly do it!
- Will see senior population start to grow - they won't want to be in their cars. Currently application into the city for 50 units of senior housing on M/U/PUD red area SE section of town. Potential to start construction Spring 2017.

Park and Rides

- RFTA building new P-n-R for town (September 2016 opening)
- Future - commercial/parking structure above park-n-ride?

Kiss and Rides

- none noted

Public Parking

- Community Center has EV charging station currently.

Small Freight Distribution

- City Market in town offers more prepared foods rather than deli/fresh foods.
- Would like to see City Market get a fuel station to offer competitive gas pricing.

Major Employers

- City Market (a lot of part time jobs)

Priority of Transportation (Mobility) Needs in Community

- LOVA trail east
- Circulator service through town
- Bike trail system north of town
- April 19 - new council members will be sworn in, and assign people to committees, boards, etc. such as RFTA Board.

Transportation Projects Underway or Scheduled through 2017

- New RFTA park-n-ride

Discussion of Regional Mobility

- Frank (mayor) thinks about need for BRT on I-70. Understand ridership isn't there yet, but will be (i.e. New Castle to Rifle).
- Population is growing here, because have space for the growth and not as expensive.
- No seasonal shift in transportation. 10 historic buildings trying to make a walking tour "museum" - might encourage more tourists - visit downtown.
- More tourists during hunting season "town turns orange"; on major route to get to FlatTops - largest elk herd in US.
- More tourists in summer (campers).
- RFP is out now to try to form a P3 partnership - no responses so far - 22 acres of land on SE corner (outside of city limits), potentially for TOD?

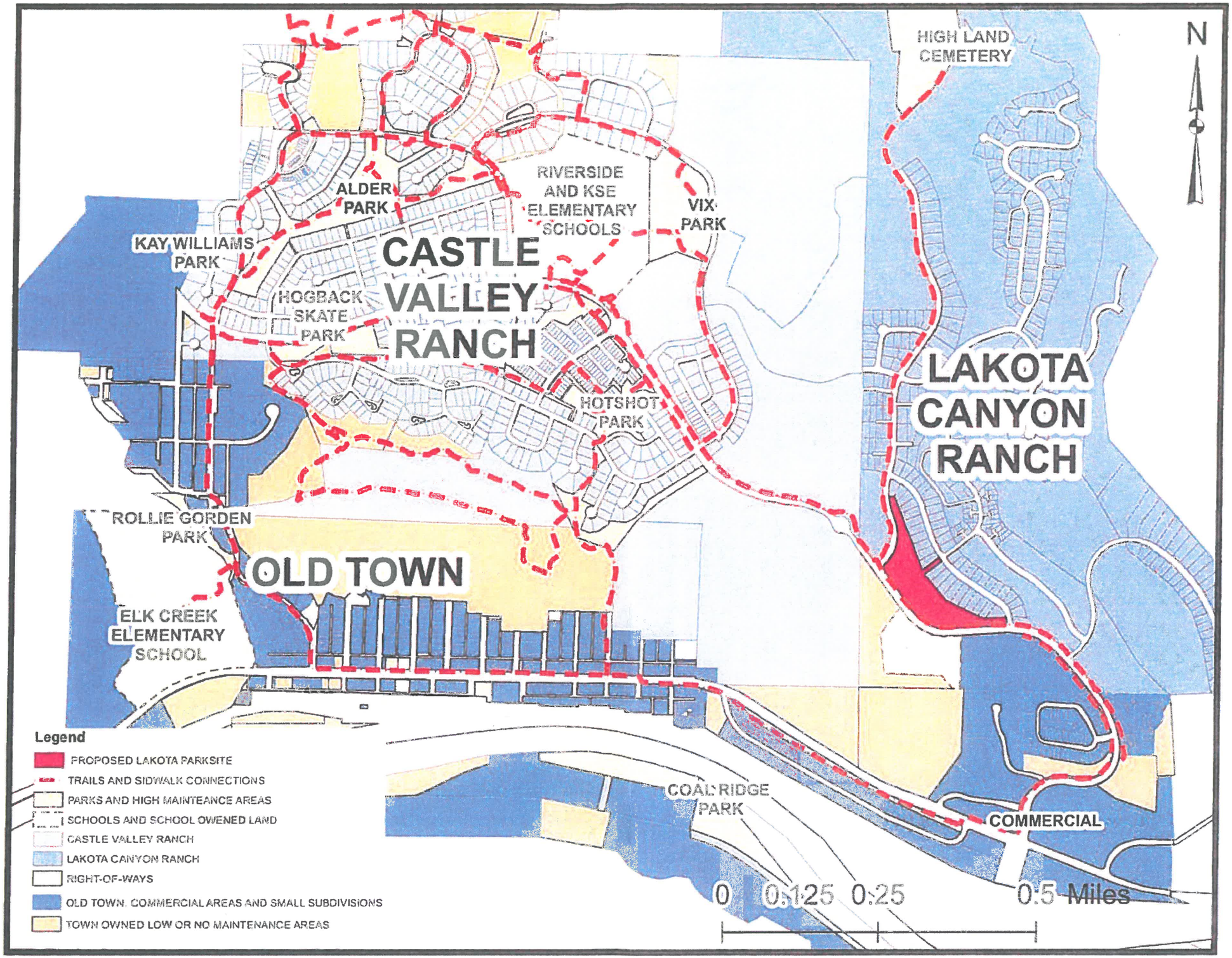
General Perception of RFTA Services - Local & BRT

- 10 years finally getting P-n-R; thankful for that.

Updated Trail Map

NEW CASTLE

4-12-16



Date: 4/12/16 **Time**: 1:30-3:30pm
Location:

Attendees:
Jen Leifheit, Parsons
David Johnson, RFTA
Janet Aluise, Community Development Director

Minutes:

Visions & Plans:

Majority of Board does not agree with 2010 Transportation Plan - too large of impact fees identified…

Transportation Needs:

Vehicle Connections

- Nothing major planned, limited resources.
- Would like interchange improvements from CDOT. Under-functioning.

Pedestrian Connections

- Expanding downtown with sidewalk improvements (north side on US6 done, out to bid on south side of US6) - up to 10' sidewalks
- Grant from Garfield Co to put in trail through underpass.
- Potential elevated trail across highway to the east.
- CDOT isn't allowing crossing across Main Street unless put in signal. - submitted to CDOT

Biking Connections

- Working to develop bike trails - over 2.5 miles in last couple of years.
- Want a non-motorized master plan, but no money in budget currently; will be for both recreation and transportation.

Bus Connections (other than RFTA)

- RFTA stops downtown, but has harmed the Town; complaints that buses are cutting off other drivers to get to bus stop around 7th Street (7th and Main is critical intersection); Janet would love to move the bus stop, due to parking spaces that were limited

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- None of these services

Park and Rides

- Current CDOT Park-n-Ride

Kiss and Rides

- none noted

Public Parking

- City of Glenwood Springs was running shuttle from Silt, allowing riders to park in Silt's downtown. Silt installed timed parking with signs to mitigate.
- CDOT has park-n-ride near Silt. Cars were broken into recently. Safety issue. Don't want car to be seen from I-70. Vandalism occurring too. Return trips are getting in around 8-9pm. Would help if it were paved, striped, and lit.
- Silt still has parking issues; no meters for years.
- RFTA parking was cut back, no negative RFTA riders so far.
- Identified 10-12 parcels, over 300 spots on private parking in town for overflow during GAB construction.

Small Freight Distribution

- Local delivery trucks - stocking; new businesses opened since 2008
- "Bedroom community" - affordable housing, but now increasing restaurants, businesses to more deliveries

Major Employers

- Oil and Gas was the major employers
- School district
- Town of Silt
- Garfield County
- State
- Grand River Hospital (in Rifle, employees live in Silt)

Priority of Transportation (Mobility) Needs in Community

- Improve local streets to lessen the problem, given limited resources
- Would like to have a grocery store, but no stores are interested in building in Silt - once get an anchor store think would increase other businesses

Transportation Projects Underway or Scheduled through 2017

- Sidewalk improvements, as noted above

Discussion of Regional Mobility

- Silt sees hunters through hunting season, but otherwise not as seasonal shifts in transportation. Trying to move this way though - trying to put in white water park, enhancing RV park, etc.
- Definitely would want to keep the increased transit service to Silt. Existing interchange wouldn't be able to handle the volumes if service was decreased.
- Silt residents work in Rifle, Glenwood or New Castle - want to be sure Town citizens are taken care of (parking wise) and then the County residents
- See a lot of carpooling, centered around Silt
- Silt to Coalridge High School Trail - Davis Point - want this big trail improvement!
- LOVA trail!
- Would love a BRT service on I-70, with Park-n-Ride in Silt! Integrate area around P-n-R with commercial (TOD). (no more CDOT lot, put lot on other side and have combined pot of money to build regional P-n-R)

General Perception of RFTA Services - Local & BRT

- Staff loves to have RFTA in town
- Will integrate Silt non-motorized plan with RFTA's bike/ped plan

Date: 4/13/16 **Time**: 9:30am - 11:00am
Location:

Attendees:
Ralph Trapani, Parsons
Laura, DHM
David Johnson, RFTA
Tamara Allen, Garfield County

Minutes:

Visions & Plans:

Comprehensive Plan with Transportation Plan, 2010

Transportation Needs:

Vehicle Connections

- Improvement of getting people out of cars during bridge construction
- Loss of parking lot for bridge construction will be problematic
- Deb Fixicus - Roads and Bridges; no capital funding plans
- Cattle Creek intersection - adding acceleration and deceleration lanes only
- CMC - the other one
- Buffalo Valley - pressure from RE-1 for new school
- Nothing significant out west

Pedestrian Connections

- No trails program but fund them
- Appletree Trail
- Silt Underpass
- Rifle Improvements at boat ramp
- LOVA trail potentially this year for engineering; $5M West Canyon to South
- New Castle looking at grant opportunities for LOVA as well
- Sponsors only

Biking Connections

- Cattle Creek development - looking at underpass
- WE-Cycles very expensive
- What would it take to do our own program
- Could RFTA take that on?

Bus Connections (other than RFTA)

- none noted

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- Alternatives would be nice as an option - uber/lyft; APA journal

Park and Rides

- none noted

Kiss and Rides

- none noted

Public Parking

- $25,000 per space

Small Freight Distribution

- none noted

Major Employers

- 60% of Garfield County coming from West Garfield County/Gypsum; free bus passes; very few workers from up-valley

Priority of Transportation (Mobility) Needs in Community

- Putting together a survey of how workers get to work - mid-June
- Looking at opportunities to reduce single car use especially during bridge construction
- Lunch and Learn to County by RFTA to discuss alternatives

Transportation Projects Underway or Scheduled through 2017

- none noted

Discussion of Regional Mobility

- Bustang - one more trip like late afternoon would be great
- Doesn't connect to airport; light rail will help; inexpensive way to get to Denver; one downside more transients using that
- Luxury travel - choice passengers

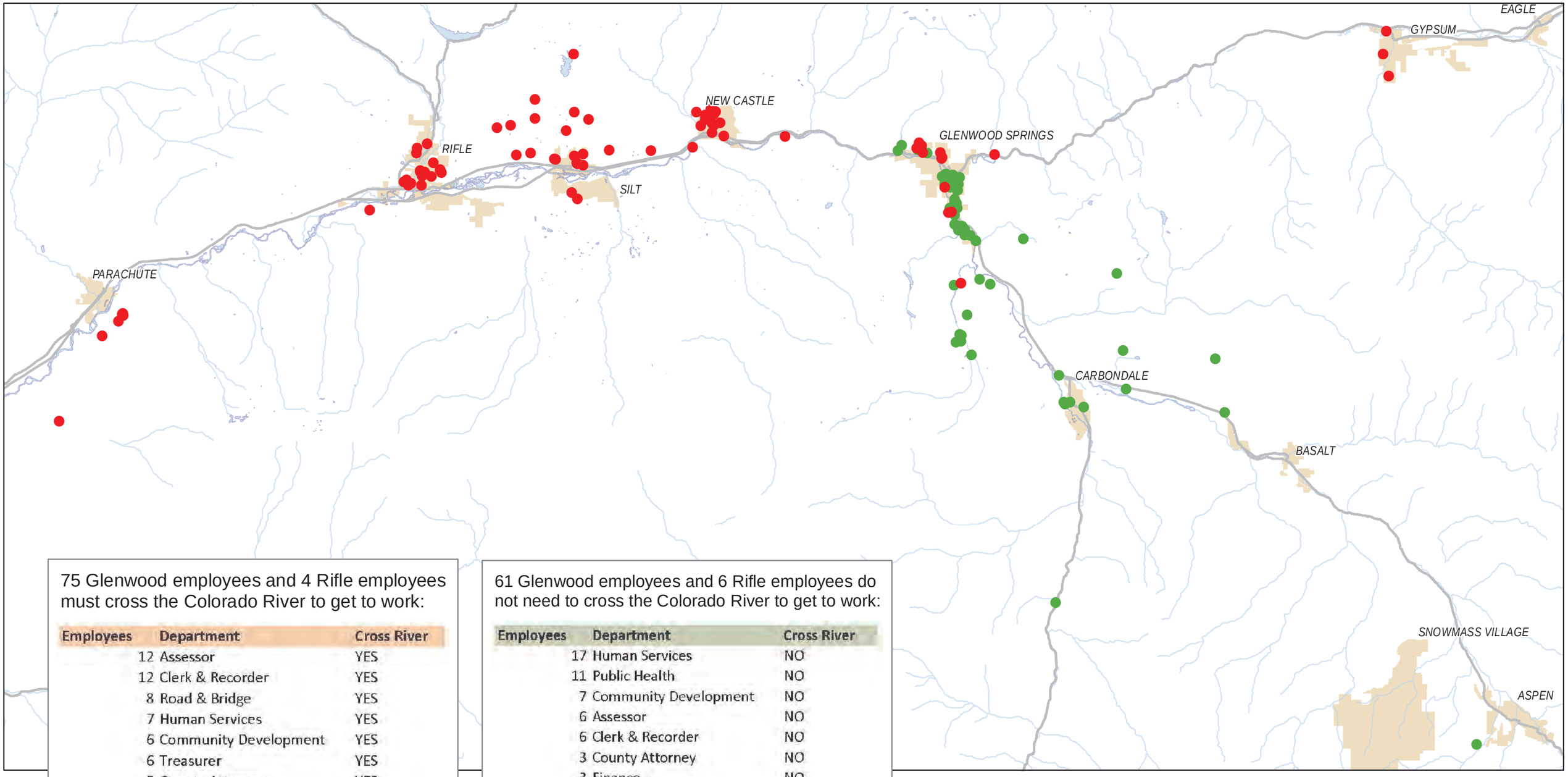
General Perception of RFTA Services - Local & BRT

- Frequency important!
- Lack of proximate parking to stops in Rifle and Silt
- Perhaps another park and ride in Rifle
- Convenience important
- Unfinished parking lots perceived not as safe
- Need standards for park and rides; expensive but necessary
- David to send service plan to Tamara
- Connection to Eagle and Gypsum would be nice
- Connection to Glenwood Springs for doctor visits and employment
- Fabulous service - BRT easy to use

General Discussion - Others that would provide additional insight

- The Traveler for disabled population has a set route; rest of that service on demand; 5-6 buses; fair bit of money from state/federal monies; Judy Martin; would uber or lyft be more cost effective?
- Have a dot map of where employees live to determine where is the hub; haven't incorporated sheriffs department (tend to be more rigid in schedule)

- Downtown in oil and gas results in cutbanks
- What would it take this Board to join RFTA - zilch. Still committed to funding hogback route
- Expansion to Parachute - dollars and cents discussion
- RFTA can provide evidence during temporary service to show travel; likely much of service from Parachute to Rifle
- See more people from assisted living up there hitchhiking down; transit up Four Mile - is that a viable Ride Glenwood route? Midland Log jam in disrepair. City doesn't have money to fix. CO hasn't taken ownership to help.
- It is hard how many passes it translates to without going to each department head individually, but the County purchased about $5,700 in RFTA bus passes in 2015.



75 Glenwood employees and 4 Rifle employees must cross the Colorado River to get to work:

Employees	Department	Cross River
12	Assessor	YES
12	Clerk & Recorder	YES
8	Road & Bridge	YES
7	Human Services	YES
6	Community Development	YES
6	Treasurer	YES
5	County Attorney	YES
4	Finance	YES
4	Procurement	YES
4	Public Health	YES
3	County Manager	YES
2	Criminal Justice	YES
2	Human Resources	YES
2	Information Technology	YES
1	Public Works & Facilities	YES
1	Surveyor	YES

61 Glenwood employees and 6 Rifle employees do not need to cross the Colorado River to get to work:

Employees	Department	Cross River
17	Human Services	NO
11	Public Health	NO
7	Community Development	NO
6	Assessor	NO
6	Clerk & Recorder	NO
3	County Attorney	NO
3	Finance	NO
3	Information Technology	NO
3	Road & Bridge	NO
2	BOCC	NO
2	Human Resources	NO
1	Communications	NO
1	Community Events	NO
1	Oil and Gas	NO
1	Treasurer	NO

Cross Colorado River?

- *YES*
- *NO*

L:\Mapfiles\Grand Avenue Bridge\Employee Map\Employee Locations.mxd

Revision 1: 3/8/2016

Date: 4/27/2016 **Time**: 1:15p
Location:

Attendees:
Jared Barnes, ECO Transit
Bob Narracci, Eagle County
David Johnson
Laura Kirk

Minutes:

Visions & Plans:

In 2012 or so, commissioned some studies with LSC:

- "Spine and Circulator Study" – plays off the BRT model, by modifying service to create a "spine" along I-70 and implementing circulator routes, evolving to BRT.
- Second study was a PNR study which analyzed bus stops and PNRs for adequate improvements, ADA compliance, and stop improvements to consider. These have been guiding documents. Have largely implemented the spine and circulator study; saw a 10-15% increase in ridership as a result. As far as taking the next step, a 5-10 year plan, have not done much. Chris Lubbers (ECO Director) wants to do a study to look at the next phase of ECO transit.

Transportation Needs:

Vehicle Connections

- n/a

Pedestrian Connections

- Going to kick off a pedestrian connectivity study, from Avon to Eagle-Vail commercial district. Crossing highway 6 is a game of frogger. Trying to identify some pedestrian connectivity through there.
- Hub and PNR study clearly identifies sideways and eagle county trail as main connections to bus stops. We have also identified areas that need bike parking and alternative modes of infrastructure.

Biking Connections

- n/a

Bus Connections (other than RFTA)

- ECO-RFTA connection is priority to a certain. Less comments from people now that Bustang is implemented.
- More requests for service to Dotsero (from upvalley Eagle County, not GWS), transit improvements in Minturn. More comments about internal service needs
- Priorities (possible):

- Additional Dotsero service
- Connections to GWS
- With growth and use in Edwards, look at better Edwards circulator route. Highway 6 route goes from Edwards to Vail, one of the most productive routes, high ridership, and high frequency. But it takes a long time to get to vail. Should that change, should we incentivize getting on I-70 express, maybe look at more of an Edwards circulator route, with maybe a regional stop at Freedom Park?
- Take I-70 route, and make it more BRT style, with circulator.
- Bustang: It's great; price is fair, just want more times. Don't feel safe about last mile in evening, regardless of what last mile might entail.
- Jared: Interested in GWS-ECO discussions, especially with new leadership here.

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- Car share in Edwards, small pilot program

Park and Rides

- From the mid-valley Eagle County, Bob keeps hearing some angst about the numbers of parking spaces available at El Jebel. RFTA cut off the parking just below what was required for access permit.

- People do not feel comfortable at stops. Most frequent complaint is lack of lighting at CMC bus stop.

Kiss and Rides

- n/a

Public Parking

- n/a

Small Freight Distribution

- n/a

Major Employers

- n/a

Priority of Transportation (Mobility) Needs in Community

- n/a

Transportation Projects Underway or Scheduled through 2017

- n/a

Discussion of Regional Mobility

- n/a

General Perception of RFTA Services - Local & BRT

- Last comment from Bob: More circulators in the El Jebel area, anything you can do to get people to your transit stations. People relied on the PNR on the Crawford's lot (now Crawford's are building more housing)

General Discussion - Others that would provide additional insight

- Bob wishes that RFTA would be a little more aggressive about asking for the 50 spaces at the Tree Farm.
- Hanging Lake has become way more popular than places to park.

Date: April 28, 2016 **Time**: 9:00
Location:

Attendees:
Nathan Lindquist, City of Rifle Planning Director
Laura Kirk
David Johnson

Minutes:

Visions & Plans:

- Recent Documents
  - See the completed Downtown TOD Strategic Plan at **Downtown Rifle's website.**
  - **New Downtown Zoning Code (October 2011)**
  - **Downtown Glossary**
  - **City of Rifle Zoning Map**

- Rifle is starting a "moderate update" to its Comprehensive Plan. The existing plan is pretty good, principles are good. But we realize that we have these development tiers that we developed during boom period, they allow too much sprawl. The line for annexation is drawn to broadly. A lot of development on the periphery really can't pay its way, it is not feasible. The developments need water tanks, schools, etc. So Rifle wants to focus on infill. Population is 9,700, can get up to 15k maybe through infill. Not going to consider annexation now, and intend to tighten urban growth boundary. Want to make sure develop supporting schools, tax base, infrastructure, transportation, parks, etc. Need more revenue/mile of infrastructure. And therefore want to limit sprawl, focus on infill.

Transportation Needs:

Vehicle Connections

- We need a roundabout north of I-70 intersection as a Gateway into town. Cost estimate is $4m. Also want to do roundabout at Highway 6/Centennial pkwy (used to be CDOT ROW; now City of Rifle's). Want to plan with that in mind. Being involved with ITSP might be able to help with CDOT funding in the future.

Pedestrian Connections

- Going full bore on building trails. #1 desire of community is trail system (based on a recent 500-response mail survey through parks and rec). Shooting sports and summer camps are next highest priorities. The next survey info gathering might need to examine the rationale behind the preferences. Is it for recreation, transportation, connectivity?
- Working with Alta on a more detailed bike/ped plan. Looking at easy, quick wins.
- Dana at Garfield County Health is the secret county bike-ped planning department (Nobody can suspect Dana of ulterior motives.) And she's on the Rifle City Council.

Biking Connections

- LoVA trail and bike/ped connection from community to community is a priority. Nobody wants to maintain the Rio Grande Trail. But is that something RFTA can do? Long term O&M is an issue.

Bus Connections (other than RFTA)

- n/a

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- The Traveler and the senior programs: The costs just keep increasing because rules allow for use for a variety of needs, senior taxi perhaps, non-essential trips.

Park and Rides

- Town of Rifle set up for future BRT. The Downtown strategic plan shows PNR closer to I-70 and a roundabout. Existing park and ride would have a super-stop instead.
- Existing PNR might be given to Rifle, if Rifle can find a different location for PNR (like closer to I-70). Or could shift property directly west, and perhaps do a land swap. Working with Tim Woodmansee of CDOT on it, but not much feedback.

Kiss and Rides

- n/a

Public Parking

- n/a

Small Freight Distribution

- n/a

Major Employers

- n/a

Priority of Transportation (Mobility) Needs in Community

- n/a

Transportation Projects Underway or Scheduled through 2017

- n/a

Discussion of Regional Mobility

- n/a

General Perception of RFTA Services - Local & BRT

- n/a

General Discussion - Others that would provide additional insight

- Ton of development potential near the river where rest area is. Recreation oriented too. One person is assembling land near rest area, will require access permit from CDOT to really create something.
- Hospital will likely go for another mil levy, school too; City might need something for water. The school is down to 4-day school week, can't cut further. The boom and bust is very disruptive to schools, etc.

- We are doing pretty well, considering the gas and oil bust. IF we can do the right things to set us up to be a great community, we will survive he boom and bust of oil and gas.

Stakeholder Meetings

City and County Elected Officials	
Pitkin County (May 17)	Snowmass (June 13)
Aspen (May 17)	Basalt (June 14)
Carbondale (May 18)	Eagle County (June 20)
Glenwood Springs (May 19)	New Castle (June 21)

Integrated Transportation System Plan
Pitkin County – Elected Officials

Date: 5/17/16 **Time**:
Location:

Attendees:
David Johnson, RFTA
Ralph Trapani, Parsons
Brian Petit, Pitkin Co
George Newman, Pitkin Co
Rachel Richards, Pitkin Co
Patty Clapper, Pitkin Co
Steve Childs, Pitkin Co

Minutes:

BP - Brush creek is a key location for getting people out of their vehicles. The rail will terminate there (or very likely so) at some point, and interface with another mode at BC.

RT - Brush Creek PNR started with a mud hole and a sign, and it keeps getting improved. Some of the best riparian system is located within those 30 acres.

RT going to be speaking at EOTC about what the transit envelope alignment looks like. There was a transit envelope developed between BC and Aspen, tensioned a little bit by landside in one location. Shale bluffs designed to be dug out to accommodate the envelope. Lost some ROW at Harmony, taken up by turn lanes. IT runs past airport (on airport side) past Buttermilk, Inn at Aspen, across Marolt and down main street.

PC – Need a bike/ped connection between ABC and Brush Creek. Growth and development in mid-valley area will have huge impacts on parking and bus transit needs

Need to get secure funding from western Garfield County if we are going to make improvements there in I-70 corridor.

RT-Based on our interviews, there is consistent desire for transit in Parachute, Silt, Rifle, and New Castle. There are 5,000 people living in BM/Parachute, a huge voting bloc.

PC – there is a difference between wanting it and paying for it.

SC – every time I come into Aspen I take the bus, I know the highs and lows. I think about mid-valley solutions. To me the intercept parking is important, but not more important that parking at the other stops, and to providing good service to them. Local bus is 30 min headways at best. BRT goes by, and sometimes there are only a few people. We should somehow integrate two systems. Part of reason local is so low is diversion into Blue Lake. An essential part of the vision is a circulator system, so SH82 buses

would not have to through Blue Lake. Would like to see something worked out to integrate local and BRT.

Totally in favor of multimodal approach, and expansion to down valley areas, to make things more pedestrian friendly.

My ideal system for the valley would be free service (paid for through property tax and sales tax and parking fees). Parking jacked up to pay for ridership in aspen.

RR – would rather the parking fees pay for in town service. Don't want to pay for entire valley, hard enough to pay for free service in town. Agree with lower prices, making zone passes more available.

GN – RFTA will be challenged to maintain and to expand service, there seems to be a capacity and a funding limit. Rubey Park can't seem to handle more buses. At some point RFTA will need to go before the voters. Should we use the dollars to pay for more buses, more drives more infrastructure, or can we use our money to develop rail? The rail study showed that rail was not substantially more expensive than rail, if rail were implemented at Brush creek, not Glenwood. We should look into capital and operating costs of that.

RR- We can increase utilization for transit if cars can park overnight at Brush creek and airport passengers can leave there. Perhaps doing cut and over parking at BC, less intrusive than other parking options.

Also should be some kind of chapter about how RFTA coordinates with TPR and State Legislature to protect its interests. How are we doing, from a legislative knowledge or lobbying perspective? Are we getting our fair share of state allocations? RFTA needs to step up as the largest transportation agency in the state, make sure it is aware of current and pending legislation, more actively lobbying to ensure that transportation funding benefits this region.

There's a point where capital and operating costs cross over, seems like capacity is reaching a break point. Perhaps there is a different alternative at BC. RFTA intercepts with airports, feeder systems, Bustang, it should do the same at Brush Creek.

PC – I have concerns about impacts of rail on community character. We will still need feeder buses. Also concerned about creating a lot of mode changes and transfer penalties. That will male using transit uncomfortable and may reduce ridership.

SC – the first LRT committee was in 1975, still a dream of mine. Denver is coming up with money to do their extensive system, why can't we do 3 or so miles?

GN – should RFTA be looking at maintaining, enhancing or expanding? There is currently no financial ability to do so. RFTA needs to determine what it can or can't do. If western Garfield County communities want their transportation improvements, they need to come up with funding. I am hoping this report will define those costs; we need realistic costs from this report, we can't meet everyone's expectations.

We - cycle has shown great success in aspen, hoping the same for Basalt and down valley

RR – we should look at e avoided costs/cost savings of investing in transit systems and other systems.

Date: 5/17/16 **Time**:
Location:

Attendees:
David Johnson, RFTA
Ralph Trapani, Parsons
Ann Mullins, Aspen
Steve Skadron, Aspen
Randy Ready, Aspen
John Krueger, Aspen
Bert Myrin, Aspen
Adam Frisch, Aspen

Minutes:

Summary of Main Issues, Visions, Goals

- Priorities are on reducing vehicular transportation, improving bicycle and pedestrian environment and use
- Driverless cars may show promise in reducing congestion and improving mobility; but they may be also pose the same problems that today's vehicles do
- There are about 900 buses per day coming in and out of Aspen during peak seasons. We may be at a tipping point for additional buses in Aspen streets
- How do we better use the Intercept Lot, Buttermilk lot and (another lot—Airport?) more strategically
- "I think there is wide support in exploring the train options. If Toni's gondola works, let it come."
- All communities need to support the transportation system and pay their fair share

Other
Mullins-wants to see vehicle-free pedestrian core, supported by a transportation hub

Summary of Minutes

SS – RFTA, the transportation system, is fantastic, nation leading, and something that everyone can follow. We are fortunate that we have a community that supports innovation. The key issue is reducing SOV use.

AM – Priorities are reducing vehicular transportation, and encouraging more use among other modes. Interested in seeing how cars are changing (primarily by being autonomous) and how that will change the landscape. Would like to see vehicle-free pedestrian core, supported by some sort of transportation hub where people stop and use other means to get into town. I hope to reduce traffic, which will reduce parking issues. Want We-cycle folding into the transportation picture so it becomes more seamless, for all modes. More pedestrian amenities, pedestrian crossing at Buttermilk, anything to encourage walking. We need to be proactive in providing bike/ped infrastructure, if we build it, the bicycle and pedestrian use will come, not the other way around. Interested in working with the Transportation Impact Analysis.

BM – We are doing the "jitney" experiment now (electric vehicles, on-demand, within the City of Aspen). The jitneys have humans driving, but maybe in 20 years, they will be automated. If so, and the vehicles are small, where is RFTA's place in this. If RFTA considers transitioning from a fixed route, hub-to hub to a model more like Uber of Lyft with automated vehicles, what will that cost? If groceries are more expensive in aspen, can someone summon a vehicle to get

groceries downvalley? That vehicle will be in traffic, but the person won't. Public transit may take on a different image than a bus. Instead of getting a 5-minute ride to/from Aspen Airport, more people might take automatic connections to/from EGE. Overall, we might transition from large vehicles, to smaller, more direct, door-to-door service.

AF - We have one of the most robust rural transportation systems in the country; it's important for aspen to lead and to pay its fair share. But some communities are also financially strong, and they should support the transportation system too. We want fewer SOVs coming over bridge; however, those people in the SOVs want them to move faster. The ETA issue continues to plod along. The driverless car is an interesting idea—you can have more cars on the same amount of highway; what Bert talks about though, driverless cars do not necessarily mean fewer cars. The jitney thing is a great thing to try, but do smarter cars fewer cars? Fewer cars is our goal. We don't want to see cars just driving around.

In terms of demand management, we have tapped the low-hanging fruit; we have to be realistic about the incremental costs of the next incremental changes.

(I believe Adam also acknowledged the abundance of internal trips and how Aspen residents are making those trips and need to take responsibility for the internal congestion)

SS - RFTA is a miracle; it's really something to be proud of. We are 7 jurisdictions running one system, which speaks to cooperation. There are about 900 buses per day coming in and out of Aspen during peak seasons. Even as a bus advocate, I am against having more of them come into town. How do we better use Buttermilk , intercept lot and (another lot—Airport?) more strategically? I think there is wide support in exploring the train options. If Toni's gondola works, let it come.

RR - Wants to look at an extension of the SOW to study rail in more detail.

Date: 5/18/16 **Time**:
Location:

Attendees:
David Johnson, RFTA
Ralph Trapani, Parsons
Jay Harrington, Carbondale
Dan Richardson, Carbondale
Katrina Byars, Carbondale
Frosty Merriott, Carbondale
AJ Hobbs, Carbondale
Marty Silverstein, Carbondale
Ben Bohmfalk, Carbondale

Minutes:

Summary of Main Issues, Visions, Goals
Expansion of geographic coverage of local transit system, in general and for seniors
FM: Engaging western Garfield County in transportation (funding RFTA, I think)
Impressed with BRT

Summary of Minutes
DR - Interested in integrating on-demand transit options. Weather seems to really impact BRT because we are so dependent on the roads, so I want reliable mobility under any conditions.
BRT did exactly what it was supposed to do. Complaint among locals is limited local coverage of circulator system.

We always have to have two alternatives: one that is fiscally constrained, and one that is not

MS - On demand services are a factor. If people had a way to get from 5th street to city market for instance or from north 2nd to the PNR or the bus stop for the circulator, they might not need a vehicle. The Park and Ride needs expansion. The BRT is fantastic, I have been impressed with reliability, and it's actually quicker to take the bus. It's been so successful that these PNRs are filled. IF there is future growth, we need more PNR space. Bikes are great, but not so great in the dead of winter.

FM - I am really proud of the quality of the transportation, I feel much safer when people are going to Belly Up, for instance, and under transit to get there. I've got to make a plug for expansion of the circulator; there is a real opportunity for planning here because of the bridge work, that's a real opportunity to get people used to transportation. A concerted effort should be made to get western Garfield County engaged.

AJ - Focused on more compressive service. Allow people not to drive to PNRs. Want to reach senior housing, would be easy for RFTA to add one morning and one evening route.

KB - mobility for seniors, connections to land use.

BB - People are tax averse; I don't see a new source of funding for transportation.

JH - We are capped out at our 1 cent tax, which is double what we spend for recreation. Cattle creek could be a huge development, including commercial use. It is 4 miles from Carbondale, in Garfield County. That sales tax won't go to RFTA. We need to keep this in mind.

AJ - Transit Connection to City Market, want that to happen

Date: 5/19/16 **Time**:
Location:

Attendees:
Todd Leahy, Glenwood Springs
Leo McKinney, Glenwood Springs
Kathryn Trauger, Glenwood Springs
Steve Davis, Glenwood Springs
Matthew Steckler, Glenwood Springs
Stephen Bershenyi, Glenwood Springs
Mike Gamba, Glenwood Springs
Ralph Trapani, Parsons
Mike Hermes, RFTA

Minutes:

TL -

- Wants better transit circulators
    - Handles hotels and downtown
    - Intercept cars
    - Quick transfer to circulator
    - RFTA handles long hauls, including SH 6 to west Glenwood
- Concerned about commuters and guest both
- Agrees that the best place for a commuter car in “in the driveway”.

LM -

- Agrees with Leahy’s points
- RFTA provide “great services”
- But why does he see so many empty buses?
- Get GarCo into RFTA

KT -

- Wants service to West Garfield County
- Extend BRT to I 70 corridor
- Better integrate RFTA with Ride GWS circulator
- Wants Bike Share

SD -

- Get transit circulators into neighborhoods.

MS -

- Concerned about commuters
- Look at express bus through town (BRT?)
- Build out West Glenwood park and ride

SB -

- GarCo needs to step up with funding
- Expand service hours
- Wants seamless door to door service, described his challenges commuting up valley (“last mile” issues)

MG -

- GWS congestion due to:
    - Geographic constraints
    - Limited connections across rivers
- Is RFTA a true transportation agency or just about “bikes and buses”?
- Can RFTA and City form a better partnership?
- Concerned that GWS as 2nd largest contributor, not getting money’s worth?
- Wants BRT extend to wets GWS
- Interested in transit facility in Confluence
- Wants dial a ride service

Date: 6/13/2016 **Time**:
Location:

Attendees:
David Johnson RFTA
Joe Kracum Parsons
Laura Kirk DHM
Markey Butler TOSV Mayor
Bob Sirkus TOSV Council
Tom Goode TOSV Council
Alyssa Shenk TOSV Council
Clint Kinney TOSV Manager
David Peckler TOSV Transportation Director

Minutes:

Summary of Main Issues, Visions, Goals
Fixed Guideway System from Glenwood to Aspen
Improvements Brush Creek Intercept Lot to make it more appealing for people to park and ride there – amenities such as a safe and pleasant place to wait for the bus, restrooms; coffee; wireless; potential housing
More consistency between peak/off season transit service, especially between BC and TOSV
Better transit connections from TOSV to Brush Creek; Increase headways from intercept lot to/from Base Village
More permanent funding from Garfield County for transit?
Multilingual voice annunciation on buses paired with gps to provide more thorough travel information, especially to visitors

Summary of Minutes
BS – Difficulty in connecting to Brush Creek with limited number of trips. Our Town system participates to fill-in blanks but not enough – especially in the off-season. Fall season is a little different, off season can be shorter because weather holds up longer. Could still be another month of higher demand.

MB- Long wait to catch base at intercept lot - can be 15-20 minutes

TG – Concern with biking connections as well as off season service. Not enough bike racks on buses. Limited stops to load and unload bikes and sometimes have to wait if too many bikes are already loaded or others are waiting. Would like more facilities for carrying bikes on buses for the spring, summer, and fall seasons. Seems to be plenty of accommodations for skis, snowboards on bus racks and inside the buses. RFTA does a great job in winter.

MB – Traffic continues to be more and more congested – more subdivisions coming up in Glenwood, RFSD, Willits, Cattle Creek – with each one more growth, puts a strain on the road system, on intersection and on RFTA – do we provide service to every subdivision – light rail long term may be the only choice

BS – With added populations between GWS and the upper valley there's still too much traffic for a two (in each direction) lane highway, we're going to need mass transit. Local gondola from intercept lot to Aspen is an idea as it gets all kinds of vehicles off the road.

BS – Gut sense that we are peaked out at the number of cars that can go into Aspen. What do traffic projections look like – that would be a telling statistic. Raising parking rates a grasp at last straw. No other way to control traffic.

BS – Aerial connection might be more reasonable from airport to Aspen, less expensive

CK – How would an aerial connection work in Snowmass – where do you land and then how do you move people from there. If they land at say Two Creeks then you have to get them to other locations.

TG– Feels like the aerial connection is a fairy tale – too dependent on weather, how many delays, mechanical etc, not heated.

MB – Light rail seems like the solution. That sentiment was shared by the other council members and they think the whole way (Glenwood to Aspen).

TG – People already diverting onto McLain Flats Road which undercounts the number of people traveling into Aspen over the Cattle Creek Bridge if you're only looking at Highway 82.

BS – Wondered how much more development capacity Snowmass has? There will be another 300-400 units if the base village is built out, but at some point there's not much more room for development. We will be busier, but not sure of the amount of increased congestion along Brush Creek. At buildout Brush Creek should work, and could still use a rubber tire solution rather than a fixed guideway.

MB – Over next 10-20 years may have to widen Brush Creek, with appropriate shoulders, turning lanes, the passing lanes are inadequate.

MB – TOSV needs to figure out their capacity

DP – Reminded the Council that there will be a growth in tourist traffic and that will contribute to growing congestion on Brush Creek as well.

MB – Intercept lot ripe for employee housing could be a planned community make sure that the cars are accommodated. Still need a road for driverless cars, so that doesn't seem like a real solution.

AS – Joined the meeting late – feels like the improvements to date are a great thing – for the intercept lot would like to create more of a hub there, people would be more inclined to get on the bus at Brush Creek Intercept Lot. Not inviting in the winter in particular when dark, etc. People generally impressed with bus system. Would like an automated voice activation system, like Zion and Maroon Bells, gives riders an understanding of what to do and where to go. Make it tourist friendly. Automated system takes the pressure off the drivers.

CK – Wondered if they should be looking at reducing demand – is a consideration providing more housing locally?

MB – Doesn't solve the issue with tourism-related traffic

TG – Feels like the system is already beyond the max and it would be hard to decrease now. Should have done the 4-lane into Aspen. Wondered how we keep up with the growth, how we deal with what we have, and plan for the future.

MB – Wondered about Parachute Corridor and I-70 to Eagle – is it plausible to connect from Vail to Glenwood? By bus or fixed rail?

MB – If other jurisdictions don't show up with their money then we're tired of taking care of them. Where's fairness in continuing to supporting RFTA to play without paying (referring to GarCO).

BS – That's one area of additional funding. Have to lobby to get rid of Tabor so that it works in a reasonable way. RFTA may be in a stronger lobbying position to help overturn Tabor.

MB – Assumes that any additional funding questions would have to go to voters. Public Private Partnerships might be a route.

TG – Wondered about the cost of bus pass – how could that be more attractive to get more people on the bus? From a regional perspective, $16 round trip is pretty hefty. Could there be a bonus for people who are using the buses. Create more of an incentive program for bus use.

BS – Try to create incentive for employees not employers.

MB – Wondered how much employee housing it would take to house people locally in 10-20 years. For Aspen if they are tired of all of the buses you can't have your cake and eat it too. You'll have to supply demand for housing to decrease use. Not going to go the other way.

As – Create greater awareness about RFTA – many tourists don't know about direct bus service, provide better communication for the tourists. Non-stop SUVs – get them out of their cars

TG – voice activated program should be one of easy first things to happen

BS – audio significant for Snowmass – sooner than later, relives lots of concerns in terms of what route to take.

Date: 6/14/2016 **Time**:
Location:

Attendees:
Jacque Whitsitt, Mayor
Gary Tennenbaum, Council
Bernie Grauer, Council
Mark Kittle, Council
Katie Schwoerer, Council
Jennifer Riffle, Council
Mike Scanlon, Town Manager
Susan Philp, Town Planner
Laura Kirk, DHM
David Johnson, RFTA

Minutes:

Main summary items were the following:

- Capacity from Basalt to upvalley on the BRT is a concern – there are times when there is standing room only on the buses
- Basalt liked the former express buses which bypassed the intercept lot; in that regard, they were faster than the BRT
- The Council wondered if affordable housing and TOD were a consideration for the project – the question being how do we get people living closer to bus lines or their work to remove cars from the corridors
- A concern about planning for communities that are not a part of RFTA
- More bike racks at Willits
- A PSA announcement reminding people to use the lights on their cell phone when leaving the bus at night and crossing streets or parking lights.

Specific Comments:

- GT: Biggest worry is that Garfield County may restrict funding, not interested in planning for other entities that do not contribute.
- GT: Basalt is last stop before SMV. There are times when there is standing room only. It's gotten better. Standing is not the end of the world, but he would like seats. The express buses skipped the intercept lot and went straight to Aspen, so BRT is not as fast.
- KS: More express buses will be fabulous. IT's very upsetting to see all the SOVs passing on SH82 when I am waiting for the bus. I ride RFTA ten times per week. "I love RFTA."
- Ski racks and ski space on the buses is plentiful; not so with bike racks. Additional bike rack space at Willits needed. Get more engagement from users. You have a captive audience, get involved with them.
- JW: Starting to work on project in GWS to get a ton of housing near transit; would love to see his happen at Basalt Avenue. Work on the direction of TOD.
- GT: Make sure you work on affordable housing for bus drivers.
- JR: Work on PR to encourage passengers to click there cellphones so they illuminate, for safety walking among vehicles.

Date: 6/20/16 **Time**:
Location:

Attendees:
Kathy Chandler-Henry - Commissioner
Jeannie McQueeney – Commissioner
Brent McFall, County Manager
Aric Otzelberger, Deputy CM
Laura Kirk, DHM
David Johnson, RFTA
Chris Lubbers, Director of ECO Transit

Minutes:

Summary of Comments
Need to improve inter-regional transit between Eagle County and Garfield County
First and Last mile mobility and connectivity
ITSP should examine land use decisions and their impacts and roadway and intersection traffic (in mid-valley)
Need parking in El Jebel, El Jebel-Basalt feeder transit system

Comments

- BM: Regional transit is a concern: How do people get from Parachute to Frisco? There is a big gap in Glenwood Canyon. Bustang and the GEM service are modest attempts to fill
- JM: Not enough parking in El Jebel area. We should touch base with Robert Hubble in El Jebel.
- AO: Concern about first and last mile mobility: How to get people to bus stop. Shuttles, Free circulator shuttle between El Jebel and Basalt, we-cycle, other strategies. Very important to have a way of getting to bus stops.
- KCH: The study should examine land use and its impacts, perhaps help with modeling to help jurisdictions forecast roadway and intersection traffic
- BM: Is TOD a possibility? With transit agency being the owner of the real estate?
- KCH: Hopes that GEM service will evolve to more of a regional fixed route
- BM: County Employees use Bustang. What is bus ridership by section on Bustang? Is everyone headed to Denver? What is fare structure?
- CL: Eagle County working on eco trails, which would provide a connection through Canyon to Glenwood Springs.
- AO: Want to provide better options for newest generation.
- BM: What is carry capacity of SH82? How will land use decision impact carry capacity? There is a backlash regarding traffic impacts when considering development proposals.
- KCH: The ITSP could help evaluate land use and transportation impacts. Will RFTA go back to voters based on results for study?
- JM: Is GEMs expandable? Can that be a model for the future? When looking at the patterns, want to change behaviors and keep people out of their cars.

Date: 6/21/16 **Time**:
Location:

Attendees:
Tom Baker- Town Manager
Bruce Leland – Mayor PT
Mary Metzger – Trustee
Art Riddle – Mayor
Graham Riddile – Trustee
David Johnson – RFTA
Laura Kirk – Parsons/DHM

Minutes:
Summary of Priorities and Concerns:
Regional Bus Service Improvements
Park and Ride Expansion
Local Bus system initiation
LoVa Trail
More commitment to western Garfield County, in terms of transit service, funding and structure

Comments

- Affordable housing might alleviate the need for transportation solutions
- TB: Having a more robust transit trunk line. I-70 BRT may be premature now, but not in 10 years.
- TB: As we think about how this community is going to grow, we have to think about transit and active transportation.
- People are going to want more bus service.
- Targeting consistent am and pm peaks efficiently is a priority, and weekend service.
- What is RFTA's policy for western GarCO? Why go through with this effort if RFTA is not invested?
- We would welcome the recognition that our citizens voted to pay the tax.
- We hear that people would really like daytime bus service.
- We anticipate that the PNR will fill immediately. Need to look at additional PNR facilities.
- BL: We are committed to LoVa trail and we need your help. What's the relationship with RFTA going to look like.
- MM: Rich Burns always says you need a bus stop at a senior facility. Seniors do not necessarily drive. We have potentially three senior enters in the area.
- We are big on the LoVa trail.
- My mom recently started using the bus system. (He never thought she would take a bus). People like her would take more advantage if more service were available.
- We have felt like a stepchild. We are going to see ridership increase. We think people in GWS will start to go to NC to shop, etc. because of GAB congestion. The bus can often be full by the time it gets to NC which is bothersome as we're RFTA members.
- We are committed to supporting mass transit. We started a climate action committee that advocated reducing SOV use for environmental reasons and other considerations. It's to all of our advantage that people use the bus.
- Could do a TAC meeting or open house at the community center across the street.

Stakeholder Meetings

Employment Centers

Aspen Valley Hospital (April 22)	Valley View Hospital (n/a)
RE 2 School District (May 17)	Grand River Medical Center (August 5)
RE 1 School District (May 25)	

Date: 4/22/16 **Time**:
Location:

Attendees:
Alicia Miller – Human Resource Director
Laura Kirk

Minutes:

1. # of Employees
    - 472 in season up to 490; 40 people off-site, 20 or so in Glenwood rest in mid-valley
2. % of Employees Commuting on Roads/ Buses?
    - 90%
3. Employer Provided Bus Pass Reimbursement Program?
    - Pay 75% of cost
4. Participation Rate in Reimbursement Program?
    - 25% of employees participate and that has grown.
5. Employer providing any privately sponsored shuttle system?
    - No not for AVH; the contstruction group does; used to have 3-4 vans but the benefit didn't cover the costs; reallocated to bus pass program
6. Participation Rate in shuttle system if relevant?
7. Parking availability / incentives for employees?
    - On-site parking; plenty of parking, can get crowded on snowy days. All free. Staff required to park in parking garage on lower levels.
8. Participation Rate in parking program?
    - 10% walk, bike, ride or on-site housing; 5% on site in housing; probably 65%. Carpool stipend $2.50 each way – pretty good incentive – have a lot of carpoolers, anecdotially quite a few.
9. General perception of RFTA services – local and BRT?
    - The BRT is harder because have to get off at 8th street and come back. Express bus was nice for some because it stopped at the roundabout. A stop at the roundabout is very nice don't mind the walk especially in the summer, not always plowed in the winter. In general very favorable perception. RFTA is a great selling point for new hires.
10. Any other mobility concerns / recommendations?
    - None at this point.
11. Any plans to address potential transportation concerns during the bridge replacement program.
    - Not too bad. 60% of staff lives between Basalt and Glenwood, very small percentage past Glenwood. As housing gets scarce may see more employees move downvalley.

Date: 5/17/16 **Time**:
Location:

Attendees:

Laura Kirk with DHM

Jennifer Rhoades RE 2 School District: 970-665-7641

Director of HR

Minutes:

1. # of Employees
   850 including part-time

2. % of Employees Commuting on Roads/ Buses?
   Pretty small % commuting by foot or bicycle, maybe 5% at the high end. Almost everyone drives
   Employees coming from as far as gj try to commute by carsharing but that varies from to year
   Other primary communities for teachers include Parachute, Glenwood, Colbran (one or two from there)
   Car ride sharing across the district more internally and organically organized, i.e. by building rather than by the district.

3. Employer Provided Bus Pass Reimbursement Program?
   No
   Finances so tight no room to afford that. They are just worried about getting more competitive teacher salaries.

4. Participation Rate in Reimbursement Program?
   N/A

5. Employer providing any privately sponsored shuttle system?

   No – no available resources for that

6. Participation Rate in shuttle system if relevant?
   N/A

7. Parking availability / incentives for employees?
   Unlimited parking – free – designated staff parking generally available in each of the school locations

8. Participation Rate in parking program?
   100% more or less

9. General perception of RFTA services – local and BRT?
   Don't hear about it in the central offices; there could be more discussion in the individual buildings

10. Any other mobility concerns / recommendations?

    Biggest problem is that any type of bus system would have to run frequently especially for teachers who tend to have variable schedules and the bus stations would have to get near the schools or within walking distance. That is challenging given the school locations.

11. Any plans to address potential transportation concerns during the bridge replacement program.

12. Not too worried or heavily impacted by the bridge construction. Most of the teachers live downvalley from the bridge. And those that live upvalley in Glenwood already take the back road. No plans in place for alternative transportation mod

Date: 5/25/16 **Time**:
Location:

Attendees:

Laura Kirk with DHM
Jeff Gatlin RFSD School District: 970-319-9082 (cell)
Chief Operating Officer
jgatlin@rfschools.com

Minutes:

1. # of Employees

   930 includes full-time, part-time, and subs – smaller percentage of teachers live west of Glenwood – of that percentage the higher numbers are in New Castle. They don't have a census of where teachers live now.

   # of students – 5500 in district –31% commute by RFSD buses across all three communities – in terms of RFTA not much use by the students, maybe some at Basalt High and Glenwood High which are closer to bus stops

2. % of Employees Commuting on Roads/ Buses?

   Don't know – majority likely commute by cars, off the cuff probably 90%

3. Employer Provided Bus Pass Reimbursement Program?

   Don't have this kind of program

   They have been hoping for some kind of a break in the costs for bus passes from RFTA given that they are one of the larger employers in the area. The district hasn't carried a line item in their budget for a bus pass/reimbursement program.

4. Participation Rate in Reimbursement Program?

   N/A

5. Employer providing any privately sponsored shuttle system?

   None. Aspen runs a shuttle for downvalley teacher but nothing like that for RFSD. The district does run their own school bus program for students only.

6. Participation Rate in shuttle system if relevant?

   N/A – participation rate for students noted above.

7. Parking availability / incentives for employees?

   Parking available on – site for free

8. Participation Rate in parking program?

9. General perception of RFTA services – local and BRT?

   Riders love the service. District works with other valley organizations and to get a discount for various programs. Lack of that discount program in the past has been a bit of a rub. RFSD would like to revisit that conversation with RFTA at some point in the future.

10. Any other mobility concerns / recommendations?

    We're open to ideas and suggestions etc. want responsible ridership. Not doing a lot in this area now; it's not on their radar or a part of their primary mission .

11. Any plans to address potential transportation concerns during the bridge replacement program.

    Going to start working on this and understand that it will have significant impacts on students, teachers, parents, schedules, etc. They recognize that they are going to have to get creative with solutions. Starting to get information out to staff about the bridge improvements. Working to ramp up communication plans to staff and students. Don't have a mobility plan in place yet.

    LK – observations and additional comments:

    - I gave Jeff David and Jason's names as a resource for further discussion. It seems like there might be two areas for conversation.
      - One would be a sharing of information that RFTA has gathered on impacts to bus schedules etc from the bridge construction. The RFSD knows that the bridge replacement is going to have a significant impact on its own school bus system particularly around the Glenwood schools. But they haven't done anything yet to move their planning process forward.
      - If RFTA is open to the discussion of discounted bus passes for teachers in the district perhaps that's a conversation to revisit with the district.

Date: **Time**:
Location:

Attendees:
Xxxx, xxxx
Xxx, xxx

Minutes:

Phone Conference Call
August 5, 2016
Audrey McLaughlin with DHM
Annick Pruett Grand River Hospital (aprutett@gr8district.org)
Administrative Director

1. # of Employees
   Roughly 550 employees, however this number is constantly fluctuating.

2. % of Employees Commuting on Roads/ Buses?
   0-1% commute by bus. The bus commuter percentage is so low because there are no bus stops close by. 95% of employees commute by their own personal vehicle.

3. Employer Provided Bus Pass Reimbursement Program?
   No, because there is not bus stop near by. The closest bus stop is ½ mile from the hospital.

4. Participation Rate in Reimbursement Program?
   0%

5. Employer providing any privately sponsored shuttle system?
   No

6. Participation Rate in shuttle system if relevant?
   No

7. Parking availability / incentives for employees?
   There is free parking available and plenty of it.

8. Participation Rate in parking program?
   Close to 100%

9. General perception of RFTA services – local and BRT?

   RFTA is good at taking residents out of the Rifle community to work in other communities. RFTA is not sufficient at transporting local residents around the Rifle Community.

10. Any other mobility concerns / recommendations?

    *There is a **HUGE** need for a more efficient transportation network within the Rifle community. Transportation is a need that comes up in many community groups and meeting. A lot of patients miss their appointments at the hospital because they have no transportation resources to get to the hospital. The hospital, college, and the main shopping center is all inaccessible by public transportation.*

11. Any plans to address potential transportation concerns during the bridge replacement program.

    No

Stakeholder Meetings

Public Workshops	
Aspen (August 2)	**27th Street Station (August 3)**

Two public workshops were held regarding Stage I information.

- Tuesday August 2, 2016 from 2:00-5:00pm at Rubey Park Transit Station in Aspen
- Wednesday August 3, 2016 from 4:00-7:00pm at 27th Street Transit Station in Glenwood Springs

The following documentation provides the questions that were asked of the public (in bold text) and the responses the team received (bulleted format). Communication occurred through verbally speaking with members of the public and writing down their answers, asking them to write with chalk or sticky-notes on display boards, filling out paper surveys, and putting "dots" next to ideas they agreed with on display boards. All information received is compiled into the sections below, sorted by question.

QUESTION 1

What is the future of transportation in our region?

We are interested in your experience transferring between different transportation options i.e. the transfer from a local bus to a regional bus, or from a regional bus to your vehicle.

Will you please comment on how and where we can improve the following transportation connections:

Automobile Connections

Agreement "Dot" Stickers: 12

- Shuttle to Aspen from airport
- More parking at Willits need more
- Vans from intercept lot to Aspen
- Get every car off the road
- In Aspen locals have been priced out of parking. Locals against the parking department
- SH82 has been improved enough for vehicles
- Link BRT times at Glenwood 27th Street to Bustang arrival!
- Circulator from NC to Rifle
- Widen the road at the S curve into 4 lanes
- More service during the off season
- I like RFTA; I think it's great
- Call the DV bus to Bustang the Bustang Express
- Acquire land along Blake Street for parking and/or open Blake Street for parking
- Extend RGWS service past 7:00pm

Bus Connections

- From Aspen to Maroon Bells
- Seem to work fine
- BRT @ Brush creek to SMV & DV!
- The driver going to (illegible writing) should tell everyone
- Loves the automated announcements, sometimes hard to hear

- Driver will say "catch the MB bus at the last stop" Be more specific especially for visitors
- Better service from drivers
- Shelter for El Jebel Road
- Works well for me no complaints
- Some fares don't make sense
- Bigger buses for commuter times – more coach buses
- More locations in New Castle
- Bigger shelter in Sagewood and more xpress buses
- More coach buses for commuter times
- More coaches. Too many standing people during commuter times
- Aspen Village needs a BRT stop
- Frequency @ season shifts. Riders are there when buses aren't. Be more proactive. Increase frequency during busy times
- Newer buses with A/C that work
- Windows need to be opened if mechanical error
- Complaint – bloody expense $14/day, no incentive to purchase early, 27th Street Station – load bike on bus. Bike racks need upgrading
- Buses are full of bikes
- Resident of Aspen Village 28 yrs – buses doing great, off season drive, seniors being able to ride free, light rail – as long as fast
- Resident in Snowmass – work in Carbondale. No BRT station for residents in El Jebel. Frequency is ok – better connections from Snowmass to Aspen. Light rail would be awesome – GWS to Aspen take 30 hr.
- Resident of Carbondale – there is 2 up valley in the morning stops at El Jebel needs to stop in Basalt.
- Love bus service
- Resident of Carbondale – take Express bus up valley – need direct service for Carbondale to GWS – adds 15 minutes
- More room for baby strollers
- Bustang good Glenwood to Denver – would be good Glenwood to E.J.
- Better connections to Bustang – started summer season early – very helpful
- Carbondale resident – BRT nice but direct service better – didn't have to ride the circulator
- Nothing on Midland in GWS – have to walk to stop – Sketchy at night w/ wildlife
- Wants a bus on Midland from 9 mile to 27th – doesn't own a car
- Christmas schedule isn't right – Castle ridge happens every year
- RFTA is great – Highlands Direct isn't very prompt in the winter
- Snowmass rider – likes free bus service intercept concept like Buttermilk take bus to Truscott & then ride WeCycle.
- Could be a people mover
- Bus lane all the way, S curves inhibit that
- Gets a little crowded esp in winter time, standing room only
- Simplify the system – express us BRT, get rid of locals & express, make it more predictable, turnaround Carbondale to El Jebel. Don't deadhead buses. Leave the buses at the end point. Hard to know what stop is for, which kind of service.
- How often do people use the wifi
- Service to New Castle

- Bike racks on front and back
- Not every stop is a bike stop, make this clearer/more regular
- Drivers – should have some Spanish training – bilingual
- Rider education is important, have your $/ticket
- Silt resident – need midday runs to Silt, align schedules, leaves at 6:35am, miss BRT at 7:02 at West Glenwood Park & Ride
- Antler – 2 day in a row had to wait 30+ minutes, increased frequency of service down valley
- More frequency to New Castle
- Rides bus every day from Rifle to Snowmass Village
- It's great, I use it all the time
- "I ride it every day"
- Needs to have more parking at 27th street
- Wifi has been spotty – (illegible) worked well
- "it's great, I love it"
- I think BRT is fabulous, Very economically efficient – I have really nap, check email, meet interesting people,
- Have to Xfer at 27th to get to 9th, Often walks to/from 9th street, Scary at night, Schedules seem inconsistent, Have to pay an extra $ in Gwood
- Need more direct routes to Basalt, express Carbondale, Basalt turn does not work, Putting bikes on bus awesome but racks are full sometimes, Should look at re-assessing local Gwood routes
  Have smaller bus or midland
- Double decker buses
- More service in Silt
- Little later bus schedules to downvalley, 5 day a week commuter, Glenwood to Aspen, Subsidize bus pass
- Getting some Bustang users in the lot – the sign may be missing, Could be more parking at Walmart, Bustang users using 5-10 spaces & they are here early, Could CDOT cost share w/ expanded parking for Bustang users, Faster/fewer stops Aspen to Parachute
- Improved connectivity so not waiting 25 minutes in Glenwood, Upvalley great, Evening downvalley not so great, Service dogs, When paying cash Glen to Aspen $7.00 need a better bridge to ride Glenwood to the W Glenwood mall needs another $?? Could he get a transfer ticket, Ride Glenwood stops at 7:00 needs to go later, Got a transfer has to ride a RFTA bus can't use Ride Glenwood, Loves new stations – so clean
- Special buses for special events like music in the park
- MORE HOGBACK!!!, BRT connections don't match up, More service on weekends, More prompt service on time, More Rifle service, too limited, The fares are too expensive. I can drive my car
  Later the service for Ride Glenwood, Ride Glenwood needs later hours – Glenwood Circulator
  More service, more often – weekends
- Sometimes Wifi doesn't work on all buses, need to improve wifi, Connection Aspen to Rifle
  Don't take hogback b/c if miss connection at 27th it's an hour wait, adds more time to 14hr workday!
- Suggest 1-2 days per month (or less) have a passenger appreciation day + offer free rides (especially around holidays)
- Glenwood to Aspen express!
- Fantastic, good connections, I wish LA has such a great transit system
- Add mid-day runs to Silt
- GWS to Aspen BRT is good
- Especially Woody Creek & Snowmass Village

- Not enough bike racks: (on buses) put on front + back of bus
- More frequent service to New Castle
- Run the bike express more often during the week
- *don't charge extra for bikes
- *it's intimidating to bring your bike on a RFTA bus, feel rushed to get your bike on the rack, can the bus drivers help?
- Acquire land along Blake Street for parking and/or open Blake Street for parking
- Widen the road at the S curve into 4 lanes
- Extend RGWS service past 7:00pm
- Wish Hunter Creek bus would go all the way to Red Butte
- Integrate local bus service in Glenwood (Ride GW) into RFTA fare system; the separate systems cause confusion for riders
- BRT not allowed to take people to Snowmass; some drivers help to make connections
- A few more stops between Basalt & GWS; everything has been really good
- Fewer MCIS; take forever to load/unload (especially wheelchairs and luggage); are not as stable on ice + snow as other buses
- Snowmass to Aspen is so convenient. It's awesome
- Carbondale to Snowmass would be nice; more frequency in summertime
- Call the DV bus to Bustang the Bustang Express
- More service during the off season
- I like RFTA; I think it's great

Pedestrian Connections

Agreement "Dot" Stickers: 7

- All is good
- Works great for me

Bicycle Connections

Agreement "Dot" Stickers: 3

- More bike lanes in Aspen Town Center
- Bike Express bus NOT on front of bus. Use to transport workers who are always late to work because we had to stop and load/unload bikes!!
- Expand Bike Racks in El Jebel
- Bike racks in Holland are great!
- Burt – train dated – connect Brush Ck intercept w/commuter transit bike path
- Implement express bike buses
- How do you manage bikes on the trails
- Different way of hauling bikes – bike buses or inside
- Clarify bike loading zones
- WeCycle @ bus stations @ rec center, hospital castle maroon
- Better bike racks
- Bike express more often during the week
- Don't limit times that you will take bikes (early am Willits – Aspen commuter)

- More trail parking
- WeCycle located closer to bus stops! (Especially outside of town)
- More bike racks!
- Clarify bike loading locations
- Not enough bike racks: (on buses) put on front + back of bus
- Make easy connections from bus to alt transport (WeCycle)
- Run the bike express more often during the week
- Don't charge extra for bikes
- It's intimidating to bring your bike on a RFTA bus, feel rushed to get your bike on the rack, can the bus drivers help?

Park & Ride Connections

Agreement "Dot" Stickers: 3

- Benches at Rubey Park are dangerous
- Benches at Ruby Park dangerous at corners w/metal protruding
- More parking in Glenwood 27th
- Bigger parking lot at GWS. It's difficult to find parking down here, Expanding West Glenwood lot what not 27th St
- Parking at GWS is a problem

QUESTION 2

Do you have other comments about transportation connectivity?

- Redesigning the Valley system –hook up the locals to BRT

QUESTION 3

Please comment on the most important new bicycle/pedestrian trail connections:

Glenwood Springs to Parachute i.e. LOVA Trail/Colorado River Trail

Agreement "Dot" Stickers: 5

- Excellent
- More serve – late @ nite to New Castle, Silt & Rifle; More bus service over to West Glenwood after 7:30 pm
- Colorado river trail – yes

Other bicycle/pedestrian trail sections that should be developed:

Agreement "Dot" Stickers: 2

- More trails + connections
- Crested Butte to Aspen + back trail! Or bus too!
- Crystal Valley Trail

QUESTION 4

Please comment on how we can improve current bus routes.

Agreement "Dot" Stickers: 12

I-70 Corridor bus routes between Glenwood Springs and Parachute

- No thoughts
- More daily service
- Go to Parachute and Avon (and Costco)

SH-82 Corridor bus routes between Glenwood Springs and Aspen

- Don't know
- Great – no change
- Parachute
- More coaches/MCII for BRT buses
- Fewer MCIS; take forever to load/unload (especially wheelchairs and luggage); are not as stable on ice + snow as other buses
  A few more stops between Basalt & GWS; everything has been really good
  BRT not allowed to take people to Snowmass; some drivers help to make connections
  Snowmass to Aspen is so convenient. It's awesome
- Satisfied w/service (BRT) came frequently, able to load gear - bike, ski, bass guitar

QUESTION 5

What are some additional bus needs i.e. circulator buses in towns, how and where?

Agreement "Dot" Stickers: 9

- From music center to Durant
- Basalt, El Jebel circulators bringing riders to HWY 82
- Circulator service in New Castle
- Shuttle services to Spring Valley
- Basalt Circulator – El Jebel to Basalt
- More crosstown shuttle
  Snowmass to Aspen is free – Awesome!
- Blue Lake/El Jebel/Willits shuttle
- Riders from El Jebel – local circulator. Hard to get to high school at Aspen. Times don't coordinate very well
- Sync better with alternate transportation, direct transport to music tent (summer)
- Connection at 27th Station – 30 min + for local circulator, more frequent service
- Circulator in Silt
- Circulator in Hogback
- Glenwood circulator to West Glenwood Park and Ride
- Glenwood Circulator –circulators to feed the BRT's
- Circulator in Glenwood every fifteen minutes
- Circulator from NC to Rifle

- Rifle circulator
- Need more frequent circulators @ 27th Street
- Circulator to Spring Valley CMO
- Carbondale High School circulator service!!
- SH82 has been improved enough for vehicles
- Allow convenient parking with good connections to train
- Carbondale to Snowmass would be nice; more frequency in summertime
- Integrate local bus service in Glenwood (Ride GW) into RFTA fare system; the separate systems cause confusion for riders
- Wish Hunter Creek bus would go all the way to Red Butte
- Bus rider 25-30 yrs; only 3-4 had problems over years

Service frequency throughout the year

Agreement "Dot" Stickers: 10

- More/bigger buses for busy season
- Ability to carry bikes at night
- Especially Woody Creek & Snowmass Village
- Add mid-day runs to Silt
- More frequent service to New Castle
- GWS to Aspen BRT is good
- Get SOV's off road by creating by LRT
- Don't limit times that you will take bikes (early am Willits – Aspen commuter)
- Glenwood to Aspen express!
- Direct buses for commuters
- Bus rider 25-30 yrs; only 3-4 had problems over years
- More trail parking
- Fantastic, good connections, I wish LA has such a great transit system

QUESTION 6

How and where can we improve the park and ride experience?

New locations/Where?

Agreement "Dot" Stickers: 2

- All good just larger

Safety?

Agreement "Dot" Stickers: 2

- Safety of underpasses esp for women
- Better lighting at Brush Creek
- Better lighting at Rifle PNR

Comfort?

Agreement "Dot" Stickers: 1

- Park & Ride heat lamps
- Doors would be nice for winter
- More shade
- Lower heaters + block off sides of BRT stations, especially in high winds/cold conditions
- Park & Ride improvements: doors to block wind in winter, more shade

Function?

Agreement "Dot" Stickers: 2

- More parking

Expansion?

Agreement "Dot" Stickers: 0

- They always seem full
- Bigger parking lot for 27th street station

QUESTION 7

What are your thoughts/visions about the following transportation options for the next 10-20 years?

Bus

- Notice last few years $ spent on infrastructure should to more towards systems (coaches)
- More current – Seattle Puget Sound – great transportation system that we should emulate
- Exploring anything & everything – future vision
- More stops
- Bottleneck in Aspen – widen, get rid of the S curves

Bicycle

- Need much more attention
- Bike access is important – need more & more consistent access
- Make easy connections from bus to alt transport (WeCycle)

Pedestrian

- Improve sidewalk

Train (light rail or rail type system)

Agreement "Dot" Stickers: 18

- Maybe in 20 years we could afford one
- Kid said "I'd take the train" (age 8-9 girl), Jen said "well that's who we'd be building it for"
- Way too expensive

- Bus drivers aren't sure about light rail
- Train from Willits – Yes
- All are great options and should be incorporated in the future
- Light rail: it's too late, costs too much for light rail. The cost overruns each year will eat us alive. Operating expenses too much
- "I always wanted a train", Bring people from Denver (Amtrack) to Aspen
- Would like train Denver to Aspen, (not just Bustang, want more trains throughout day)
- Build LRT whole valley
- Light rail Glenwood to Aspen + second stage down to Rifle or even Grand Junction, buses to bring people to light rail.
- LRT Aspen to Rifle –dream transport!
- Get SOV's off road by creating by LRT
- Allow convenient parking with good connections to train
- No too expensive
- Get people on to train

Public Bike Share i.e. WeCycle

Agreement "Dot" Stickers: 14

- Great Service – use often - expand
- More bike racks!
- WeCycle located closer to bus stops! (Especially outside of town)

Gondola

- none

Car hire i.e. Uber

Agreement "Dot" Stickers: 2

- Optimize efficiencies as Uber expands, could replace local circulators
- Uber! – so easy – no $ transaction, double decker buses for high traffic times?
- Electric vehicles to rent

Car share

Agreement "Dot" Stickers: 7

- Optimize eff
- Downtowner
- One App for all transit

Stakeholder Meetings

Other Entities	
Ski Co (April 8)	CDOT DTR (May 18)
ECO transit (April 27)	CDOT Region 3 (TBD)

Date: 4/08/16 **Time**: 1:30-3:30pm
Location:

Attendees:
Ralph Trapani, Parsons
David Corbin, Aspen Ski Co
Jim Laing, Aspen Ski Co
Laura Kirk, DHM
Rich Berkley, Aspen Ski Co
Todd Richman, Aspen Ski Co
David Johnson, RFTA
Steve XXX, Aspen Ski Co
Mike Kaplan, Aspen Ski Co
Michael Miracle, Aspen Ski Co

Minutes:

Visions & Plans:

Transportation Needs:

Vehicle Connections

- Overall mobility plan improvement
- Skier shuttle Nov to April; eliminated fare, moved people more
- Two components: the guests and the employee side
- Snowmass would be more efficient
- Limit parking for employees
- Commuter vans (6) - Buttermilk, Highlands, Snowmass shuttle
- Problem is us community

Pedestrian Connections

- Grade separated crossing at Buttermilk - who pays for it?
- There are already two, do we need a third?
- Dangerous crossing, would speed up cross-light
- There are already two crossing nearby; is there a way to use them? At the time it was proposed for funding, Ski CO would have to pay substantial expense for 4 months of use, not sure cost was proportionate. Timing, necessity, and cost share were issues. Steve: The crossing would increase intersection efficiency because of elimination of pedestrian phase.

Biking Connections

- E-bikes becoming more popular/smaller, harder to enforce
- Trail is effective for commuters; should pave all way

Bus Connections (other than RFTA)

- Bus more flexible than light rail, which is fixed to tracks
- Need to know demand study before looking at light rail - who are we moving, what, where

- Rail won't help with schools (Aspen HS)
- Data rich study - cell phone survey best way to do that
- 1100 buses circulating through - that's agitating factor
- Business factor is real
- We want fewer cars
- Does train capacity exceed BRT - not a given
- Stop BRT short of town, transfer to some other mode
- Keep them out of town to say 7th and Main
- Have to commute a long, long way
- Have to sacrifice open space to keep tranquility
- Need a very localized solution to help with local traffic
- Gondola - what are you trying to move - is that a traffic solution?; can help alleviate some movements; it's a component of a large system; very exciting option if integrated
- Worried about connecting all four mountains and it is going to be labeled a "transportation solution"--but it does not deal with schools, pickup trucks, etc. People are not going to go up over Highlands to go to city market. There are definitely plenty of options to connect. There is definitely the lift-type technology in Europe and it's a legitimate transportation solution, taking people off road and connecting them to different ski areas. But it needs to be part of an integrated solution. It's just a component of a larger system. "Light rail is unlikely, and a gondola unlikely too. Gondolas can't run in high winds. It's like renewable energy: it's going to be a lot of different solutions.

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- none noted

Park and Rides

- none noted

Kiss and Rides

- none noted

Public Parking

- Large event (X-games);
- Brush works great with BRT not being used much; easier to get on down-valley rather than drive to Brush Creek
- Brush Creek barely at 50% capacity on a regular day
- The County is aware that there is no place for staging trucks, cranes, etc. Staging happened by accident in the Stapleton lot. City compels people to stage, drop, mobilize, store, and it ends up on County lot, which takes away transit parking, recreational parking. The City has pushed it to the County. The County can't police it or manage it, it just happens. It's laudable, aimed at reducing congestion in the city, but it falls in a heap on the side of town. On a daily basis, it seems that Brush Creek is under-utilized.

Small Freight Distribution

- There's a need for staging areas for construction mobilization; isn't solved for
- No management program
- Just happening organically
- Not being addressed systematically

Major Employers

- 1380 summer employees; 225 participating in bus program

- 60 Employers in Basalt full time
- Look a year in bus passes (50% subsidy from Aspen, 65% below Brush Creek; 600-700 in Basalt, 1000 in Carbondale, 3700 total, only 50 beyond Glenwood)
- Employee utilization is…we spend $100,000 per year in bus passes; provide a 50% subsidy on all fares. About 65% of employees living below (down valley) of Brush Creek, nearly 1000 in Carbondale, about 700 in basalt. 50 people beyond GWS, out of 3700.
- We run about 5000 w-2s per year, but there is some turnover. 1380 summer employees -225 participating in bus pass program. Could be approaching 50% transit participation among hourly employees.

Priority of Transportation (Mobility) Needs in Community

- Employee housing in Snowmass (250 beds) - schedule issues with shuttle; RFTA not coordinated, multi-modal doesn't work; one change
- Biggest housing property is near Snowmass Club, about 250 beds, but difficult to coordinate with transportation.
- Structured parking at Buttermilk? Cost issue, demand issue, ownership issue (Ski CO does not own land).
- There might be an opportunity for structured parking/employee housing. Glide path also an issue. Perhaps go half-story down, open air to refrain from ventilation costs, but still very costly.
- The former KOA campground parcel near mid-valley medical: Not served by RFTA stop, about 6 acres, owned by Ski CO, also owe parcel next to Big O (1 acre) that could be developed for housing, maybe TOD or PPP. "We would be very amenable to work with RFTA to look at where and how our housing needs could be situated near transit." If there is a way to pair the transit and housing, we are very interested.
- "We are a willing partner on how to solve these transportation problems and build affordable housing"
- Summer - Maroon Bells over capacity - $5.00 to park; 170,000 visitors went there; we'll see what happens
- Only 450 parking spaces at highlands. Ski CO going to charge $5 to park there. The USFS is moving their HQ back to 8th street. From a resident perspective, summer traffic is worse.
- Snowmass - no issues in summer
- Volume seems higher & bigger problem
- Second home use under estimated for local perception; occurs July 1st to August 1st
- Uber a good part of the solution; we seem ripe for this
- There are a couple drivers in town, could be part of the solution. Apparently Uber reduced congestion in the Mission District significantly. There is a four step process to certify in CO; only 2 step in CA. The City is getting electric vehicles, you hail the on your phone and they pick you up along the route. E-bikes on the Rio Grande trail should be considered, motors are getting smaller and smaller.
- 5 years ago we funded ski shuttle operating roughly 11/22-4/15 and were running into significant utilization issues. Buses runny empty. So we integrated them into the overall transit system. We were able to hold the funding flat for years.
- We run a shuttle between Highlands and Buttermilk make it as easy as possible to move around in various ways. We limit parking at the mountains.
- We have some employee shuttles, mainly for mechanics
- We believe our guests still want to use public transportation. Eliminating fares within Aspen and Snowmass resulted in immediate 8% increase in ridership. People were able to move on and off more quickly. Used to see people rushing to get to the free buses by 4:00, the far free helped because now they board whenever they want. That being said, the traffic jams are still a problem.
- We have not been able to solve the TOSV transportation system. Perhaps there are efficiencies in combining the two systems. Snowmass has an isolated system, and RFTA runs on the main trunk. RFTA buses are empty; Snowmass shuttles are empty. Perhaps there is potential for a more efficient system. Buses running empty every day. Spending over $1m and rising, and SkiCO spending more than it costs. Should look at solutions there that benefit all.

- As an observer living in Aspen. School is out now and there is a big difference, so I know the problem is us. We're our own problem, especially school-related. It creates a huge bubble in the system. But I also see the line of cars coming in and out of Aspen. Zero overcapacity issues this past year on the transit system. "I refuse to drive to the school for any reason, but my wife and child are opposite." Corbin: We still want to look somewhere else for the problem.
- The train is such a limiting solution, buses seem more flexible.
- Before any sub system design, we need to know what the problem is. And only when you know who is moving where and when, they you can determine the solution. If a good portion of the traffic congestion is internal, is us; if that's really the challenge, then the rail connection does not solve it, and it may act conflict with the cross traffic. And then the problem is exacerbated.
- Anecdotally everyone blames a behavior patterns that is not their own. That "busy-ness" factor is the prevailing concern. It's just 'we want fewer cars in the corridor.'
- If you don't want 500 buses going to Rubey Park, then go through the open space and have dedicated guideway, or whatever. Or do a Zermatt like BRT to the open space, sacrifice it, cross the bridge and have a number of smaller vehicles. Are we willing to sacrifice one sacred thing (open space) for another sacred thing (tranquility in town)?

Transportation Projects Underway or Scheduled through 2017

- none noted

Discussion of Regional Mobility

- none noted

General Perception of RFTA Services - Local & BRT

- none noted

General Discussion - Others that would provide additional insight

- We have a variety of actors involved in transportation needs. How we see our guests moving around and how their transportation needs are meet. Are they moving adequately and efficiently? ON the development side, we are involved in the entitlements process. We are not involved in developing or looking at mobility plans for employees and customers. We wish that all the governmental actors were involved in overall mobility, and how it relates to land use. But we don't do it ourselves.
- Hospital and school seem like big traffic generators; when Independence Pass opens volume on SH82 doubles; congestion driven by gas prices
- Construction related traffic - what % does that contribute to the volume; carpooling in part to meet c.m.p.
- Guests want to use public transportation; more holistic approach now
- Private and hotel vehicles - 8-9:30am and 3:30-5:30pm are the problem windows; not the skiers causing the problems
- By pass lanes are great, effective
- No extended service for extra ski weeks
- In one sentence for financially constrained plan for next 20 years: Open ended, more than just buses to really impact mobility need to broaden reach
- Glenn's architecture group - using some materials at BRT stops
- They are so enamored with the BRT bus stops they decided to swipe some of the interior materials to use for Gwen's remodel (on the exterior).
- More circulators especially for local problem; we need to press that for solutions; local mobility may be the emphasis
- Potential for public/private partnership - BigO (1 acre) and KOA (6 acres) - looking for more down-valley housing for employee housing

- No plan for structured parking for Buttermilk; expensive and may not have enough ownership; structured parking with housing on top; would have to be public/private partnership
- Airport - potential for another curb-cut and a stoplight - not a good idea
- No transit parking at Aspen
- Need consistency, frequency, predictability; that's where uber might be a solution; we are rural but need urban solutions
- Aspen Institute starting a community forum, largely transportation focus.
- Ski CO was a proponent of the HOV lanes, and we have supported all tax increases for transit.
- The volume of traffic going over Indy pass has to be double what it was just in the last few years. Second homeowner use is underestimated. Aspen is banning stuff inside the city, so people are building outside the core.
- Discussion about yet another crossing near the airport and signal, which would create problems, exacerbate issues o SH82.

Date: 4/27/2016 **Time**: 1:15p
Location:

Attendees:
Jared Barnes, ECO Transit
Bob Narracci, Eagle County
David Johnson, RFTA
Laura Kirk, DHM

Minutes:

Visions & Plans:

In 2012 or so, commissioned some studies with LSC:

- "Spine and Circulator Study" – plays off the BRT model, by modifying service to create a "spine" along I-70 and implementing circulator routes, evolving to BRT.
- Second study was a PNR study which analyzed bus stops and PNRs for adequate improvements, ADA compliance, and stop improvements to consider. These have been guiding documents. Have largely implemented the spine and circulator study; saw a 10-15% increase in ridership as a result. As far as taking the next step, a 5-10 year plan, have not done much. Chris Lubbers (ECO Director) wants to do a study to look at the next phase of ECO transit.

Transportation Needs:

Vehicle Connections

- n/a

Pedestrian Connections

- Going to kick off a pedestrian connectivity study, from Avon to Eagle-Vail commercial district. Crossing highway 6 is a game of frogger. Trying to identify some pedestrian connectivity through there.
- Hub and PNR study clearly identifies sideways and eagle county trail as main connections to bus stops. We have also identified areas that need bike parking and alternative modes of infrastructure.

Biking Connections

- n/a

Bus Connections (other than RFTA)

- ECO-RFTA connection is priority to a certain. Less comments from people now that Bustang is implemented.
- More requests for service to Dotsero (from upvalley Eagle County, not GWS), transit improvements in Minturn. More comments about internal service needs
- Priorities (possible):
    - Additional Dotsero service

- Connections to GWS
- With growth and use in Edwards, look at better Edwards circulator route. Highway 6 route goes from Edwards to Vail, one of the most productive routes, high ridership, and high frequency. But it takes a long time to get to vail. Should that change, should we incentivize getting on I-70 express, maybe look at more of an Edwards circulator route, with maybe a regional stop at Freedom Park?
- Take I-70 route, and make it more BRT style, with circulator.
- Bustang: It's great; price is fair, just want more times. Don't feel safe about last mile in evening, regardless of what last mile might entail.
- Jared: Interested in GWS-ECO discussions, especially with new leadership here.

On-demand Services (Dial-a-Ride, Taxi, Shuttles, etc.)

- Car share in Edwards, small pilot program

Park and Rides

- From the mid-valley Eagle County, Bob keeps hearing some angst about the numbers of parking spaces available at El Jebel. RFTA cut off the parking just below what was required for access permit.

- People do not feel comfortable at stops. Most frequent complaint is lack of lighting at CMC bus stop.

Kiss and Rides

- n/a

Public Parking

- n/a

Small Freight Distribution

- n/a

Major Employers

- n/a

Priority of Transportation (Mobility) Needs in Community

- n/a

Transportation Projects Underway or Scheduled through 2017

- n/a

Discussion of Regional Mobility

- n/a

General Perception of RFTA Services - Local & BRT

- Last comment from Bob: More circulators in the El Jebel area, anything you can do to get people to your transit stations. People relied on the PNR on the Crawford's lot (now Crawford's are building more housing)

General Discussion - Others that would provide additional insight

- Bob wishes that RFTA would be a little more aggressive about asking for the 50 spaces at the Tree Farm.
- Hanging Lake has become way more popular than places to park.

Date: 5/18/16 **Time**: 9:00-10:00am
Location:

Attendees:
David Averill, CDOT DTR
Jen Leifheit, Parsons
Ralph Trapani, Parsons
David Johnson, RFTA

Minutes:

1. 2015 Statewide Transit Plan

    - Proposed regional route Glenwood to Eagle. (page 103) - If CDOT DTR does this (extended Bustang, RFTA might need to provide more connections to this. Maybe New Castle Park and Ride CDOT DTR could partner on, as this could be a shared stop.

    - Extension of BRT west of Glenwood. (page 103) - Might be able to add more service in a year or so. CDOT DTR has ordered more buses, but has limited operating dollars. Want to match up Bustang and VelociRFTA schedule better.

2. Discuss funding

- FTA Program - 5311 funding increasing 2.5% over next three years. Pretty much flat, given inflation. 5329 funding increasing second year of bill (2017) - typically using to fund bus purchases.
- FASTER Program -Reserved for "statewide significance" projects. RFTA is one of two-three organizations in state that can deliver these projects. $4.1M in local pool.
- 5239B - bus and bus facilities, discretionary, nation-wide competition. CDOT applied for funding with 15 projects; waiting to hear. CDOT used to do well. Will see results of first year, to give feel for how we would do in subsequent years. CDOT DTR would prefer portions of this money goes to RFTA
- SB228 - $30M capital over next two years. Looking for agencies to partner with. Most be strategic projects carried out by CDOT. Example could be New Castle P-n-R. Another is Winter Park Ski Train. Will fund rural regional bus network (CDOT DTR buses and park and rides - Bustang P-n-Rs come first, then expanded park and rides such as in Telluride and Pueblo).
- Speculation - Colorado Contractor's Association - statewide sales tax in 2016? Denver Mayor's council not supporting, so probably will not move forward.
- Speculation - Maybe another attempt like bill that got through house and to the senate (died there)?

3. Discuss how CDOT DTR wants to be involved in this effort.

- View RFTA as high esteemed. 2nd largest provider in state, largest rural provider in nation.
- CDOT DTR very supportive.
- Understand RFTA is so large and so many needs.
- Maybe CDOT DTR should just dedicate an employee to assist RFTA. RTD does this with Lizzie Kemp, RTD pays for CDOT employee.
- RFTA has lots of capacity, outstanding organization and people, and CDOT doesn't want to get in their way. CDOT DTR wants to keep them moving!
- CDOT DTR wants to remain the support network for them.
- CDOT DTR can be on the TAC - either David Averill or Sharon Terranova. Conference call works well. Potentially David Krutsinger should be on the list too.

4. Discuss how see ITSP process going/shaping up?

- AMF and GMF expansions.
- Increased frequency.
- Greater alternative mobility in Valley.
- Still bogged down in day to day, hard to look five years out, but feel like we are well on the way.
- Defer to Intermountain TPR and what is in the plan (see question #2 above).

5. Other discussions:

- Glad to hear working with R3. Their input is valuable, if not more valuable than DTR. Will provide input on roadway system.
- Human services addressed adequately, Intermountain TPR wants to see more service.
- Want to match up Bustang and VelociRFTA schedule better. Hearing this from upvalley stakeholders.
- Want to advertise Bustang service more. Hearing this from upvalley stakeholders, including Aspen Ski Co.
- Bustang is attracting choice riders, as well as others. It's almost a premium fair, so good they are attracting "others" too. Carried a lot of skier traffic on I-70 this winter. Huge pent up demand for transit service in corridor.
- Stronger lobbying effort, statewide, for Transit? CASTA does a great job, pretty well engaged, what they do best. COPERG (Danny Katz) supports transit, but not CDOT systems as a whole. Does CDOT use Washington DC lobbyist? Handled by Herman Stockinger's group.
- Our team should perform outreach to Herman Stockinger.
- Avoided Costs - $0.5B costs to expand highway, but if put in expanded BRT wouldn't need to spend that. How does CDOT DTR view these avoided costs? CDOT DTR sees this and feels it should be stated, but not sure same view held in Region 3. Need to ask Region 3. How has VelociRFTA handled demand in corridor, and how can this be applied to I-70 corridor?

Date: **Time**:
Location:

Attendees:
Xxxx, xxxx
Xxx, xxx

Minutes:

Stakeholder Meetings

TAC 01 Meeting

Date: 5/31/16 **Time**: 12:00-2:00pm
Location: Glenwood Springs Library
Big Meeting Room
815 Cooper Ave, 81601

Attendees:
Chase Anderson, Town of Snowmass Village
David Averill, CDOT DTR
Dave Betley, Glenwood Springs
Janet Buck, Town of Carbondale
Mike Hermes, RFTA
David Johnson, RFTA
Laura Kirk, DHM Design
Hannah Klausman, City of Rifle
Joe Kracum, Parsons
John Krueger, Aspen
Jen Leifheit, Parsons
Terri Partch, Glenwood Springs
David Peckler, Town of Snowmass Village
Brian Pettet, Pitkin County
Susan Philip, Town of Basalt
Randy Ready, Aspen
Ellen Sassano, Pitkin County
Sharon Terranova, CDOT DTR
Ralph Trapani, Parsons
Michael Vanderhoof, CDOT R3
Jason White, RFTA
Michael Yang, RFTA

Minutes:

Introductions

Terri Partch - Glenwood Springs City Engineer of GWS - interested in connections

Mike Vanderhoof - CDOT - wants to understand the different interests and how to coordinate with CDOT

John Krueger – Aspen - solve entrance to Aspen question once and for all

Chase Anderson - TOSV - how can we keep Snowmass in the loop even though not on

David Pecklar - TOSV - how does Brush Creek/Owl Creek interface with the corridor; coordination with regional and local service

Janet Buck - Town of Carbondale - our communities are RFTA - our responsibility to look long term with vision etc. don't things in a vacuum - make sure that the officials are kept in the loop

Susan Philp - Town of Basalt - our regional planning has coalesced around RFTA - true interest land use - RFTA can help us play a role around good planning - in the last year there's been more pressure on sprawl and RFTA may be able to help control that - want the input to be real and not just a check on the box but rather really integrated into the final plan

Dave Betley - Glenwood Springs - important to start building the plan and partnerships - we've reached our growth boundaries - fact for the future younger generations embrace transit - want to respond to that - use the partnership model to go after funding at all levels including at the federal level.

Brian Petit – Pitkin Co - glad that RFTA taking the lead because RFTA crosses all of the boundaries - want a future plan that looks to twenty=thirty years down the road - make it a credible document that guides things down the road as funding and other priorities come along.

Ellen – Pitkin CO - focus land use - importance of partnerships with focus on efficient corridor experiences - all in this together - implementable plan with action items that can begin with some shorter term goals as well.

Hannah Klausman- Rifle - good to have western Garfield county voices at the table

Randy Ready - City of Aspen - good opportunity to look forward at new technologies and opportunities

Sharon Terranova - CDOT DTR - this will fold into statewide plan program so this is a good opportunity to provide them with input

David Averill - CDOT DTR - ability to collaborate with Region 3 and RFTA

Began the powerpoint presentation; reviewed Stage I scope of work and overall ITSP project schedule

Does late 2017 fit in CDOT DTR statewide transit planning schedule - that's an important point - might add that to chart as a critical path - yes, statewide transit planning process to begin in 2 years from now

Stakeholder Involvement

Continued powerpoint presentation; reviewed stakeholder involvement to date

Dave (GWS) noted to look up un-adopted multi-modal plan for Confluence Area of Glenwood Springs

Vision & Goals Workshop

<u>Vision Statement</u>

Susan - "*safe*, appealing"

John - 20 year timeframe? yes.

Ellen - *affordable to the end user*

David Peckler - *the* service area, not our service area

Janet - ITSP service area defined? *between and in the communities from Parachute to Aspen*

David - climate friendly? sustainability?

Janet - environment, economy, and sustainability

John - is RFTA going to expand to every need that is brought up by the communities? looking at expansion as part of Board retreat? David Johnson answer -question is will RFTA maintain status quo, or expand service? Direction it is going is towards expanding services.

Ellen - vision & goal statements will need to be taken to RFTA board

David Johnson - ok leaving the word "*expanded*" in the statement

Janet - take *sustainable* out of first sentence, and add to second sentence

Janet - third sentence same as last? part of RFTA's mission is *connect vibrant communities*

Susan - delete *to the end user*

Sharon - delete *vibrant*? leave *connect*.

Susan - delete last sentence altogether

<u>Goal Statement 1 (no priority between goals)</u>

John - increasing and changing; change to *evolving*

David - *experience* versus *system*? others liked *system*.

Randy - delete *evolving demands*

Susan - *achieve and sustain* rather than maintain

Chase - *consistency* can mean within communities

Janet - more than one system

<u>Goal Statement 2 (no priority between goals)</u>

John - implement an opportunity? change to *options*

Brian - separate out second sentence as a new goal

John - *Be leaders in* rather than lead the region

Randy - how will RFTA feel about being a leader in managing demand for communities

John - communities should lead parking demand, RFTA should work on the system

Mike V - RFTA should participate in travel demand management

Randy - Replace the new goal with second sentence "By doing so, RFTA will partner with communities in managing travel demand."

Jason - delete *more* out of first sentence

Ellen - *to address the growth of traffic* rather than manage travel demand

Mike - to *ensure* rather than increase

Goal Statement 3 (no priority between goals)

David P - add *feeder systems* in addition to transit?

Jason - motorized and non-motorized transportation systems rather than full list?

Ellen - like generals and specifics

John - add *rail* to list

Janet - remove hyphens; add *including but not limited to*

David - *fixed guideway* supposed to cover rail? yes. also gondola, monorail, anything that can't move off it's alignment

Mike - does the plan cover electronic connectivity, or just physical? such as connected vehicles/apps. maybe make this a separate goal?

Goal Statement 4 (no priority between goals)

Susan - add *visitors* in addition to citizens

David - RFTA part of land use/transportation planning review of applications in communities? RFTA is a referral agency; RFTA sends comments to planning departments, but they have full control. It might work for RFTA to have more teeth in land use.

Ellen - land use codes need to be resolved so RFTA can have more teeth in when they can/can't provide service to new developments. Aspen had to extract mitigation ($$) from developers if they are counting on transportation service.

David Johnson will need to take this back to Dan Blakenship and his Board. Organizational structure will be affected by the outcome of this topic.

Susan - *achieve* rather than seek

New Goals

Brian - add new goal: *Partner with communities on land use implications to transit and moblility applications*

Mike V - add new goal: *Pursue opportunities to improve digital connectivity within transportation infrastructure and between modes*

Next Steps/Wrap Up

Continued powerpoint presentation; reviewed remaining tasks of Stage I.

Discussed TAC meetings during Stage II - potentially two TAC meetings August through December 2016.

Randy - late June or early July - hard time to do public involvement. Either early June or mid to late July would work better.

APPENDIX B

RFTA ORGANIZATIONAL CHART 2016

Public as Owners (Voters and Tax Payers)

Regional RFTA Member Jurisdictions

- City of Aspen
- Town of Basalt
- Town of Carbondale
- Eagle County
- City of Glenwood Springs
- Town of New Castle
- Pitkin County
- Town of Snowmass Village

RFTA Board of Directors and Alternates

- Steve Skadron, Ann Mullins
- Jacque Whitsitt, Bernie Grauer
- Ben Bohmfalk, Dan Richardson
- Jeanne McQueeney, Kathy Chandler-Henry
- Michael Gamba, Vice Chair, Kathryn Trauger
- Art Riddile
- Michael Owsley, George Newman
- Markey Butler, Alyssa Shenk

Dan Blankenship, Chief Executive Officer

- **TBD**, Chief Financial Admin Officer
- **Kelley Collier**, Chief Operating Officer
- **TBD**, Executive Assistant to CEO, Secretary to the Board, Compliance Officer (EEO, DBELO, Title VI)

John Hocker, Co-Director of Operations
- **Dave Iverson**, **Lou Gregorich**, Operations Managers
  - **10** Supervisors, **9** Lead Drivers/ Relief Supes
    - **131** Full Time Regular Drivers
    - **26** Full Time Seasonal Drivers, Winter
    - **8** Shuttle Bus Drivers (non CDL)
    - **14** PT Drivers (fill-ins)

Kent Blackmer, Co-Director of Operations
- **Rich Burns**, Traveler Supervisor
  - **12** Drivers, Traveler Paratransit Service
  - **4** Rubey Park Information Clerks, **Mike Cooper**, AMF Information Clerk

Linda Forgacs, Director of HR & Risk Mgmt
- **Maria Vazquez**, HR & Risk Mgmt Coordinator
- **Bonnie Mclean**, HR Generalist I
- **TBD**, HR Generalist I
- **Shirley Dodd**, Administrative Asst.

Kenny Osier, Director of Maintenance
- **Dan Knight**, EAM & Fuel System Admin
  - **Mike Christenson**, Buyer II
  - **Skylar Paradise**, Buyer I
  - **Tanis Martin**, Buyer I
- **Blake Shultz**, Forman/Trainor/ Troubleshooter
  - **Shop Foremen:** Kevin Darbyshire, Orlan Dove, Joe Lacasse, Mike Darnell
  - **10** Lead Mechanics, **17** Mechanics, **12** Service Workers/ Hostlers

- **Tammy Sommerfeld**, Procurement Manager
  - **Barbara Hauptli**, Procurement Specialist II
  - **TBD**, Procurement Specialist II
  - **Tracy Raby**, Contract Administrator
- **John Filippone**, Safety & Training Manager Safety Officer

David Johnson, Director of Planning
- **Jason White**, Assistant Planner
- **Jamie Tatsuno**, Marketing & Communications Manager
- **Jennifer Balmes**, Graphic Designer

Michael Yang, Director of Finance, Treasurer of the Board
- **Paul Hamilton**, Assistant Director of Finance
  - **Linda Kasden**, Accounting Technician II
  - **Bruce Somers**, Accounts Payable
  - **Kimberly Slack**, Payroll Specialist
  - **Sabrina Harris**, A/R Revenue Recieving Specialist
  - Accounting Technician I
  - **2** Fare Revenue Counting Clerks

Phil Schultz, Dir. Information Technology
- **Andy Hermes**, Info. Technology Manager
  - **TBD**, Network Administrator
  - **Nicole Korinek**, Application/Tech Specialist
  - **Matt Mullally**, Sharepoint Administrator
- **Joe Barber**, **Rob Wasienko**, Scheduling & Service Planning Managers
  - **Brad Cole**, AVL Farebox Ridership Supervisor
  - **Chris Belmont**, Farebox/AVL Technician
  - **Ryan Giertz**, Farebox/AVL Technician
  - **Curt Leitzinger**, Computer Technician 1

Mike Hermes, Dir. of Facilities/Project Manager
- **Angela Henderson**, Assistant Director
  - **Amy Burdick**, Business Specialist II
  - **TBD**, Business Specialist II
  - **Dina Farnell**, Business Specialist II Housing Manager
  - **Brett Meredith**, Trail & Corridor Manager
    - **Jud Lang**, Ranger/Trails Worker
- **Russ Decker**, Building & Grounds Mgr.
  - **8** Building & Grounds Workers
  - **Maria Carranza**, Janitor
  - **Nick Senn**, Senior Project Manager
  - **Joe Bair**, Project Manager
  - **Ben Ludlow**, Project Engineer

Public as Customers - Resident and Visitor Transit and Trail Users

2016 ORGANIZATIONAL CHART

RFTA
ROARING FORK TRANSPORTATION AUTHORITY

APPENDIX C

RFTA ASSETS 2016

Roaring Fork Transportation Authority
Property Schedule
2015-16
Source: RFTA

Loc #	Street Address	City	State	Zip	Flood Zone	Occupancy	Square Feet	Owned / Leased	Construction	# of Stories	Year Built	Sprinkler	EQ Zone	Building	Business Personal Property	EDP Property	Business Income/EE	Total
1-1	0051 Service Center Drive	Aspen	CO	81611	X	Maintenance and Bus Barn	65,000	Building(s) and property leased by RFTA from Owner: Pitkin County, per original LEASE AGREEMENT, dated 08/23/2002; Pitkin is responsible for insurance on building	2	1	1984	YES	N/A	$0	$486,000	$850,000	$1,000,000	$2,336,000
1-2	0051 Service Center Drive	Aspen	CO	81611	X	Office Modular	1,373	Modular and property leased by RFTA from Owner: Pitkin County, per original LEASE AGREEMENT, dated 08/23/2002	1	1	1999	NO	N/A	$180,000	$70,000	$150,000	Included	$400,000
2-1	0766 Industry Way	Carbondale	CO	81623	C	Maintenance and Bus Barn	14,920	Building and property leased by RFTA from Owners: Pitkin County and City of Aspen, per original LEASE AGREEMENT, dated 08/23/2002	3	1	1995	NO	N/A	$928,728	$425,000	$350,000	Included	$1,703,728
3-1	2307 Wulfsohn Road	Glenwood Spgs	CO	81601	D	Maintenance and Bus Barn	19,173	Building and property owned by RFTA	4	2	2001	100%	N/A	$8,862,823	$535,600	$500,000	Included	$9,898,423
	Wulsohn Road	Glenwood Springs	CO	81601		Park and Ride Lot		Park and Ride Lot (owned by RFTA)										$0
3-2	Wulfsohn Road	Glenwood Spgs	CO	81601	D	Vacant Land	2.526	Vacant Land Owned by RFTA – Liability only	N/A	N/A	N/A	N/A	N/A	N/A	N/A		Included	$0
	2718 So. Glen Avenue	Glenwood Springs	CO	81601		Park and Ride Lot	63,604	Park and Ride Lot (owned by RFTA)	N/A	N/A	2013	N/A	N/A	N/A				$0
	155 Cody Lane	Basalt	CO	81621	X	Park and Ride Lot	36,503	Park and Ride Lot (owned by RFTA)	N/A	N/A	2012	N/A	N/A					$0
	515 Basalt Avenue	Basalt	CO	81621	X	Park and Ride Lot	29,201	Park and Ride Lot (leased by RFTA from CDOT)	2	N/A	1996	N/A	N/A					$0
	150 E. Valley Road	El Jebel	CO	81621		Park and Ride Lot	63,114	Park and Ride Lot (owned by RFTA)	N/A	N/A	2013	N/A	N/A					$0
	234 SH 133	Carbondale	CO	81623		Park and Ride Lot		Park and Ride Lot (owned by RFTA)	N/A	N/A		N/A	N/A					$0
4-1	1048 Main Street	Carbondale	CO	81623	C	Employee Housing	3,520	Building and property leased by RFTA from Owners: Pitkin County and City of Aspen, per original LEASE AGREEMENT, dated 08/23/2002	1	2	1985	NO	N/A	$334,326		included	Included	$334,326
5-1	Rubey Park Transit Facility, 450 E. Durant St.	Aspen	CO	81611	X	Public Transit Facility	1,617	Building and property leased by RFTA from Owner: City of Aspen, per original LEASE AGREEMENT, dated 08/23/2002	1	2	1989	YES	N/A	$0	$73,000	$36,000	Included	$109,000
Various	Bus Shelters & Park-and-Ride Lots located through-out various parts of Pitkin, Garfield, & Eagle Counties	N/A	CO		X	Bus Shelters and Park-and-Ride Lots	270	Owned by RFTA: RFTA is in charge of 50 of these shelters throughout the county. Average value of each shelter is $10k.	3	1	1969 through 2001	NO	N/A	$500,000	$0	included	Included	$500,000
7-1	312 Weant Blvd	Carbondale	CO	81623	C	Employee Housing	2,568	Building and property owned by RFTA; Loss Payee is Citibank	1	2	1972	NO	N/A	$246,800	$0	included	Included	$246,800
	Rio Grande Rail Corridor	Glenwood to Woody Creek	CO			Trail and rail corridor	365 acres/34 miles	Rail corridor and recreational trail owned by RFTA										$0
8-1	Bridge 7th Street Pedestrian	Garfield County	CO	81601	?	7Th Street Bridge		Bridge owned by RFTA - RFTA responsbile for Bridge	Steel/Concrete	N/A	1960	N/A	N/A	$445,139	$0	INCLUDED	INCLUDED	$445,139
9-1	Bridge - Cattle Creek Bridge - Pedestrian	Garfield County	CO		?	Cattle Creek Bridge	1,450	Bridge owned by RFTA - 7 span timber trestle; 113.09L, 12.83W,	Creosote treated timbers	N/A	1943	N/A	N/A	$454,276	$0	included	Included	$454,276
10-1	Bridge - Roaring Fork Pedestrian	Garfield County	CO		?	Roaring Fork Bridge – Sutank	2,759	Bridge owned by RFTA - 5 span Timber Deck on timber Stringer or steel girder	Timber/Steel Girder	N/A	1940	N/A	N/A	$863,894	$0	included	Included	$863,894
11-1	Bridge Emma Over Sopris Creek Pedestrian	Pitkin County	CO		?	Emma Bridge over Sopris Creek	880	Bridge owned by RFTA - 4 span timber bridge	Timber	N/A	Unknown	N/A	N/A	$275,772	$0	included	Included	$275,772
12-1	Wingo Junction Bridge over the Roaring Fork	Pitkin County	CO		?	Wingo Junction over Roaring Fork River	3,128	Bridge owned by RFTA - 240L x 13W, Timber	Timber/Steel Girder	N/A	1917	N/A	N/A	$979,360	$0	included	Included	$979,360
12-2	1340 Main Street	Carbondale	CO	81623	C	General Office and Clerical Work	2,918	Owned Loss Payee is Alpine Bank: Alpine Bank Loan Center 400 7th Street South Rifle, CO 81650	1	1	1982	NO	N/A	$846,576	$150,000	$200,000	Included	$1,196,576
13-1	1360 Main Street	Carbondale	CO	81623	C	General Office and Clerical Work	1 acre	Vacant Land Owned by RFTA – Liability only	1	2	1982	NO	N/A	$0	$0	$0	$0	$0
14-1	774 Burning Mountain	New Castle	CO	81647		Vacant Land	.75 acre	Park & Ride and Land Owned by RFTA – Liability only										$0
14-2	234 SH 133	Carbondale	CO	81623		Vacant Land	.75 acre	Vacant Land Owned by RFTA – Liability only										$0
15-1	Mile Marker 8.5 and16.5	Garfield County	CO			Vault Toilet Facilities	200	2 CXT Gunnison Building and toilet vaults		1	2012	no		$43,000	$0	$0	$0	$43,000
15-2	Mile Marker 8.5 and16.5	Garfield County	CO	81623		Picnic Shelters	200	2 Railroad Rail designed picnic shelters		1	2012	no		$18,000	$0	$0	$0	$18,000
16	234 SH 133	Carbondale	CO	81623		Station Shelter	550	Carbondale BRT Station Shelter-Structure only	3	1	2012	no		$102,342	$0	$125,000	$0	$227,342
17	23614 SH 82	Basalt	CO	81621		Station Shelter	720	Basalt Upvalley BRT Station Shelter-Structure only	3	1	2012	no		$94,471	$0	$90,000	$0	$184,471
18	35037 SH 82	Woody Creek	CO	81656		Station Shelter	1,260	Brush Creek BRT Station Shelter-Structure only	3	1	2012	no		$165,324	$0	$125,000	$0	$290,324
19	38700 SH 82	Aspen	CO	81611		Station Shelter	720	Buttermilk Upvalley BRT Station Shelter-Structure only	3	1	2012	no		$94,471	$0	$90,000	$0	$184,471

Roaring Fork Transportation Authority
Property Schedule
2015-16
Source: RFTA

20	38499 SH 82	Aspen	CO	81611		Station Shelter	720	Buttermilk Downvalley BRT Station Shelter-Structure only	3	1	2012	no		$94,471	$0	$90,000	$0	$184,471
21	37645 Hwy 82	Aspen	CO	81611		Station Shelter	720	AABC Downvalley BRT Station	3	1	2013	no		$94,471		$90,000		$184,471
22	37644 Hwy 82	Aspen	CO	81611		Station Shelter	720	AABC Upvalley BRT Station	3	1	2013	no		$94,471		$90,000		$184,471
23	Hwy 82 & El Jebel	El Jebel	CO	81623		Station Shelter	720	El Jebel upvalley BRT station shelter structure-only	3	1	2013	no		$94,471	$0	$90,000	$0	$184,471
24	Hwy 82 & El Jebel	El Jebel	CO	81623		Station Shelter	720	El Jebel downvalley BRT station shelter structure-only	3	1	2013	no		$94,471	$0	$90,000	$0	$184,471
25	Hwy 82 & Willits	Basalt	CO	81621		Station Shelter	720	Willits downvalley BRT station shelter structure-only	3	1	2013	no		$94,471	$0	$40,000	$0	$134,471
26	Hwy 82 & Willits	Basalt	CO	81621		Station Shelter	720	Willits upvalley BRT station shelter structure-only	3	1	2013	no		$94,471	$0	$90,000	$0	$184,471
27	Hwy 82 & Basalt	Basalt	CO	81621		Station Shelter	720	Basalt downvalley BRT station shelter structure-only	3	1	2013	no		$94,471	$0	$90,000	$0	$184,471
28	27th Street	Glenwoood Springs	CO	81601		Station Shelter/Park & Ride	2,019	Glenwood Springs BRT station shelter structure-only	3	1	2013	no		$264,489	$0	$125,000	$0	$389,489
29	1517 Blake Ave	Glenwood Springs	CO	81601		General Office and Clerical Work	6,530	leased							$5,500	$100,000		$105,500
TOTALS							**329,960**							**$16,455,559**	**$1,745,100**	**$3,411,000**	**$1,000,000**	**$22,611,659**

RFTA Inventory of Lots Spaces and Jurisdictions
Source: RFTA

PNR name	RFTA legal interest in property	Enforcement responsibilities	Town / County	Number of spaces best estimate	Comments
New Castle	Fee Simple	RFTA	TONC	62	Completed 9/7/16
West Glenwood	Fee simple	RFTA	GWS	35	Additional parking is currently being designed. This could be up to 150 new parking spaces.
27th street	Fee simple	RFTA	GWS	53	
CMC	RR corridor/ CDOT ROW	RFTA/ Colorado State Patrol	GARCO	25	This is a informal dirt lot constructed during the development of the Rio Grande trail. It may be possible to expand the parking here by utilizing the RR corridor.
Carbondale	Fee Simple/RR ROW	RFTA	TOC	93	
Carbondale Expansion	Fee Simple	RFTA	TOC	69	Completed Spring 2016
Catherine store	None	Colo State Patrol	GARCO	30	Informal dirt lot constructed as part of the highway 82 expansion. There is additional land at this site available for additional parking development.
El Jebel	Fee Simple	RFTA	Basalt	82	RFTA gave up approximately 45 parking spaces as part of the El Jebel intersection redesign effort.
Willits				No RFTA parking	There are a couple of ways RFTA could potentially acquire parking for transit at this station.
Basalt	CDOT lease	RFTA	Basalt	88	This lot is leased from CDOT
Basalt expansion	Fee Simple	RFTA	Pitco Co	115	
Two Rivers	None	Colo State Patrol	Pitco Co	25	Informal dirt parking lot build as part of the highway 82 expansion project
Old Snowmass Conoco	None	Colo State Patrol	Pitco Co	40	This lot is owned by CDOT. RFTA does the snow plowing and maintenance.
Aspen Junction/ fire station	None	unknown	Pitco Co	10	This parking lot belongs to the fire department but RFTA users park here and RFTA does plow this lot from time to time
Brush Creek	None	PitCo	Pitco Co	225	The city of Aspen holds the lease with CDOT for the parking area at Brush Creek
			Total	890	
		Total value at 23,239k per space/includes land cost		$ 20,682,710.00	*

*RFTA does not own all of the land that is available for the transit system and some parking areas are only informal dirt parking lots. This is the theoretical value if RFTA owned all the property and all the lots were fully developed.

RFTA Vehicle Inventory 2016

Source: RFTA

		License Plate #	Vehicle Number		Year	Vehicle Make & Model	# Pass	Vehicle Identification Number
						UTILITY VEHICLES		
1	RFTA	030A31	C3		1997	Jeep Cherokee SUV	N/A	1J4FJ28S9VL584777
2	RFTA	049A31	C4		1998	Jeep Cherokee SUV	N/A	1J4FJ28S7WL185500
3	RFTA	287A78	C5		1999	Jeep Cherokee SUV	N/A	1J4FF28S8XL610483
4	RFTA	116BHG	C6		2003	Ford Explorer SUV	N/A	1FMZU72K73ZA96336
5	RFTA	015BFC	C7		2005	Ford Explorer SUV	N/A	1FMZU72K65ZA51648
6	RFTA	122BFC	C8		2006	Ford Explorer SUV	N/A	1FMEU72E26UA45174
7	RFTA	129BFC	C9		2006	Ford Explorer SUV	N/A	1FMEU72E06UBO6697
8	RFTA	187BHG	C10		2008	Jeep Commander Sport 4x4	N/A	1J8HG48K28C111327
9	RFTA	185BHG	C11		2008	Jeep Commander Sport 4x4	N/A	1J8HG48K28C181987
10	RFTA	703DBF	C12		2013	Ford Explorer	N/A	1FM5K8D81DGB59245
11	RFTA	719DBF	C13		2013	Ford Explorer X	4 to 5	1FM5K8D87DGC30724
12	Ford Motor	116OSQ	C14	Operat.	2014	Ford Explorer		1FM5K8D84EGB90992
13	Ford Motor	CQB647	C15		2016	Ford Explorer		1FM5K8BH0GGB86525
14	RFTA	059BFC	F7		2002	Ford F250 Pickup	N/A	1FTNF21L42EC19865
15	RFTA	040BFC	F8		2005	Ford Ranger Pickup	N/A	1FTYR15E95PB04102
16	RFTA	041BFC	F9		2005	Ford Ranger Pickup	N/A	1FTZR15E85PB06427
17	RFTA	176BHG	F10		2007	Ford Ranger Pickup	N/A	1FTYR15E27PA32808
18	RFTA	175BHG	F11		2007	Ford F250 Supercab Truck	N/A	1FTSX215X7EA73576
19	RFTA	696DBF	F12		2008	Ford F250 Supercab Truck	N/A	1FTSX21538ED05761
20	RFTA	439HVJ	F14		2009	Ford F250	2	1FTSX215X9EA32593
21	RFTA	876GPW	F15		2012	Ford F250		1FT7X2B66CEB43842
22	RFTA	877GPW	F16		2012	Ford F250		1FT7X2B64CEB43841
23	RFTA	711DBF	F17		2013	Ford F150	N/A	1FTFX1ET4DFB23902
24	RFTA	710DBF	F18		2013	Ford F250	N/A	1FT7X2B60DEA40420
25	Ford Motor	117OSQ	F19		2014	Ford F150 SuperCab Truck		1FTFX1ET3EKD76766
26	Ford Motor	118OSQ	F20		2015	Ford F250 Supercab Truck		1FT7X2B68FEA16076
27	Ford Motor	115OSQ	F21		2015	Ford F250 Supercab Truck		1FT7X2B6XFEA16077
28	RFTA	785JCI	G1	Travelette (G)	2000	Ford Panel Van - Traveler	5	2FMZA5141YBA71684
29	RFTA	784JCI	G2	Care Van (R)	2003	Ford Van - Traveler	5	2FMZA51423BB21503
30	RFTA	677A30	L1		1995	Subaru Station Wagon	N/A	4S3BK625XS6342425
31	RFTA	188BHG	L2		2008	Toyota Prius	4	JTDKB20UX83433580
32	RFTA	186BHG	L3		2008	Ford Fusion	5	3FAHP07Z88R274292
33	RFTA	440HVJ	L4		2009	Dodge Grand Caravan	7	1D8HN44E29B519829
34	RFTA	720DBF	L5		2013	Ford Hybrid Fusion	4 to 5	3FA6P01U7DR275137
35	RFTA	428A30	T4		1985	GMC Sand Truck	N/A	1GDM7D1G9FV506479
36	RFTA	993BFB	T6		2004	Chevy, Silverado Pickup	N/A	1GCHK24U94E334929
37	RFTA	700DBF	T7		2004	Ford F550 Pick up	3	1FDAF57P04EC89856
38	RFTA	189BHG	T8		2008	Ford F250 Pick up	3	1FTNF21548ED54192
39	RFTA	190BHG	T9		2008	Ford F250 Pick up	3	1FTNF21538ED54202
40	**RFTA/CDOT**	441-HVJ	T10	Maint	2010	Sand Truck	N/A	1HTMKAAN8AH188882
41	RFTA	254A78	V14		1998	Ford Windstar Van	N/A	2FMZA51U4WBD82605
42	RFTA	718DBF	X1		2013	Ford Explorer X	4 to 5	1FM5K8D89DGC30725
43	RFTA	496AVN	S6		2001	Chevrolet El Dorado, Aerotech Bus	18	1GBJG31J4Y1265605
44	RFTA	066BFC	S7		2002	Ford El Dorado, Aerotech Bus 200 (w.c. lift)	15	1FDWE35L82HA94418

		License Plate #	Vehicle Number		Year	Vehicle Make & Model	# Pass	Vehicle Identification Number
45	RFTA	111GHB	S10		2003	Ford El Dorado, Aerotech Bus 200 (w.c. lift)	15	1FDWE35L02HB83318
46	RFTA	123BFC	S12		2005	Ford Starcraft AllStar E350 Cutaway Van/Bus	15	1FDWE35S05HA24598
47	RFTA	510AVN	S13		2006	Ford El Dorado, Aerotech Bus	15	1FDWE35LX6DA16333
48	RFTA	509AVN	S14		2006	Ford El Dorado, Aerotech Bus	15	1FDWE35L16DA16334
49	RFTA	443HVJ	**S15**		2009	Ford Starcraft Allstar	14	1FDEE35LX9DA29941
50	RFTA	362RBS	**S16**		2009	Ford Starcraft Allstar	14	1FDEE35L89DA29940
51	RFTA	801VKA	**S17**		2009	Ford Starcraft Allstar	14	1FDEE35L29DA57541
52	RFTA	144TFG	**S18**		2009	Ford Starcraft Allstar	14	1FDEE35L49DA57542
53	RFTA	976SQQ	S19		2014	Ford Starcraft-E350 Van		1FDEE3FL3EDA72901
54	RFTA	974SQQ	S20		2014	Ford Starcraft-E350 Van		1FDEE3FL5EDA72902
55	RFTA	975SQQ	S21		2014	Ford Starcraft-E350 Van		1FDEE3FL7EDA72903
56	RFTA	309QWP	S22		2015	Glaval Universal		1FDFE4FS8FDA03057
57	RFTA	308QWP	S23		2015	Glaval Universal		1FDFE4FS9FDA03052
58	**RFTA/CDOT**	316QWP	W01		2015	Glaval Universal-e450 Super Duty Cutaway	14	1FDFE4FS9FDA27805
59	**Ford Motor**			Facilities	2016	Ford F-150		1FTFX1EFXGKE78045
60	**Ford Motor**			Facilities	2017	Ford Explorer XLT		
		License Plate #	**Vehicle Number**		**Year**	**UTILITY EQUIPMENT LIST**	**Number of Passenger**	**Vehicle Identification Number**
1	RFTA	596AVS	111	P&T	2001	Triton UtilityTrailer FOR SALE	N/A	4TCSS1104ZHW05163
2	RFTA	221BFE	112	P&T	2005	Buck Dandy Trailer-No Registration	N/A	4DHCS162X5S015803
3	RFTA	594-AVS	B763	P&T	2000	Bobcat 763, Front End Loader, Trails		51225B028
4	RFTA	224-BFE		P&T	1997	Workforce or Ski Hook Trailer, grey&yellow		Serial #: 410737
5	RFTA				1999	Office Trailer/Modular		Serial #: 99-20114/15T
6	RFTA	N/A	N/A	Maint?	2008	Snowmobile - Arctic Cat Bearcat LT		4UF08SNW38T123912
7	RFTA	FG35P-GXAL	no doc	Maint-GMF	2007	Red Tailift Fork Lift	N/A	Serial #: 332 123B
8	RFTA	No need	No need	Maint?	1995	Clark Fork Lift	N/A	GPX71500189506FB
9	RFTA	no doc		Maint?		Scissor Lift, Genie GS - 1930		Serial #: 7216
10	RFTA	no doc		P&T		Tennant 255 Power Sweeper & Dump Hopper		HD1524
11	RFTA	293EDV	N/A	AMF	2009	Trailor		1R9BT20299M356011
12	RFTA	N/A		P&T	2001	Polaris Sportsman 6x6 ATV FOR SALE		4XACL50AX1D618941
13	RFTA	409FOB	N/A	AMF	2006	Wells Cargo 7x16 w/Rear Ramp Door	N/A	1W4200G2064061925
14	W/F	410FOB	N/A	AMF	2012	Manlift-Trailer (Genie TMZ TZ-50 Aerial Work Platform)	N/A	5D8AA2314C1000285
15	RFTA	422FOB	None	AMF	2000	Construction Trailor (MIL TL)	N/A	307127
16	RFTA	428FOB			2014	Carry-On Trailer		4YMUL1017EN005274
17	RFTA	445FOB	None	CMF	2015	Trailer		3CVA61019F2530613
		License Plate #	**Vehicle Number**		**Year**	**BUSES**	**Number of Passenger**	**Vehicle Identification Number**
1	RFTA	593AVN	260		2001	Neoplan, AN 435L Bus	29	1N9TA1CA41LO13211
2	RFTA	594AVN	261		2001	Neoplan, AN 435L Bus	29	1N9TZ1CA61L013212
3	RFTA	595AVN	262		2001	Neoplan, AN 435L Bus	29	1N9TA1CA81L013213
4	RFTA	596AVN	263		2001	Neoplan, AN 435L Bus	29	1N9TA1CAX1L013214
5	RFTA	597AVN	264		2001	Neoplan, AN 435L Bus	29	1N9TA1CA11L013215
6	RFTA	598AVN	265		2001	Neoplan, AN 435L Bus	29	1N9TA1CA31L013216
7	RFTA	047BFC	**271**		2005	New Flyer D40I Invero Hybrid Bus	39	5FYD3FV165B027972
8	RFTA	520AVN	**272**		2006	New Flyer D401 Invero Hybrid Bus	39	5FYH3FR176B029727

		License Plate #	Vehicle Number		Year	Vehicle Make & Model	# Pass	Vehicle Identification Number
9	RFTA	521AVN	**273**		2006	New Flyer D401 Invero Hybrid Bus	39	5FYH3FR196B029728
10	RFTA	522AVN	**274**		2006	New Flyer D401 Invero Hybrid Bus	39	5FYH3FR106B029729
11	RFTA	878GPW	**281**		2011	Gillig Bus	32	15GGB2711B1180985
12	RFTA	990EPX	327		2002	Neoplan Articulated Bus	63	1N9TA39A22L013079
13	RFTA	992EPX	328		2002	Neoplan Articulated Bus	63	1N9TA39A92L013080
14	RFTA	235A78	376		1998	Neoplans, AN440 Transliner Bus	41	1N9TA16A9WLO13126
15	RFTA	236A78	377		1998	Neoplans, AN440 Transliner Bus	41	1N9TA16AOWL013127
16	RFTA	237A78	378		1998	Neoplans, AN440 Transliner Bus	41	1N9TA16A2WL013128
17	RFTA	240A78	381		1998	Neoplans, AN440 Transliner Bus	41	1N9TA16A2WL013131
18	RFTA	241A78	382		1998	Neoplans, AN440 Transliner Bus	41	1N9TA16A4WL013132
19	RFTA	245A78	386		1998	Neoplans, AN440 Transliner Bus	41	1N9TA16A1WL013136
20	RFTA	249A78	390		1998	Neoplans, AN440 Transliner Bus	41	1N9TA16A3WL013140
21	RFTA	251A78	392		1998	Neoplans, AN440 Transliner Bus	41	1N9TA16A7WL013142
22	RFTA	319A78	396		1999	Neoplans, AN440 Transliner Bus	41	1N9TA16A7XLO13370
23	RFTA	147BHG	**425**		2003/4	MCI D4500 Bus (The title says 2004)	57	1M8PDMPA34PO56257
24	RFTA	148BHG	**426**		2003/4	MCI D4500 Bus (The title says 2004)	57	1M8PDMPAX4P056258
25	RFTA	146BHG	**427**		2003/4	MCI D4500 Bus (The title says 2004)	57	1M8PDMPA14P056259
26	RFTA	145BHG	428		2003/4	MCI D4500 Bus (The title says 2004)	57	1M8PDMPA84P056260
27	RFTA	698DBF	429		2006	MCI D4500 Bus	53	1M8PDMDA16P057192
28	RFTA	697DBF	430		2006	MCI D4500 Bus	53	1M8PDMDA06PO57331
29	RFTA	699DBF	431		2007	MCI D4500 Bus	57	1M8PDMFA47P057900
30	RFTA	416HVJ	**432**		2009	MCI D4500 Bus	57	1M8PDMFA39P058863
31	RFTA	415HVJ	**433**		2009	MCI D4500 Bus	57	1M8PDMFA59P058864
32	RFTA	802VKA	**435**		2010	MCI D4500	57	1M8PDMFA6AP059221
33	RFTA	803VKA	**436**		2010	MCI D4500	57	1M8PDMFAXAP059223
34	RFTA	804VKA	**437**		2010	MCI D4500	57	1M8PDMFA1AP059224
35	RFTA	805VKA	**438**		2010	MCI D4500	57	1M8PDMFA3AP059225
36	RFTA	806VKA	**439**		2010	MCI D4500	57	1M8PDMFA5AP059226
37	RFTA	807VKA	**440**		2010	MCI D4500	57	1M8PDMFA7AP059227
38	RFTA	808VKA	**441**		2010	MCI D4500	57	1M8PDMFA9AP059228
39	RFTA	809VKA	**442**		2010	MCI D4500	57	1M8PDMFA0AP059229
40	RFTA	RAR559	**443**	CNG	2015	MCI D4500-13995C	57	1M8PDM3A2GP013995
41	RFTA	657DBF	**531**		2007	New Flyer DE40LFR Diesel Electric Hybrid	36	5FYH5FV067C031603
42	RFTA	658DBF	**532**		2007	New Flyer DE40LFR Diesel Electric Hybrid	36	5FYH5FV087C031604
43	RFTA	659DBF	**533**		2007	New Flyer DE40LFR Diesel Electric Hybrid	36	5FYH5FV0X7C031605
44	RFTA	660DBF	**534**		2007	New Flyer DE40LFR Diesel Electric Hybrid	36	5FYH5FV017C031606
45	RFTA	414HVJ	**535**		2008	Newflyer DE40LFR	47	5FYH5FV018C034734
46	RFTA	413HVJ	**536**		2008	Newflyer DE40LFR	47	5FYH5FV038C034735
47	**City Capital**	661DBF	**541**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FVO37BO32308
48	**City Capital**	662DBF	**542**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FVO57BO32309
49	**City Capital**	663DBF	**543**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV017B032310
50	**City Capital**	664DBF	**544**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV037B032311
51	**City Capital**	665DBF	**545**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV057B032312
52	**City Capital**	666DBF	**546**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV077B032313
53	**City Capital**	667DBF	**547**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV097B032314
54	**City Capital**	668DBF	**548**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV067B032315
55	**City Capital**	669DBF	**549**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV027B032316
56	**City Capital**	670DBF	**550**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV047B032317
57	**City Capital**	671DBF	**551**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV067B032318
58	**City Capital**	672DBF	**552**		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV087B032319

		License Plate #	Vehicle Number		Year	Vehicle Make & Model	# Pass	Vehicle Identification Number
59	City Capital	673DBF	553		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV047B032320
60	City Capital	674DBF	554		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FV067B032321
61	City Capital	675DBF	555		2007	New Flyer DE40LFR TITLE w/bank	36	5FYD5FVO87BO32322
62	RFTA	683DBF	556		2007	New Flyer D40 Low Flr Bus	36	5FYD5FVOX7B032323
63	RFTA	048BFC	601		2005	New Flyer D40I Invero Hybrid Bus	39	5FYD3FV185B027973
64	RFTA	049BFC	602		2005	New Flyer D40I Invero Hybrid Bus	39	5YD3FV1X5B0270974
65	RFTA	050BFC	603		2005	New Flyer D40I Invero Hybrid Bus	39	5FYD3FV115B027975
66	US Bank	019BFC	604		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV135B027976
67	US Bank	020BFC	605		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV155B027977
68	US Bank	021BFC	606		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV175B027978
69	US Bank	023BFC	607		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV195B027979
70	US Bank	018BFC	608		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV155B027980
71	US Bank	022BFC	609		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV175B027981
72	US Bank	024BFC	610		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV195B027982
73	US Bank	027BFC	611		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV105B027983
74	US Bank	025BFC	612		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV125B027984
75	US Bank	026BFC	613		2005	New Flyer D40I Invero Leased TITLE w/bank	39	5FYD3FV145B027985
76	RFTA	515AVN	614		2006	New Flyer D401 Invero Bus	39	5FYD3FV126B030739
77	RFTA	519AVN	615		2006	New Flyer D401 Invero Bus	39	5FYD3FV196B030740
78	RFTA	514AVN	616		2006	New Flyer D401 Invero Bus	39	5FYD3FV106B030741
79	RFTA	513AVN	617		2006	New Flyer D401 Invero Bus	39	5FYD3FV126B030742
80	RFTA	516AVN	618		2006	New Flyer D401 Invero Bus	39	5FYD3FV146B030743
81	RFTA	517AVN	619		2006	New Flyer D401 Invero Bus	39	5FYD3FV166B030744
82	RFTA	518AVN	620		2006	New Flyer D401 Invero Bus	39	5FYD3FV186B030745
83	RFTA	846VKA	701		2013	Gillig Bus - G27102N4	39	15GGD2714D1181416
84	RFTA	847VKA	702		2013	Gillig Bus - G27102N4	39	15GGD2716D1181417
85	RFTA	701DBF	703		2013	Gillig Bus - G27102N4	39	15GGD2716D1181418
86	RFTA	702DBF	704		2013	Gillig Bus - G27102N4	39	15GGD2716D1181419
87	RFTA	722DBF	721		2013	Gillig Bus - G27102N4	35	15GGD2716D1181420
88	RFTA	724DBF	722		2013	Gillig Bus - G27102N4	35	15GGD2718D1181421
89	RFTA	725DBF	723		2013	Gillig Bus - G27102N4	35	15GGD271XD1181422
90	RFTA	726DBF	724		2013	Gillig Bus - G27102N4	35	15GGD2711D1181423
91	RFTA	723DBF	725		2013	Gillig Bus - 40x102	35	15GGD2713D1181424
92	RFTA	730DBF	726		2013	Gillig Bus - 40x102	35	15GGD2715D1181425
93	RFTA	731DBF	727		2013	Gillig Bus - 40x102	35	15GGD2717D1181426
94	RFTA	732DBF	728		2013	Gillig Bus - 40x102	35	15GGD2719D1181427
95	RFTA	733DBF	729		2013	Gillig Bus - 40x102	35	15GGD2710D1181428
96	RFTA	734DBF	730		2013	Gillig Bus - 40x102	35	15GGD2712D1181429
97	RFTA	735DBF	731		2013	Gillig Bus - 40x102	35	15GGD2719D1181430
98	RFTA	736DBF	732		2013	Gillig Bus - 40x102	35	15GGD2710D1181431
99	RFTA	742DBF	733		2013	Gillig Bus - 40x103	35	15GGD2712E1181432
100	RFTA	741DBF	734		2013	Gillig Bus - 40x104	35	15GGD2712E1181433
101	RFTA	740DBF	735		2013	Gillig Bus - 40x105	35	15GGD2712E1181434
102	RFTA	739DBF	736		2013	Gillig Bus - 40x106	35	15GGD2712E1181435
103	RFTA	738DBF	737		2013	Gillig Bus - 40x107	35	15GGD2712E1181436
104	RFTA	737DBF	738		2013	Gillig Bus - 40x108	35	15GGD2712E1181437

RFTA Bus Stop Locations

Source: RFTA

Equipment ID	Asset Type	Condition Rating	Lat	Long
BS-CMC CR154 D	STATIONARY	2	2500019.42711	1602241.97820
BS-CMC CR154 UP	STATIONARY	2	2500501.33296	1602103.74029
BS-ASP GLEN UP	STATIONARY	2	2506205.85940	1587642.17614
BS-ASP GLEN D	STATIONARY	2	2506619.87789	1587585.11960
PNR-R ROARING FRK UP	STATIONARY	2	2528657.69761	1578265.47515
BS-R ROARING FORK D	STATIONARY	2	2528579.90933	1578598.65065
PNR-CAERINE'S STORE UP	STATIONARY	2	2533287.21936	1577309.17424
BS-CAERINE'S STORE D	STATIONARY	2	2533246.79956	1577651.24299
BS-BADGER RD W UP	STATIONARY		2546237.02242	1575377.91862
BS-BADGER RD W D	STATIONARY		2546141.45750	1575464.15454
BS-BADGER RD E D	STATIONARY		2547636.57457	1575078.44451
BS-BADGER RD E UP	STATIONARY		2547406.78955	1575244.98464
BS-JW - EJ RD UP	STATIONARY		2550585.95994	1574166.07244
BS-JW - EJ RD D	STATIONARY		2550603.09620	1574292.66445
BS-EL JEBEL UP	STATIONARY		2550988.16556	1571942.78134
BS-EL JEBEL D	STATIONARY		2550741.40058	1572494.80804
BS-SAGEWOOD UP	STATIONARY		2554472.09144	1565282.83234
BS-SAGEWOOD D	STATIONARY		2554452.32986	1565538.63894
PNR-BASALT PARK - RIDE UP	STATIONARY		2566205.88721	1561034.21910
PNR-BASALT D	STATIONARY		2566198.85475	1561194.33633
BS-HOLLAND HILLS UP	STATIONARY		2571167.91976	1556037.45085
BS-HOLLAND HILLS D	STATIONARY		2571288.43262	1556140.99830
BS-WINGO JUNCTION UP	STATIONARY		2573201.17663	1553951.15146
BS-WINGO JUNCTION D	STATIONARY		2573340.11890	1554003.44438
BS-LAZY GLEN UP	STATIONARY		2575865.37026	1552372.35342
BS-LAZY GLEN D	STATIONARY		2575526.31003	1552699.48926
PNR-OLD SNMS UP	STATIONARY		2579842.36247	1548893.05982
BS-OLD SNMS D	STATIONARY		2580245.59819	1548889.78910
BS-GERBAZDALE UP	STATIONARY			
BS-GERBAZDALE D	STATIONARY			
PNR-ASP VIL UP	STATIONARY		2598268.26388	1535011.11544
BS-ASP VIL D	STATIONARY		2598143.29822	1535441.42198
BS-TWINING FLATS UP	STATIONARY		2606260.50015	1525875.70465
BS-TWINING FLATS D	STATIONARY		2606514.37687	1525614.89861
BS-UPPER WOODY CREEK UP	STATIONARY		2606960.00609	1522694.91797
BS-UPPER WOODY CREEK D	STATIONARY		2607274.49245	1522670.53541
BS-AABC AIRPORT UP	STATIONARY		2613899.33265	1507847.63326
BS-AABC AIRPORT D	STATIONARY		2614025.50024	1507910.99404
BS-BUTTERMILK UP	STATIONARY		2614673.87902	1503220.04396
BS-BUTTERMILK D	STATIONARY		2614493.02255	1503790.51149
BS-ASP COUNTRY INN UP	STATIONARY		2616559.82736	1501538.13585
BS-ASP COUNTRY INN D	STATIONARY		2616586.63251	1501696.65960
BS-TRUSCOTT UP	STATIONARY		2618322.44666	1500529.77726
BS-TRUSCOTT D	STATIONARY		2618392.11654	1500632.02872

RFTA Bus Stop Locations

Source: RFTA

Equipment ID	Asset Type	Condition Rating	Lat	Long
BS-LUPINE	STATIONARY		2631257.19285	1493474.64288
BS-LAURELWOOD	STATIONARY		2629718.40177	1493903.38805
BS-ASP CLUB	STATIONARY		2629347.23756	1494513.11258
BS-RIVERSIDE - 82	STATIONARY		2629345.59852	1494734.02627
BS-PARK CRL-PARK AVE	STATIONARY		2628688.68510	1496640.57793
BS-PARK AVE	STATIONARY		2628613.10650	1496035.36388
BS-PARKE CIRCLE - BROWN	STATIONARY		2628568.73786	1497844.52521
BS-CHATEAU EAU CLAIRE	STATIONARY		2628186.51910	1495583.40556
BS-PARKE CIRCLE - SPRUCE	STATIONARY		2628170.41814	1497844.89663
BS-LONE PINE II	STATIONARY		2627293.15181	1498593.96280
BS-SPRING ST - MAIN	STATIONARY		2627026.45027	1496766.79254
BS-CITY MARKET	STATIONARY		2626795.49077	1495756.19647
BS-ASP COUROUSE	STATIONARY		2626509.50890	1497161.81154
BS-RIO GRANDE PARK	STATIONARY		2626359.06246	1497718.86559
BS-GALENA - MAIN	STATIONARY		2626345.41334	1496954.31709
BRT-RBY PARK BRT STN	STATIONARY		2626023.48911	1495945.19846
BS-MALL - MILL	STATIONARY		2625927.40527	1496524.59971
BS-PAEPCKE PARK OUT	STATIONARY		2625254.60882	1497226.33170
BS-PAEPCKE PARK IN	STATIONARY		2625238.91918	1497362.82641
BS-2ND - MAIN OUT	STATIONARY		2624390.17634	1497581.48488
BS-2ND - MAIN IN	STATIONARY			
BS-4 - MAIN OUT	STATIONARY		2623971.25924	1497620.90299
BS-4 - MAIN IN	STATIONARY		2623681.95638	1497781.10317
BS-6 - MAIN	STATIONARY		2623127.66725	1497849.20878
BS-7 - BLEEKER IN	STATIONARY		2622778.14718	1498112.86525
BS-8 D	STATIONARY		2622746.00343	1498693.92066
BS-8 UP	STATIONARY		2622603.99845	1498641.47384
BS-CASTLE CREEK D	STATIONARY		2621702.74901	1499835.98497
BS-PARKS DEPT. D	STATIONARY		2621565.86834	1499130.43360
BS-CASTLE CREEK UP	STATIONARY		2621454.07403	1499943.55736
BS-CEMETERY LANE - 82	STATIONARY		2621352.28958	1498937.55588
BS-ALTA VISTA	STATIONARY		2620994.50970	1501132.75974
BS-CASTLE RIDGE	STATIONARY		2620847.63186	1496752.86813
BS-ASP HOSPITAL	STATIONARY		2620540.01726	1497019.91438
BS-RED BUTTE	STATIONARY		2620465.33311	1504175.49098
BS-SILVER KING	STATIONARY		2620414.08107	1502053.20645
BS-MARLOT RANCH	STATIONARY		2620404.94396	1498023.20234
BS-MAROON CREEK D	STATIONARY		2620072.54173	1498678.46237
BS-MAROON CREEK UP	STATIONARY		2619988.59218	1498711.43105
BS-ASP HIGH SCHOOL D	STATIONARY		2617452.16988	1497053.09191
BS-GLEN GARY UP	STATIONARY		2616525.14858	1495721.22666
BS-GLENN DEE UP	STATIONARY		2616241.15994	1495399.80157
BS-HIGHLAND VILLAS	STATIONARY		2616083.02275	1495051.78229
BS-HIGHLANDS SKI AREA	STATIONARY		2615439.39030	1494103.83141

RFTA Bus Stop Locations

Source: RFTA

Equipment ID	Asset Type	Condition Rating	Lat	Long
BS-AMF UP	STATIONARY		2613074.83144	1509281.27648
BS-AMF D	STATIONARY		2613006.77485	1509755.75430
BS-WINGO JUNCTION	STATIONARY		2609962.86785	1520344.42043
BRT-BRUSH-82 BRT PNR	STATIONARY		2608309.28693	1519227.13292
BS-WOOD CREEK TAVERN	STATIONARY		2607538.06049	1528064.86068
BS-MEDICINE BOWL UP	STATIONARY		2607108.61695	1518278.38756
BS-BRUSH CREEK RANCH D	STATIONARY		2604597.16693	1515119.20831
BS-BRUSH CREEK RANCH UP	STATIONARY		2604411.99893	1515182.87633
BS-RODEO LOT UP	STATIONARY		2596612.30106	1510224.19226
BS-RODEO LOT D	STATIONARY		2596599.08953	1510050.89992
BS-WATSON DIVIDE D	STATIONARY		2595510.29399	1537416.11229
BS-WATSON DIVIDE UP	STATIONARY		2595402.40055	1537242.02103
BS-RIVER B	STATIONARY		2594965.41664	1538898.31626
BS-MEADOW RD D	STATIONARY		2594321.03810	1508809.32500
BS-MEADOW RD UP	STATIONARY		2594199.72106	1508890.68027
BS-BLUE ROOFS D	STATIONARY		2593505.39226	1507132.75479
BS-BLUE ROOFS UP	STATIONARY		2593378.26274	1507203.35628
BS-OWL CREEK D	STATIONARY		2592280.51096	1505906.62116
BS-OWL CREEK UP	STATIONARY		2592084.84400	1505879.71332
BS-FARAWAY RD D	STATIONARY		2591457.48761	1505036.87704
BS-FARAWAY RD UP	STATIONARY		2591213.24557	1505097.90875
BS-ENCLAVE D	STATIONARY		2590117.33982	1503946.93894
BS-SNMS VIL CONOCO D	STATIONARY		2590087.72447	1504762.75357
BS-BASE VIL	STATIONARY		2589420.98403	1504277.80379
BS-STONE BRG INN D	STATIONARY		2588377.94018	1504007.19993
BS-SNMS VIL MALL	STATIONARY		2587750.73022	1503720.45665
BS-DIVIDE RD UP	STATIONARY		2587616.58095	1504684.82764
BRT-BASALT BRT PNR	STATIONARY		2566033.02500	1560800.36700
BS-BASALT DTOWN D	STATIONARY		2566024.18041	1562797.48430
BS-BASALT DTOWN UP	STATIONARY		2565949.83608	1562680.06707
BS-ASP JUNCTION D	STATIONARY		2556414.33136	1563645.90405
BS-ASP JUNCTION UP	STATIONARY		2556317.74470	1563589.52355
BS-WILLITS D	STATIONARY		2553102.73400	1569712.41600
BS-WILLITS UP	STATIONARY		2552951.69300	1569638.63100
BRT-EL JEBEL BRT PNR	STATIONARY		2550781.55400	1571912.93700
BS-MAIN ST 7 POOL	STATIONARY		2515744.06273	1575251.49354
BS-MAIN STR OP ONLY	STATIONARY		2514415.79723	1575497.21699
BS-MAIN ST OUT	STATIONARY		2514301.97883	1575679.16170
BRT-CRBDL BRT PNR	STATIONARY		2513450.60900	1578694.77400
BS-RFMP D	STATIONARY		2486763.55359	1619397.82883
BS-RRMP UP	STATIONARY		2486493.20741	1619533.25724
BRT-27 ST BRT PNR	STATIONARY	3	2486085.42500	1621276.34300
BS-9 - GRAND D	STATIONARY		2485376.78000	1628357.67100
BS-9 - GRAND UP	STATIONARY		2485376.78000	1628357.67100

RFTA Bus Stop Locations

Source: RFTA

Equipment ID	Asset Type	Condition Rating	Lat	Long
BS-14 D	STATIONARY		2485373.57700	1626298.68100
BS-14 UP	STATIONARY		2485287.11900	1626311.49000
BS-20 D	STATIONARY		2485238.81000	1623690.24400
BS-20 UP	STATIONARY		2485168.57700	1623739.71700
BS-COUROUSE UP	STATIONARY		2485098.25000	1629599.26000
BS-COUROUSE D	STATIONARY		2484768.38800	1629677.38500
BS-GWS COMM CTR UP	STATIONARY		2482158.41257	1630756.61825
BS-GWS COMM CTR D	STATIONARY		2481759.76102	1630945.43342
BS-MEADOWS SHP CTR	STATIONARY		2479937.65900	1632104.03400
BS-MEADOWS SHP CTR	STATIONARY		2479919.35800	1632176.17500
PNR-W GWS PNR	STATIONARY	3	2477435.48900	1633406.11800
BS-W. GWS MALL	STATIONARY		2475041.19900	1634881.08900
BS-NEW CASTLE PNR D	STATIONARY	1	2431185.85700	1638337.50800
BS-NEW CASTLE PNR UP	STATIONARY	1	2431171.75000	1638217.59900
BS-NCSTL 6 MAIN D	STATIONARY	2	2425824.95700	1639497.19600
BS-NCSTL 6 MAIN UP	STATIONARY	2	2425813.67200	1639408.65400
BS-SILT DTOWN D	STATIONARY	3	2392222.42529	1631451.76592
BS-SILT DTOWN UP	STATIONARY	3	2392143.19968	1631204.58012
BS-COTTON WOOD UP	STATIONARY	1	2365125.24280	1627557.21634
BS-COTTON WOOD D	STATIONARY	1	2364634.91126	1627678.27004
BS-METRO PARK RIFLE	STATIONARY	1	2356404.41618	1631220.33568
BS-4 ST - RAILRD AVE	STATIONARY	1	2356083.50513	1627024.69675
BS-5 E	STATIONARY		2355937.10646	1627320.43303
PNR-RIFLE PNR	STATIONARY	1	2355849.20300	1625880.38300
BS-MCSKIMMING RD IN	STATIONARY			
BS-CRYSTAL LK RD S	STATIONARY			
BS-CRYSTAL LK RD N	STATIONARY			
BS-MTN S OF ASP	STATIONARY			
BS-ASP REC CTR	STATIONARY			
BS-BURLINGAME S SIDE	STATIONARY			
BS-BURLINGAME N SIDE	STATIONARY			
BS-BROWN HOUSE	STATIONARY			
BS-COYOTE -STEVEN S	STATIONARY			
BS-TRAVERS TRAIL W	STATIONARY			
BS-TRAVERS TRAIL E	STATIONARY			
BS-ELKS LODGE	STATIONARY			
BS-JOHNSON PARK W	STATIONARY			
BS-JOHNSON PARK E	STATIONARY			
BS-KMART	STATIONARY	2		
BS-SILT COOP D	STATIONARY	1		
BS-SILT COOP UP	STATIONARY	1		