

**ROARING FORK TRANSPORTATION AUTHORITY  
BOARD OF DIRECTORS MEETING AGENDA**

**TIME:** 8:30 a.m. – 11:00 a.m., Thursday, September 14, 2023

*Instructions regarding how to participate in the meeting remotely via WebEx are attached to the e-mail transmitting the Board Agenda Packet, on the third page of this agenda, or at [www.rfta.com](http://www.rfta.com) on the Board Meeting page.*

**(This Agenda may change before the meeting)**

	<b>Agenda Item</b>	<b>Policy</b>	<b>Purpose</b>	<b>Est. Time</b>
1	<b>Call to Order / Roll Call:</b>		<b>Quorum</b>	<b>8:30 a.m.</b>
2	<b>Executive Session:</b> Paul Taddune, General Counsel: <b>Four (4) Issues:</b> <b>1)</b> Pursuant to C.R.S. 24-6-402(4)(a) The purchase, acquisition, lease, transfer, or sale of any real, personal or other property interests: Burkett Quiet Title action. <b>2)</b> Pursuant to C.R.S. 24-6-402 4(e)(I): Determining positions that may be subject to negotiations; developing strategy for negotiations and instructions for negotiators: Rodeway Inn Renovation Contract. <b>3)</b> Pursuant to C.R.S. 24-6-402 4(e)(I): Determining positions that may be subject to negotiations; developing strategy for negotiations and instructions for negotiators: Proposed Amendment to the Collective Bargaining Agreement; and <b>4)</b> Pursuant to C.R.S. 24-6-602 (e) and (f): Personnel Matters: Succession Planning			<b>8:31 a.m.</b>
3	<b>Approval of <a href="#">Minutes</a>:</b> RFTA Board Meeting August 10, 2023, <b>page 4</b>		<b>Approve</b>	<b>9:15 a.m.</b>
4	<b>Public Comment:</b> Regarding items not on the Agenda (up to one hour will be allotted if necessary, however, comments will be limited to three minutes per person)		<b>Public Input</b>	<b>9:20 a.m.</b>
5	<b>Items Added to Agenda – Board Member Comments:</b>	<b>4.3.3.C</b>	<b>Comments</b>	<b>9:25 a.m.</b>
6	<b>Consent Agenda:</b>			
	A. <a href="#">Approval</a> of Declaration of Deed Restriction and Agreement Concerning the Occupancy of Certain Rental Units At 52039 Highway 6 & 24, City of Glenwood Springs, Garfield County – Mike Hermes, Director of Facilities, <b>page 13</b>	<b>2.3.7</b>	<b>Approve</b>	<b>9:30 a.m.</b>
7	<b>Presentations/Action Items:</b>			
	A. 1 <sup>st</sup> <a href="#">Draft</a> of the RFTA 2024 Budget – Michael Yang, CFAO and Paul Hamilton, Director of Finance, <b>page 15</b>	<b>4.2.5</b>	<b>Discussion /Action</b>	<b>9:35 a.m.</b>
	B. <a href="#">Presentation</a> of RFTA Public Outreach Plan – Kurt Ravenschlag, COO, <b>page 34</b>	<b>2.1.2</b>	<b>Discussion /Action</b>	<b>10:00 a.m.</b>
	<b>(Agenda Continued on Next Page)</b>			

	<b>Agenda Item</b>	<b>Policy</b>	<b>Purpose</b>	<b>Est. Time</b>
	C. <a href="#">Resolution</a> 2023-13: A Resolution of the Roaring Fork Transportation Authority (In the State of Colorado) Declaring its Official Intent to Reimburse Itself with the Proceeds of a Lease Purchase Financing for Capital Expenditures Incurred or To Be Incurred by RFTA in Connection with the Acquisition of and Capital Improvements to the Real Property Located at 52039 Highway 6 & 24, In Glenwood Springs, Colorado; and Providing Certain Other Matters in Connection Therewith – Michael Yang, CFAO, <b>page 36</b>	<b>4.2.5</b>	<b>Approve</b>	<b>10:15 a.m.</b>
<b>8</b>	<b>Public Hearing:</b>			
	A. <a href="#">Resolution</a> 2023-14: 2023 Supplemental Budget Appropriations – Michael Yang, CFAO and Paul Hamilton, Director of Finance, <b>page 39</b>	<b>4.25</b>	<b>Approve</b>	<b>10:20 a.m.</b>
<b>9</b>	<b>Information/Updates:</b>			
	A. <a href="#">CEO</a> Report – Dan Blankenship, CEO, <b>page 49</b>	<b>2.8.6</b>	<b>FYI</b>	<b>10:40 a.m.</b>
<b>10</b>	<b>Issues to be Considered at Next Meeting:</b>			
	To Be Determined at August 10, 2023 Board Meeting	<b>4.3</b>	<b>Meeting Planning</b>	<b>10:50 a.m.</b>
<b>11</b>	<b>Next Meeting:</b> 8:30 a.m. – 11:30 a.m., October 12, 2023, In-person at Carbondale Town Hall or via Webex Teleconference (Details to be provided later).	<b>4.3</b>	<b>Meeting Planning</b>	<b>10:55 a.m.</b>
<b>12</b>	<b>Adjournment:</b>		<b>Adjourn</b>	<b>11:00 a.m.</b>

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**ROARING FORK TRANSPORTATION AUTHORITY  
BOARD MEETING MINUTES  
August 10, 2023**

**Board Members Present:**

Jeanne McQueeney, Chair (Eagle County); Art Riddile, Vice-Chair (Town of New Castle); Alyssa Shenk (Town of Snowmass Village); Colin Laird, (Town of Carbondale); Greg Poschman (Pitkin County); Torre (City of Aspen);

**Voting Alternates Present (via WebEx);**

Ingrid Wussow (City of Glenwood Springs); David Knight (Town of Basalt)

**Non-Voting Alternates Present (via WebEx):**

Bill Madsen (Town of Snowmass Village); Sam Rose (City of Aspen); Francie Jacober (Pitkin County)

**Staff Present (via WebEx):**

Dan Blankenship, Chief Executive Officer (CEO); Paul Taddune, General Counsel; Michael Yang, Chief Financial Administrative Officer (CFAO); Kurt Ravenschlag, Chief Operating Officer (COO); Nicole Schoon, Secretary to the Board of Directors; Angela Henderson, Brett Meredith, and Sarah Faichney, Facilities and Trails Department; Paul Hamilton and Terri Glenn, Finance Department; Ian Adams, Director of Operations; David Johnson and Jason White, Planning Department; Jamie Tatsuno, and Joni Christenson, Communications; David Pesnichak, Mobility Coordinator; Andy Hermes and Tim Madden, IT Department; Rebecca Hodgson, Procurement Department; Ed Cortez, President ATU Local 1774

**Visitors Present (via WebEx):**

Lynn Rumbaugh (City of Aspen); Sam Guarino (Town of Snowmass Village); Linda DuPriest (Pitkin County); Beverli Marshall, City Manager and Hannah Klausman (City of Glenwood Springs); Rachel Richards, Citizen; and Peter Magierski and John Taha (Bus Operators)

**Agenda**

**1. Call to Order/Roll Call:**

**Jeanne McQueeney called the RFTA Board of Directors to order at 8:31 a.m. McQueeney declared a quorum to be present (7-member jurisdictions present) and the August 10, 2023, RFTA Board of Directors meeting began at 8:32 a.m.**

**2. Approval of Minutes:**

**Art Riddile moved to approve the July 13, 2023, Board Meeting Minutes, and Greg Poschman seconded the motion. The motion was unanimously approved.**

**3. Public Comment:**

**McQueeney asked if any member of the public would like to address the Board or make a comment regarding items not on the August 10, 2023 Board Agenda.**

Rachel Richards stated that she wanted to make the RFTA Board aware of developments regarding the Entrance to Aspen, at Castle Creek Bridge. She distributed a letter. Currently the City of Aspen is preparing a contract to study new highway alternatives that do not utilize the Marolt property. One alternative is a 3-lane reversible lane, so that all traffic coming into the City at the end of the day would

have 1 lane and traffic going out of the City would have 2-lanes. In order to accomplish this, the Record of Decision must be reopened, to create a new Record of Decision after a new EIS process. With one lane, at the end of the day, all of the BRT passengers, ski area passengers, local passengers, and all other routes would be on buses in a single-lane of mixed traffic heading into town.

Her biggest concern is that the Aspen City Council had a Mobility Work Session and instead of making the priority for the new entrance something that supports mass-transit and those who ride it, the debate centered around whether they should eliminate the bus lane on Main Street.

When a Record of Decision is reopened, it must look at traffic predictions for the next 30-years, and possible systems to manage that traffic. The efficiency of the RFTA buses is paid for by every person in this valley, and every person who pays a property tax bill. She wants to make sure that the RFTA Board is a part of these discussions and that their opinions are taken seriously, especially due to the importance of RFTA bus service.

**Torre stated that the suggestion that the City is contemplating getting rid of the bus lane on Main Street is not factual.**

**McQueeney stated that RFTA staff is involved in this process already and will continue to be a part of the discussions and will be included in future meetings.**

**McQueeney closed Public Comments at 8:40 a.m.**

#### **4. Items Added to Agenda – Board Member Comments:**

**McQueeney asked if there were any items that needed to be added to the August 10, 2023, Board meeting Agenda.**

No items were added to the August 10, 2023, Board Agenda.

**McQueeney asked if any Board member had any comments or questions regarding issues not on the August 10, 2023, Board meeting Agenda.**

**Riddle stated that he is aware of a few RFTA bus drivers going above and beyond in helping individuals who were in distress. He wants to make sure that these drivers are commended and shown how much RFTA appreciates these drivers.**

**Kurt Ravenschlag stated that 2 drivers recently helped 2 local citizens who were in extreme distress. RFTA is going to do something profound to show our gratitude for them going above and beyond their normal work requirements.**

**McQueeney closed Board Comments at 8:42 a.m.**

#### **5. Presentations:**

##### **A. Report Regarding Retreat Takeaways and 2024 Strategic Initiatives – Kurt Ravenschlag, COO**

**David Knight joined the August 10, 2023 Board meeting at 9:01 a.m., at that time, the Board had a quorum of 8-member jurisdictions present.**

The Board of Directors identified four Objectives in four different Outcome areas as priorities for the RFTA organization to advance in 2024. The Board subsequently participated in an online survey to prioritize the list of initiatives within each Outcome/Objective area. The list below identifies the top three initiatives for each Outcome/Objective area prioritized by the Board of Directors for staff to begin advancing.

- **Environmental Sustainability/Climate Action**
  - Identify the cost to electrify all the RFTA buses and the funding model needed.
  - Gather data to implement free fares.
  - Implement onsite integration of solar or other renewable energy on all new construction.
  
- **Sustainable Workforce/Housing**
  - Finish the internal Housing Assessment.
  - Identify diverse housing options like hotels, single family homes, family homes, and rental options for employees.
  - Identify and establish partnerships (such as West Mountain Regional Housing Coalition) to expand housing options for RFTA employees.
  
- **Accessibility & Mobility/First and Last Mile Mobility (FLMM)**
  - Investigate Basalt Connect model to share best practices and possible implementation with other communities.
  - Create a cost sharing program with local communities for local FLMM connections.
  - Upgrade marketing and communication efforts for FLMM.
  
- **High Performing Organization/Diversity, Equity, and Inclusion (Title VI)**
  - Create a plan to ensure there is downtown transportation services everywhere.
  - Engage with the Latinx population to reduce cultural divide.
  - Implement a program to attract and engage immigrant employees.
  
- **Closing Statements:**
  - What worked, didn't work, or to make changes for next summit.
    - Board enjoyed the presentations.
    - For breakouts – choose one topic to stay on topic to go deeper on issues.
  - For workforce development – investigate BOCCES student pathway to employment, CMC apprentice, and RFTA scholarships
  
- **Recommendations & Next Steps:**
  - Review meeting minutes and make any updates from staff and breakout facilitators.
  - Have staff review notes and report back on priorities to work on during the coming year.
  - Track progress and challenges on strategic outcome areas to report at next year's summit.

**Colin Laird stated that it is nice to look at these different Objectives, and you can see that most times if you are able to accomplish one item, it generally feeds into one of the other items. One can help accomplish the goal of another.**

**Torre stated that the City of Aspen is also interested in a Mobility study. He asked whether RFTA might be able to combine efforts to reduce spending and unnecessary time to determine what opportunities exist.**

**Ravenschlag responded that RFTA will reach out to the City of Aspen staff to see where efforts can be combined.**

Poschman made the comment that RFTA should remember that it has partners out there to work with, not just in our valley but elsewhere, such as Keystone. He is gratified to know that a lot of what RFTA is working on, many other organizations in the state are working on the same issues.

McQueeney questioned whether any of the RFTA buses are Proterra buses, due to the company recently filing for bankruptcy.

Ravenschlag responded that no, RFTA does not own any Proterra buses.

McQueeney said that it was a great Summit and now RFTA and the Board have a great Work Plan to move ahead with.

**B. Preliminary Planning Initiatives, Assumptions and Issues for 2024 RFTA Budget** – Michael Yang, CFAO and Paul Hamilton, Director of Finance

**Budget Initiatives, Assumptions and Issues:**

- Align budget with the Outcomes and Objectives identified in RFTA's Strategic Plan.
- The budget should adhere to the financial reserve thresholds in accordance with Policy 2.5.5.
- RFTA's sales tax revenue estimates will be based on the information provided by each jurisdictions' Finance Director. Forecasts will be updated accordingly throughout the budget process.
- Property tax revenue estimates will be based on the valuations received from Pitkin, Eagle, and Garfield County Assessors. Final certification of assessed valuations will occur at the December 2023 Board Meeting.
- Develop revenue estimates for Operating and Capital Grants, and other governmental contributions.
  - CDOTFASTER Operating Grant of \$1,201,678 to support RFTA's regional transit services. Staff recently received notice of award that the 2024 FTA Section 5311 Operating Grant amount will be \$1,237,728, an increase of \$36,050 or 3%.
  - CDOT FASTER Operating Grant of \$200,000 to support RFTA's I-70 regional transit Hogback Service. 2024 grant awards are anticipated to be awarded before the end of 2023.
  - Garfield County contribution of \$550,000 to support I-70 regional transit Hogback Service and staff will confirm their 2024 contribution.
  - City of Rifle contribution of \$20,000 to support the I-70 regional Hogback Service and staff will confirm their 2024 contribution.
- Develop Transit Service Plan, with potential cost adjustments for services that may be requested by RFTA and its contracting partners:
  - Highway 82 Corridor/BRT Service
  - Grand Hogback I-70
  - Aspen Skiing Company service contract
  - City of Aspen municipal service contract
  - City of Glenwood Springs municipal service contract
  - Maroon Bells Bus Tour and reservation system

- Modifications to transit service plan hours and miles will result in adjustments to Bus Operator shifts, Mechanic positions, vehicle parts, and fuel.
- Consider modifications to the transit service plan, if necessary, before recommending the use of fund balance.
- Departments will submit their draft operating budget requests and strategic initiatives requests which can include new operating initiatives, new positions, and capital projects. Priority initiatives will be presented along with the draft budget. Capital grants will be pursued to assist with funding some capital projects, and those projects that have been awarded grants will be included in the budget.
- Due to timing issues, any unexpended capital items and projects (and any related grant revenues) budgeted for in 2023 may need to be re-budgeted in 2024 in order to complete projects.
- Any additional Board priorities should also be incorporated into RFTA's budget planning assumptions.

#### **New Budget issues:**

- **Construction Projects:** RFTA anticipates two major construction projects will be completed in 2024, which will result in increased operating costs to support and maintain the facilities.
  - **Glenwood Springs Maintenance Facility (GMF) Phases, 3, 4, 5 and 7 Project:** This project includes a new operations center, a multi-fuel Fueling and Bus Wash Facility, and a sixty-bus-storage building.
  - **RFTA 27<sup>th</sup> Street Pedestrian Underpass:** Consider the impacts of operating and maintenance costs of the 27<sup>th</sup> Street Pedestrian Underpass Project, estimated to open in the fall of 2024. This project includes reconfiguration of the Rio Grande Trail, drainage improvements, and construction of two underpasses at 27<sup>th</sup> Street and Colorado Highway 82.
- **RFTA Employee Housing:** Staff is currently soliciting bids on the construction of improvements at the Iron Mountain Place (formerly the Rodeway Inn in Glenwood Springs).
- **Other Initiatives Currently Underway:** Staff is monitoring the following initiatives for potential budgetary needs:
  - Compensation Market Survey
  - ZEV Roadmap Study
  - Housing Policy and Program Study
  - CEO Succession Planning
- **Property Tax Revenues:** Continue to monitor legislative efforts at the state level and local levels.

#### **Continuing Budget issues and considerations:**

- **Staffing Levels:** RFTA ended the 2022/2023 winter season approximately 40 bus operators below its goal. This resulted in implementing service reductions for the Summer season transit service schedule. Staff will continue to monitor RFTA's workforce readiness level which could potentially impact its ability to deliver the assumed baseline service plan.

- As the **economy** moves along, it has slower job growth, net layoffs in a few industries, reduced unemployment rate, shortage of workers and housing, higher interest rates, and inflation. Adding pressure to the costs for materials, goods, bus parts and supplies, fuel, and capital projects.
- Through May 2023 (or June collections), **sales and use tax revenues** have increased by approximately 5% compared to prior year actuals. Through June, **regional transit fares** have increased by 13%, due to increases in demand and the implementation of a mobile app for bus fares.
- For the 2023 tax year, with **property tax** collections in 2024, Colorado SB 22-238 reduces the residential assessment rates for single family and multi-family, reduces the commercial assessment rate for all property classes with the exception of agriculture and renewable energy and oil & gas. The full 2.65 mill levy will be initially assumed for the 2024 budget. Colorado law requires a two-year reassessment cycle for all property, and all properties are reassessed every odd-number year. 2023 tax year is a reassessment year. Staff will work closely with the Assessors in Pitkin, Eagle and Garfield Counties to obtain preliminary and final assessed valuations within RFTA's district.
- RFTA will utilize **fixed price fuel contracts** to manage price volatility associated with the cost of fuel. Unleaded gasoline and diesel contracts were executed for a majority of RFTA's 2024 fuel needs and equates to a decrease in the weighted average price of approximately 9% and 7%. Staff continues to partner with its fuel vendor to monitor pricing and opportunities to lock additional fuel for 2024. Our current CNG pricing will be assumed in budget preparations.
- **Healthcare:** In 2023, medical premiums reflected a 7% increase, with no changes in dental and vision premiums. The preliminary estimated annual increase for 2024 is anticipated to be around 10% for medical premiums, 10% for dental premiums, and no change in vision premiums.
- The high cost of living in the Roaring Fork Valley has challenged RFTA's ability to hire and retain qualified personnel. Management continues to review and refine RFTA's **compensation package** with respect to wages, incentive programs, and benefit enhancements, including employee housing, in order to remain competitive in the local job market. As part of the **biennial compensation review**, a market survey is currently underway for all positions with the help of consultants from Employers Council, and staff will bring to the Board any recommendations for pay adjustments, including the timing of implementation. The Collective Bargaining Unit (CBU) comprised of full-time bus operators are subject to scheduled pay increases in accordance with their contract.
- Through July 2023, RFTA had approximately 64 employees participating in RFTA's **employee housing programs**, which is less than the 118 beds initially assumed for budgetary purposes, due to the shortage of bus operators.
- **Destination 2040:** 2024 will be the second full year as RFTA and its partners continue to implement the 2023-2028 **Regional Bikeshare Plan**. Planning for expansion will continue in the Town of Snowmass Village and the City of Glenwood Springs while operating and capital support will continue for the City of Aspen, Town of Snowmass Village, Pitkin County, Town of Basalt, Eagle County, and Town of Carbondale.
- **First and Last Mile Mobility (FLMM) Grant Program:** This grant program will enable RFTA to serve as a granting agency that helps "kick-start" new FLMM projects in valley. Staff

received a total request of approximately \$537,308 (\$387,308 for 5 grant applications and \$150,000 for Town of Carbondale placeholder).

- **Request for Funding Application:** Forms are required to be completed by organizations seeking financial support, deadline is September 2023. An initial multi-year funding request has already been submitted for the 2024 budget year:
  - **Garfield Clean Energy (GCE):** A three-year funding request beginning in 2024, subject to annual appropriation, to support three key program areas and projects: (1) Active Energy Management consultation services to RFTA for its facilities, and hosting of RFTA facilities on the Building Energy Navigator website, (2) Programs to promote active transportation, multi-modal transportation connecting transit and trails, and adoption of electric vehicles, and (3) Organizational administration, outreach, education, website and reporting. The multi-year funding request is \$45,000 for 2024, \$49,500 for 2025, and \$54,450 for 2026.
- Other issues and priorities as identified by the Board.

**Budget Initiatives, Assumptions and Issues:**

- Develop Vehicle Registration Fee estimate based on historical data and trends.
- Budget bus stops and park and ride operating expenditures, including the operating costs for the new 27<sup>th</sup> Street Pedestrian Underpass Project.
- Additional resources needed to fund the operating and maintenance costs associated with BRT stations and park and rides will be transferred from the General Fund using available Sales Tax Revenues.

**Torre questioned the rise in transit fares, and wondered if it was due to fare increases or fare revenue.**

**Mike Yang responded that the increase is from fare revenue received, not a fare increase.**

**Francie Jacober asked if RFTA is still 40 drivers short.**

**Ravenschlag responded that yes, unfortunately, RFTA is still approximately 40 drivers short of the 180 drivers that it likes to carry.**

**Ingrid Wussow suggested RFTA do some outreach to see if potential employees would rather have better pay or to have housing. She questioned if it is better to increase wages or to offer more affordable housing.**

**Ed Cortez responded that the Local ATU 1774 has looked at what drivers would like better, and determined that they would rather have a higher pay, however, they also need housing.**

**C. Presentation Regarding Potential Employee Housing Partnership with City of Glenwood Springs – Beverli Marshall, City Manager, City of Glenwood Springs**

In 2017, the City of Glenwood Springs completed its Confluence Redevelopment Plan. Included in the plan was a discussion of the potential to redevelop Vogelaar Park into a mixed-use neighborhood, featuring different types of housing for a range of income levels.

Currently, the City is interested in moving the Vogelaar Park redevelopment plan forward, and it is seeking partners, such as RFTA, that are in need affordable housing for their employees, to join this effort. Key project goals are:

1. Address staffing recruitment and retention issues;
2. Reduce impact of work commute traffic to / from Glenwood Springs;
3. Reduce cost-burdened households; and
4. Provide housing continuity options.

Housing affordability has become a top challenge for the City of Glenwood Springs. Vogelaar Park is envisioned as a walkable, mixed-income neighborhood that will add much needed housing stock and diversity to downtown Glenwood.

Vogelaar Park is a 6.1-acre site, and careful consideration will need to be given to a site design that uses the property in an efficient manner and achieves community goals. Redevelopment of Vogelaar Park is aimed at bringing a diverse range of housing units to downtown Glenwood. Unit diversity is essential for enabling a wider range of income levels, to find a suitable home. Public ownership presents an opportunity to reduce development costs and provide housing options at costs that may not otherwise be feasible.

Concerns have been raised about the integration of new development with the existing neighborhood surrounding the Park. Development of the Park will need to be designed to complement the character of the surrounding neighborhood along Pitkin Avenue. 4-stories is an appropriate maximum height for new buildings. However, the scale of buildings along the eastern and southern edges of the Park need to be sensitive to the context of the existing neighborhood and Glenwood Springs Elementary School.

No firm commitments from RFTA are being sought at this time. Staff recommends that the partnership discussion be deferred until November or December 2023, when the first phase of its Housing Program Development Plan is completed by Economic & Planning Systems, Inc. At that time, RFTA should be in a better position to evaluate its need for additional affordable housing in terms of quantity, mix, location, and available revenue.

The City of Glenwood Springs is seeking approval from the RFTA Board to provide a letter of support for the project that will be included, along with those of other organizations, in an upcoming DOLA grant application. The grant funding, if awarded, will be used to advance the project in terms of public outreach and preliminary design, etc.

**Poschman stated that from his point of view it checks off all of the boxes as a good investment.**

**McQueeney questioned if there was any obligation for RFTA if they were to provide a letter of support for this partnership.**

**Marshall responded that no, there would be no obligation for RFTA, it is just stating that RFTA agrees that this venture is a good idea.**

**Laird moved to approve the RFTA Board to Provide a Letter of Support for the Employee Housing Partnership with City of Glenwood Springs, and Poschman seconded the motion. The motion was unanimously approved.**

**6. Information/Updates:**

**A. CEO Report – Dan Blankenship, CEO**

WE-cycle had a ribbon cutting ceremony for the opening of the Carbondale We-cycle location. It was a great turn-out and everyone had a chance to enjoy using one of the E-bikes offered by WE-cycle. There were approximately 1,700 trips made by 435 unique riders during the first week the system was open. Dan Blankenship encourages the community to take advantage of this new system.

RFTA's year-to-date system-wide ridership through June 2023 was **2,596,961**, up **22.1%**. The city of Aspen is still lagging a bit in getting riders back on the bus.

**Garfield County Transportation Improvement Subcommittee (GCTIC):** As of the last contact, Nathan Lindquist, CDOT Land Use Planner/Analyst, is planning to meet with the CDOT Executive Director to discuss how best to move this process forward. When the plan crystalizes, he will be back in touch.

**7. Issues to be Considered at Next Meeting:** No topics identified.

**8. Next Meeting:** 8:30 a.m. – 11:00 a.m.; September 14, 2023, Carbondale Town Hall, Room 1 and via WebEx Teleconference, for those who are unable to attend in person.

**9. Adjournment:**

**Poschman moved to adjourn from the August 13, 2023 RFTA Board meeting, and Laird seconded the motion. The motion was unanimously approved.**

**The August 13, 2023 RFTA Board Meeting adjourned at 10:24 a.m.**

Respectfully Submitted:

Nicole R. Schoon  
Secretary to the RFTA Board of Directors

**RFTA BOARD OF DIRECTORS MEETING  
“CONSENT” AGENDA SUMMARY ITEM # 6. A.**

<b>Meeting Date:</b>	September 14, 2023
<b>Subject:</b>	Approval of Declaration of Deed Restriction and Agreement Concerning the Occupancy of Certain Rental Units At 52039 Highway 6 & 24, City of Glenwood Springs, Garfield County
<b>Strategic Outcome:</b>	3.0 Sustainable Workforce.
<b>Strategic Objective:</b>	3.3 Provide comfortable and affordable short-term and long-term housing solutions.
<b>Presented By:</b>	Michael Hermes, Director of Facilities/Project Management.
<b>Staff Recommends:</b>	Staff recommends that the Board approve the dedication of deed-restricted units at the Iron Mountain Place property (formerly known as the Rodeway Inn), and authorize the CEO to execute the deed restriction agreement with the City of Glenwood Springs when approved as to form by the RFTA General Council.
<b>Executive Summary:</b>	In order for staff to receive a building permit and begin renovating the Iron Mountain Place employee housing project, RFTA must permanently deed restrict the amount of rent that can be charged on 35% (or 15) of the units to no greater than 120% the Garfield County Average Median Income (AMI). This deed restriction is a requirement of the Glenwood Springs municipal code and is intended to ensure that there are units in converted extended stay motels that remain affordable for lower-income persons.
<b>Background/ Discussion:</b>	<p>In 2022, to help address the lack of affordable housing in the community and to help stimulate the redevelopment of the older, underperforming motels, the City of Glenwood Springs passed several municipal code revisions and created an “extended stay motel” category within the municipal code to encourage developers to convert these older motels into affordable housing. These revisions created a way to lease motel rooms for longer periods than traditional motels, developed standards for the renovations, and waived several requirements related to open space, parking, and utility impact fees.</p> <p>To ensure that a portion of these renovated units remained affordable and were leased to lower-income citizens, the City also required the developer to deed restrict 35% of the units in the development. These deed restrictions limit the amount a unit can be rented for to not more than 120% of the Garfield County AMI as established by the Colorado Housing and Finance Authority.</p> <p>To be able to pull a building permit for the Iron Mountain Place employee project, RFTA will need to deed restrict 35% (or 15) of the units on the property.</p>
<b>Governance Policy:</b>	Board Financial Condition and Activities Policy 2.3.7 states, “The CEO shall not acquire, encumber or dispose of real property.”

<b>Fiscal Implications:</b>	<p>The requirement to deed restrict 35% (or 15) of the units at the Iron Mountain Place employee housing property could reduce the potential rental income from the property. However, the decision to purchase and renovate the property was made to provide affordable housing for RFTA employees new to the Roaring Fork Valley, rather than to produce income for the organization.</p>
<b>Attachments:</b>	<p>Yes please click on "<a href="#">RFTA_20230901 RFTA-Deed Restriction w-Exhibit A – FINAL.pdf</a>," or see "RFTA_20230901 RFTA-Deed Restriction w-Exhibit A – FINAL.pdf," included in the September 2023 RFTA Board Meeting Portfolio.pdf attached to the e-mail transmitting the RFTA Board Agenda packet.</p>

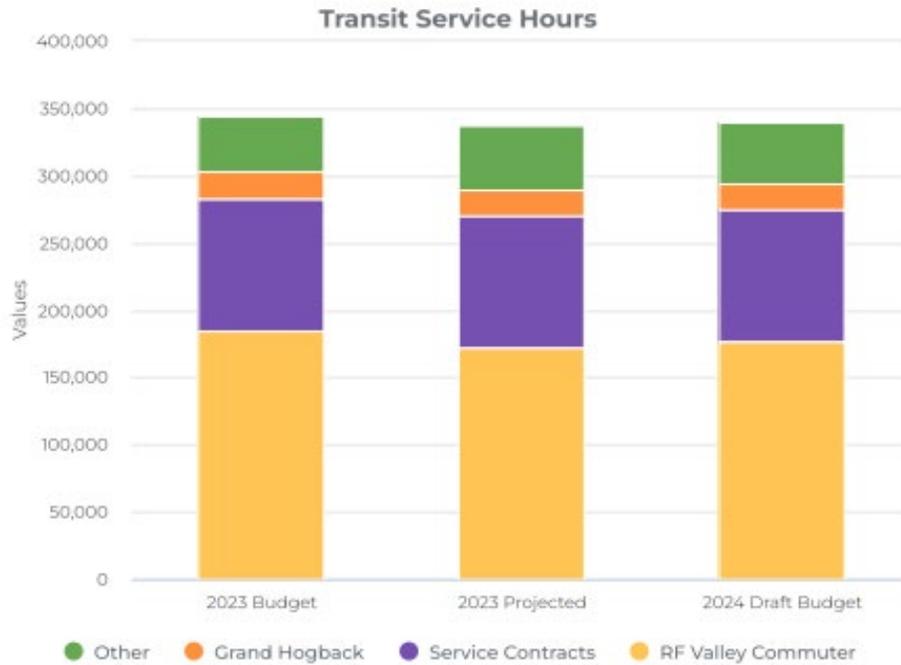
**RFTA BOARD OF DIRECTORS MEETING**  
**“PRESENTATIONS” AGENDA SUMMARY ITEM # 7. A.**

<b>Meeting Date:</b>	September 14, 2023
<b>Agenda Item:</b>	2024 1 <sup>st</sup> Draft Budget Presentation
<b>Strategic Outcome:</b>	Financial Sustainability
<b>Strategic Objective:</b>	4.1 Ensure accurate budget and accounting
<b>Presented By:</b>	Michael Yang, Chief Financial & Administrative Officer Paul Hamilton, Director of Finance
<b>Recommendation:</b>	Approve prioritization and assumptions of the 2024 Budget with revisions as the Board feels necessary
<b>Core Issues:</b>	<p>At the August 2023 Board meeting, staff presented the 2024 budget initiatives, assumptions and issues.</p> <p>The 1<sup>st</sup> draft of the 2024 budget has been prepared based on the approved budget initiatives and assumptions. The budget is a work-in-progress document and will be refined from September through November as more actual expenditure and revenue data becomes available, which may affect the General Fund’s 2023 forecast.</p> <p>The 1<sup>st</sup> draft of the 2024 budget is presented in the following order:</p> <ol style="list-style-type: none"> <li>1. Services</li> <li>2. Challenges, Issues, and Opportunities</li> <li>3. Consolidated Financial Overview</li> <li>4. Estimated Revenue Composition and Assumptions</li> <li>5. Budgeted Expenditures by Program/Department and Assumptions</li> <li>6. Budgeted Other Financing Sources/Uses</li> <li>7. Staffing</li> <li>8. Major Goals</li> <li>9. Fund Balance</li> <li>10. Background information</li> </ol>
<b>Policy Implications:</b>	Board Job Products Policy 2.4.5 states, “The Board will approve RFTA’s annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy).”
<b>Fiscal Implications:</b>	Limited resources will require prioritization of Authority’s projects; revenues and expenditures assumptions could affect Fund balance.
<b>Attachments:</b>	Yes, please see 2024 1 <sup>st</sup> Draft Budget presentation on the following pages.

# 2024 RFTA BUDGET – 1<sup>ST</sup> DRAFT PRESENTATION

## 1. Services

- The 1<sup>st</sup> draft of the 2024 budget is based on 2023 service levels with updates for seasonal changes. Due to projected workforce readiness levels, staff anticipates potential service reductions for the upcoming 2023/2024 winter season may be needed. Any modifications will be reflected in the 2<sup>nd</sup> draft budget.
- The 2024 1st draft budget transit service hours and miles reflect a 0.9% and 2.1% increase over 2023 projections, respectively.





## 2. Challenges, Issues, and Opportunities

- **Construction Projects:** RFTA anticipates two major construction projects will be completed in 2024 which will result in increased operating costs to support and maintain the facilities.
  - *Glenwood Springs Maintenance Facility (GMF) Phases, 3, 4, 5 and 7 Project:* Consider staffing and operational costs related to the opening the expanded Glenwood Maintenance (GMF) facility, which is estimated to open in the summer of 2024. This project includes a new operations center, a multi-fuel Fueling and Bus Wash Facility, and a sixty bus-storage building.
  - *RFTA 27<sup>th</sup> Street Pedestrian Underpass:* Consider the impacts of operating and maintenance costs of the 27<sup>th</sup> Street Pedestrian Underpass Project, located at the intersection of 27<sup>th</sup> Street and Colorado Highway 82 in Glenwood Springs, which is estimated to open in the fall of 2024. This project includes reconfiguration of the Rio Grande Trail, drainage improvements, and construction of two underpasses under 27<sup>th</sup> Street and Colorado Highway 82.
- **RFTA Employee Housing:** Staff is evaluating a bid it received for the construction of improvements at the Iron Mountain Place (formerly the Rodeway Inn in Glenwood Springs) and will consider the schedule of renovations and timing of completion.
- **Other Initiatives Currently Underway:** Staff is currently monitoring the following initiatives for potential budgetary needs, in order to advance priority action items that require funding:
  - Compensation Market Survey
  - ZEV Roadmap Study
  - Housing Policy and Program Study
  - CEO Succession Planning
- **Property Tax Revenues:** Continue to monitor legislative efforts at the state level (i.e. Proposition HH) and discussions at the local level (i.e. Low-Income Property Tax Relief Programs, Temporary Mill Levy Credits, etc.) that are exploring opportunities to reduce the burden upon taxpayers due to significant

increases in assessed property valuations. RFTA’s current mill levy of 2.65 is exempt from the TABOR Property Tax Limits (Article X, Section 20) and exempt from the statutory property tax revenue limit C.R.S. 29-1-301 (the 5.5% limit).

- **Staffing Levels:** RFTA ended the 2022/2023 winter season approximately 40 bus operators below its goal. This resulted in implementing service reductions for the Summer Season transit service schedule. As RFTA works diligently with its ongoing hiring efforts, it remains challenging to meet our goals given the current labor market along with the high cost of living and scarcity of affordable housing in the region. Staff will continue to monitor RFTA’s workforce readiness level, which could potentially impact its ability to deliver the assumed baseline service plan.
- As the **economy** moves along, it appears to remain fragile with slower job growth, net layoffs in a few industries, reduced unemployment rates, shortage of workers and housing, higher interest rates and inflation. These ongoing variables continue to add pressure to the costs for materials, goods, bus parts and supplies, fuel, and capital projects.
- As illustrated in the chart below, approximately \$17.0 million is available for capital projects and other strategic initiatives before any recommended use of fund balance. Although the 2018 Ballot Measure 7A, Property Tax Mill Levy Increase references specific uses of associated property taxes, the property tax revenues are not considered legally restricted. Staff will continue to refine the revenue assumptions as more information becomes available and review and update the operating budget as needed.

<b>Destination 2040 Funding and Uses included in General Fund:</b>	
<b>Description (1,000's)</b>	<b>2024 Draft Budget</b>
Surplus before D2040	\$ 5,333
Net Property Tax Revenues	18,261
Less: Estimated Costs for Service Enhancements	(2,999)
Less: Estimated Debt Service for Capital Lease (bus)	(676)
Less: Estimated Debt Service for Series 2021A Bonds	(1,681)
Less: Estimated Net Costs for D2040 Projects	(1,165)
Less: Estimated Costs for Strategic Initiatives	-
<b>Remaining Available Funds / (Use of Fund Balance)</b>	<b>\$ 17,073</b>

- **Sales and Use Tax** revenues is the Authority’s primary source of revenue and may be volatile with increases and decreases varying among each member jurisdiction.
  - The Authority relies on input from each member jurisdiction for assumptions and trend analysis during budget preparation. Staff consulted with each member jurisdiction’s Finance Department to receive preliminary sales tax estimates for 2024. Of the eight jurisdictions, staff has received assumptions and estimates from six jurisdictions and has made an educated assumption for the remaining jurisdictions. As a result, the preliminary 2024 overall sales tax projection includes a 0.5% increase compared to the 2023 forecast.
  - Use tax is projected flat compared to the 2022 forecast.
- **Property Tax** revenues for the 2023 tax year, with collections in 2024, which will have the following impacts from Colorado Senate Bill 22-238:
  - non-multifamily residential property will be reduced from 6.95% to 6.765%,

- multifamily residential property will be reduced from 6.8% to 6.765%, and
  - commercial property, excluding agriculture and renewable energy and oil & gas, will be reduced from 29% to 27.9%.
  - The full 2.65 mill levy is included in the 2024 1st draft budget. As a result, the preliminary 2024 property tax revenues include a 61.6% increase compared to the 2023 forecast.
  - Colorado law requires a two-year reassessment cycle for all property, and all properties are reassessed every odd-number year. Therefore, the 2023 tax year is a reassessment year. Staff works closely with the Assessors in Pitkin, Eagle, and Garfield Counties to obtain preliminary and final assessed valuations for RFTA's district.
- **Transit fuel** prices, for 2024, management will continue to utilize fixed price transit diesel fuel contracts for a majority of its fuel needs to manage fuel volatility. Currently, both unleaded gasoline and diesel contracts have been executed for a majority of RFTA's 2024 fuel needs. For the 1st draft budget, the weighted average price for unleaded gasoline and diesel includes a 13.1% and 9.9 decrease, respectively, versus the 2023 budgeted weighted average price. As fuel prices will remain volatile, staff will continue to partner with its fuel vendor to monitor pricing and opportunities to lock in future fuel needs. For CNG fuel, staff are estimating an increase in production and delivery costs and staff have included the Alternative Fuel Credit from the Inflation Reduction Act of 2022 which is available through December 31, 2024.
  - **Health care** costs continue to increase. RFTA's County Health Pool renewal rates reflect a 10% increase in health insurance premiums, 10% increase in dental insurance premiums, and no change to vision premiums. Final estimates are anticipated to become available in September. Staff will review and analyze various scenarios before recommending any changes to employee contributions and employer contributions to the various types of coverage of its offered plans.
  - Compensation, historically, the high cost of living in the Roaring Fork Valley has challenged the Authority's ability to hire and retain qualified personnel. Management continues to review and refine RFTA's compensation package with respect to wages, incentive programs, and benefit enhancements, including employee housing, in order to remain competitive in the local job market. As part of the biennial compensation review in our 2023 workplan, a market survey is currently underway for all positions with the help of consultants from Employers Council. Staff will provide any recommendations for pay adjustments, including the timing of implementation, to the Board as part of the 2024 budget process. The Collective Bargaining Unit comprised of full-time bus operators is subject to scheduled pay increases in accordance with their contract. Any recommendations to increase pay covered by the agreement will require an amendment to the contract. The 1st draft of the budget does not include any potential compensation package adjustments. It does include scheduled pay increases in accordance to the Collective Bargaining Unit for full-time bus operators and a merit increase of up to 4% for all other employees on their anniversary date.
  - **Destination 2040:** 2024 will be the second full year as RFTA and its partners continue to implement the 2023-2028 Regional Bikeshare Plan. Planning efforts for expansion will continue with the Town of Snowmass Village and the City of Glenwood Springs while operating and capital support will continue for the existing systems in Aspen, Snowmass Village, Pitkin County, Basalt, Eagle County, and Carbondale. The chart below reflects the preliminary financing plan for the operating and capital funding for 2024:

## 2024 Summary Bikeshare Operations and Capital Financing Plan

	A	B	C	D	E	F	G	H
Total 2024 Bikeshare Operations and Capital Funding	RFTA	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	WE-cycle	EOTC	Local	Total	Total
Total 2024 Bikeshare Indirect and Direct Operations Funding	\$ 597,997	\$ 201,571	\$ 799,568	\$ 197,327	\$ 106,090	\$ 475,569	\$ 1,578,554	
Total 2024 Bikeshare Planning Funding	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	
Total 2024 Bikeshare Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total 2024 Core Bikeshare Equipment Funding	\$ 212,000	\$ -	\$ 212,000	\$ -	\$ -	\$ 53,000	\$ 265,000	
Total 2024 Bikeshare Support Equipment Funding	\$ 8,000	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ 8,000	
Total 2024 Bikeshare Replacement and Maintenance Equipment Funding	\$ 85,199	\$ -	\$ 85,199	\$ -	\$ -	\$ 21,300	\$ 106,499	
<b>Total 2024 Bikeshare Funding - All Sources</b>	<b>\$ 963,196</b>	<b>\$ 201,571</b>	<b>\$ 1,164,767</b>	<b>\$ 197,327</b>	<b>\$ 106,090</b>	<b>\$ 549,869</b>	<b>\$ 2,018,053</b>	
Percentage Shares of Total Regional Bikeshare Operations Costs	N/A	N/A	51%	13%	7%	30%	100%	
Percentage Shares of Total Regional Bikeshare Costs	N/A	N/A	58%	10%	5%	27%	100%	

- The 2024 budget includes the following WE-Cycle items: 1) \$1.6 million in contributions for annual ongoing operating costs, (indirect and direct operations funding, planning funding, and startup operations) which are reflected in Administrative costs; 2) \$379,500 for capital, startup equipment, and capital replacement costs, which are included in Capital outlay and 3) \$656,000 in Local Government Contributions from the EOTC and member contributions. The Authority's net cash contribution to 2023 Bikeshare Operations and Capital Financing Plan is \$1.3 million.
- **First and Last Mile Mobility (FLMM) Grant Program:** This grant program will enable RFTA to serve as a granting agency that helps “kick-start” new FLMM projects in the region in partnership with its member jurisdictions. FLMM Grant Application Forms are required to be completed by members seeking financial support. The deadline for requests related to the 2024 budget year was the end of June 2023. Staff reviewed the grant applications and provided the chart below to the Board at the July 13<sup>th</sup> Board meeting, which reflects a total request of approximately \$537,308 (\$387,308 for 5 grant applications and \$150,000 for the Town of Carbondale placeholder). The 1st draft budget has incorporated the amounts requested below, totaling \$537,308.

Applicant	Project Title	Summary	Amount Requested	Total Cost
Town of Carbondale	We-Cycle Bike Share	Operate 17 bike share stations with 80 total bikes (40 traditional and 40 e-bikes) <b>Commitment Requested from We-Cycle: \$133,878</b>	\$66,639 (50%)	\$129,855 operating + \$4,023 capital = \$133,878
Town of Basalt	Basalt Connect	Operations for 8 months of 2024: January, February, March, June, July, August, September, December	\$270,610 (50%)	\$541,211
Town of Snowmass Village	We-Cycle Bike Share	2024 Capital and operating <b>Commitment Requested from We-Cycle: \$14,761</b>	\$7,381 (50%)	\$14,672
Town of Basalt	We-Cycle Bike Share	2024 Capital and Operating <b>Commitment Requested from We-Cycle: \$79,411</b>	\$24,706 50%	\$79,411 total cost- \$30,000 existing funding = <b>\$49,411 (100%)</b>
City of Aspen	We-Cycle Bike Share	2024 Capital and Operating \$14,067 Operating Request \$3,905 Operating Request <b>Commitment Requested from We-Cycle: \$186,903</b>	\$17,972 10%	\$186,904
Town of Carbondale	Carbondale Downtowner Service	Placeholder amount for Operating a downtowner service equivalent to the Town of Basalt service for 6 months: July 2024 -December 2024	\$150,000 (50%) PLACEHOLDER	\$300,000 (estimated) PLACEHOLDER

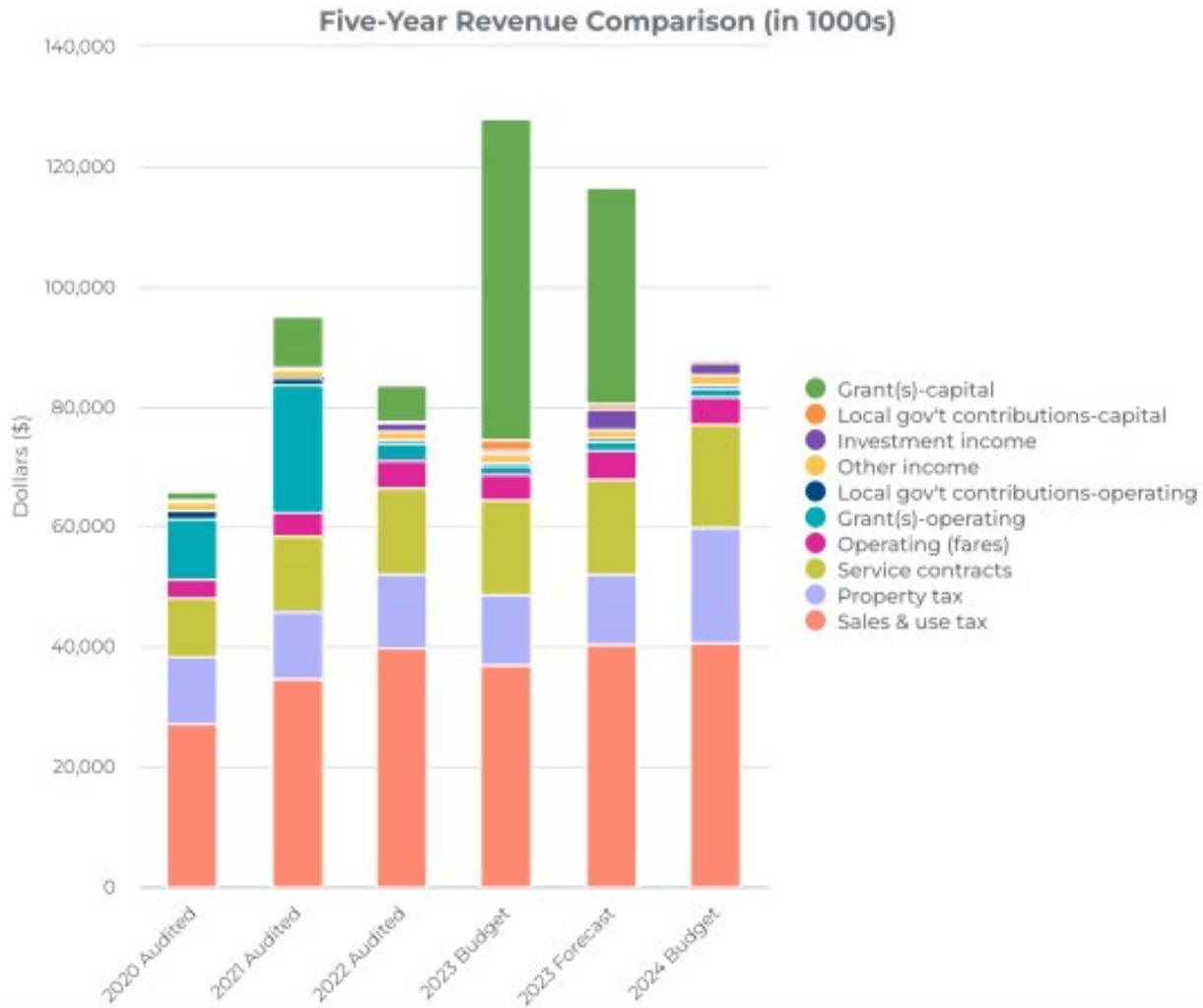
- With the capital-intensive nature of the transit industry, management continues to develop funding strategies for short- and long-term **capital replacement and improvement needs**. Funding strategies include a combination of financing options, pursuing grant opportunities, pay-go using fund balance, seeking additional revenue, and reducing operating costs. The **Destination 2040 Plan** has secured additional funding through property tax revenues and increased bonding authority. Management has implemented service enhancements, design/planning efforts, and construction for multiple capital projects. RFTA issued bonds in 2021 to fund the Glenwood Maintenance Facility (GMF) Expansion Project (Phases 2, 3, 4, 5, & 7) and 27<sup>th</sup> Street Parking Expansion Property Acquisition. As RFTA experiences increasing project costs due to inflation, staff continues to monitor and prioritize the various projects in the Plan and funding needed to deliver those projects.

### 3. Consolidated Financial Overview

	(in 1,000s)	General Fund	Service Contracts	Bus Stops/ PNR SRF	Mid Valley Trails SRF	Capital Projects Fund	Debt Service Fund	2024 Draft Budget	%
<b>Beginning fund balance (Budget)</b>	\$	67,026	\$ -	\$ 97	\$ 323	\$ -	\$ 920	\$ 68,366	
<b>Revenues:</b>									
Sales and use tax		40,442	-	-	118	-	-	40,560	46%
Property tax		19,140	-	-	-	-	-	19,140	22%
Service contracts		-	17,215	-	-	-	-	17,215	20%
Operating revenue		4,733	-	-	-	-	-	4,733	5%
Grant revenue - operating		1,438	30	-	-	-	-	1,468	2%
Grant revenue - capital		-	-	-	-	-	-	-	0%
Local gov't contributions - operating		610	-	-	-	-	-	610	1%
Local gov't contributions - capital		656	-	-	-	-	-	656	1%
Other income		1,003	-	515	-	-	119	1,638	2%
Investment income		2,000	-	-	-	-	-	2,000	2%
<b>Total revenues</b>	\$	<b>70,022</b>	\$ <b>17,245</b>	\$ <b>515</b>	\$ <b>118</b>	\$ -	\$ <b>119</b>	\$ <b>88,019</b>	<b>100%</b>
<b>Program expenditures:</b>									
Fuel	\$	2,423	\$ 956	\$ -	\$ -	\$ -	\$ -	\$ 3,379	5%
Transit		40,494	16,474	1,443	-	-	-	58,410	82%
Trails & Corridor Mgmt		1,058	-	-	141	-	-	1,199	2%
<b>Subtotal operating exp.</b>	\$	<b>43,975</b>	\$ <b>17,430</b>	\$ <b>1,443</b>	\$ <b>141</b>	\$ -	\$ -	\$ <b>62,989</b>	<b>89%</b>
Capital		1,704	-	-	-	-	-	1,704	2%
Debt Service		1,882	-	-	-	-	4,394	6,276	9%
<b>Total expenditures</b>	\$	<b>47,561</b>	\$ <b>17,430</b>	\$ <b>1,443</b>	\$ <b>141</b>	\$ -	\$ <b>4,394</b>	\$ <b>70,969</b>	<b>100%</b>
<b>Other financing sources</b>	\$	-	\$ 185	\$ 928	\$ -	\$ -	\$ 4,274	\$ 5,387	
<b>Other financing (uses)</b>		(5,387)	-	-	-	-	-	(5,387)	
<b>Change in Fund Balance</b>	\$	<b>17,073</b>	\$ -	\$ -	\$ (23)	\$ -	\$ -	\$ <b>17,050</b>	
<b>Ending fund balance</b>	\$	<b>84,099</b>	\$ -	\$ 97	\$ 299	\$ -	\$ 920	\$ <b>85,416</b>	

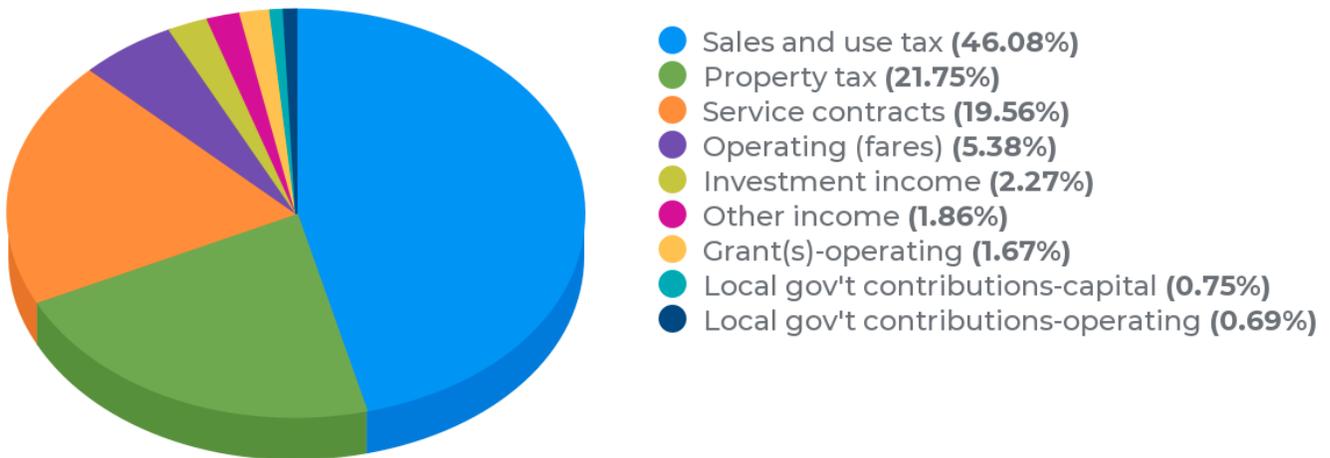
- For an explanation of each fund, please refer to the Background section at the end of this report.

#### 4. Estimated Revenue Composition & Assumptions



	2020	2021	2022	2023	2023	2024 Draft	24/23 Budget	
Revenues (in 1000s)	Audited	Audited	Audited	Budget	Forecast	Budget	\$ Dif	% Dif
Sales and use tax	\$ 27,125	\$ 34,528	\$ 39,800	\$ 36,924	\$ 40,353	\$ 40,560	\$ 3,636	10%
Property tax	11,232	11,409	12,390	11,844	11,844	19,140	7,296	62%
Service contracts	9,874	12,405	14,290	15,683	15,652	17,215	1,532	10%
Fare Revenue	2,934	4,136	4,543	4,244	4,730	4,733	489	12%
Grant revenue - operating	10,117	20,979	2,831	1,432	1,432	1,468	36	3%
Local gov't contributions - operating	1,510	1,374	560	610	610	610	-	0%
Other income	1,332	1,340	1,444	1,544	1,406	1,638	93	6%
Investment income	248	34	1,382	409	3,521	2,000	1,591	389%
<b>Subtotal Revenues - Operating</b>	<b>\$ 64,373</b>	<b>\$ 86,204</b>	<b>\$ 77,241</b>	<b>\$ 72,690</b>	<b>\$ 79,548</b>	<b>\$ 87,363</b>	<b>\$ 14,673</b>	<b>20%</b>
Local gov't contributions - capital	103	130	331	1,823	908	656	(1,167)	-64%
Grant revenue - capital	1,508	8,608	6,071	53,461	35,954	-	(53,461)	-100%
<b>Subtotal Revenues - Capital</b>	<b>\$ 1,611</b>	<b>\$ 8,739</b>	<b>\$ 6,403</b>	<b>\$ 55,284</b>	<b>\$ 36,862</b>	<b>\$ 656</b>	<b>\$ (54,628)</b>	<b>-99%</b>
<b>Total</b>	<b>\$ 65,984</b>	<b>\$ 94,943</b>	<b>\$ 83,644</b>	<b>\$ 127,973</b>	<b>\$ 116,410</b>	<b>\$ 88,019</b>	<b>\$ (39,955)</b>	<b>-31%</b>

## 2024 Estimated Revenue Composition (in 1000s)

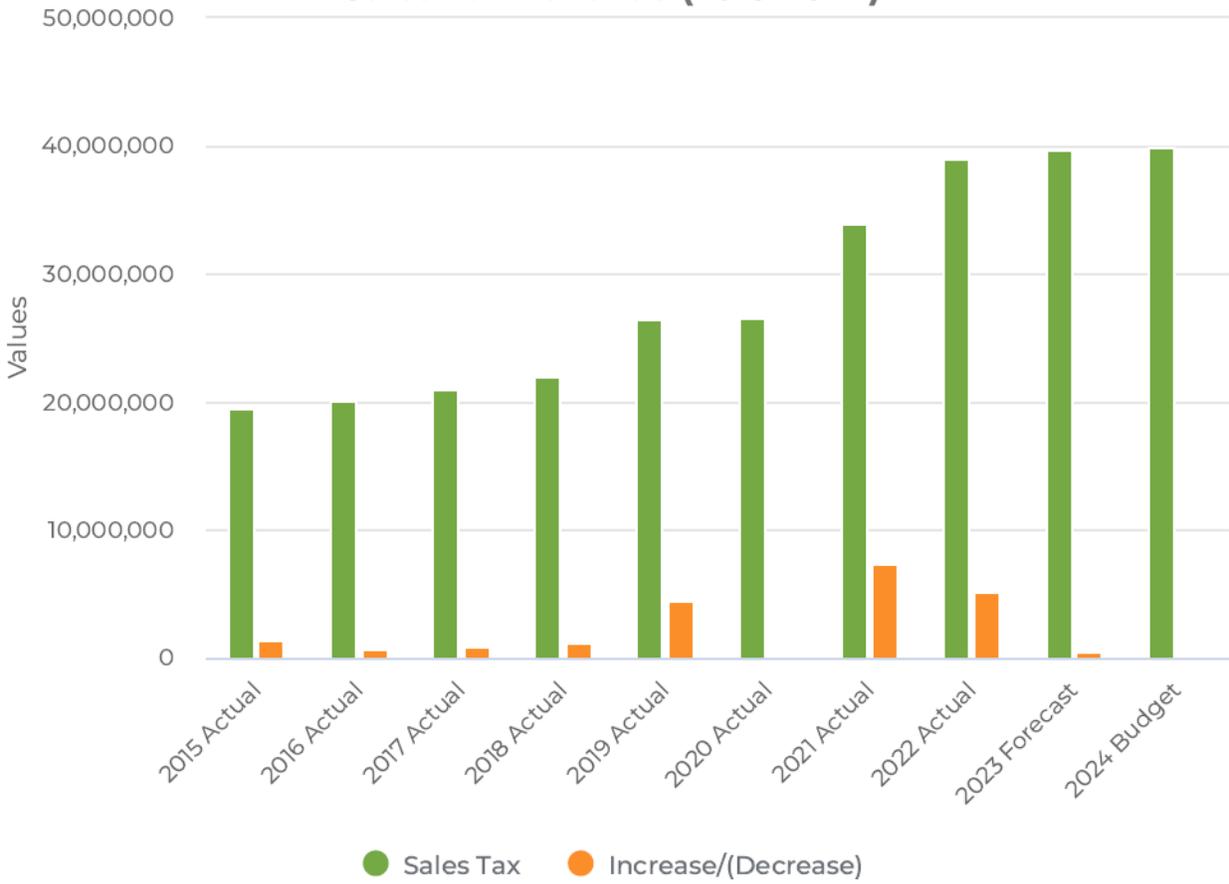


- **Sales Tax** revenues are dedicated taxes collected from member jurisdictions based on intergovernmental agreements. The chart below shows *preliminary* estimates by jurisdiction as of August 2023:

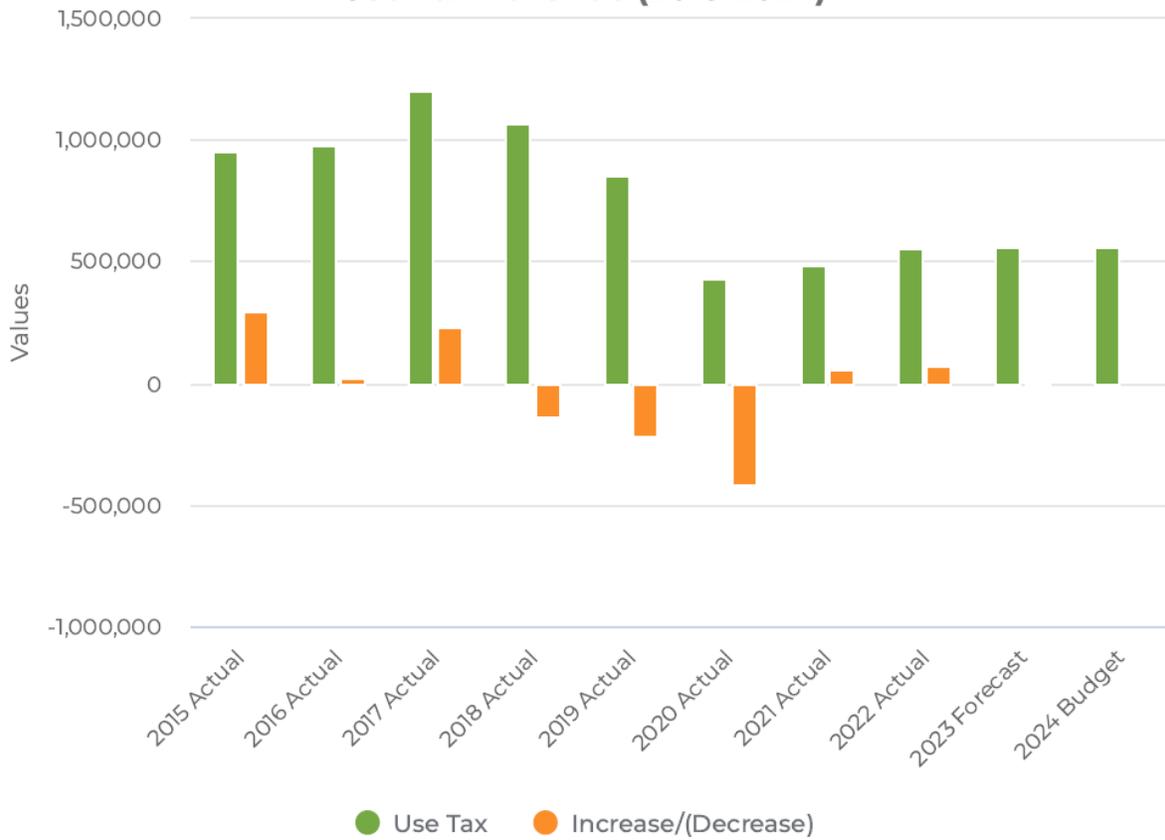
Member Jurisdictions	2024 % Increase / (Decrease)
Aspen	+1.8%
Basalt	0%
Carbondale	0%
Glenwood Springs	5%
Eagle County	0%
New Castle	+3.5%
Pitkin County*	0%
Snowmass Village*	0%

\*RFTA-derived estimate, awaiting or received after budget presentation prepared

### Sales Tax Revenue (2015-2024)



### Use Tax Revenue (2015-2024)



- Property tax revenues** are collected by the County Treasurer in Pitkin, Eagle and Garfield Counties within RFTA’s member jurisdictions. Based on the preliminary data received from Pitkin, Eagle and Garfield Counties, the preliminary assessed property value increases are 65.3%, 58.7% and 36.3%, respectively. The Assessors’ Offices indicated that updated preliminary certifications will be provided by November 1 and Final certifications of assessed valuations will occur in December. Staff continues to monitor legislative efforts at the state level (i.e. Proposition HH) and any activity at the local level that explore opportunities to reduce the burden upon taxpayers due to significant increases in assessed property valuations. Based on initial discussions with RFTA’s Bond Counsel regarding Proposition HH, there is a lot that is still unclear with the measure and, if it passes, then it is possible that certain aspects of the measure may need to be clarified in further legislation or possibly by the courts. Staff plans to provide a recommendation on Proposition HH after more due diligence has been performed.



- Service contract revenues** are for service contract agreements based on hours and miles by route for each agreement and are billed on monthly basis. The Authority has service contract agreements with the Aspen Skiing Company, the City of Aspen, the City of Glenwood Springs and Garfield County (Traveler Program);
  - The Authority estimates hours and miles by route for each service contract agreement and calculates costs in accordance with each service contract agreement. Staff continues to work closely with its partners to make any modifications to service levels.
- Operating revenues** are for transit fares collected primarily from regional routes, Highway 82 and the I-70 Corridor, as well as fares collected from the Maroon Bells Bus Tour;
  - At this time, staff is estimating a 5% increase in regional fare collections in 2023 compared to 2022 actuals. The increase is attributable to an increase in ridership. For the 2024 1st draft budget, fare revenues include a 0.1% increase to the 2023 forecast.

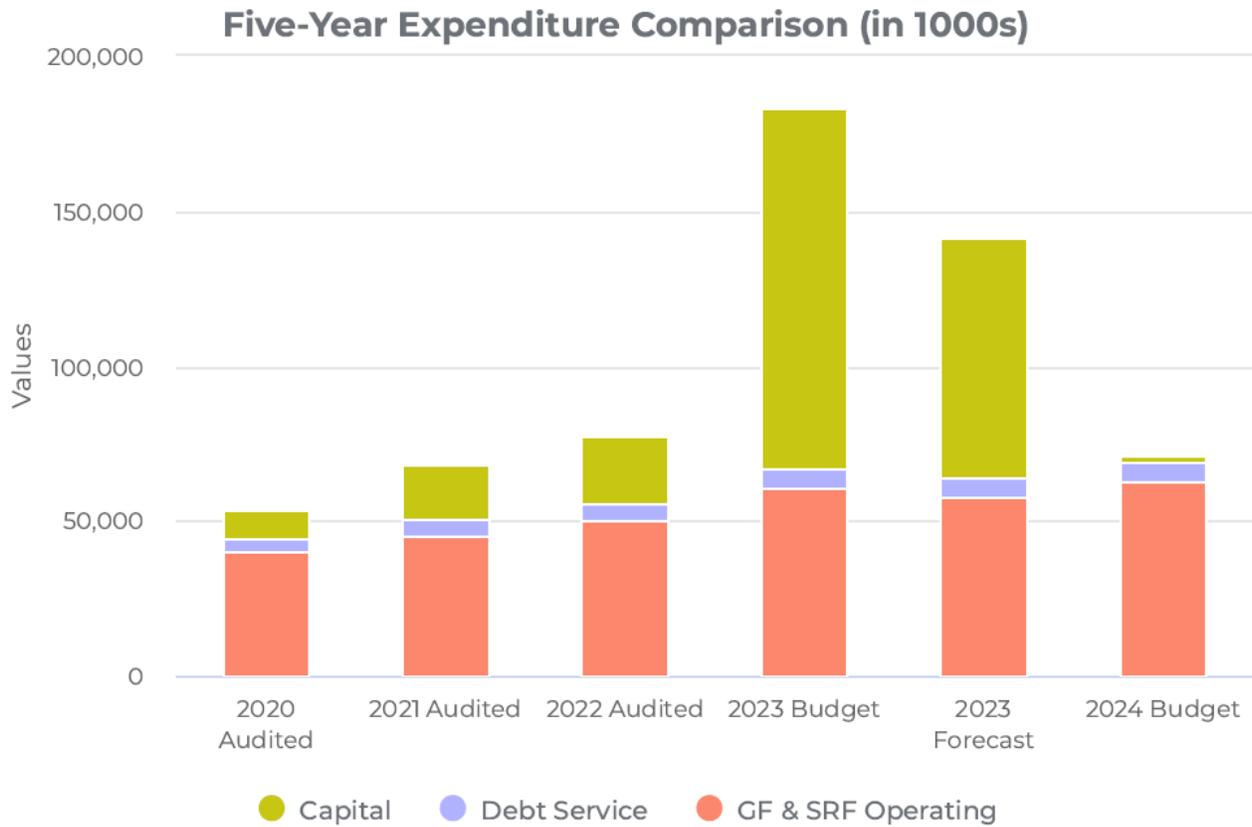
- At this time, there is no fare adjustment assumed. Any fare changes directed by the Board will be considered and implemented following a 30-day public comment period and a Public Hearing.
- The Authority receives **operating and capital grant revenues** from the Federal Transit Administration and the Colorado Department of Transportation;
  - \$1,237,728 from **FTA Section 5311 operating grant** (increase from 2023; RFTA has received the 2024 award);
  - \$200,000 from **CDOT FASTER operating grant** (flat from 2023; 2024 grant amounts are anticipated to be awarded later in 2023);
  - Staff will be seeking capital grant funds to assist funding various capital projects and purchases. Funds are appropriated after grants have been awarded. Additional grant revenues may be added before the final budget.
- **Local governmental contributions** are received to primarily assist in funding transit programs;
  - Assumes that **Garfield County's** support for the Grand Hogback bus service remains the same in 2023 as 2022, in the amount of \$550,000. RFTA and the County are in contact regarding any potential change in contribution.
  - Assumes that the **City of Rifle's** support for the Grand Hogback bus service will remain the same at \$20,000.
  - Assumes that the **EOTC** provides \$106,090 and **RFTA member jurisdictions** provide \$549,868 to support the Regional Bikeshare Plan:

City of Aspen	\$ 186,903
Pitkin County	86,645
Town of Basalt	79,411
Eagle County	48,270
Town of Carbondale	133,878
Town of Snowmass Village	14,761
Subtotal	\$ 549,868
EOTC	106,090
Total	\$ 655,958

- **Other income** primarily consists of employee housing rental revenue in the General Fund, vehicle registration fees in the Bus Stop/Park & Ride Special Revenue Fund, and credits from the Federal Government representing a reimbursement on a portion of the interest paid on the Series 2012A and 2013B Qualified Energy Conservation Bonds in the Debt Service Fund.
  - Employee housing rental revenue remains flat over the 2023 budget and the 2024 budget currently assumes an average of 116 beds per month.
  - Assumes vehicle registration fees will remain flat to the 2023 forecast.

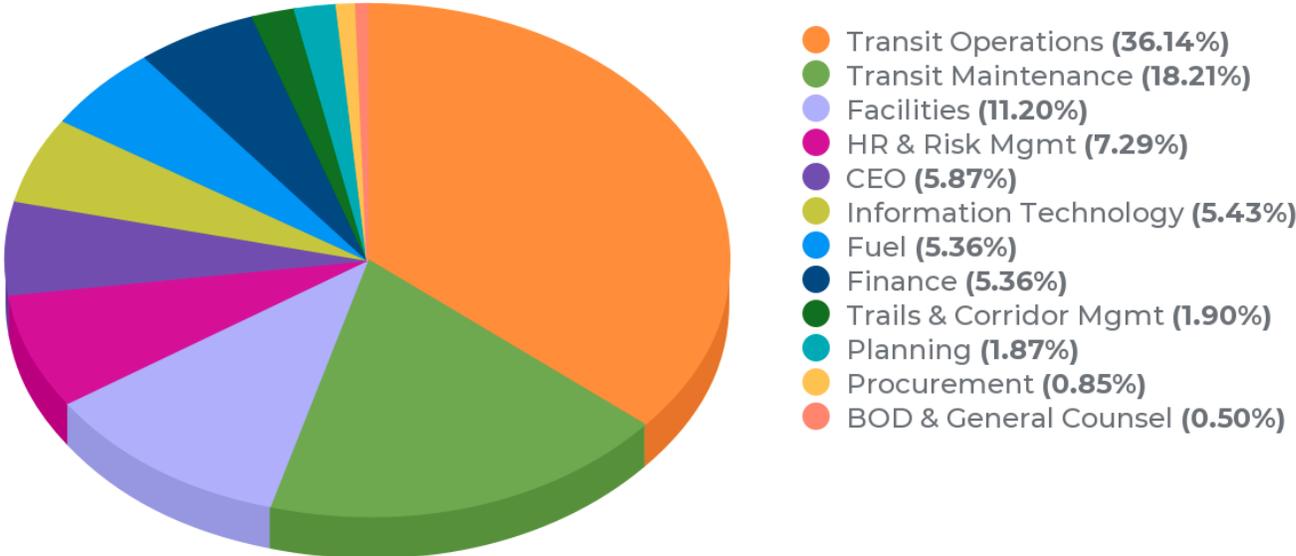
- Assumes a 5.7% sequestration rate on refundable credits applicable to the Authority's Build America Bonds and the Qualified Energy Conservation Bonds. The sequestration rate is subject to change.

## 5. Expenditure by Program/Department & Assumptions



Expenditures (in 1000s)	2020	2021	2022	2023	2023	2024 Draft	24/23 Budget	
	Audited	Audited	Audited	Budget	Forecast	Budget	\$ Dif	% Dif
Fuel	820	1,209	1,605	2,580	2,166	2,423	(156)	-6%
Transit Maintenance	6,309	6,373	6,911	8,111	7,808	8,258	146	2%
Transit Operations	11,875	13,313	13,855	15,916	15,318	15,840	(76)	0%
Administration	7,071	7,271	8,409	11,889	10,783	12,117	228	2%
Facilities	2,957	2,824	2,800	3,574	3,469	4,050	476	13%
Attorney & Board of Directors	172	236	133	185	262	230	45	24%
Trails & Corridor Mgmt	548	537	691	945	959	1,058	113	12%
<b>Total GF Operating Expenditures</b>	<b>\$ 29,752</b>	<b>\$ 31,763</b>	<b>\$ 34,405</b>	<b>\$ 43,199</b>	<b>\$ 40,765</b>	<b>\$ 43,975</b>	<b>\$ 776</b>	<b>2%</b>
SRF - Service Contracts	10,062	12,603	14,493	15,886	15,860	17,430	1,545	10%
SRF - Bus Shelter / PNR	850	787	913	1,157	1,337	1,443	286	25%
SRF - Mid Valley Trails	52	36	56	124	124	141	17	14%
<b>Total GF &amp; SRF Operating Expenditure:</b>	<b>\$ 40,716</b>	<b>\$ 45,189</b>	<b>\$ 49,866</b>	<b>\$ 60,365</b>	<b>\$ 58,085</b>	<b>\$ 62,989</b>	<b>\$ 2,623</b>	<b>4%</b>
GF - Debt Service	1,100	2,609	1,530	1,901	1,716	1,882	(18)	-1%
Debt Service Fund	2,733	3,304	4,400	4,397	4,397	4,394	(4)	0%
<b>Total Debt Service</b>	<b>\$ 3,834</b>	<b>\$ 5,913</b>	<b>\$ 5,929</b>	<b>\$ 6,298</b>	<b>\$ 6,114</b>	<b>\$ 6,276</b>	<b>\$ (22)</b>	<b>0%</b>
<b>Total Operating &amp; Debt Service</b>	<b>\$ 44,549</b>	<b>\$ 51,102</b>	<b>\$ 55,795</b>	<b>\$ 66,664</b>	<b>\$ 64,199</b>	<b>\$ 69,265</b>	<b>\$ 2,601</b>	<b>4%</b>
GF - Capital Outlay	5,213	15,460	10,855	97,885	57,747	1,704	(96,181)	-98%
SRF - Bus Shelter / PNR - Capital Outlay	-	-	-	-	-	-	-	0%
Capital Projects Fund	4,205	8,329	10,448	18,838	19,320	-	(18,838)	0%
<b>Total Capital</b>	<b>\$ 9,417</b>	<b>\$ 23,789</b>	<b>\$ 21,303</b>	<b>\$ 116,723</b>	<b>\$ 77,067</b>	<b>\$ 1,704</b>	<b>\$ (115,019)</b>	<b>-99%</b>
<b>Total Expenditures - all funds</b>	<b>\$ 53,966</b>	<b>\$ 74,891</b>	<b>\$ 77,099</b>	<b>\$ 183,387</b>	<b>\$ 141,265</b>	<b>\$ 70,969</b>	<b>\$ (112,418)</b>	<b>-61%</b>

## 2024 Budget Operating Expenditures by Department



Department	Fund				2024 Draft Budget	%
	General Fund	Service Contracts	Bus Stops/ PNR SRF	Mid Valley Trails SRF		
Fuel	\$ 2,423	\$ 956	\$ -	\$ -	\$ 3,379	5%
Transit Maintenance	8,258	3,210	-	-	11,468	18%
Transit Operations	15,840	6,927	-	-	22,767	36%
CEO	2,669	1,031	-	-	3,700	6%
Procurement	386	149	-	-	535	1%
Finance	2,436	942	-	-	3,378	5%
Planning	850	329	-	-	1,179	2%
HR & Risk Mgmt	3,309	1,279	-	-	4,589	7%
Information Technology	2,466	953	-	-	3,419	5%
Facilities	4,050	1,565	1,443	-	7,057	11%
BOD & General Counsel	230	89	-	-	318	1%
Trails & Corridor Mgmt	1,058	-	-	141	1,199	2%
<b>Total</b>	<b>\$ 43,975</b>	<b>\$ 17,430</b>	<b>\$ 1,443</b>	<b>\$ 141</b>	<b>\$ 62,989</b>	<b>100%</b>

- **Compensation Adjustments:**
  - The Collective Bargaining Unit (CBU) comprised of full-time CDL bus operators are subject to a scheduled pay increase, corresponding to each employee’s anniversary date in accordance with their contract. Assuming 178 full-time bus operators, the average increase results in an additional cost of approximately \$291,000 based on the pay schedule reflected in the current Collective Bargaining Agreement.

- For positions outside of the CBU, the budget assumes a merit increase of up to 4% effective at each employee’s annual performance review date, resulting in an additional cost of approximately \$439,000.
- Request for Funding Applications: the 1st draft budget includes three requests for funding, one of which is a multi-year funding request beginning in 2024. The budget currently reflects the following:
  - **Garfield Clean Energy (GCE):** A three-year funding request beginning in 2024, subject to annual appropriation, to support three key program areas and projects: (1) Active Energy Management consultation services to RFTA for its facilities, and hosting of RFTA facilities on the Building Energy Navigator website, (2) Programs to promote active transportation, multi-modal transportation connecting transit and trails, and adoption of electric vehicles, and (3) Organizational administration, outreach, education, website and reporting. The multi-year funding request is \$45,000 for 2024, \$49,500 for 2025, and \$54,450 for 2026.
  - \$10,000 from **Lower Valley Trail Association (LoVa)** in order to support the current effort on the 8.5-mile segment of the LoVa South Canyon Trail between West Glenwood Springs and New Castle, and assist with the feasibility of the Coal Ridge Trail connecting New Castle and Silt with Coal Ridge High School.
  - \$4,000 from **Northwest Colorado Council of Governments** to help fund the match for their Section 5310 Mobility Management grant from CDOT.
- Capital Outlay: approximately \$1,704,000 has been included in the 1st draft budget:

Capital Expenditure by Project		
	Description (in 1000s)	Total Outlay
	<b>General Fund</b>	
	<b>Transit</b>	
	Bus engine/transmission rebuilds	\$600
	First-Last Mile Mobility grant program	537
	WE-cycle bikeshare equipment	379
	IT equipment/software	137
	Safety mitigation	50
	<b>Total</b>	<b>\$1,704</b>

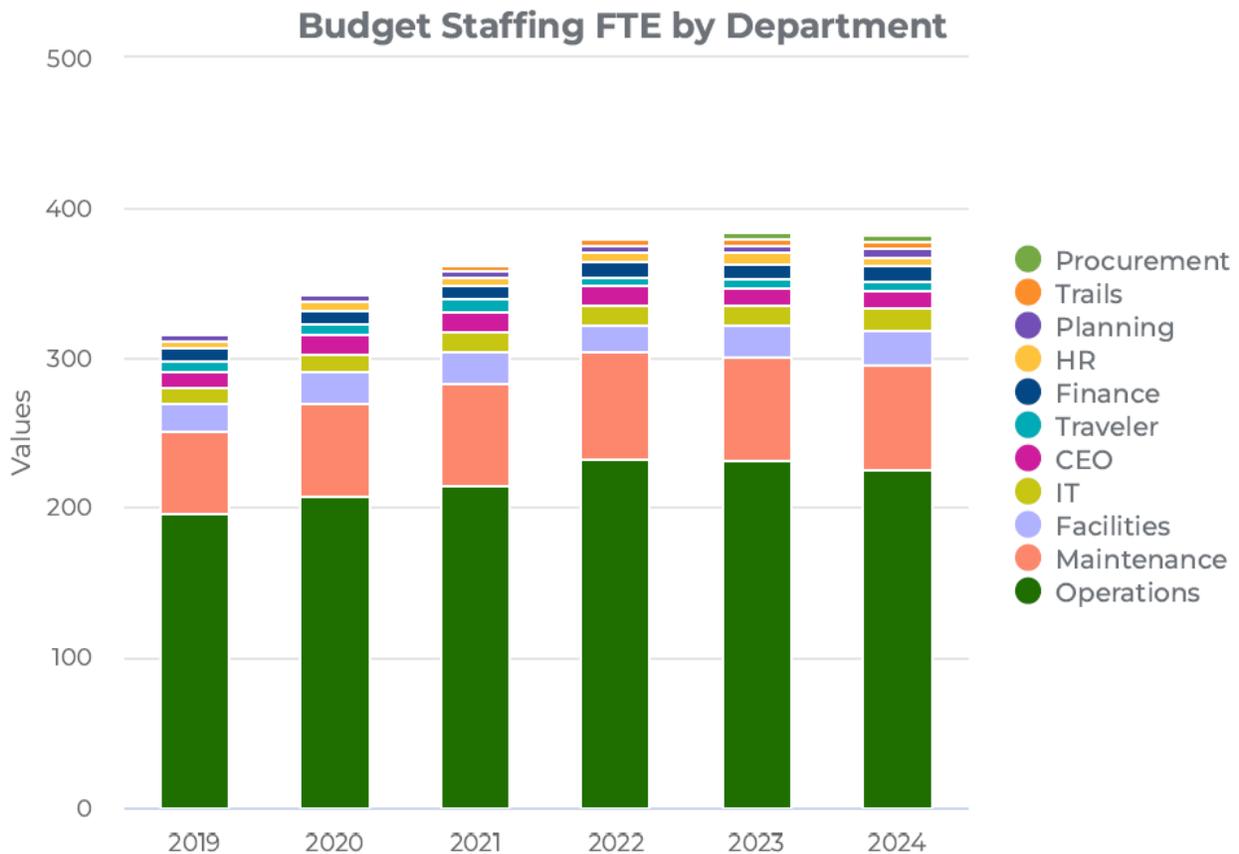
- The project list is very preliminary and currently includes recurring capital needs, primarily related to engine and transmission rebuilds, various IT equipment and software, We-Cycle Capital Contributions, First-Last Mile Mobility Grants, and Trails improvements.
- Staff has developed a long list of projects that have been prioritized based on the **strategic initiatives** identified by the RFTA Board. As Staff continues to refine the revenue assumptions and operating budget over the course of the budget planning process, the project list will be updated to include projects deemed to be high priorities for inclusion into the 2024 budget.
- Certain expenditures may be added into the budget through supplemental budget appropriation resolutions during the budget year when funding is available in the case where actual revenues exceed projections or capital grants are awarded.

## 6. Other Financing Sources and Uses Assumptions

- Approximately \$928,000 of current available resources is budgeted to be transferred from the General Fund to the **Bus Stops/Park and Ride** Special Revenue Fund to fund the costs to operate and maintain the BRT stations & park and rides and other stops.
- RFTA will continue to contribute to the **Traveler Program** on behalf of its members located in Garfield County as reflected by the budgeted transfer of approximately \$185,000 of current available resources from the General Fund to the Service Contract Special Revenue Fund.
- In accordance with bond resolutions, approximately \$4.27 million of current available resources will be transferred from the General Fund to the **Debt Service** fund which will be used to fund current debt service payments on RFTA’s outstanding bonds from 2012, 2013, 2019 and 2021.

## 7. Staffing

- Assumes 381.2 full-time equivalents (FTEs) compared to 383.7 budgeted in 2023.



- 178 full-time bus operators are needed for the initial 2024 transit service level plan
- Elimination of non-CDL bus operators during 2024 to support the GMF shuttle service after completion of the GMF Expansion Project
- Increase of one Operations Manager added in 2023
- Add one Senior Projects Manager in 2024 that was temporarily removed in 2023

## 8. Major Goals

- 2<sup>nd</sup> year of the 2023 – 2028 Regional Bikeshare Plan
- Continued expansion of the First-Last Mile Mobility (FLMM) Grant Program

Staff will plan to identify high priority projects and strategic initiatives for 2024. Notable projects included in the 2023 budget, which are expected to be continued in 2024 due to timing:

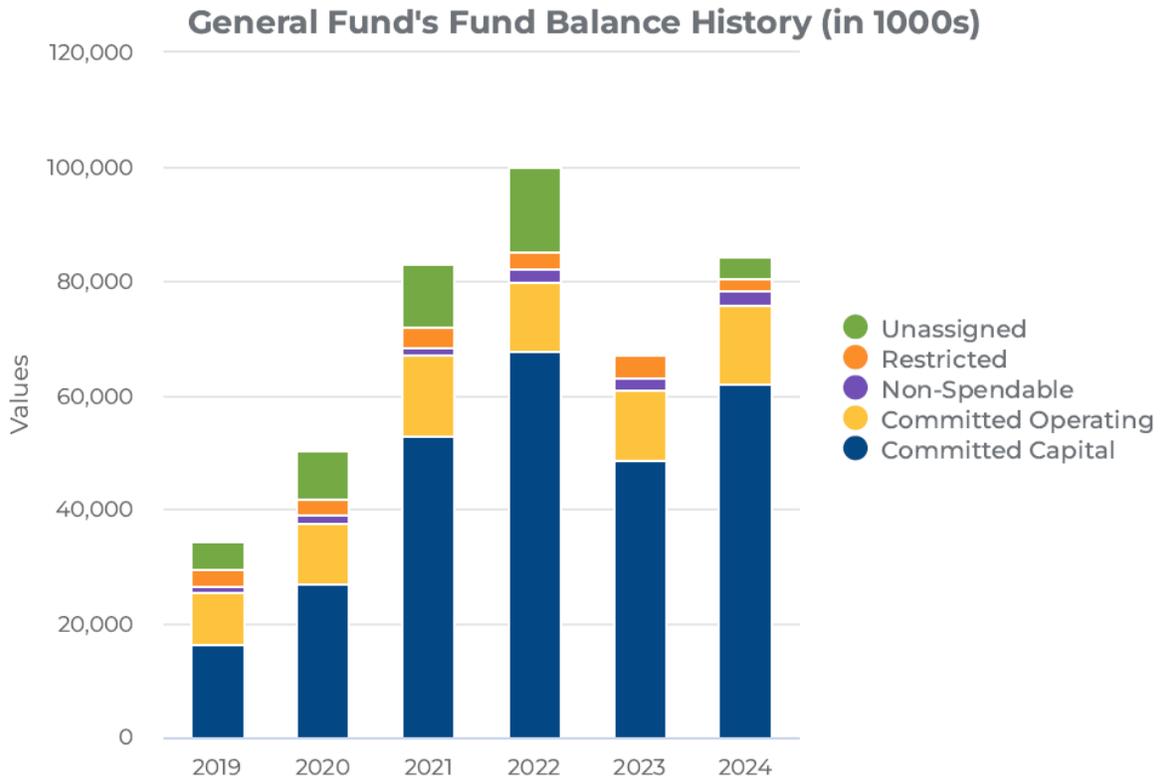
- Glenwood Maintenance Facility (GMF) Expansion Phases 3,4, 5, & 7
- Glenwood Maintenance Facility (GMF) Expansion Phase 6 Design
- Grade Separated Pedestrian Crossings of Highway 82 and 27<sup>th</sup> Street in Glenwood Springs
- RFTA Housing Renovation of the Iron Mountain Inn (the former Rodeway Inn) in Glenwood Springs
- RFTA Housing Policy and Program Study
- Zero Emission Vehicle (ZEV) Roadmap
- CEO Succession Planning
- Battery Electric Bus On-Route Charger Project
- Contribution to the Glenwood Springs South Bridge Project
- Contribution to the Town of Snowmass Village Transit Station Project
- Contribution to LoVa Trail Project
- Roaring Fork Bridge Construction

## 9. Fund Balance

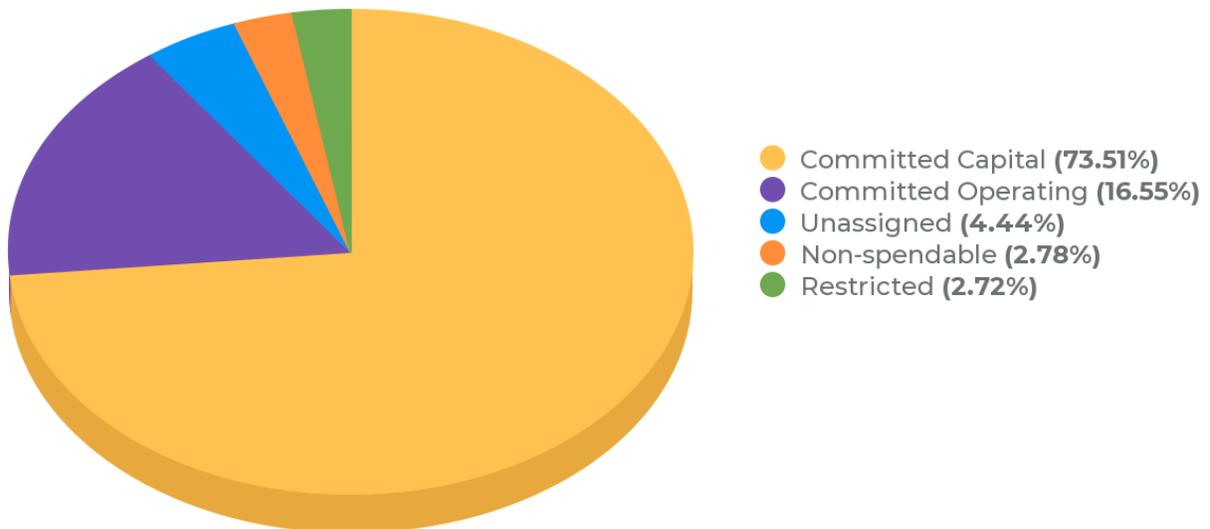
	General	Service	Bus	Mid	Capital	Debt	
(in 1,000s)	Fund	Contracts	Stops/ PNR	Valley Trails	Projects Fund	Service Fund	Total
<b>Beginning fund balance (budget)</b>	\$ 67,026	\$ -	\$ 97	\$ 323	\$ -	\$ 920	\$ 68,366
Revenues	70,022	17,245	515	118	-	120	88,019
Expenditures	(47,561)	(17,430)	(1,443)	(141)	-	(4,394)	(70,969)
Other financing source/(use)	(5,387)	185	928	-	-	4,274	-
<b>Change in net assets</b>	<b>\$ 17,073</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (23)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 17,050</b>
<b>Ending fund balance</b>	<b>\$ 84,099</b>	<b>\$ -</b>	<b>\$ 97</b>	<b>\$ 300</b>	<b>\$ -</b>	<b>\$ 920</b>	<b>\$ 85,416</b>
<b>Ending fund balance composition:</b>							
<b>Non-spendable fund balance</b>	\$ 2,337						\$ 2,337
<b>Restricted fund balance</b>	2,288	\$ -	\$ 97	\$ 300	\$ -	\$ 920	3,605
<b>Committed fund balance:</b>							
Operating reserves	13,920						13,920
Facilities capital reserves	8,252						8,252
Transit capital reserves	42,430						42,430
Trails capital reserves	3,750						3,750
FLMM reserves	7,385						7,385
<b>Unassigned fund balance</b>	3,736						3,736
<b>Ending fund balance</b>	<b>\$ 84,099</b>	<b>\$ -</b>	<b>\$ 97</b>	<b>\$ 300</b>	<b>\$ -</b>	<b>\$ 920</b>	<b>\$ 85,416</b>

- **Fund balance** is the difference between assets and liabilities and is divided between Non-spendable and Spendable. **Non-spendable** fund balance includes amounts that cannot be spent either because it is not in spendable form or because of legal or contractual constraints. **Spendable** fund balance is comprised of Restricted, Committed and Unassigned fund balance. **Restricted** fund balance includes amounts that are constrained for specific purposes that are externally imposed by providers. **Committed** fund balance includes amounts that are constrained for specific purposes that are internally

imposed by the Board. **Unassigned** fund balance includes residual amounts that have not been classified within the previously mentioned categories and is a measure of current available financial resources.



### 2024 Projected General Fund Balance Composition



## 10. Background information

- **Fund and fund structure**
  - The Authority Budget and Financial Statement are reported in accordance with generally accepted accounting principles on a modified accrual basis of accounting. All Funds are appropriated.
- **The General Fund** reports operating activity for regional Valley, Grand Hogback and miscellaneous Transit, Trails and Administrative Support services. Additionally, most Capital and Debt Service activity are reported in the General Fund, unless resolution requires otherwise.
- **The Service Contract Special Revenue Fund** reports revenue and operating activity for additional services based on contractual agreement. These services are extra services provided in certain areas within the overall Authority service area.
- **Bus Stop and Park n Ride Special Revenue Fund** reports vehicle registration fee revenue and bus stops and park n ride expenditure activity as required by State rural transit authority enabling legislation. Additionally, by resolution, Garfield County has dedicated certain development fees to construct bus stops and park n ride improvements in unincorporated Garfield County.
- **Mid Valley Trails Special Revenue Fund** reports activity for certain trails activities within Eagle County. As a condition of becoming a member of the Authority, Eagle County dedicated an existing ½ cent sales tax to the Authority. Part of the sales tax was dedicated to trails. In June of 2002 the Authority by resolution adopted the Eagle County Mid Valley Trails Committee. The Committee administers all aspects of appropriating the funds and the Authority provides accounting of the funds and other services as requested by the Committee.
- **Capital Project Fund** reports activity for a variety of Capital Projects related to transit assets and infrastructure such as the Battery Electric Bus Pilot program, GMF Vehicle Maintenance Expansion Project, AMF Phase 9 Fuel Farm Replacement Project, and SH82 Mid-Valley Bus Stop Improvements Project. Projects funded through 2019 and 2021 bond proceeds contain expenditures that are certain and specific in accordance with State and Federal tax law as identified by Bond Counsel.

### Debt Service Fund:

- **The Series 2012A Debt Service Fund** reports all principal and interest expenditures for the \$6.65 million Qualified Energy Conservation Bonds issuance (QECCB) and interest earned as required by resolution. The QECCBs allow a Federal reimbursement for 70% of the Qualified Tax Credit Rate of the interest paid.
- **The Series 2013B Debt Service Fund** reports all principal and interest expenditures for the \$1.3 million QECCB issuance and interest earned as required by resolution. The QECCBs allow a Federal reimbursement for 70% of the Qualified Tax Credit Rate of the interest paid.
- **The Series 2019 Debt Service Fund** reports all principal and interest expenditures for the \$24.545 million bond issuance and interest earned as required by resolution. This is a tax-exempt issuance.
- **The Series 2021A Debt Service Fund** reports all principal and interest expenditures for the \$28.78 million bond issuance and interest earned as required by resolution. This is a tax-exempt issuance.
- **Reserve Fund** reports all activity related to the required reserves for the Series 2009, Series 2012, Series 2013 Bonds, Series 2019 Bonds, and Series 2021 Bonds and interest earned as required by resolution.

**RFTA BOARD OF DIRECTORS MEETING**  
**“PRESENTATION/ACTION” AGENDA SUMMARY ITEM # 7. B.**

<b>Meeting Date:</b>	September 14, 2023
<b>Subject:</b>	Public Involvement Plan
<b>Strategic Outcome:</b>	High Performing Organization
<b>Strategic Objective:</b>	7.4. Actively engage the public about plans, projects and service changes 7.5. Ensure Appropriate Transparency of all RFTA Business 7.7. Continually seek ways to improve business process
<b>Presented By:</b>	Kurt Ravenschlag, COO Jamie Tatsuno, Communications Manager
<b>Staff Recommends:</b>	RFTA Board to review and provide feedback to staff on proposed RFTA Public Involvement Plan.
<b>Executive Summary</b>	RFTA staff has developed a proposed Public Involvement Plan to utilize when communicating with the public about Major service changes, fare changes, plans and programs. This plan provides guidance to staff on when public outreach is necessary, time frames for such outreach and strategies to engage the public and underserved populations.
<b>Background/ Discussion:</b>	<p>The RFTA Board of Directors provided guidance to staff at the June 2023 RFTA Strategic Board Summit to develop a more intentional plan to engage the public and underserved populations. Diversity, Equity and Inclusion has been identified as a priority for the RFTA Board of Directors. One of the first steps identified to be more intentional in engaging the public and underserved populations was to develop a Public Involvement Plan to help guide staff on when and how to engage our communities.</p> <p>The proposed Public Involvement Plan provides the following enhancements to our current practices.</p> <ul style="list-style-type: none"> <li>• Increased Engagement: More frequent and varied engagement opportunities.</li> <li>• Diverse Outreach: Targeted efforts to reach underserved populations.</li> <li>• Transparency: Greater clarity in project information and decision processes.</li> <li>• Adaptive Approach: Flexibility to adjust involvement levels as needed.</li> <li>• Feedback Integration: Commitment to incorporating public input into decision-making.</li> <li>• Educational Campaigns: More resources to help the public understand projects.</li> </ul>
<b>Governance Policy:</b>	Ends. Policy 1. Outcomes, 7.0 High Performing Organization, 7.4 Actively engage the public about plans, projects and service changes.
<b>Fiscal Implications:</b>	None at this time, although implementation of the plan will likely require additional resources. If so, staff will return to the Board with a budget request at a future date.

<b>Attachments:</b>	Yes, please click on " <a href="#">Proposed RFTA Public Involvement Plan.pdf</a> ," and " <a href="#">Presentation of Public Involvement Plan.pdf</a> ," or see "Proposed RFTA Public Involvement Plan.pdf," and "Presentation of Public Involvement Plan.pdf," included in the September 2023 RFTA Board Meeting Portfolio.pdf attached to the e-mail transmitting the RFTA Board Agenda packet.
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**RFTA BOARD OF DIRECTORS MEETING**  
**“PRESENTATION/ACTION” AGENDA SUMMARY ITEM # 7. C.**

<b>Meeting Date:</b>	September 14, 2023
<b>Subject:</b>	Resolution 2023-13: A Resolution of the Roaring Fork Transportation Authority (In the State of Colorado) Declaring its Official Intent to Reimburse Itself with the Proceeds of a Lease Purchase Financing for Capital Expenditures Incurred or To Be Incurred by RFTA in Connection with the Acquisition of and Capital Improvements to the Real Property Located at 52039 Highway 6 & 24, In Glenwood Springs, Colorado; and Providing Certain Other Matters in Connection Therewith.
<b>Strategic Outcome:</b>	4.0 Financial Sustainability
<b>Strategic Objective:</b>	4.4 Pursue financing opportunities to deliver better service and complete future capital projects
<b>Presented By:</b>	Michael Yang, Chief Financial and Administrative Officer
<b>Staff Recommends:</b>	Adopt Resolution 2023-13
<b>Executive Summary:</b>	<ol style="list-style-type: none"> <li>1. At the October 13, 2022 RFTA Board Meeting, the RFTA Board adopted Resolution 2022-22 to preserve RFTA’s ability to reimburse itself up to \$10 million using Proceeds of a future lease purchase financing for moneys spent on the acquisition of and capital improvements to the real property located at 52039 Highway 6 &amp; 24 in Glenwood Springs, Colorado incurred not earlier than 60 days prior to the date of the Resolution (October 13, 2022) and through the date of the lease purchase financing (anticipated to be in the Spring of 2023).</li> <li>2. Due to project delays, Staff is completing the solicitation process for the improvements with bids due on September 9, 2023 and anticipates that the project may come in above the previous \$10 million estimate. In consultation with Staff, Bond Counsel, Kutak Rock, has recommended that RFTA adopt Resolution 2023-13 to amend the estimated amount from \$10 million to \$14 million to preserve RFTA’s ability to reimburse itself for amounts in excess of the initial \$10 million up to \$14 million using Proceeds of a future lease purchase financing for moneys spent on the acquisition of and capital improvements to the real property located at 52039 Highway 6 &amp; 24 in Glenwood Springs, Colorado incurred not earlier than 60 days prior to the date of the Resolution (September 14, 2023) and through the date of the lease purchase financing. The closing for a lease purchase agreement should occur on or before May 14, 2024 (18 months after acquisition of the property).</li> <li>3. Staff recommends that the RFTA Board adopt Resolution 2023-13.</li> </ol>
<b>Background/ Discussion:</b>	<ol style="list-style-type: none"> <li>1. At the end of 2021, RFTA completed an Employee Housing Feasibility Study that focused on several conceptual design alternatives for employee housing at five existing properties either owned or under the management of RFTA (four located in Carbondale and one located in Glenwood Springs).</li> <li>2. Included in RFTA’s 2022 work plan is RFTA Housing Replacement Planning and Preliminary Design including approved budget of approximately \$895,000 in the General Fund. Staff held internal meetings to review and evaluate employee housing alternatives for future construction.</li> </ol>

3. In the Spring of 2022, RFTA staff learned of potential employee housing opportunities through lodging acquisitions and conversions into employee housing and started gathering relevant information. Given the ongoing hiring challenges to fill the shortfall of bus operators experienced by RFTA, the limited number of available workforce housing options, and increasing construction costs due to inflation on materials and labor, the concept of a hotel conversion for employee housing gained traction primarily due to the number of units that could be available in a shorter time-frame and lower cost per unit compared to construction estimates.
4. RFTA staff had been looking into a couple of properties and entered into an agreement to purchase a lodging property located at 52039 Highway 6 & 24 in Glenwood Springs, Colorado in Glenwood Springs contingent on the completion of due diligence, such as inspections, appraisals, etc.
5. At the RFTA Board Strategic Planning Summit held on June 9, 2022 at Carbondale Town Hall, one initiative that was identified related to the strategic outcome of sustainable workforce was to seek opportunities to acquire existing lodging properties in the interim to help RFTA's immediate needs to meet its hiring goals.
6. Staff repurposed approximately \$240,000 of the approved 2022 budget of \$895,000 to cover the estimated due diligence costs related to the lodging property located at 52039 Highway 6 & 24 in Glenwood Springs, Colorado and also the estimated acquisition costs, transition costs, design/engineering costs, and two months of operating costs based on a successful closing. At the October 13<sup>th</sup> Board meeting, the RFTA Board approved Supplemental Budget Appropriation Resolution 2022-24 which included additional funds of approximately \$4.9 million to purchase the lodging property. Staff anticipates required improvements will need to be made and will plan to request additional budget to fund those improvements at a future Board meeting when more accurate cost estimates become available. As of October 2022, preliminary cost estimates for improvements were in the range of \$3 million to \$4 million.
7. Last fall, staff had initiated planning efforts for a potential lease purchase financing with RFTA's financial advisor, PFM, and bond counsel, Kutak Rock. The working group has started discussing the overview of the transaction, details surrounding the type of debt to consider, and schedule. Staff has coordinated with PFM and reached out to several local banks with a request for information to inquire their feedback as to their interest and ability in providing financing for RFTA's employee housing project based on the preliminary structure. A formal request for proposals (RFP) process for the lease purchase financing will likely take place after formal construction bids for the project improvements have been received. The timing of the receipt of those bids was initially estimated to be by the spring of 2023 but the solicitation had been delayed several months with bids due on September 6, 2023.
8. The RFTA Board approved Reimbursement Resolution 2022-22 at the October 13, 2022 Board meeting in order to preserve RFTA's ability to reimburse itself using future lease purchase financing proceeds for allowable project costs incurred (i.e. acquisition, design, planning, construction, etc.). The reimbursement will enable RFTA to replenish its use of fund balance in the General Fund.

	<p>9. RFTA closed on the lodging property on November 14, 2022 with a purchase price of \$4.882 million.</p> <p>10. Due to the increase in cost for the project improvements, staff had consulted with RFTA’s Bond Counsel, Kutak Rock to amend Resolution 2022-22 and increase the estimated amount of \$10 million to \$14 million.</p> <p>11. When ready, the RFTA working group will plan to bring forth the proposed lease purchase financing, with legal and disclosure documents in near final form, to the Board for review and approval at a future Board meeting. The preliminary timeframe for completion of the lease purchase financing is estimated to be approximately three to six months.</p>
<b>Governance Policy:</b>	Board Job Products Policy 2.4.5 states, “The Board will approve RFTA’s annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy).”
<b>Fiscal Implications:</b>	See background information above for fiscal implications.
<b>Attachments:</b>	Yes, please see Resolution 2023-13, attached below.

**RFTA BOARD OF DIRECTORS MEETING**  
**“PUBLIC HEARING” AGENDA SUMMARY ITEM # 8. A.**

<b>Meeting Date:</b>	September 14, 2023
<b>Agenda Item:</b>	Resolution 2023-14: 2023 Supplemental Budget Appropriation
<b>Strategic Outcome:</b>	Financial Sustainability
<b>Strategic Objective:</b>	4.1 Ensure accurate budget and accounting
<b>Presented By:</b>	Michael Yang, Chief Financial & Administrative Officer Paul Hamilton, Director of Finance
<b>Recommendation:</b>	<b>Adopt Supplemental Budget Appropriation Resolution 2023-14</b>
<b>Executive Summary:</b>	<p>As part of on-going review, staff has identified the following items described below which require budget amendments to true-up existing budgets, repurpose identified savings, and add new priorities based on current projections and updated information, and also current labor and market indicators with respect to wages.</p> <p><b><u>General Fund:</u></b></p> <ol style="list-style-type: none"> <li>1. <b>Sales Tax Revenues:</b> Sales and use tax collections vary among each of RFTA’s member jurisdictions and year-to-date May collections received through July have exceeded budget by approximately 13%. While it is possible that revenues will continue to outperform budget for the remainder of this year, staff requests to <b>true-up</b> the budget for the excess amounts collected through July 2023. <ol style="list-style-type: none"> <li>a. <b>\$2,000,000 increase in Sales Tax Revenues</b></li> </ol> </li> <li>2. <b>Other Income:</b> Due to rising interest rates/yields in 2023, year-to-date interest income has exceeded budget by approximately \$2,200,000 through July. Staff is requesting a <b>true-up</b> of the budget for these additional revenues. Staff has also identified needed adjustments to Housing Revenues that are primarily due to lower than anticipated staffing levels of bus operators. Staff is requesting a <b>true-down</b> of housing revenues of \$252,000. The net increase in Other Income is approximately \$1,948,000. <ol style="list-style-type: none"> <li>a. <b>\$1,948,000 increase in Other Income</b></li> </ol> </li> <li>3. <b>Bus Fleet Expansion:</b> With the final delivery of the planned order of twenty-four (24) new buses, which included bus fleet expansion of six buses, in 2023, Staff has identified budget savings associated with the lease purchase of these six buses. Staff is requesting the following budget reductions for this item: <ol style="list-style-type: none"> <li>a. <b>\$203,990 decrease in Other Financing Sources</b></li> <li>b. <b>\$399,720 decrease in Capital Outlay</b></li> </ol> </li> </ol>

4. **Tree Farm Planned Unit Development:** As part of The Tree Farm Planned Unit Development Agreement, RFTA received \$400,000 from the Tree Farm Metropolitan District for the benefit of acquiring or building additional parking spaces anywhere within its service area at RFTA's discretion. These funds will be restricted in RFTA's General Fund Balance until they are used for the intended purpose. Staff is requesting the following budget amendment for this change:

a. **\$400,000 increase in Other Governmental Contributions**

5. **Lease Purchase:** The 2023 adopted budget assumed the debt service payments related to the 2023 capital lease for the six buses delivered this year. Based on the final lease payment schedule, staff identified budgeted savings of \$209,984 due having one payment due in 2023 instead of 2 payments that were originally assumed and that the payment amounts were less than estimated. As a result, staff is requesting the following budget amendment to decrease debt service to help offset several priorities below:

a. **\$209,984 decrease in Debt Service**

6. **CDL Bus Operator Wage Scale Adjustment:** Nationally, CDL Drivers are in high demand and short supply, and recruiting CDL Bus Operators has continued to be a challenge for transit agencies across the country, including at RFTA who remains 25% short of the number of full-time year-round CDL Bus Operators needed to deliver its scheduled services. As a result, RFTA has had to cancel service based on available bus operators and is currently developing a reduced service schedule for the upcoming season. In order to stay competitive in the current labor market, assist with the rising cost of living, assist with recruiting and retention efforts, and ensure a productive workforce, Staff recommends a wage scale adjustment for RFTA's year-round CDL Bus Operators as an amendment to the existing Collective Bargaining Agreement with the Amalgamated Transit Union, Local 1774 applied retroactively to July 2, 2023. This wage adjustment improves RFTA's ability to retain its valuable workforce and help its hiring efforts for unfilled positions by staying competitive with the current economic conditions and tight labor market in the Roaring Fork Valley. This wage scale adjustment would require the Hourly Pay Schedule in Article XVII, section E. of the CBA to be amended accordingly.

***Included in this supplemental budget appropriation is authorization for the CEO to execute an amendment to the Collective Bargaining Agreement with Amalgamated Transit Union Local 1774 to formalize this change to the wage scale, which will adjust the wage progressions for 2023 and 2024.***

The estimated cost to implement the current wage scale adjustment retroactively to July 2, 2023 is approximately \$1,025,000. Staff has identified approximately \$500,000 in budget savings due to reduced

service levels and unfilled positions through July to fund a portion of the costs. Staff is requesting a net additional budget amount of \$525,000 for this item.

**a. \$525,000 increase in Transit.**

**7. New Office Space** – As presented at the RFTA Board Meeting in July, RFTA has continued to grow as an organization and needs more suitable office space to house administrative employees during the expansion of the Glenwood Springs Maintenance Facility (GMF). Staff was able to identify office space in Glenwood Springs for its needs and was also able to identify budget savings that can be repurposed for the new office space. Staff has identified \$15,000 of capital budget and \$85,000 of operating budget for the new office space. Staff is requesting the following additional budget for this item:

**a. \$15,000 increase in Capital Outlay**

**b. \$85,000 increase in Transit**

**8. GMF Expansion Project – Phases 3, 4, 5, and 7:** Staffing for the GMF Expansion Project – Phases 3, 4, 5, and 7 has continued to be a challenge. This need was originally intended to be provided on a consulting basis; however, due to continuing changes in the economy and labor market, RFTA's outside consultant was unable to continue providing the needed construction management support. As an alternative, RFTA was able hire one additional contracted employee to provide the needed construction management support. Staff requests to repurpose \$47,500 from the existing project budget to fund the labor costs for the contracted employee for September through December, 2023.

**a. \$47,500 increase in Transit**

**b. \$47,500 decrease in Capital Outlay**

**9. Employee Housing:** The Iron Mountain Place (formerly the Rodeway Inn in Glenwood Springs) employee housing complex renovation project includes renovation of the existing living units. Included in this project are replacement of finishes and unit dividing walls, replacement of casework and plumbing fixtures, reconfiguration of ADA units, mechanical, plumbing, fire protection, and electrical work. The renovation costs are expected to be \$7,697,000 based on the bid received and Staff has identified \$171,225 of budget savings in the capital project to repurpose to fund a portion of these costs. Although the plan is to reimburse RFTA for its acquisition and renovation expenses through a subsequent lease-purchase agreement, the cost of the renovation must be budgeted now in order to execute a contract with the successful bidder. Staff is requesting the following budget for this item:

**a. \$7,525,775 increase in Capital Outlay**

- 10. Rubey Park Overhead Charger:** In partnership with the City of Aspen, this project involves the transporting and installing of a previously purchased ABB pantograph overhead electric bus charging station. Also included in the project are excavation and renovation costs, including (and not limited to) addition of an overhead power pole bus charger, transformer, switchgear, power cabinets, and replacement of landscaping and trees. Staff is in ongoing discussions with the City of Aspen regarding cost sharing of the additional costs. Staff is requesting the following budget for this item:
- a. \$340,000 increase in Capital Outlay**
- 11. Succession Planning:** As part of the overall transition plan of being a High Performing Organization, coaching services are desired as a part of RFTA's Executive Succession Plan. Members of the executive team will complete assessments in order to identify strength and growth opportunities which will then be used to develop individualized plans to address growth opportunities. Staff is requesting the following budget for this item:
- a. \$33,000 increase in Transit**
- 12. Regional Bikeshare:** In 2022, Staff initially recorded several invoices related to the Bike Share expansion projects that were deposits on the capital items for delivery in 2023 as capital outlay expenditures. However, after further review, staff appropriately reclassified those costs from capital outlay expenditures to prepaid items on RFTA's balance sheet. Upon delivery of the capital items in 2023, staff will reduce the prepaid items and record the capital outlay expenditures. The originally appropriated amounts in 2022 went unused and were not rollforward and now must be re-appropriated in 2023. Staff is requesting the following budget for this item:
- a. \$431,041 increase in Capital Outlay**
- 13. Town of Snowmass Village – Transit Center:** As the scope and design for the Town of Snowmass Village was not ultimately approved by the Town of Snowmass Village (TOSV), both RFTA staff and TOSV staff discussed and agreed to the rolling back of the additional funding from RFTA from the current \$1,500,000 commitment to the initial commitment of \$500,000. Staff is requesting the following budget adjustment for this item:
- a. \$1,000,000 decrease in Capital Outlay**
- 14. Special Revenue Fund – Bus Stops and Park and Ride:** Staff has identified several true-up items related the Bus Stops and Park Ride Special Revenue Fund. The following budget is being requested as a transfer from the General Fund:
- a. \$82,600 increase in Other Financing Uses**

	<p><b><u>Special Revenue Fund – Bus Stops and Park and Ride:</u></b></p> <p><b>1. Other Income:</b> Year-to-date vehicle registration fees collections received through July have been strong. While it is possible that these fees will continue to outperform budget for the remainder of this year, staff requests to <b>true-up</b> the budget for the excess amounts collected through June. Staff has also identified several items requiring true-up of expenditures. These items include \$12,500 in compensation and benefit costs, \$50,000 for expanded signage for the Park and Ride Bus Stops, \$36,500 for repairs and maintenance primarily due to asphalt repairs and maintenance, \$71,300 for snow removal costs mainly due to the long 2022-2023 winter season, and \$10,300 for utility costs. Staff is requesting the following budget items:</p> <ul style="list-style-type: none"> <li><b>a. \$98,000 increase in Other Income</b></li> <li><b>b. \$82,600 increase in Other Financing Sources</b></li> <li><b>c. \$180,600 increase in Transit</b></li> </ul>								
<p><b>Policy Implications:</b></p>	<p>Board Job Products Policy 4.2.5 states, “The Board will approve RFTA’s annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy).”</p>								
<p><b>Fiscal Implications:</b></p>	<p>Net increase (decrease) to 2023 fund balance by fund:</p> <table border="1" data-bbox="605 993 1357 1182"> <tr> <td>General Fund</td> <td>(\$3,283,072)</td> </tr> <tr> <td>Special Revenue Fund- Bus Stops/PNR</td> <td>0</td> </tr> <tr> <td><b>Total</b></td> <td><b>(\$3,283,072)</b></td> </tr> <tr> <td></td> <td></td> </tr> </table>	General Fund	(\$3,283,072)	Special Revenue Fund- Bus Stops/PNR	0	<b>Total</b>	<b>(\$3,283,072)</b>		
General Fund	(\$3,283,072)								
Special Revenue Fund- Bus Stops/PNR	0								
<b>Total</b>	<b>(\$3,283,072)</b>								
<p><b>Attachments:</b></p>	<p>Yes, please see Resolution 2023-14, attached below. Please also click on “<a href="#">Memo – Snowmass Mall Transit Center Funding.pdf</a>,” and “<a href="#">Mall Transit Potential Areas of Improvement.pdf</a>,” or see “Memo – Snowmass Mall Transit Center Funding.pdf,” and “Mall Transit Potential Areas of Improvement.pdf,” included in the September 2023 RFTA Board Meeting Portfolio.pdf attached to the e-mail transmitting the RFTA Board Agenda packet.</p>								

Director \_\_\_\_\_ moved adoption of the following Resolution:

**BOARD OF DIRECTORS  
ROARING FORK TRANSPORTATION AUTHORITY  
RESOLUTION NO. 2023-14  
2023 SUPPLEMENTAL BUDGET RESOLUTION**

**WHEREAS**, Pitkin County, Eagle County, the City of Glenwood Springs, the City of Aspen, the Town of Carbondale, the Town of Basalt, and the Town of Snowmass Village (the “Cooperating Governments”) on September 12, 2000, entered into an Intergovernmental Agreement to form a Rural Transportation Authority, known as the Roaring Fork Transportation Authority (“RFTA” or “Authority”), pursuant to title 43, article 4, part 6, Colorado Revised Statutes; and

**WHEREAS**, on November 7, 2000, the electors within the boundaries of the Cooperating Governments approved the formation of a Rural Transportation Authority; and

**WHEREAS**, the Town of New Castle elected to join the Authority on November 2, 2004; and

**WHEREAS**, certain revenues will become available and additional expenditures have become necessary that were not anticipated during the preparation of the 2023 budget; and

**WHEREAS**, upon due and proper notice, published in accordance with the state budget law, said supplemental budget was open for inspection by the public at a designated place, a public hearing was held on September 14, 2023 and interested taxpayers were given an opportunity to file or register any objections to said supplemental budget.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Roaring Fork Transportation Authority that the following adjustments will be made to the 2023 budget as summarized herein:

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**General Fund**

**Revenue and Other Financing Sources (OFS):**

<b>Type</b>	<b>Amount</b>	<b>Explanation</b>
Sales tax	\$2,000,000	True up Sales and Use Tax Revenues (based on collections through July 2023)
Other income	2,200,000	True up investment income
Other Income	(252,000)	True down housing revenues
Other financing sources	(203,990)	True down capital lease proceeds
Other govt contributions	400,000	True up for contribution from the Tree Farm Metropolitan District
<b>Total Revenue &amp; OFS</b>	<b>\$4,144,010</b>	

<b>Revenue &amp; OFS Summary</b>	<b>Previous</b>	<b>Change</b>	<b>Current</b>
Sales tax	\$36,813,900	\$2,000,000	38,813,900
Property tax	11,843,939	-	11,843,939
Grants	54,862,431	-	54,862,431
Fares	4,243,700	-	4,243,700
Other govt contributions	2,433,143	400,000	2,833,143
Other income	1,406,600	1,948,000	3,354,600
Other financing sources	3,669,760	(203,990)	3,465,770
<b>Total</b>	<b>\$115,273,473</b>	<b>\$4,144,010</b>	<b>\$119,417,483</b>

**Expenditures and Other Financing Uses (OFU):**

<b>Type</b>	<b>Amount</b>	<b>Explanation</b>
Transit	\$1,025,000	True up salaries and benefits for ATU wage adjustment
Transit	(500,000)	Repurpose savings due to unfilled positions and reduced service levels
Capital	15,000	Office Remodel - 401 23rd Street; Glenwood Springs
Transit	36,000	Office Furniture - 401 23rd Street; Glenwood Springs
Transit	3,500	Office Supplies - 401 23rd Street; Glenwood Springs
Transit	18,500	Office Rent - 401 23rd Street; Glenwood Springs
Transit	9,000	Janitorial Costs - 401 23rd Street; Glenwood Springs
Transit	1,000	Repairs and Maintenance - 401 23rd Street; Springs
Transit	2,000	Utilities - 401 23rd Street; Glenwood Springs
Transit	15,000	IT Costs - 401 23rd Street; Glenwood Springs
Debt Service	(209,984)	True down debt service - purchase of 6 new buses
Transit	47,500	Add 1 FTE's (Office Engineer/Inspector) for GMF Project
Capital	(47,500)	Repurpose funds from GMF Expansion Project (Phases 3, 4, 5, and 7)
Capital	340,000	Rubey Park Overhead Charger Installation Costs
Capital	7,525,775	Iron Mountain Place Renovation Costs
Transit	33,000	Succession Planning Activities

Capital	431,041	True up - WE-Cycle costs from 2022
Capital	(399,720)	True down capital outlay for rolling stock
Capital	(1,000,000)	True down contribution to TOSV for Transit Station
Other financing uses	82,600	True up transfer to Bus Stops PNR Fund
<b>Total Expenditures &amp; OFU</b>	<b>\$7,427,712</b>	

<b>Expenditures &amp; OFU Summary</b>	<b>Previous</b>	<b>Change</b>	<b>Current</b>
Fuel	\$2,579,765	-	\$2,579,765
Transit	39,674,261	690,500	40,364,761
Trails & Corridor Mgmt	944,890	-	944,890
Capital	97,884,966	6,864,596	104,749,562
Debt service	1,900,833	(209,984)	1,690,849
Other financing uses	5,179,954	82,600	5,262,554
<b>Total</b>	<b>\$148,164,669</b>	<b>\$7,427,712</b>	<b>\$155,592,381</b>

The net change to Fund balance for this amendment is as follows:

Revenues and other financing sources	\$4,144,010
Less Expenditures and other financing uses	(7,427,712)
<b>Net increase (decrease) in fund balance</b>	<b>(\$3,283,702)</b>

**Fund balance Roll Forward: Net Change in Fund balance**

Resolution	Beginning Balance	Change	Ending Balance
			\$99,917,670*
2022-27 & 2022-28	\$99,917,670	(\$354,575)	99,563,095
2023-03	99,563,095	(5,271,803)	94,291,292
2023-10	94,291,292	(27,264,818)	67,026,474
2023-13	67,026,474	(3,283,702)	63,742,772
<b>Total Net Change</b>		<b>(\$36,174,898)</b>	

\*Audited

**Special Revenue Fund – Bus Stops/Park and Ride**

**Revenue and Other Financing Sources (OFS):**

Type	Amount	Explanation
Other Income	\$98,000	True up Registration Fees
Other financing sources	82,600	True up transfer from the General Fund
<b>Total Revenue &amp; OFS</b>	<b>\$180,600</b>	

Revenue & OFS Summary	Previous	Change	Current
Fees	-	-	-
Other income	\$416,100	\$98,000	<b>\$514,100</b>
Other financing sources	740,676	82,600	<b>823,276</b>
<b>Total</b>	<b>\$1,156,776</b>	<b>\$180,600</b>	<b>\$1,337,376</b>

**Expenditures and Other Financing Uses (OFU):**

Type	Amount	Explanation
Transit	\$12,500	True up compensation and benefits
Transit	50,000	Signs for the Park and Rides
Transit	36,500	True up of repairs and maintenance costs
Transit	71,300	True up for additional snow removal costs
Transit	10,300	True up of utility costs
<b>Total Expenditures &amp; OFU</b>	<b>180,600</b>	

Expenditures & OFU Summary	Previous	Change	Current
Transit	\$1,156,776	\$180,600	\$1,337,376
<b>Total</b>	<b>\$1,156,776</b>	<b>\$180,600</b>	<b>\$1,337,376</b>

**The net change to Fund balance for this amendment is as follows:**

Revenues and other financing sources	\$180,600
Less Expenditures and other financing uses	(180,600)
<b>Net increase (decrease) in fund balance</b>	<b>-</b>

Resolution	Beginning Balance	Change	Ending Balance
			\$97,204*
2022-27 & 2022-28	97,204	-	97,204
2023-13	\$97,204	-	\$97,204
<b>Total Net Change</b>		-	

\*Audited

**That** the amended budget as submitted and herein above summarized be, and the same hereby is approved and adopted as the amended 2023 budget of the Roaring Fork Transportation Authority, and be a part of the public records of the Roaring Fork Transportation Authority.

**That** the amended budget as hereby approved and adopted shall be signed by the Chair of the Roaring Fork Transportation Authority.

**INTRODUCED, READ AND PASSED** by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held the 14<sup>th</sup> day of September 2023.

**ROARING FORK TRANSPORTATION AUTHORITY  
By and through its BOARD OF DIRECTORS:**

By: \_\_\_\_\_  
Jeanne McQueeney, Chair

I, the Secretary of the Board of Directors (the "Board") of the Roaring Fork Transportation Authority (the "Authority") do hereby certify that (a) the foregoing Resolution was adopted by the Board at a meeting held on September 14, 2023; (b) the meeting was open to the public; (c) the Authority provided at least 48 hours' written notice of such meeting to each Director and Alternate Director of the Authority and to the Governing Body of each Member of the Authority; (d) the Resolution was duly moved, seconded and adopted at such meeting by the affirmative vote of at least two-thirds of the Directors then in office who were eligible to vote thereon voting; and (e) the meeting was noticed, and all proceedings relating to the adoption of the Resolution were conducted, in accordance with the Roaring Fork Transportation Authority Intergovernmental Agreement, as amended, all applicable bylaws, rules, regulations and resolutions of the Authority, the normal procedures of the Authority relating to such matters, all applicable constitutional provisions and statutes of the State of Colorado and all other applicable laws.

WITNESS my hand this 14<sup>th</sup> day of September, 2023

\_\_\_\_\_  
Nicole R. Schoon, Secretary to the RFTA Board

**RFTA BOARD OF DIRECTORS MEETING  
“INFORMATION/UPDATES” AGENDA SUMMARY ITEM # 9. A.**

**CEO REPORT**

**TO:** RFTA Board of Directors  
**FROM:** Dan Blankenship, CEO  
**DATE:** September 14, 2023

**Garfield County Transportation Improvement Subcommittee (GCTIC):** Nathan Lindquist, CDOT Land Use Planner/Analyst, has scheduled a meeting with RFTA staff on September 11, to plan for upcoming Garfield County Transportation Improvement Roundtable meetings, the first of which will be scheduled late in September or early in October. When the date and time have been established, elected officials in Garfield County jurisdictions will be notified.

**Statewide Transit Pass:** To incentivize public transit utilization and to help Colorado achieve the State’s greenhouse gas reduction goals, State Senator Kevin Priola and State Representative Ruby Dickson are working together to develop legislation intended to establish a Statewide Transit Pass. The goal would be to generate revenue for transit systems to offset fares lost by people using the Statewide Transit Pass with a dedicated revenue source, such as fees for drivers’ licenses, with an opt out, similar to the Keep Colorado Wild State Parks’ pass that adds a \$29 fee to the cost of registering vehicles.

The first step in this process will be to introduce a bill in the upcoming Legislative session that would direct the CDOT Executive Director to create a Statewide Transit Pass Exploratory Committee to produce a viable proposal for the creation, implementation, and administration of a Statewide Transit Pass. The target date for the Committee’s proposal to be finalized would be by July 1, 2026, followed by implementation of the pass by January 1, 2028. The Exploratory Committee will be comprised of 13 representatives of transit agencies from urban, rural, and resort transit systems, 1 representative from a passenger rail service interest group, and 1 representative from CDOT.

Staff will provide periodic updates regarding the Statewide Transit Pass process as it unfolds.

**Ridership:** Through **July 2023**, RFTA’s year-to-date system-wide ridership was **3, 047,526** up **19.8%** compared to **2,543,869** passengers through **July 2022**.

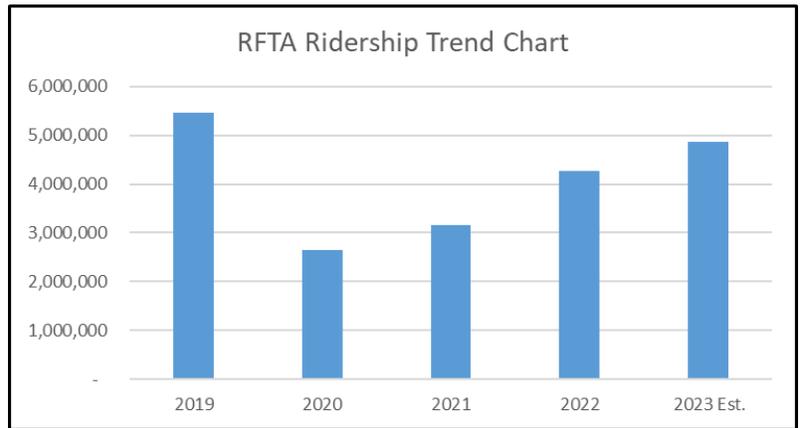
The chart below compares year-to-date **July 2023** ridership with year-to-date **July 2019** pre-pandemic ridership. Overall, year-to-date system-wide ridership through **July 2023** was down **11%** compared to year-to-date system-wide ridership through **July 2019**. Valley ridership was down **5%** and Hogback ridership was up **65%** compared with year-to-date **July 2019**.

<b>Total Ridership YTD Comparison: 2019 vs. 2023</b>			
<b>Service</b>	<b>YTD July 2019</b>	<b>YTD July 2023</b>	<b>% Vari YTD 2023 to YTD 2019</b>
Aspen	910,910	646,506	-29%
Valley	1,675,471	1,598,724	-5%
Hogback	61,436	101,387	65%
Other	783,457	700,909	-11%
<b>Total</b>	<b>3,431,274</b>	<b>3,047,526</b>	<b>-11%</b>

When looking only at the month of **July 2023** ridership compared to **July 2019** (pre-pandemic), system-wide ridership was down **22%**, and City of Aspen ridership was down **23%**, Valley ridership was down **17%**, Hogback ridership was up **23%**, and Other ridership, which includes Ride Glenwood and Aspen Skiing Company, was down **37%** (see below).

Ridership Comparison: July 2019 vs. July 2023			
Service	Jul-19	Jul-23	% Vari July 2023 to July 2019
Aspen	123,462	95,292	-23%
Valley	301,976	251,954	-17%
Hogback	12,189	15,000	23%
Other	140,563	88,319	-37%
<b>Total</b>	<b>578,190</b>	<b>450,565</b>	<b>-22%</b>

The RFTA Ridership Trend Chart below reflects how RFTA ridership has been rebuilding since 2019:



**Chief Operating Officer Update, September 2023 – Kurt Ravenschlag, COO**

**Operational Readiness**

Projected Winter 2023/2024: 105% - 114%

The Roaring Fork Transportation Authority utilizes an Operational Readiness calculator to determine whether or not we have the appropriate level of staffing to deliver a particular season’s scheduled service. For example, a 100% readiness means RFTA has the exact number of bus operators to cover the scheduled service. However, 100% readiness does not account for vacations, sick absences, FMLA or other reasons an employee might be away from work. RFTA targets a 120% readiness to account for all the various absences the operations staff would be dealing with on a day-to-day basis and avoid excessive overtime. RFTA has established a threshold of 105% readiness before service reductions would be necessary to reliably deliver scheduled service.

RFTA is developing a service reduction plan for the winter season of 2023/2024 in the anticipation that RFTA will not hit its Operational Readiness targets. RFTA has learned that there can be great fluctuation of staffing levels and operational readiness in the early weeks of a new season. RFTA is anticipating to be on the cusp of

our operational readiness threshold at the beginning of the winter season, which could change quickly in the early weeks. As a result, RFTA is preparing for service reductions to begin the 2023/2024 winter season.

The areas that RFTA is proposing to reduce service for winter season 2023/2024 is as follows.

- Targeted skier services (working with SkiCo to identify least impactful areas to reduce service).
- Reducing one of three Highlands direct services.
- 20% reduction to Hogback trips (Newcastle exclusive) 4-5 trips.
- BRT schedule reduced from 7 min headway in peak periods to 10 minutes.

These proposed reductions will get RFTA to a **114%** Readiness compared to **107%**.

RFTA plans to conduct public meetings on Sept. 28 to gather input from the public on these proposed service reductions for the 2023/2024 winter season. A public hearing on these proposed changes will likely occur at the October Board Meeting.

If conditions change as we near the winter season or within the winter season, we might be able to add back some of these services.

**RFTA 2023 Work Plan for Destination 2040 Implementation**

**E1 - Bus Replacement – 19, 40’ 9 clean diesel and 10 CNG, low floor buses**

2023 Budget: \$11,341,890	% Complete: 100%	Last Updated: June 2023
<ul style="list-style-type: none"> <li>• 2021 and 2022 Budget included funding to purchase 19 replacement clean diesel, low floor buses. This budget was appropriated in the 2022 Annual Budget appropriation.</li> </ul>		<ul style="list-style-type: none"> <li>• 9 of 9 Clean Diesel buses delivered May 2023.</li> <li>• 4 of 10 CNG buses delivered.</li> </ul>

**E2 - Bike Share Expansion**

2023 Capital Budget: \$2,064,858	%Complete: 50%	Last Updated: August 2023
<ul style="list-style-type: none"> <li>• 2023 Budget includes \$2,064,858 to purchase and implement bike share in Carbondale.</li> </ul>		<ul style="list-style-type: none"> <li>• Carbondale Bike Share officially launched on August 4<sup>th</sup>.</li> </ul>

**C2 - Bus Expansion – Five, 40’ clean diesel, low floor buses**

2023 Budget: \$2,803,850	% Complete: 100%	Last Updated: June 2023
<ul style="list-style-type: none"> <li>• 2022 Budget includes funding to purchase 5 expansion low floor clean diesel buses.</li> </ul>		<ul style="list-style-type: none"> <li>• 5 of 5 Clean Diesel buses delivered May 2023</li> </ul>

**C13 – Town of Snowmass Village Transit Center**

2023 Budget: \$500,000	% Complete: 20%	Last Updated: June 2023
<ul style="list-style-type: none"> <li>• RFTA staff continue to coordinate with Town of Snowmass on the design and implementation of the Snowmass Transit Center.</li> </ul>		<ul style="list-style-type: none"> <li>• Snowmass is redesigning transit center to address community concerns.</li> <li>• TOSV Planning and Zoning Board rejected Transit Center Plans. Town Council also rejected plans.</li> <li>• Project is currently tabled.</li> </ul>

### S1 - Grade Separated Pedestrian Crossings of Hwy 82 and 27th St.

2023 Budget: \$3,800,392

% Complete:  
30%

Last Updated: September 2023

- Pouring of the box on the eastern leg of HWY 82 is underway.

- In 2023 RFTA staff plan to contract with a construction team and begin construction of the 27<sup>th</sup> Street and SH-82 Underpass in spring 2023.



*Pouring of the box on the east leg of HWY82*



*Pouring of the box on the eastern leg of HWY82*

**S4 - Buttermilk Underpass**

2023 Budget: \$0	% Complete: 0%	Last Updated: July 2023
<ul style="list-style-type: none"> <li>The RFTA Contribution when budgeted is \$500,000 to be applied towards construction of a grade pedestrian crossing at the Buttermilk intersection in Pitkin County.</li> </ul>		<ul style="list-style-type: none"> <li>EOTC has tabled this project after community feedback and initial feasibility study.</li> </ul>

**S7 - Glenwood Maintenance Facility (GMF) Expansion**

2022 Budget: \$28,246,556	% Complete: 30%	Last Updated: September 2023
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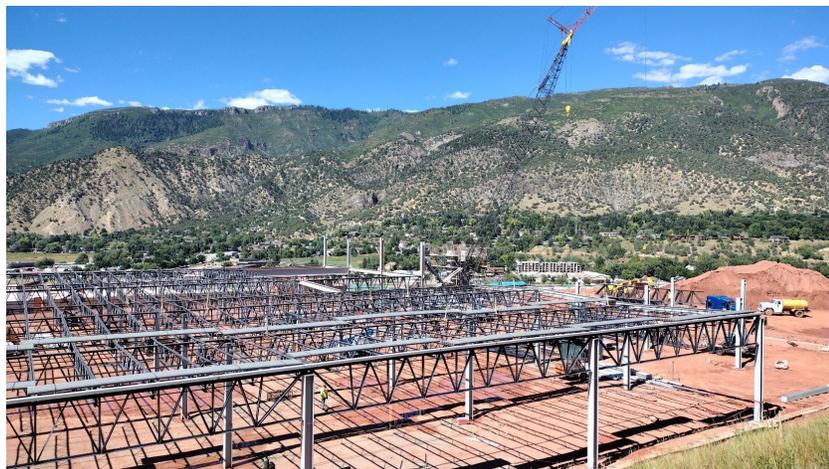
- Construction funding for phases 3,4,5,7 has been appropriated in 2023 Annual Budget.
- Design funding for Phase 6 has been appropriated in 2023 Annual Budget.

**Phase 3,4,5,7**

- Steel structure is being erected.
- Footings for the new fuel & wash bay poured and are starting to form up the walls.



*Steel structure being erected*



*Steel structure being erected*



*Elevator shaft*

**Phase 6 and 8 (Transit Center and Operations Center and warehouse building)**

- SEH Engineering has been selected for the design of Phase 6.

**S10 - Replacement Housing**

2022 Budget: \$50,000	% Complete: 10%	Last Updated: August 2023
<ul style="list-style-type: none"> <li>• Funding for a comprehensive housing policy effort has been included in the 2023 annual budget appropriation to help define the housing type RFTA should build.</li> </ul>	<ul style="list-style-type: none"> <li>• EPS background research and stakeholder interviews is underway.</li> </ul>	

**Planning Department Update, September 2023 – David Johnson, Director of Planning**

Please see the click on the links: "[09-14-2023 Planning Department Update.pdf](#)," "[4.1 Mall Transit Potential Areas of Improvement \(#1\).pdf](#)," and "[Snowmass Mall Transit Center Funding.pdf](#)," or see "09-14-2023 Planning Department Update.pdf," "4.1 Mall Transit Potential Areas of Improvement (#1).pdf," and "Snowmass Mall Transit Center Funding.pdf," included in the September 2023 RFTA Board Meeting Portfolio.pdf, attached to the email transmitting the RFTA Board Meeting Agenda packet.

**Finance Department Update, September 2023 – Michael Yang, CFAO**

**2023 Actuals/Budget Comparison (July YTD)**

2023 Budget Year				
General Fund	July YTD			
	Actual	Budget	% Var.	Annual Budget
<b>Revenues</b>				
Sales and Use tax (1)	\$ 17,236,514	\$ 15,214,786	13.3%	\$ 36,813,900
Property Tax	\$ 11,562,759	\$ 11,562,759	0.0%	\$ 11,843,939
Grants	\$ 12,504,646	\$ 12,504,646	0.0%	\$ 54,862,431
Fares (2)	\$ 2,564,394	\$ 2,067,743	24.0%	\$ 4,243,700
Other govt contributions	\$ 1,611,052	\$ 1,209,730	33.2%	\$ 2,433,143
Other income (3)	\$ 3,164,478	\$ 915,590	245.6%	\$ 1,406,600
<b>Total Revenues</b>	<b>\$ 48,643,844</b>	<b>\$ 43,475,255</b>	<b>11.9%</b>	<b>\$ 111,603,713</b>
<b>Expenditures</b>				
Fuel (4)	\$ 1,143,653	\$ 1,846,965	-38.1%	\$ 2,579,765
Transit	\$ 22,085,570	\$ 22,587,806	-2.2%	\$ 39,674,261
Trails & Corridor Mgmt	\$ 363,920	\$ 383,171	-5.0%	\$ 944,890
Capital	\$ 17,215,395	\$ 17,144,486	0.4%	\$ 97,884,966
Debt service	\$ 707,475	\$ 707,475	0.0%	\$ 1,900,833
<b>Total Expenditures</b>	<b>\$ 41,516,013</b>	<b>\$ 42,669,904</b>	<b>-2.7%</b>	<b>\$ 142,984,715</b>
<b>Other Financing Sources/Uses</b>				
Other financing sources	\$ 3,466,253	\$ 3,465,770	0.0%	\$ 3,669,760
Other financing uses	\$ (2,907,809)	\$ (2,907,809)	0.0%	\$ (5,179,954)
<b>Total Other Financing Sources/Uses</b>	<b>\$ 558,444</b>	<b>\$ 557,961</b>	<b>0.1%</b>	<b>\$ (1,510,194)</b>
<b>Change in Fund Balance (5)</b>	<b>\$ 7,686,276</b>	<b>\$ 1,363,313</b>	<b>463.8%</b>	<b>\$ (32,891,196)</b>

- (1) Sales and Use Tax Revenues are received 2 months in arrears (i.e. May sales and use tax revenue is deposited and recorded in July).
- (2) Through July, fare revenue and ridership are increased by 12% and 20%, respectively, compared to the prior year. The average sale per transaction was approximately \$11.52 in July 2022 compared to \$6.72 in July 2023. The primary driver for this decrease is due to Mobile App functionalities (i.e. one-way purchases) as compared to only offering Stored Value Card purchases at the Ticket Vending Machines. The Mobile App was implemented in November 2022. The chart below provides a YTD July 2022/2023 comparison of actual fare revenues and ridership on RFTA regional services:

<b>Fare Revenue:</b>	<b>YTD 7/2022</b>	<b>YTD 7/2023</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Regional Fares	\$ 1,763,010	\$ 2,004,381	\$ 241,371	14%
Maroon Bells	\$ 482,125	\$ 518,097	\$ 35,972	7%
<b>Total Fare Revenue</b>	<b>\$ 2,245,135</b>	<b>\$ 2,522,478</b>	<b>\$ 277,343</b>	<b>12%</b>
<b>Ridership on RFTA Regional Services*:</b>				
	<b>YTD 7/2022</b>	<b>YTD 7/2023</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Highway 82 (Local & Express)	446,732	511,223	64,491	14%
BRT	502,315	625,412	123,097	25%
SM-DV	37,717	51,426	13,709	36%
Grand Hogback	77,204	101,387	24,183	31%
Maroon Bells	84,596	91,231	6,635	8%
<b>Total Ridership on RFTA Fare Services</b>	<b>1,148,564</b>	<b>1,380,679</b>	<b>232,115</b>	<b>20%</b>
Avg. Fare/Ride	\$ 1.66	\$ 1.55	\$ (0.10)	-6%
Avg. Fare/Ride MB	\$ 5.70	\$ 5.68	\$ (0.02)	0%

- (3) Through July, higher interest rates have yielded excess investment income compared to budget.
- (4) Fuel savings are due to lower actual transit mileage compared to budget and lower fixed forward pricing compared to budget.
- (5) Over the course of the year, there are times when RFTA operates in a deficit; however, at this time we are projecting that we will end the year within budget.

<b>RFTA System-Wide Transit Service Mileage and Hours Report</b>								
<b>Transit Service</b>	<b>Mileage July YTD</b>				<b>Hours July YTD</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Var.</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Var.</b>
RF Valley Commuter	2,220,906	2,395,955	(175,050)	-7.3%	102,751	109,795	(7,044)	-6.4%
City of Aspen	342,952	351,788	(8,836)	-2.5%	39,877	39,984	(107)	-0.3%
Aspen Skiing Company	214,653	217,657	(3,004)	-1.4%	15,329	16,045	(717)	-4.5%
Ride Glenwood Springs	65,703	68,426	(2,723)	-4.0%	5,830	5,762	67	1.2%
Grand Hogback	242,819	249,916	(7,097)	-2.8%	11,147	11,752	(605)	-5.1%
Specials/Charters	1,948	3,750	(1,802)	-48.0%	327	279	48	17.0%
Senior Van	5,139	5,053	86	1.7%	805	822	(16)	-2.0%
MAA Burlingame	8,363	8,646	(283)	-3.3%	763	775	(12)	-1.5%
Maroon Bells	38,766	37,244	1,522	4.1%	2,944	2,914	30	1.0%
<b>Subtotal - Transit Service</b>	<b>3,141,249</b>	<b>3,338,435</b>	<b>(197,186)</b>	<b>-5.9%</b>	<b>179,772</b>	<b>188,128</b>	<b>(8,356)</b>	<b>-4.4%</b>
Training & Other	9,715	17,080	(7,365)	-43.1%	14,798	15,775	(977)	-6.2%
<b>Total Transit Service, Training &amp; Other</b>	<b>3,150,964</b>	<b>3,355,515</b>	<b>(204,551)</b>	<b>-6.1%</b>	<b>194,570</b>	<b>203,904</b>	<b>(9,334)</b>	<b>-4.6%</b>

<b>Roaring Fork Transportation Authority System-Wide Ridership Comparison Report</b>				
<b>Service</b>	<b>Jul-22 YTD</b>	<b>Jul-23 YTD</b>	<b># Variance</b>	<b>% Variance</b>
City of Aspen	568,187	646,506	78,319	13.78%
RF Valley Commuter	1,341,370	1,598,724	257,354	19.19%
Grand Hogback	77,204	101,387	24,183	31.32%
Aspen Skiing Company	338,431	435,626	97,195	28.72%
Ride Glenwood Springs	101,921	144,528	42,607	41.80%
X-games/Charter	10,732	7,304	(3,428)	-31.94%
MAA Burlingame	20,864	21,142	278	1.33%
Maroon Bells	84,596	91,231	6,635	7.84%
Senior Van	564	1,078	514	91.13%
<b>Total</b>	<b>2,543,869</b>	<b>3,047,526</b>	<b>503,657</b>	<b>19.80%</b>
<b>Subset of Roaring Fork Valley Commuter Service with BRT in 2023</b>				
<b>Service</b>	<b>YTD Jul 2022</b>	<b>YTD Jul 2023</b>	<b>Dif +/-</b>	<b>% Dif +/-</b>
Highway 82 Corridor Local/Express	446,732	511,223	64,491	14.44%
BRT	502,315	625,412	123,097	24.51%
<b>Total</b>	<b>949,047</b>	<b>1,136,635</b>	<b>187,588</b>	<b>19.77%</b>

## 2024 RFTA Annual Budget – Preliminary Schedule

Date	Activity	Status
8/10/2023	Discussion/Direction/Action: Preliminary planning initiatives, assumptions and issues.	<i>Completed</i>
9/14/2023	Presentation/Direction/Action: 1 <sup>st</sup> draft budget presentation	<i>On schedule</i>
10/12/2023	Presentation/Direction/Action: 2 <sup>nd</sup> draft budget presentation	<i>On schedule</i>
11/9/2023	Presentation/Direction/Action: 3 <sup>rd</sup> draft budget presentation	<i>On schedule</i>
12/14/2023	Public Hearing: <ul style="list-style-type: none"> <li>Final budget presentation and adoption</li> <li>Review and approve the final certifications of valuations from the Eagle, Garfield, and Pitkin County Assessors</li> </ul>	<i>On Schedule</i>

## Facilities Update, September 2023 – Mike Hermes, Director of Facilities & Trails

### Railroad Corridor & Rio Grande Trail Update

**Right-of-Way Land Management Project:** Along with its legal and engineering consultants, RFTA staff will be working on the following tasks in 2023 (New items in **red**, updates in **green**).

With the RFTA Board’s direction, Staff will begin identifying all current unlicensed uses inside the Railroad Corridor and begin requesting that the adjacent neighbors, utility companies, jurisdictions either license the use (if applicable), or remove the use. Staff has begun this process in Glenwood Springs:

- Survey and utility locate completed for 8<sup>th</sup>-14<sup>th</sup>.
- Second section scheduled August 7<sup>th</sup>-10<sup>th</sup> from 14<sup>th</sup> street to 23<sup>rd</sup>.

Staff is working on a few updates to the initial exhibit and once staff is comfortable with the exhibit, will mail a letter and a copy of the exhibit pertinent to each parcel, to each of the adjacent property owners. (ongoing)

Other ongoing items:

- Working with Paul on outstanding corridor issues:
  - Zlotnick
  - Eubank
  - Burkett Quiet Title
- Rail Attorney items:
  - PUC application with Town of Carbondale – Filed with the P.U.C. **PUC accepted application, Notice of Application filed on 8-14-2023.**
  - Town of Carbondale license language - **Received comments from Rail Attorney, under Staff Review.**
  - Black Hills license language – Waiting on signed license agreement.
  - Rail Car letters: **Staff completed a site visit, Swearingin’s tenants have not removed encroachments, Rail attorneys are in correspondence with owner’s attorney.**

- Letter for Hooks Encroachments:
  - Smith's served with encroachment removal letter, never picked up the Certified Mail.
  - Staff did site visit on Davies, have not started. Staffed reached out for plan on relocation.
- Cedar Networks- contractor nonresponsive - Sent to Attorney's for resolution.
- Century Link- Staff has been trying to get the as-built sent to us in a different format to incorporate into our GIS since January and their representative is non-responsive. Sent to Attorney's for resolution.
- Current Applications:
  - Holy Cross Fiber Project- Received as-builts, under Farnsworth Review.
  - Pitkin County Gerbaz Bridge- Staff is working with BLM.
- Colorado Extreme- Updating access and relocating Trail: First review comments sent to Applicant.
  - Permits: Xcel- Tree work- Permit has been issued and has begun.
    - City of Glenwood Springs- Permit has been issued and has begun.
    - Stott's Mill Access- Project Approved, Permit issued and has begun.
    - Voskuil Sewer Project in City of Glenwood Springs- Project Complete, waiting on as-built.
- **Recreational Trails Plan (RTP)** – The Planning Department is working with regional stakeholders to update the 2005 Recreational Trails Plan (RTP). Following unanimous RFTA Board adoption of the Access Control Plan (ACP) in early 2023, the RTP is the second component plan of the larger Corridor Comprehensive Plan that guides management of the entire Rio Grande Trail from Glenwood Springs to Woody Creek. (ongoing)
- **Rail Salvage Project** – Staff has been tasked with developing a statement of work for, and removal of all rail between 8<sup>th</sup> Street and 23<sup>rd</sup> Street in Glenwood Springs in 2023. The 27<sup>th</sup> Street underpass project will begin spring 2023. Rail salvage will move to 2024/2025. (ongoing)
- **Roaring Fork Bridge Rehabilitation Project** – This repair project is in the design process. Staff anticipates the repair design and engineer's estimate will be complete in late summer of 2023. There are two parts to this project, the first and most critical is the repair to the abutments and installation of some anti-graffiti improvements, fencing to block access to the abutments, etc. One of the abutments has twisted and dropped and staff has been tasked with posting "no emergency vehicles on the bridge until further notice" on each side of the bridge to ensure that the bridge abutment doesn't fail.
  - The second part of the scope is to clean up and remove all of the graffiti. We will bring the budget for the repairs and the graffiti removal to the RFTA board for review and board direction to fund the repairs and graffiti removal, or just to fund the repairs. Planning did submit the bridge repair portion of the project for a TAP grant. This is a perfect project fit for TAP funds, however, no TAP funds were awarded this grant cycle. Staff continues to evaluate other ways to fund this necessary improvement.



- The Rio Grande Trail Staff is staying busy.
  - Staff has been sweeping, debris blowing, clearing limbs and sightlines, pulling and chopping weeds, cleaning up trailheads and vault toilets, asphalt crack repair, reminding dog owners to leash their pets, etc. to make sure the trail is safe and clean.
  
- Staff continues working with Carbondale Arts to beautify the corridor through the Town of Carbondale, called the “Rio Grande ArtWay.”
  - The next big project is underway, called the Youth Art Park, and it is located just north of Town Hall and the Carbondale Rec Center. Phase 1 of this project is under construction and should be completed in 2023. Progress is being made in regards to the block walls, stairs, site access, etc. Please see attached photos.
  
- 2023 projects that we hope to complete are listed below:
  - Bridge Maintenance/Repair:
    - Wingo Bridge repair: This project is complete!
    - Roaring Fork Bridge: Repair work is being designed and will begin in 2023 if funding is identified.
  - Hired a full time Trail Technician! Please welcome Beth Engelman to the team.
  - Rio Grande Trail Maintenance – Shoulder Repair Project. Goal is to repair the trail shoulders from the CMC Trailhead up to the edge of Carbondale. The shoulders are important to maintain because they provide a clear space for trail users to safely step off the trail, a soft surface to walk/run on, and they also provide structural stability for the asphalt trail itself.
    - The shoulder repair project was awarded to Holmes Excavation and Concrete Inc. and the contract was signed on June 29, 2023.
    - Construction began on August 23, 2023. See photos of the project below.
  - Continue re-vegetation and corridor restoration efforts. 2023 will be year # 8 utilizing goats to help build soil health, control vegetation, and help to snuff out noxious weeds. The goats will primarily be working in the Emma to Rock Bottom Ranch section of the trail in '23. However, if we have time/budget we will also work on a section of trail near CR 154/Riverview School.
    - Continue and expand our vegetation monitoring program.
    - Goats arrived to work on August 14 and have been busy at work eating the vegetation/weeds, recycling the nutrients from the plants, fertilizing, aerating, stabilizing steep slopes, etc. Please reach out to Brett Meredith if you'd like a tour of the project.
  - Continue Rio Grande ArtWay improvements and maintenance.
  - Kiosk Construction – the last remaining kiosk to be updated is located at the Satank Bridge. Staff is still waiting for the go-ahead from our superiors.
  - Adopt-a-Trail and RFOV project collaborations.
  - Build guard rail fence, aka fall protection fence, in 2 priority areas.
    - The fence project bids came in and were way over budget...so unfortunately, this project has been cancelled.
    - Complete the annual CEC tour, report, and meeting.
    - Completed a Scope of Work for 2024 asphalt repair/replacement project.
    - This is a critical project that needs support/funding. Repair quantities/cost estimates have been put together and it's looking like an almost \$2 million-dollar project to replace damaged asphalt from Catherine Bridge TH up to Emma Rd.



Photo 1 – marble block wall



Photo 2 – slide and marble stairs



**Photo 3 – newly placed and compacted shoulder on left side of photo; old shoulder in need of more gravel on right side (project aims to fix)**