

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

**TIME:** 8:30 a.m. – 11:00 a.m., Thursday, August 8, 2024

**Regular Location:** In-Person at Town Hall (Room 1), 511 Colorado, Carbondale, CO 81623

*Instructions regarding how to participate in the meeting remotely via WebEx are attached to the e-mail transmitting the Board Agenda Packet, on the second 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>Approval of <a href="#">Minutes</a>:</b>		<b>Approve</b>	<b>8:31 a.m.</b>
	A. RFTA Board Meeting July 11, 2024, <b>page 3</b>			
3	<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>8:33 a.m.</b>
4	<b>Items Added to Agenda – Board Member Comments:</b>	<b>4.3.3.C</b>	<b>Comments</b>	<b>8:35 a.m.</b>
5	<b>Consent Agenda:</b>			<b>8:45 a.m.</b>
	A. <a href="#">Resolution</a> 2024-11: Adoption of Zero Emission Fleet Transition Plan – Jason White, Assistant Planner, <b>page 13</b>	<b>1.6</b>	<b>Approve</b>	
	B. <a href="#">Resolution</a> 2024-12: Adoption of the Climate Action Plan (CAP) – Jason White, Assistant Planner, <b>page 18</b>	<b>1.6</b>	<b>Approve</b>	
	C. <a href="#">Resolution</a> 2024-13: Adoption of the Strategic Plan – Kurt Ravenschlag, COO, <b>page 22</b>	<b>2.9</b>	<b>Approve</b>	
	D. Tentative <a href="#">Authorization</a> to Award FY25 First/Last Mile Mobility Reserve (FLMMR) Grants – David Johnson, Director of Planning and David Pesnichak, Mobility Coordinator, <b>page 28</b>	<b>4.2.5</b>	<b>Approve</b>	
6	<b>Presentations/Action Items:</b>			
	A. Preliminary <a href="#">Planning</a> Initiatives, Assumptions, and Issues for 2025 RFTA Budget – Paul Hamilton, Director of Finance, <b>page 30</b>	<b>4.2.5</b>	<b>Update</b>	<b>8:55 a.m.</b>
	B. RFTA's <a href="#">Role</a> in First/Last Mile Mobility Services – David Pesnichak, Mobility Coordinator, <b>page 38</b>	<b>4.2.5</b>	<b>Discussion/Action</b>	<b>9:30 a.m.</b>
7	<b>Information/Updates:</b>			
	A. <a href="#">CEO</a> Report – Dan Blankenship, CEO, <b>page 41</b>	<b>2.8.6</b>	<b>FYI</b>	<b>10:20 a.m.</b>
8	<b>Executive Session: 1 Issue:</b> Pursuant to C.R.S. 24-6-602 (e) and (f): Personnel Matters: CEO Succession Planning.	<b>3.5.2.B</b>	<b>Executive Session</b>	<b>10:30 a.m.</b>
	<b>(Agenda Continued on Next Page)</b>			

	<b>Agenda Item</b>	<b>Policy</b>	<b>Purpose</b>	<b>Est. Time</b>
9	<b>Issues to be Considered at Next Meeting:</b>			
	To Be Determined at the August 8, 2024 Board Meeting	<b>4.3</b>	<b>Meeting Planning</b>	<b>11:50 a.m.</b>
10	<b>Next Meeting:</b> 8:30 a.m. – 11:00 a.m., September 12, 2024, 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>
11	<b>Adjournment:</b>		<b>Adjourn</b>	<b>11:00 a.m.</b>

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**ROARING FORK TRANSPORTATION AUTHORITY  
BOARD MEETING MINUTES**

**July 11, 2024**

**Board Members Present (or via WebEx):**

Shelley Kaup, (City of Glenwood Springs); Greg Poschman, Vice-Chair (Pitkin County); Jeanne McQueeney, (Eagle County); David Knight, (Town of Basalt); Torre, (City of Aspen)

**Voting Alternates Present (or via WebEx):**

Ben Bohmfalk, (Town of Carbondale); Bill Madsen, (Town of Snowmass Village)

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

Sam Rose, (City of Aspen)

**Staff Present (or 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; Mike Hermes and Ben Ludlow, Facilities Department; Angela Henderson and Brett Meredith, Department of Trails and Rail Corridor; Paul Hamilton and Terri Glenn, Finance Department; Craig Dubin, Special Projects Manager; David Johnson and Jason White, Planning; Ian Adams, Director of Operations; Mike Christenson, Director of Vehicle Maintenance; Tammy Sommerfeld and Melissa Sever, Procurement Department; Jamie Tatsuno and Joni Christenson, Communications; David Pesnichak, Mobility Coordinator; Jason Smith, Director of Safety and Training; Jason Schelhaas, Director of Technology; Maria Vasquez and Bisi Constanzo, HR Department; Dawn Dexter, Operations Manager; Kim Wells, Executive Assistant; Ed Cortez, President ATU Local 1774

**Visitors Present (or via WebEx):**

David Knapp, PhD, (Marathon Leadership); Linda DuPriest, (EOTC); Sam Guarino, (Town of Snowmass Village); Analy Castillo, (Stantec); Ryan Gordon, (City of Glenwood Springs); Annalise Grueter, Rachel Richards and Sam Gimás (Citizens)

**Agenda**

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

**Shelley Kaup called the July 11, 2024 RFTA Board of Directors meeting to order at 8:31 a.m. Kaup declared a quorum to be present (7-member jurisdictions present) and the meeting began at 8:32 a.m.**

**2. Approval of Minutes:**

**Greg Poschman moved to approve the June 13, 2024 Meeting Minutes and Jeanne McQueeney seconded the motion. The motion was unanimously approved.**

**3. Public Comment:**

**Kaup asked if any member of the public would like to address the Board or make a comment regarding items not on the July 11, 2024 Board Agenda.**

**Rachel Richards stated that the Aspen City Council had a meeting which included a discussion about a possible ballot measure not to use the Marolt Open Space area for the Entrance to Aspen. She said the**

City Council appears to want to facilitate SOVs and not mass transit by reconstructing the Castle Creek Bridge in a three-lane configuration, rather than implementing the Entrance to Aspen Record of Decision, Preferred Alternative, which involves the modified-direct alignment across the Marolt Open Space. The City hired a consulting firm to help them determine which way the City should go regarding use of the Marolt Open Space area. She knows how hard it is to disagree with colleagues, Board members, and friends, however, from her perspective the RFTA Board represents mass transit and the transit riders. She stated that RFTA should survey transit riders, as the City has not appeared to have undertaken outreach to Aspen School District, Aspen Valley Hospital, or the Aspen Airport Business Center (AABC). It is RFTA's role to be friends of transit riders, not friends of Marolt.

**Mark Reinhart**, RFTA Bus Operator, stated that he saw that RFTA got a grant for new facility at the Glenwood Maintenance Facility (GMF) and that it was not going to be used to include an EV charging system at the GMF. The charging systems are not inexpensive; however, staff should look for additional grants to help get charging systems for EVs at the GMF. If RFTA could get charging stations at the GMF they could possibly share the stations with the community and get all of RFTA's service vehicles electrified.

**Kaup closed Public Comments at 8:38 a.m.**

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

**Kaup asked if there were any items that needed to be added to the July 11, 2024, Board meeting Agenda.**

No items were added to the July 11, 2024, Board Agenda.

**Kaup asked if any Board member had any comments or questions regarding issues not on the July 11, 2024, Board meeting Agenda.**

Poschman stated that John Ely, who was the County Attorney for Pitkin County, passed away due to an illness. Pitkin County is looking to fill that position however, finding the process challenging. He stated that staff are a bit stressed, but they are getting through it and they are hoping to have the position filled as soon as they find the right person.

Poschman stated that he appreciates Richards background knowledge. He assured her that the BOCC will be made a part of the City's Entrance to Aspen discussions, and they will have a joint meeting with Aspen. There are alternate perspectives and they are hearing from many community members on their thoughts about the Marolt Open Space.

McQueeney congratulated RFTA on their grant award, it was a significant amount and she was really impressed. Eagle Valley Transit Authority (EVTA) was also given a \$4 million grant, which was miniscule in comparison to RFTA's, but they are happy with the amount they received. The transition of ECO into EVTA will be completed by the end of 2024, and people are learning it is very different to operate a transportation authority instead of just a transit system. Summit County is considering transitioning into a transportation authority as well.

Ben Bohmfalk stated that he was very happy to see that the Rio Grande Trail has received some new asphalt, and the ride is so nice and smooth.

**Kaup closed Board Comments at 8:51 a.m.**

## 5. Consent Agenda:

### A. **RFTA 2023 Audited Financial Report** – Michael Yang, CFAO and Paul Hamilton, Director of Finance

The annual financial statement audit is required by third parties, which includes the Federal Transit Administration, Colorado Department of Transportation, Municipal Securities Rulemaking Board, and Standard & Poor's. McMahan & Associates LLC conducted the audit and is responsible for expressing an opinion on:

- RFTA's financial statements and the budget and actual individual fund statements for the year ended December 31, 2023, and
- RFTA's compliance requirements described in the U.S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement applicable to each of its major federal programs for the year ended December 31, 2023.

An unqualified or "clean" opinion was received from the auditors that RFTA's 2023 financial statements conform to U.S. generally accepted accounting principles and that RFTA is in compliance with the requirements for each of its major federal programs. No deficiencies were reported; no current year findings or questioned costs were identified.

On June 17, 2024, the RFTA Board Audit Subcommittee (RFTA Board members: Alyssa Shenk, Town of Snowmass Village, and Torre, City of Aspen; Independent Financial Experts: Ann Driggers, Pitkin County Chief Financial and Administrative Officer, Treasurer, and Public Trustee and Anna Earl, Eagle County Director of Finance) met with our auditor, which included an in-depth review and discussion of the 2023 audit. The subcommittee agreed that the 2023 audited financials be recommended for acceptance by the RFTA Board of Directors.

Based on the unqualified or "clean" opinion from the auditors and with the RFTA Board Audit Subcommittee approval as evidenced by the attached meeting minutes prepared by the subcommittee, staff recommends that the RFTA Board accept the 2023 Audited Financial Report.

**Bohmfolk moved to approve the RFTA 2023 Audited Financial Report, and Poschman seconded the motion. The motion was unanimously approved.**

### B. **Termination and Release of Assignment and Assumption (UPRR Easement and Shared Use Agreement)** – Dan Blankenship, CEO

In 2018, RFTA assigned the UPRR Wye Area exclusive Easement and Shared Agreement to the City of Glenwood Springs, so that it could acquire them from the UPRR. This action was necessary to enable the City to use the East Leg of the Wye (which it owns) in any manner it best sees fit, without requiring the UPRR's consent. Because, subsequent to the purchase of these agreements, the UPRR no longer has any interest in the easement or Shared Use Agreement, City and RFTA legal counsel felt that the best approach would be for the City to terminate and release the easement and Shared Use Agreement, making them of no effect for either RFTA or the City. This action, in essence, will allow RFTA to conduct rail operations within the West Leg of the Wye area, unfettered by any previous conditions placed on such operations by the UPRR easement and Shared Use Agreement.

**Bohmfalk moved to approve the Termination and Release of Assignment and Assumption (UPRR Easement and Shared Use Agreement), and Poschman seconded the motion. The motion was unanimously approved.**

**C. Update and Restate the Bylaws of the Roaring Fork Transportation Authority – Paul Taddune, General Counsel**

The Bylaws were amended on October 14, 2021 by Resolution 2021-17, due to the COVID epidemic to allow remote participation of Board meetings during the course of the pandemic, and further amended as of July 14, 2022 to make the allowance of remote participation permanent.

- The attached Bylaws update and restate the Bylaws as a housekeeping measure to incorporate the amendments allowing remote participation in RFTA Board meetings. The amendment appears on Page 7, Section 6.07.
- The amendment states, “Remote participation by Directors in meetings of the Board of Directors via telephone and/or teleconferences is allowed.

**Bohmfalk moved to approve the Update and Restate of the Bylaws of the Roaring Fork Transportation Authority, and Poschman seconded the motion. The motion was unanimously approved.**

**D. Thank You Letters to Senators Bennet and Hickenlooper – Dan Blankenship, CEO**

Blankenship requested that the Board authorize the Chair to sign and send letters of thanks to Senators Michael Bennet and John Hickenlooper for their support of RFTA’s grant applications which resulted in a \$32.8 million Federal Transit Administration grant award for the Regional Transit Center.

**Poschman moved to approve the Thank You Letters to Senators Bennet and Hickenlooper, and Bohmfalk seconded the motion. The motion was unanimously approved.**

**6. Presentations/Action Items:**

**A. CEO Succession Planning – David Knapp, PhD, Marathon Leadership**

David Knapp thanked the Board for allowing him to update them on where RFTA is in the Succession Planning process. He has been working with Kurt Ravenschlag, with input from Dan Blankenship, Michael Yang, Craig Dubin, and Erin Kemp on the search for a new Chief Operations Officer (COO). He has been helping Ravenschlag and Yang to determine current roles and responsibilities that Blankenship currently performs. They have also been working to re-examine the current organization chart to determine what changes in roles, responsibilities, and reporting makes the most sense moving forward.

The one-on-one coaching sessions with Ravenschlag and Yang continue to take place. He has also been working with a number of the Directors, specifically around the upcoming leadership and organizational changes. These meetings are going very well, and it has helped to alleviate some of the anxiety around the upcoming changes.

We have been working on developing a work-from-home policy, and are incorporating best-practices and some outside perspective as this is being created. This group is also reviewing the current RFTA Values to ensure they align with the current Mission and Vision of RFTA, as well as with

Ravenschlag's leadership vision for the future. We are also working to incorporate Objectives and Key Results (OKRs) into the current Strategic Planning and budgeting process.

In order to complete the remainder of the work that needs to be done, Ravenschlag, Craig Dubin, Erin Kemp, and Tammy Sommerfeld, are drafting a separate services contract, in order for Dr. Knapp to finalize this process.

**Kaup asked if the Board will need to approve a new contract to continue to utilize Knapp.**

**Ravenschlag responded that, no there is already a contract in place and will simply transition to a new contract through the old one.**

**Knapp stated to the Board that Dan has been a tremendous leader, and will be missed by employees. He has been a true leader and is helping to facilitate the transition process.**

**Poschman stated that when he visiting DC, he hears how they know that RFTA always delivers and will not be disappointed in the funds that they award to RFTA.**

**B. Presentation Regarding Glenwood Springs South Bridge Project – Ryan Gordon, Glenwood Springs City Engineer**

Ryan Gordon thanked the Board for allowing him to update them on this significant South Bridge Project, it is a massive taking for the City of Glenwood Springs.

Gordon started by explaining the history and why this project is on the City of Glenwood Springs' radar. In the summer of 2002, the Coal Seam fire threatened neighborhoods in West Glenwood Springs, and burned along the I-70 corridor between Glenwood Springs and South Canyon, as well as along the hillsides in the Meadows area. The fire emphasized the critical need for an additional escape route on the South end of Glenwood Springs, especially for people living along Midland Avenue, up 4 Mile and 3 Mile Roads, in the Mountain Valley neighborhood, and Cardiff Glen.

For more than two decades the City of Glenwood Springs has been planning the construction of the South Bridge project and, with the recent receipt of a \$49.7 million Rural Surface Transportation Grant, it is on the verge of making this project a reality.

To help facilitate a cost-effective connection of the new South Bridge roadway to State Highway 82, the City requested RFTA to grant it easements that will allow the roadway to be constructed across the railroad corridor. In 2018, the RFTA Board approved an Intergovernmental Agreement (IGA) granting the City a perpetual, non-exclusive easement across, over, and under the railroad corridor for the South Bridge roadway connection. The IGA will allow the City to construct the roadway over the railroad corridor, while accepting some risk that the crossing might need to be reconstructed or removed at the City's expense if it interferes with RFTA's ability to operate a rail or other transportation system in the corridor at a future time. The language in the IGA is intended not only to preserve RFTA's ability to operate a future transportation system in the corridor, but also to preserve the corridor's railbanked status in the interim.

Due to significant increases to building materials the City has had to get creative to find ways to redesign the bridge as to lower building costs. The bridge will allow for a sidewalk/pedestrian and biking connection. The new blueprints opt for deleting the 8-foot walkway on the south side, increasing the north side sidewalk from 8-foot to 10-foot, providing a pedestrian crossing at CR 163,

the Coke Ovens, and Cardiff Mesa Condos, and a sidewalk will be provided from Park East to the Bridge.

Key roadway elements include starting the project after Cardiff Mesa Condos, eliminate medians, possibly eliminating the roundabout at Morgan Street and Airport Road, eliminating irrigation and landscaping, eliminating the tunnel under the runway and reducing bridge width.

In order to provide traffic calming, there will be a roundabout at Morgan St. and Airport Rd, raised crosswalks, curves, speed limits, medians, and other elements. The Bridge construction cost is \$105 million, however, potential ways to reduce the costs include modifying road elevation, roadway elements, eliminating the tunnel and retaining walls, which is about \$25.5 million to \$30 million reduction in costs.

The schedule involves a redesign, environmental assessment, and ROW acquisition to be completed. These tasks should be finalized by August/September 2025. The project bid t is due around October 2025, construction will begin January 2026, with construction being completed by Spring 2028.

**Kaup stated that travel surrounding Glenwood and Aspen is constricted due to constrained corridors. The growing automobile congestion problem needs to be addressed regionally, and we need to work together to promote mass transit. We should not be building to accommodate SOVs, we need to get people out of the vehicles and onto RFTA buses.**

**Poschman stated that the real question everyone needs to answer, is how do we manage growth and how long will the bridge serve the community. No matter how many bridges or additional lanes we build the real goal is to get people out of the vehicles and onto RFTA buses. We will never be able to build our way out of congestion.**

### **C. RFTA Board Strategic Summit Follow-Up and Strategic Plan Update – Kurt Ravenschlag, COO**

Ravenschlag started by thanking the Board for all of their feedback regarding the Strategic Plan Update during the Summit Retreat. Today he wanted the Board to take one last look at the current changes to see if there are any discussion points, identify the areas of feedback received and then, hopefully, the Plan will be ready to be presented at the next Board meeting for approval and adoption.

The first Outcome in in the Strategic Plan, i.e., Safe Customers, Workforce, and General Public, did not have many changes.

The next Outcome was Accessibility and Mobility. The two areas of focus for 2025 are:

- 2.1 Rio Grande Railroad Corridor/Rio Grande Trail is appropriately protected, utilized, and accessible to all users
- 2.4 Provide increased first and last mile options for customers throughout service area

He brought to the Boards attention 2.7, develop trail connections from Glenwood Springs to New Castle and asked for the Board's guidance on this objective. Currently RFTA has trail connections from Aspen to Glenwood Springs, and we have a role and responsibility for the Mid-Valley Trails Committee. There is a need to connect New Castle to the rest of the Valley, so is LoVa something that RFTA should take more of a lead on to get that connection completed?

Poschman stated that the trail from New Castle to Glenwood Springs could be a major connection that would allow citizens from New Castle, Silt, and possibly Rifle to utilize the trail for recreation and potentially work purposes.



Jeanne McQueeney stated that she feels that RFTA should continue to play a supportive role and not take the lead, it should not be our primary focus.

Bohmfolk thought this is something that needs to have additional discussion regarding the framework for how we connect all of our communities. He thinks it is great when RFTA takes the lead on projects, like the Basalt underpass. If RFTA had not taken the lead it may not have been completed. He said that we need to find ways to get that portion of the trail connected, especially since New Castle is a member of RFTA.

Ravenschlag responded that the organization that is in charge of the LoVa Trail is called the Friends of LoVa and they are a non-profit, with limited funding and resources. They do not have the resources to go after grant funds, whereas RFTA has the ability to pursue grants. Also, if something does get built who is in charge of maintaining the trail in that section?

Poschman stated that it would be good if RFTA could help LOVA go after grant funds, and offer help with getting the funding that the trail needs in order to get it built.

Ravenschlag stated that perhaps the wording on 2.7 may need to be softer, something to the effect that RFTA will help to get those trails completed.

The next Outcome, i.e., Sustainable Workforce, has one area of focus for 2025:

- 3.3 Implement RFTA's Comprehensive Housing Policy

In the next Outcome, Financial Sustainability, two of the objectives were combined into one:

- Develop and maintain a capital planning and prioritization process, while also reviewing and updating RFTA's financial policies.

In the Outcome regarding Satisfied Customers, there were not a lot of changes made, just minor wording/grammar changes.

For the next Outcome, i.e., Environmental Sustainability, two objectives were combined into 6.3, and it will be an area of focus for 2025.

- 6.3 RFTA will prioritize energy-efficient strategies to reduce GHG emissions and advance projects that enhance existing services with a responsible budget.

The final Outcome, i.e., High Performing Organization, did not have many changes and, again, only a few minor wording changes.

**Ravenschlag stated that if the Board approves, then the Final 2025 Strategic Plan will be brought to the Board at the August Board meeting for approval and adoption.**

**The Board gave their thumbs-up approval of the updated Strategic Plan.**

#### **D. Presentation of Final Zero Emission Vehicle (ZEV) Fleet Plan – Stantec**

Analy Castillo, Stantec, presented the Final Zero Emission Vehicle (ZEV) Fleet Plan to the Board, and stated that a lot of great work was done to get us to this point. The Project started by defining the technology mix and year-to-year composition of the revenue bus fleet, determining the ZEV infrastructure upgrades needed and the implementation timeline, and assessing operational changes required and the total cost of ownership.

Current revenue and non-revenue fleet includes 19 cut-a-ways, two (2) 30-ft buses, five (5) 35-ft buses, seventy-five (75) 40-ft buses, sixteen (16) 45-ft motor coaches, and 30 non-revenue vehicles. Key findings included that RFTA maintains and operates a mix of fixed-route and Paratransit/ADA demand-response services with contract fleet partners. Fixed route vehicle scheduling blocks run between 16 and 496 miles per day, Paratransit/ADA demand-response cut-a-ways run an average of 71 miles per day. There is limited capacity for growth at the current AMF, and the GMF/RTC is currently undergoing multi-phase construction upgrades as a 100% ZEV Support Facility.

The modeling summary had two key outcomes, 1) Fuel Cell Electric Buses (FCEBs) have quicker fueling and longer range than Battery Electric Buses (BEBs), which gives them a more successful overall performance outcome; 2) Fleet and/or blocking changes are required with either technology to successfully transition to ZEBs and the potential for replacing vehicles on a 1 for 1 basis. RFTA could chose an accelerated transition by 2040, however, while it has a higher cumulative GHG reduction, it has higher costs, whereas a transition by 2050 has lower cumulative GHG reductions, but lower costs. The technology scenarios evaluated included BEB only, FCEB only, and a mix of BEBs and FCEBs to better align with RFTA's operations.

During the evaluations, the decision criteria included 7 base and 2 secondary criteria, and along with RFTA staff input, evaluated 49 sub-criteria. Decision Results indicated a preferred mixed fleet by 2050 would optimal. Mixe- fleet cases had the highest score across all 9 evaluation criteria. The FCEB case scoring was limited by OEM availability and risks associated with hydrogen availability and distribution.

Limitations of the total cost of ownership (TCO) are focused on the impacts of a change in propulsion type. This analysis is meant to be a comparison between the different scenarios and not a detailed capital and operational forecast for RFTA. Costs are cumulative for 2023-2050. The base case follows the Destination 2040 Plan with 29% BEBs by 2032. 2040 ZEB cases have higher costs due to earlier procurement of vehicles, more ZEB vehicles procured during the analysis period, and includes charging infrastructure replacement costs.

The mixed-case 2050 scenario strengths include the current planned investments in BEB fleet and charging equipment. This scenario leans on FCEB technology to cover routes with longer ranges, and provides the highest operational flexibility to RFTA. RFTA's opportunities include diversified energy/fuel sources, and it allows for a smooth pivot if one technology outpaces another, and allows for both technologies to mature until they can satisfy all operational needs.

The mixed-case 2050 scenario also has weaknesses such as the complexity of operating and maintaining two ZEB technologies, and maintenance and fueling for FCEBs exclusively at GMF. Costs are also an issue, by investing in two ZEB technologies, slightly higher costs are expected and potential for economies of scale is underutilized. Also, the hydrogen supply chain could take longer to mature in the region.

The estimated cumulative cost of ownership includes savings for ZEV fleet maintenance and fleet refurbishments. Higher costs include fleet acquisition, fuel/electricity, and infrastructure. The total estimated cost for the 2050 mixed case is \$676 million and the base case \$590 million.

The preferred option allows for a smooth pivot if one technology outpaces the other given the rapid evolution of ZEV technologies. RFTA has full ownership of the living ZEV transition plan and can modify any detail, phase, subtask, or recommendation as RFTA and the ZEV industry evolve.

To inform and adapt the pace and implementation of the transition, RFTA's team will need to proactively track market trends for ZEV costs, charging/fueling infrastructure costs and fuel, and electricity costs.

A best practice could be for staff and/or consultants to update both the CAP and ZEV Plans at regular intervals to recognize progress and revisit goal-setting.

**Poschman suggested that RFTA consider updating the CAP and ZEV Plans every year, with so much change and everyone trying to create the bigger and better options.**

## 7. Information/Updates:

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

**Construction Update: Glenwood Maintenance Facility Phase 3, 4, 5, & 7:** The Operations Center at the Glenwood Maintenance Facility (GMF) has made remarkable progress! Join us in this third video update, led by RFTA's Capital Projects Program Manager, Ben Ludlow, as we showcase the latest developments. Experience the advancements at the GMF, explore the fully operational Operations Center, and learn about the significant milestones we've achieved. This video will provide you with updated insights into the GMF's impact and the future goals we are excited to accomplish. Check out the video: <https://youtu.be/5iyaOIJmmyw>

**Construction Update: 27<sup>th</sup> Street Underpasses Project:** Check out the Phase 3 progress at the RFTA 27<sup>th</sup> Street Project in Glenwood Springs. This is the final phase of this project that is located on CO HWY 82 and the intersection of the RFTA 27<sup>th</sup> street station, in Glenwood Springs. The project includes traffic impacts in Glenwood Springs, reconfiguration of the Rio Grande Trail, drainage improvements and construction of two underpasses under 27<sup>th</sup> St and CO HWY 82. Check out the video: <https://youtu.be/9N8lkpEksr0>

**Rubey Park Transit Center Art Installation:** A public art installation project is planned for the Rubey Park Transit Center in Aspen this summer. Organized by Aspen's Red Brick Center for the Arts, the installation will bring the visual art and poetry of world-renowned artist Ana Maria Hernando to RFTA riders and passers-by alike.

The installation will be positioned atop the plant trellises at the facility. The City of Aspen Transportation Department has coordinated with RFTA Facilities, Operations and Communications staff to ensure that the project does not impede transit service operations. The City of Aspen's public art staff are confident in the durability of Ana Maria's pieces, previously installed in parks in New York City, and will manage any required repairs independently; RFTA will not assume responsibility for any damage incurred.

Ms. Hernando's work will incorporate a bilingual, bicultural element designed to enrich the experience for riders and visitors to Rubey Park. Her concept also includes an interactive component through a QR code leading to a spoken experience in English and Spanish. This exciting project will be in place by mid-July through mid-September. Additionally, the artist and the City of Aspen may organize a rider appreciation event to introduce the artwork, with further details forthcoming.

To complement the Rubey Park installation, 3 additional works by Ana Maria will be installed at Sister Cities Plaza. This work includes 3 "Cloud" pieces by Ana Maria that were recently installed in Madison Square Park in New York City.

**Ridership:** For the month of **May 2024**, RFTA's year-to-date system-wide ridership was **2,324,338**, up **3.4%** compared to **2,247,250** year-to-date system-wide passengers for **May 2023**. Overall, **May 2024** year-to date system-wide ridership was down **6%** compared to system-wide year-to-date ridership for **May 2019**. City of Aspen ridership was down **29%**, Valley ridership was up **5%**, Hogback ridership was up **90%**, and Other ridership was down **6%** compared with **May 2019** year-to-date ridership.

**8. Executive Session:**

**2 Issues:** 1) 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: RFTA-ATU Collective Bargaining Agreement; and 2) Pursuant to C.R.S. 24-6-602 (e) and (f): Personnel Matters: Succession Planning.

**Poschman moved to adjourn from the Regular Board Meeting into the Executive Session, and McQueeney seconded the motion. The motion was unanimously approved. Executive Session began at 10:50 a.m.**

**Staff Present:** Dan Blankenship, CEO; Kurt Ravenschlag, COO; Michael Yang, CFAO; Paul Taddune, General Counsel; Nicole Schoon, Secretary to the Board of Directors

**Poschman moved to adjourn from the Executive Session into the Regular Board Meeting and McQueeney seconded the motion. The motion was unanimously approved.**

**No action was taken during the Executive Session, which adjourned at 11:18 a.m.**

**9. Issues to be Considered at Next Meeting:**

**10. Next Meeting:** 8:30 a.m. – 11:00 a.m.; August 8, 2024, Carbondale Town Hall, Room 1 and via WebEx Teleconference, for those who are unable to attend in person.

**11. Adjournment:**

**Poschman moved to adjourn from the July 11, 2024 RFTA Board meeting, and Bohmfalk seconded the motion. The motion was unanimously approved.**

**The July 11, 2024 RFTA Board Meeting adjourned at 11:21 a.m.**

Respectfully Submitted:

Nicole R. Schoon  
Secretary to the RFTA Board of Directors

**RFTA BOARD OF DIRECTORS MEETING**  
**“PRESENTATION/ACTION” AGENDA SUMMARY ITEM # 5. A.**

<b>Meeting Date:</b>	August 8, 2024
<b>Subject:</b>	Resolution 2024-11: Adoption of the RFTA Zero Emission Fleet Transition Plan
<b>Strategic Outcomes:</b>	6.0 ENVIRONMENTAL SUSTAINABILITY
<b>Strategic Objectives:</b>	<p>6.1 Trail and transit users enjoy environmentally friendly equipment and facilities</p> <p>6.2 RFTA organization will strive for 100% renewable energy use</p> <p>6.3 Maximize energy efficiencies within RFTA organization with cost-effective solutions</p> <p>6.4 Provide alternative and innovative travel solutions to help slow the growth of vehicle miles traveled in region</p> <p>6.5 Advance renewable/sustainable projects without sacrificing our existing services and responsible budget</p>
<b>Presented By:</b>	Jason White, Assistant Planner
<b>Staff Recommends:</b>	Following a Board presentation of the final plan at the July 11, 2024 Board of Directors Meeting, staff recommends that the Board formally adopt the <i>RFTA Zero Emission Fleet Transition Plan by means of Resolution 2024-11.</i>
<b>Executive Summary:</b>	<p>The primary goal of the planning project is to create a roadmap to transition RFTA revenue bus fleet and other vehicles to zero-emission by 2050, aligning with the State of Colorado and RFTA climate action and ZEV transition goals.</p> <p>In November 2018, with voter approval of the Destination 2040 property tax initiative, RFTA committed to a fleet of 1/3 diesel, 1/3 CNG, and 1/3 ZEV by 2040. The preferred 2050 Mixed ZEV Fleet Plan meets the State’s goal of 100% ZEV public transit fleets by 2050, which was promulgated in 2023, about five years after the passage of Destination 2040.</p> <p>The RFTA Board and staff have chosen a preferred fleet scenario of a <b>Year 2050 Mixed Battery Electric Bus (BEB) and Fuel Cell Electric Bus (FCEB) Fleet.</b></p> <p>All technical data and future cost estimates are based on a 2023 planning baseline, with slight adjustments for 2024 plan adoption. Similar to RFTA’s Climate Action Plan (CAP), this ZEV Fleet Transition Plan should be revisited and adjusted periodically in response to regional transit demand, service changes, changes in ZEV technology costs and availability, charging/fueling costs and availability, and funding over the 26-year ZEV transition period from 2024-2050.</p>
<b>Background/ Discussion:</b>	<p>RFTA was an early adopter of battery electric bus technology in 2019 with the purchase of eight BEBs for the RFTA-City of Aspen Battery Electric Bus Pilot Project. This innovative transit pilot project has put RFTA on the national and State radar, and staff regularly shares information and data with transit peers.</p> <p>The <i>State of CO 2023 EV Plan Update</i> maintains a bold goal of achieving 1,000 ZEV transit vehicles by 2030, and 100% ZEV fleets by 2050. Recognizing that RFTA is the second largest transit agency in Colorado, and there are an estimated 200 BEBs either in operation or on order, RFTA will play a major support role in aligning with</p>

the State to achieve its goals. RFTA also has the opportunity to help regional utilities achieve their climate goals and emissions reduction targets by simply purchasing renewable grid electricity from Holy Cross Energy, City of Aspen Utility and City of Glenwood Springs Utility.

While there have been some operational and technical lessons learned, in general, the pilot BEB buses are performing well on City of Aspen routes, logging over a combined 800,000 miles since early 2020. An estimated 160,000 gallons of diesel have been avoided, with a reduction of 712,000 lbs. of carbon dioxide (CO<sub>2</sub>) equivalent, equal to the greenhouse gas (GHG) emissions from 826,000 passenger miles driven. Not to mention the cumulative regional Scope 3 GHG emissions offset for each passenger that rides a BEB, and avoids a private vehicle trip.

Once additional depot chargers are installed at the GMF/RTC by the end of 2024, Staff intends to start operating more BEBs on higher-ridership, higher-profile commuter routes, thus greatly increasing zero-emission services for upwards of 5 million passengers region-wide each year.

In May 2023, the RFTA Board of Directors tacitly adopted the following Climate Action Plan (CAP) emissions' reduction goals:

- Reduce scope 1 and 2 GHG emissions by 50% by 2030 and 90% by 2050, and
- Reduce transportation-related emissions throughout the region by increasing emissions offset compared to emissions produced in 2019 to 3x by 2030 and 5x by 2050.

During the CAP process, Staff learned that 76% of scope 1 and scope 2 emissions source from diesel and CNG buses, therefore the most effective CAP strategy to reduce agency emissions is to transition more buses and support vehicles to zero emission vehicles (ZEVs).

This project started in earnest at the June 8, 2023 RFTA Board Summit where staff presented the final Climate Action Plan (CAP), and kicked off the ZEV Transition Plan process with a presentation from Stantec staff.

Stantec modeled and recommended six future ZEV fleet scenarios for the RFTA Leadership Team to provide direction on:

- 1) 2040 BEB Fleet
- 2) 2040 FCEB Fleet
- 3) 2040 Mixed BEB & FCEB Fleet
- 4) 2050 BEB Fleet
- 5) 2050 FCEB Fleet
- 6) 2050 Mixed BEB & FCEB Fleet\***

\*The preferred fleet scenario is a **2050 Mixed BEB & FCEB Fleet**, based on report findings, consultant expertise and direction from a fleet evaluation/decision workshop with the RFTA Leadership Team on February 20, 2024.

<b>Governance Policy:</b>	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).”
<b>Fiscal Implications:</b>	None at this time. It is important to note that the Destination 2040 Plan stated estimated costs for replacing old buses, and maintaining a diversified fleet of 100 total revenue buses, with 1/3 diesel, 1/3 CNG and 1/3 ZEB, approximately 33 of each. The current estimated cost for a 100% ZEV fleet in 2050 is \$676 million, approximately 14% higher than the base case, based on the <i>Zero Emission Fleet Transition Plan</i> . Budget has not yet been identified for this bold fleet conversion and future year expenditures.
<b>Attachments:</b>	Please reference the <a href="#">July 11, 2024 Board Agenda on the RFTA website</a> , which includes a link to the final plan document and the final presentation slides in the Board Portfolio.  See also Resolution 2024-11, attached below.

Director \_\_\_\_\_ moved to adopt the following Resolution:

**BOARD OF DIRECTORS  
ROARING FORK TRANSPORTATION AUTHORITY  
RESOLUTION NO. 2024-11**

**RFTA BOARD ADOPTION OF THE RFTA ZERO EMISSION FLEET TRANSITION PLAN**

**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**, the Roaring Fork Transportation Authority (RFTA) is a political subdivision of the State of Colorado; and

**WHEREAS**, the RFTA Board determined that Reducing GHG emissions is a key Strategic Plan Objective; and

**WHEREAS**, RFTA’s Climate Action Plan (CAP) determined that 76% of Scope 1 and Scope 2 emissions source from diesel and CNG buses; and

**WHEREAS**, the most effective CAP strategy to reduce agency emissions is to transition more buses and support vehicles to Zero Emission Vehicles (ZEVs); and

**WHEREAS**, The RFTA Board of Directors reviewed the *RFTA Zero Emission Fleet Transition Plan* at the July 11, 2024 RFTA Board of Directors Meeting and is now resolved to formally adopt it by Resolution 2024-11.

**NOW, THEREFORE, BE IT RESOLVED BY THE RFTA BOARD OF DIRECTORS THAT:**

1. The above recitals are hereby incorporated as findings by the RFTA Board of Directors.
2. The RFTA Board of Directors adopts the *RFTA Zero Emission Fleet Transition Plan*.

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**INTRODUCED, READ AND PASSED** by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held the 8<sup>th</sup> day of August, 2024.

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

By:

\_\_\_\_\_  
Shelley Kaup, 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 August 8, 2024; (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 8<sup>th</sup> day of August, 2024.

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

**RFTA BOARD OF DIRECTORS MEETING**  
**“PRESENTATION/ACTION” AGENDA SUMMARY ITEM # 5. B.**

<b>Meeting Date:</b>	August 8, 2024
<b>Subject:</b>	Resolution 2024-12: Adoption of the RFTA Climate Action Plan (CAP)
<b>Strategic Outcomes:</b>	6.0 ENVIRONMENTAL SUSTAINABILITY
<b>Strategic Objectives:</b>	6.1 Trail and transit users enjoy environmentally friendly equipment and facilities 6.2 RFTA organization will strive for 100% renewable energy use 6.3 Maximize energy efficiencies within RFTA organization with cost-effective solutions 6.4 Provide alternative and innovative travel solutions to help slow the growth of vehicle miles traveled in region 6.5 Advance renewable/sustainable projects without sacrificing our existing services and responsible budget
<b>Presented By:</b>	Jason White, Assistant Planner
<b>Staff Recommends:</b>	Following a Board review and tacit approval of the final plan presentation at the May 11, 2023 Board of Directors Meeting, staff recommends that the Board formally adopt the <i>RFTA Climate Action Plan by means of Resolution 2024-12</i> .
<b>Executive Summary:</b>	<p>The goal of the RFTA CAP is to create measurable, actionable, strategies to achieve RFTA’s greenhouse gas (GHG) reduction and climate action goals.</p> <p>The final plan was reviewed and tacitly approved by the RFTA Board, including the following climate action goals, at the May 11, 2023 Board Meeting:</p> <ol style="list-style-type: none"> <li>1. Reduce Scope 1 and 2 GHG emissions by 50% by 2030 and 90% by 2050</li> <li>2. Reduce transportation-related emissions throughout the region by increasing emissions offset compared to emissions produced in 2019 to 3x by 2030 and 5x by 2050</li> </ol> <p>The planning process and final plan document set forth the strategies and the evaluation process used to select actionable strategies, including costs, GHG reductions and benefit-cost analysis.</p>
<b>Background/ Discussion:</b>	<p>One of the primary themes from the 2021 RFTA Board Retreat was better defining RFTA’s role in Climate Action.</p> <p>In July of 2022, RFTA contracted with Gannett Fleming to develop a RFTA Climate Action Plan (CAP). The CAP team provided a project kickoff presentation at the August 11, 2022 board meeting.</p> <p>On October 18<sup>th</sup> the CAP team and RFTA staff hosted a regional stakeholders’ workshop in Carbondale, consisting primarily staff planners to discuss the CAP planning process and to consider various emissions reduction strategies relevant to RFTA.</p> <p>The CAP consulting team collected a wide range of emissions-related data from RFTA based transit ridership, fleet fuel consumption, and facility utility bills. This</p>

	<p>information forms RFTA’s 2019 Baseline Greenhouse Gas (GHG) emissions inventory.</p> <p>The CAP consulting team determined that transitioning to a higher ratio of zero emission buses will reduce RFTA’s Scope 1 and 2 emissions substantially. The team also determined that Scope 3 emissions displacements from sound multimodal transportation investments and efficient land use decisions is a major factor in GHG reductions. In addition, although RFTA does not exercise any control of jurisdictional land use policies, the CAP concluded that substantial GHG reductions are being, and can be, achieved through Transit Oriented Development (TOD).</p> <p>At the November 1, 2022 RFTA Board Meeting, the CAP team provided an in-person project update. The presentation included potential GHG reduction strategies to be advanced for GHG emissions reductions goals. The Board advocated that RFTA should “plant the flag” with assertive emissions reduction targets, reasonable milestone dates, and periodic re-evaluation of goals and strategies.</p>
<b>Governance Policy:</b>	<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>
<b>Fiscal Implications:</b>	<p>The CAP has been completed. Fiscal implications will be assessed annually through the budget process, as RFTA advances CAP-related projects.</p>
<b>Attachments:</b>	<p>Please reference the <a href="#">final CAP posted on the RFTA website</a>, as well as the <a href="#">May 11, 2023 Board Agenda on the RFTA website</a>, which includes a link to the final plan document and the final presentation slides in the Board Portfolio.</p> <p>See also Resolution 2024-12, attached below.</p>

Director, \_\_\_\_\_ moved to adopt the following Resolution:

**BOARD OF DIRECTORS  
ROARING FORK TRANSPORTATION AUTHORITY  
RESOLUTION NO. 2024-12**

**RFTA BOARD ADOPTION OF THE RFTA CLIMATE ACTION PLAN**

**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**, the Roaring Fork Transportation Authority (RFTA) is a political subdivision of the State of Colorado; and

**WHEREAS**, the RFTA Board determined that Reducing GHG emissions is a key Strategic Plan Objective; and

**WHEREAS**, The RFTA Board of Directors reviewed and tacitly approved the *RFTA Climate Action Plan* and its Greenhouse Gas Reduction Goals at the May 11, 2023 RFTA Board of Directors Meeting.

**NOW, THEREFORE, BE IT RESOLVED BY THE RFTA BOARD OF DIRECTORS THAT:**

1. The above recitals are hereby incorporated as findings by the RFTA Board of Directors.
2. The RFTA Board of Directors formally adopts the *RFTA Climate Action Plan*.

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**INTRODUCED, READ AND PASSED** by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held the 8<sup>th</sup> day of August, 2024.

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

By: \_\_\_\_\_  
Shelley Kaup, 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 August 8, 2024; (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 8<sup>th</sup> day of August, 2024.

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

**RFTA BOARD OF DIRECTORS MEETING**  
**“PRESENTATION/ACTION” AGENDA SUMMARY ITEM # 5. C.**

<b>Meeting Date:</b>	August 8, 2024
<b>Subject:</b>	Resolution 2024-13: Adoption of the 2024 Strategic Plan
<b>Strategic Outcome:</b>	High Performing Organization
<b>Strategic Objective:</b>	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>	Staff recommends adoption of the 2024 Strategic Plan by Resolution 2024-13.
<b>Executive Summary</b>	<p>The latest version of the RFTA Five-year Strategic Plan was last updated in 2019. RFTA staff have facilitated conversations with the RFTA Board of Directors (BOD) from March through July of 2024 to update this planning document, which guides RFTA’s five-year strategic planning, annual budgeting, annual work plans and day to day operations. This strategic planning document provides the RFTA organization with the BOD’s desired Outcomes from the organization as well as more specific Objectives. The Strategic Plan is developed not only from the specific Outcomes and Objectives the BOD desires to accomplish, but also addressing the various challenges the organization may face in the five-year planning term. RFTA staff have placed Resolution 2024-13 on the August BOD consent agenda to adopt the 2024 RFTA Strategic Plan.</p>
<b>Background/ Discussion:</b>	<p>Policy 2.9 of the RFTA Governing Policies requires RFTA to maintain a five-year strategic plan. The current plan was created in 2019 and is due for its five-year update. The RFTA Strategic Plan provides the framework to guide RFTA’s decision making, budgeting, and daily operations. Outcomes represent the high-level deliverables that RFTA strives to provide the communities it serves. Each Outcome Area includes several more specific Objectives that define different areas of focus in achieving the Outcome. Staff then develops Strategic Initiatives that are designed to move the needle in achieving the identified performance targets associated with the Objectives. The Strategic Initiatives become a part of the annual budget requests, and if funded, directly influence daily operations. Each task completed or dollar spent by RFTA should be linked back to the Strategic Plan and ultimately the Mission of the organization.</p> <p>The Board of Directors have now reviewed and provided feedback on the draft strategic plan over the course of four Board meetings and the Board summit. The following Outcomes and Objectives reflect that work. This Board Agenda item is to provide the Board of Directors the opportunity to adopt by Resolution 2024-13 the RFTA 2024 Strategic Plan.</p> <p><b>SAFE CUSTOMERS, WORKFORCE &amp; GENERAL PUBLIC</b>  RFTA will ensure the safety of its workforce, customers and general public through its safety-first culture, systematic procedures, practices, and policies for managing risks and hazards.</p>

- 1.1 The Public is safe and comfortable using RFTA services, at RFTA facilities and on RFTA property
- 1.2 Ensure safe work environment for all RFTA employees
- 1.3 The general public has a positive perception of the safety of RFTA services
- 1.4 Staff are well trained and safety focused
- 1.5 Ensure RFTA is knowledgeable, prepared and coordinated with Regional Emergency response plans

**ACCESSIBILITY & MOBILITY**

RFTA will provide accessible, effective and easy to use mobility options that connect our region for all users' types.

- 2.1 Rio Grande Railroad Corridor/Rio Grande Trail is appropriately protected, utilized and accessible to all users
- 2.2 Trail and transit users move safely, quickly and efficiently
- 2.3 Increase alternative mode splits throughout the region
- 2.4 Provide increased first and last mile options for customers throughout service area
- 2.5 Identify and reduce barriers to riding transit and accessing trails
- 2.6 Provide convenient connections to key activity centers in service area
- 2.7 Connect all member jurisdictions by transit and trails

**SUSTAINABLE WORKFORCE**

RFTA will ensure organizational sustainability by enhancing its ability to recruit and retain an engaged, well-trained, and resilient professional workforce.

- 3.1 Attract and retain top talent to the organization
- 3.2 Provide competitive compensation and benefit packages
- 3.3 Provide comfortable and affordable short-term (3-5 year) housing solutions
- 3.4 Find ways to reduce the hardship of commuting long distances on the workforce
- 3.5 Recognize and reward top performers
- 3.6 Ensure organizational resilience through thoughtful succession planning and workforce development
- 3.7 Increase employee engagement
- 3.8 Provide employees with the tools, technology, space and equipment to maximize efficiency and safety
- 3.9 Provide appropriate staffing to meet business needs of RFTA

**FINANCIAL SUSTAINABILITY**

RFTA will ensure cost-effective and responsible use of funding, maintain and monitor its short-term and five-year long-term financial forecasts, and seek funding partnerships and revenue diversification.

- 4.1 Ensure fiscal integrity
- 4.2 Develop and maintain a capital planning and prioritization process, while also reviewing and updating RFTA's financial policies.
- 4.3 Preserve financial sustainability and develop, improve and maintain a balanced long-range budget and financial forecast
- 4.4 Pursue financing opportunities to complete future capital projects
- 4.5 Optimize RFTA services and expenditures for more efficiency and/or costs savings

- 4.6 Promote fair and open competition in contracting opportunities to ensure fair and reasonable pricing
- 4.7 Monitor, evaluate and present new revenue sources

**SATISFIED CUSTOMERS**

RFTA will exceed customer expectations by providing modern, courteous, safe, convenient, reliable, comfortable, sustainable, and affordable transportation for residents and visitors.

- 5.1 Transit and trail experiences are enjoyable
- 5.2 Transit services are financially accessible for diverse user groups
- 5.3 Leverage technology to enhance customer experience
- 5.4 Deliver easy-to-use, modern and reliable services
- 5.5 Conduct triennial on-board passenger surveys
- 5.6 Provide a centralized, user-friendly Customer Relationship Management system
- 5.7 Provide clean and well-maintained facilities, trails and equipment
- 5.8 Staff are well trained and focused on providing exceptional customer service
- 5.9 Actively engage with the community to gather feedback and suggestions for improving services

**ENVIRONMENTAL SUSTAINABILITY**

RFTA will research and implement innovative, environmentally sustainable practices in all areas of transit and trails management.

- 6.1 Trail and transit users enjoy environmentally friendly equipment and facilities
- 6.2 RFTA will strive for 100% renewable energy use
- 6.3 RFTA will prioritize energy-efficient strategies to reduce GHG emissions and advance projects that enhance existing services with a responsible budget
- 6.4 Provide alternative and innovative travel solutions to help slow the growth of Vehicle Miles Traveled in region
- 6.5 Promote and support transit-oriented land use patterns
- 6.6 Integrate technology to optimize energy, reduce our carbon footprint, and promote eco-friendly practices wherever possible

**HIGH PERFORMING ORGANIZATION**

RFTA will deliver efficient, innovative, transparent, accountable, effective, and collaborative regional transportation services that reflect community values.

- 7.1 Optimize the use of RFTA assets through capital improvement planning, preventative maintenance and asset management
- 7.2 Strategically integrate innovative technology to enhance service delivery and business process efficiency across all key performance areas.
- 7.3 Proactively influence policy and legislative development that benefits public transportation to our region
- 7.4 Actively engage the public about plans, projects and service changes
- 7.5 Ensure appropriate transparency of all RFTA business
- 7.6 Actively plan for business continuity and resilience in the event of crisis
- 7.7 Continually seek ways to improve business process and service delivery
- 7.8 Prioritize cybersecurity measures to protect integrity of systems and data
- 7.9 Prioritize Strategic Planning at all levels of the RFTA organization
- 7.10 Implement a system to routinely compare RFTA performance with industry standards and best practices



<b>Governance Policy:</b>	Policy 2.9 Five-Year Strategic Plan
<b>Fiscal Implications:</b>	None at this time.
<b>Attachments:</b>	<p>Yes, please click on "<a href="#">Strategic Plan 2024.pdf</a>," or see "Strategic Plan 2024.pdf," included in the August 8, 2024, RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet.</p> <p>See also Resolution 2024-13, attached below.</p>

Director \_\_\_\_\_ moved to adopt the following Resolution.

**BOARD OF DIRECTORS  
ROARING FORK TRANSPORTATION AUTHORITY  
RESOLUTION NO. 2024-13**

**RESOLUTION APPROVING THE 2024 STRATEGIC PLAN**

**WHEREAS**, the Roaring Fork Transportation Authority (RFTA) 2024 Strategic Plan (the "2024 Strategic Plan") was developed after extensive discussion with the RFTA Board of Directors (the "Board") and staff, and in consideration of regional needs and priorities; and

**WHEREAS**, the 2024 Strategic Plan is based on Board priorities and input from all Departments across the RFTA organization; and

**WHEREAS**, development of the 2024 Strategic Plan considered emerging needs and priorities associated with RFTA's Climate Action Plan, Comprehensive Housing Plan, and Zero Emission Transition Plan; and

**WHEREAS**, the 2024 Strategic Plan is also linked to Department priorities and needs to achieve other adopted plans and other considerations; and

**WHEREAS**, the 2024 Strategic Plan reflects RFTA's strategic objectives and priorities in each of seven Key Outcomes over the next three to five years; and

**WHEREAS**, at the Board Summit held on June 13, 2024, the Board reviewed the 2024 Strategic Plan and provided input, which staff incorporated, and a final version of the 2024 Strategic Plan reflecting the Board Summit discussion is attached hereto as Exhibit "A" and incorporated herein by this reference; and

**WHEREAS**, the 2024 Strategic Plan is the basis of RFTA's budget and operational planning and provides integral input into RFTA's Budgeting for Outcomes process currently underway to prepare RFTA's 2025 budget for presentation to the Board; and

**WHEREAS**, the Board has determined that it is in the best interest of the citizens of the RFTA service area to formally adopt the 2024 Strategic Plan.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS:**

**Section 1:** That the Board hereby makes any and all determinations and findings contained in the recitals set forth above.

**Section 2:** That the Roaring Fork Transportation Authority 2024 Strategic Plan attached hereto as Exhibit A is hereby approved and adopted.

**INTRODUCED, READ AND PASSED** by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held the 8<sup>th</sup> day of August 2024

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

By: \_\_\_\_\_  
Shelley Kaup, 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 August 8, 2024 (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 provision and statutes of the State of Colorado and all other applicable laws.

WITNESS my hand this 8th day of August, 2024

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

**RFTA BOARD OF DIRECTORS**  
**“CONSENT” AGENDA SUMMARY ITEM # 5. D.**

<b>Meeting Date:</b>	August 8, 2024
<b>Agenda Item:</b>	Tentative Authorization to Award FY25 First/Last Mile Mobility Reserve (FLMMR) Grant
<b>Strategic Outcome:</b>	2.0 Accessibility and Mobility
<b>Strategic Objectives:</b>	2.4 Provide increased first and last mile options for customers throughout service area
<b>Presented By:</b>	David Johnson, Director of Planning David Pesnichak, Mobility Coordinator
<b>Recommendation:</b>	Tentatively approve FY25 FLMMR grant awards to facilitate the FY25 budgeting processes for grantees and RFTA.
<b>Core Issues:</b>	<p>First and Last Mile Mobility (FLMM) is an important part of a successful transit system, particularly for RFTA, where the highest stop activity is concentrated at the limited BRT stops: Rubey Park, Carbondale, 27th Street, El Jebel, and Basalt Avenue. Many of these stops have limited parking supply, and passengers arriving or disembarking at these stops need options for completing the “first/last miles” of their journeys, whether it be to to/from home, work, medical facilities, shopping, or recreation.</p> <p>In response to the need for increased first and last mile mobility and feedback from the Destination 2040 planning process in 2018, the RFTA Board approved the creation a First and Last Mile Mobility Reserve (FLMMR) fund on December 2021. FLMMR funds are granted to member jurisdictions through an annual application process which started in 2022.</p> <p>The purpose of the RFTA FLMMR discretionary grant program fund is to provide funding to initiate first and last mile mobility programs in RFTA member jurisdictions, recognizing that FLMM can support access to/from major transit stations and can provide general mobility and accessibility alternatives to single occupant automobiles, thereby reducing pollution and congestion and improving options for those who choose not or cannot drive a private automobile. These grant funds are awarded at up to 50% of the project cost.</p> <p>For the 2024 grant cycle (see chart below), ten applications were received totaling \$2,058,969.40.</p> <p>RFTA has sufficient funding committed to the FLMMR to fund all projects proposed for 2025. There is a projected end of year unobligated balance of approximately \$6.5 million in the FLMMR. In addition, all of the projects listed on the chart below have been reviewed by staff to ensure that they meet the funding guidelines and goals of the FLMMR.</p>

	<p>Therefore, staff recommends that the requests outlined above be fully funded for 2025, in order to facilitate the development of FLMM alternatives as envisioned by the RFTA Board’s Strategic Plan.</p> <p>Although FLMMR grant award amounts may change by some amount when WE-cycle finalizes its FY25 budget, staff anticipates that the changes will not be major. The FLMMR grant awards, therefore, will not be finalized and will not be appropriated until the final budget is adopted in December 2024.</p> <p>However, staff recommends that the Board express its support for the staff FLMMR grant funding recommendations now, so that RFTA’s community partners can have more certainty in planning their 2025 budgets.</p>
<b>Governance Policy</b>	RFTA Board Governing 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).”
<b>Fiscal Implications:</b>	Total 2025 FLMMR grant obligations is \$2,058,969.40
<b>Attachments:</b>	None. However, a detailed list of FLMMR grant recommendations can be viewed by clicking on this link to the presentation below regarding Preliminary Planning Initiatives, Assumptions, and Issues for the 2025 RFTA Budget: <a href="#">FLMMR</a> grant requests.

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

<b>Meeting Date:</b>	August 8, 2024
<b>Agenda Item:</b>	Preliminary Planning Initiatives, Assumptions and Issues for 2025 RFTA Budget
<b>Strategic Outcome:</b>	Financial Sustainability
<b>Strategic Objective:</b>	4.1 Ensure accurate budget and accounting
<b>Presented By:</b>	Paul Hamilton, Director of Finance David Carle, Budget Manager
<b>Recommendation:</b>	Discuss 2025 budget overview information and provide staff with direction.
<b>Core Issues:</b>	<ul style="list-style-type: none"> <li>○ On a fund basis, staff will highlight issues associated with the 2025 budget and seek direction from the Board. A list of budget assumptions, issues and highlights is provided on the following pages.</li> <li>○ The 1<sup>st</sup> draft budget will be presented for the Board’s consideration at the September 12, 2024 meeting.</li> <li>○ The 2<sup>nd</sup> draft budget will be presented for the Board’s consideration at the October 10, 2024 meeting.</li> <li>○ The 3<sup>rd</sup> draft budget will be presented for the Board’s consideration at the November 14, 2024 meeting.</li> <li>○ The final budget will be presented for the Board’s review and adoption at the December 12, 2024 meeting.</li> <li>○ Final Certification of Assessed Valuations from Pitkin, Eagle and Garfield Counties at the December 12, 2024 meeting.</li> </ul>
<b>Policy Implications:</b>	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).”
<b>Fiscal Implications:</b>	Inaccurate forecasts of revenues and expenditures could result in the unanticipated use of fund balance in order to achieve the Authority’s goals and objectives.
<b>Attachments:</b>	Yes, see the list of 2025 budget initiatives, assumptions, and issues provided on the following pages.



## 2025 Budget: Preliminary Planning Initiatives, Assumptions, and Issues

### General Fund (including Service Contract Special Revenue Fund)

#### Budget Initiatives, Assumptions and Issues:

- Align budget with **RFTA's Strategic Outcomes and Objectives**.
- The initial budget is designed as a **balanced budget** and, as possible, increase fund balance for future projects and/or unanticipated needs that may arise during the year through a supplemental budget appropriation resolution.
- The budget should adhere to the **financial reserve** thresholds in accordance with Policy 2.5.5.
- Consult with RFTA member jurisdictions' Finance Directors to obtain each jurisdiction's **sales tax revenue** estimates for the budget year. RFTA's sales tax revenue estimates will be based on the information provided by each jurisdiction. Forecasts will be updated accordingly throughout the budget process.
- Consult with Pitkin, Eagle and Garfield County Assessors to obtain each Assessor's preliminary and final assessed valuations of taxable property included in RFTA's district for the budget year. **Property tax revenue** estimates will be based on the valuations received. Final certification of assessed valuations will occur during the December 2024 Board Meeting.
- Develop revenue estimates for **Operating Grants** and **other governmental contributions**.
  - The 2024 budget includes Federal Assistance from **FTA Section 5311 Operating Grant** of \$1,237,728 to support RFTA's regional transit services. The 2025 grant award is anticipated to be awarded before the end of the 2024.
  - The 2024 budget includes State Assistance from **CDOT FASTER Operating Grant** of \$350,271, of which \$150,271 is from the 2023 fiscal year and \$200,000 is from 2024 fiscal year, to support RFTA's I-70 regional transit Hogback Service. The 2025 grant award is anticipated to be awarded before the end of 2024.
  - The 2024 budget includes **Garfield County's contribution** of \$605,000 to support I-70 regional transit Hogback Service. Staff will confirm Garfield County's 2025 contribution.
  - The 2024 budget includes the **City of Rifle's contribution** of \$40,000 to support the I-70 regional Hogback Service. Staff will confirm the City of Rifle's 2025 contribution.

- Develop the 2025 **Transit Service Plan**, initially based upon 2024 seasonal baseline service levels, with updates for seasonal date changes and minor changes to Spring and Fall service. Staff will prepare potential cost adjustments for added services that may be requested by RFTA and/or 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 its draft **operating budget** and **Strategic Initiatives** requests, which can include new operating initiatives, positions, and capital projects. Management will evaluate and prioritize each new strategic initiative based on need, available resources, and how it aligns with RFTA's Strategic Plan. Priority initiatives will be presented along with the draft budget.
- **Capital grants** will be strategically pursued to assist with funding priority capital projects. Those projects that have been awarded grants will be included in the budget or presented in a supplemental budget appropriation resolution during the budget year. Financing options will also be considered, as needed. For example, bus purchases will assume to be financed through a lease purchase, although staff will apply for available grant opportunities.
- Due to timing issues, any unexpended capital items and projects (and any related grant revenues) budgeted in 2024 may need to be re-budgeted in 2025 in order to complete projects.
- **Monitor economic trends** and identify any indicators suggesting a slowdown in the economy. If any indicators exist of a downturn in the economy that result in estimated shortfalls in revenue, then the Authority has the ability to act as it had done so during the Great Recession between 2009 and 2011 or utilize operating reserves, as needed, until the economy recovers.



- Any additional Board priorities should also be incorporated into RFTA's budget planning assumptions.



*New Budget issues:*

- **Financing:**
  - **Iron Mountain Place:** Pursuant to adopted resolution 2023-13, which allows RFTA the ability to reimburse itself up to \$14 million in lease purchase financing for the acquisition and capital improvements of Iron Mountain Place, an employee housing property, debt service expenses including principal, interest, and cost of issuance.
  - **Battery Electric Buses:** The 2024 Budget contains the budget for 10 Battery Electric Buses, with anticipated delivery occurring in late 2025 or early 2026. If grant funding is determined to be unavailable, Staff plans to investigate options for financing of these buses, with the timing of the financing based on delivery.
- **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:
  - Housing Policy and Program Study
  - CEO Transition – Organizational Restructure
  - ERP (Enterprise Resource Planning) Software Implementation

*Continuing Budget issues and considerations:*

- **Construction Projects:** RFTA anticipates three major construction projects will be completed by the end of 2024, which will result in increased operating costs to support and maintain the facilities for a full year in 2025.
  - *Glenwood Springs Maintenance Facility (GMF) Phases, 3, 4, 5 and 7 Project:* Staffing and operational costs for a full budget year related to the opening of Glenwood Maintenance (GMF) facility expansion, which is estimated to open in October/November 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:* Impacts of operating and maintenance costs for a full budget year of the 27<sup>th</sup> Street and Highway 82 Pedestrian Underpasses Project, located at the intersection of 27<sup>th</sup> Street and Highway 82 in Glenwood Springs, which is estimated to open in October 2024. Staff is currently working with the City of Glenwood Springs to determine allocation of operating and maintenance costs. This project includes reconfiguration of the Rio Grande Trail, drainage improvements, and construction of two underpasses under 27<sup>th</sup> Street and Highway 82.
  - *Iron Mountain Place:* Impacts of operating and maintenance costs for employee housing located in Glenwood Springs, which is estimated to open in December 2024. This project includes 43 employee housing units. This will reduce RFTA's need to lease third party rental units.
- **Staffing Levels:** RFTA ended the 2024/2025 winter season approximately 2 bus operators below its budget target, this is a noticeable improvement over 2023/2024 winter season, which was approximately 40 bus operators below target. RFTA's diligent hard work has led to an increase in bus operator staffing levels, in which there are currently 20 more bus operators in July 2024, as compared to July 2023. It remains a continued focus and challenge to meet/maintain staffing 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 to deliver the baseline transit service plan.

- Through May 2024 (or July collections), **sales and use tax revenues** have increased by approximately 4% compared to prior year actuals. Through June, **regional transit fares** have increased by 4% compared to prior year actuals. Regional Service ridership, through June, is 1.5 million riders, which is approximately 91,400 riders over prior year. Staff will continue to maintain a conservative approach regarding these revenues.
- The 2024 tax year, with **property tax** collections in 2025, the full 2.65 mill levy will be initially assumed for the 2025 budget. Colorado law requires a two-year reassessment cycle for all property, and all properties are reassessed every odd-number year. Therefore, the 2024 tax year is not 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, as well as work with local jurisdictions to monitor real estate transactions and potential impacts to property tax revenues.
  - Staff continues to monitor potential legislative efforts at the state level to provide property tax relief for homeowners which could reduce RFTA's property tax revenues.
- For 2025, management plans to continue to utilize **fixed price fuel contracts** to manage price volatility associated with the cost of fuel. Fuel prices continue to be volatile and staff continues to partner with its fuel vendor to monitor pricing. Currently, both unleaded gasoline and diesel contracts have been executed for RFTA's estimated 2025 fuel needs with prices comparable to locked 2024 weighted average costs. In addition, with increase in RFTA's CNG bus fleet, optimum usage of diesel, CNG, and electric buses will be assumed in budget preparations for overall fuel costs.
- Historically, RFTA has experienced annual increases in **healthcare** costs. In 2024, medical premiums reflected a 16.4% increase, dental premiums reflected a 9.0% increase, and no changes to vision premiums, with a portion of the cost increase passed onto employees. The preliminary estimated annual increase for 2025 is estimated to be approximately 16% for medical premiums and 5% for dental and vision premiums. More detailed information from the County Health Pool will become available in September and staff is reviewing the current plan design to identify possible options and/or changes for consideration, if any.
- 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 retirement and employee housing program, in order to remain competitive in the local job market.
  - The current Collective Bargaining Unit ("CBU"), comprised of full-time bus operators, contract expires at the end of 2024. Negotiations for the new CBU contract are currently in process, which will determine scheduled pay increases for the 2025 budget.
- As of July 2024, RFTA had approximately 75 employees (or 20% of its current workforce) participating in RFTA's **employee housing program** (units in properties owned and leased by RFTA). Staff is continuing to monitor staffing levels; estimated housing needs to incorporate into the 2025 budget. For the 2023 and 2024 budget years, Staff targeted approximately 120 beds for the employee housing program. For the 2025 budget, any decrease in beds may help offset the cost of the stipend program under consideration.
- **Destination 2040:** 2025 will be the third full year as RFTA and its partners continue to implement the 2023-2028 **Regional Bikeshare Plan**. Planning efforts for expansion will continue for the City of Glenwood Springs while operating and capital support will continue for the existing systems in the

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 2025:

	RFTA	WE-cycle Funding Commitment	Net RFTA Share	WE-cycle	EOTC	FLMMR Grant Funding	Local	Total
Total 2025 Bikeshare Operations and Capital Funding								
Total 2025 Bikeshare Indirect and Direct Operations Funding	\$ 1,100,682	\$ 207,618	\$ 1,308,300	\$ 203,247	\$ 109,273	\$ 268,654	\$ 494,614	\$ 2,384,087
Total 2025 Bikeshare Planning Funding	\$ 3,310	\$ -	\$ 3,310	\$ -	\$ -	\$ 9,000	\$ 9,000	\$ 21,310
Total 2025 Bikeshare Startup Operations	\$ 94,000	\$ -	\$ 94,000	\$ -	\$ -	\$ -	\$ -	\$ 94,000
Total 2025 Core Bikeshare Equipment Funding	\$ 218,742	\$ -	\$ 218,742	\$ -	\$ -	\$ 246,578	\$ 246,578	\$ 711,898
Total 2025 Bikeshare Support Equipment Funding	\$ 92,848	\$ -	\$ 92,848	\$ -	\$ -	\$ 38,577	\$ 38,577	\$ 170,001
Total 2025 Bikeshare Replacement and Maintenance Equipment Funding	\$ 45,130	\$ -	\$ 45,130	\$ -	\$ -	\$ 5,641	\$ 5,641	\$ 56,413
Total 2025 Bikeshare Funding - All Sources	\$ 1,554,712	\$ 207,618	\$ 1,762,330	\$ 203,247	\$ 109,273	\$ 568,450	\$ 794,410	\$ 3,437,709
Percentage Shares of Total Regional Bikeshare Operations Costs	N/A	N/A	55%	9%	5%	11%	21%	100%
Percentage Shares of Total Regional Bikeshare Costs	N/A	N/A	51%	6%	3%	17%	23%	100%

- First and Last Mile Mobility (FLMMR) 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 2025 budget year ended June 2024. Following, on the next page, is a chart with a total [FLMMR](#) request of \$2,058,969.

## FLMMR Grant Requests:

### 2025 Summary of FLMM Grant Requests (Updated July 8, 2024)

Applicant	Project Title	Summary	Amount Requested	Total Cost
Town of Carbondale	We-Cycle Bike Share	2025 Capital and Operating \$166,281 Operating Request \$840 Capital Request \$6,133 Support Equipment Request \$1,010 R&ME Request <b>Commitment Requested from We-Cycle: \$174,264</b>	\$87,132 (50%)	\$166,281 Operating + \$840 Capital + \$6,133 Support + \$1,010 R&ME: <b>\$174,264</b>
Town of Carbondale	Carbondale Downtowner	Micro Transit Operations for 12 months of 2025	\$336,713 (50%)	<b>\$673,425</b>
Town of Basalt	Basalt Connect	Micro Transit Operations for 12 months of 2025	\$289,237 (50%) (Does not include CASTA grant)	<b>\$578,474</b> (Does not include \$29,756 CASTA Grant, when available and awarded) Total cost with CASTA grant, if awarded: \$608,230
Town of Basalt	We-Cycle Bike Share	2025 Capital and Operating \$96,531 Operating Request \$68,152 Capital Request \$15,534 Support Equipment Request \$6,504 R&ME Request <b>Commitment Requested from We-Cycle: \$186,721</b>	\$78,361 (41.9%)	\$96,531 Operating + \$68,152 Capital + \$15,534 Support + \$6,504 R&ME + - \$30,000 existing = <b>\$156,721</b>
Town of Snowmass Village	We-Cycle Bike Share	2025 Capital and operating \$90,488 Operating Request \$18,000 Planning \$328,558 Capital Request \$10,874 Support Equipment Request \$739 R&ME Request <b>Commitment Requested from We-Cycle: \$448,659</b>	\$224,330 (50%)	\$90,488 Operating + \$18,000 Planning + \$328,558 Capital + \$10,874 Support + \$739 R&ME = <b>\$448,659</b>
City of Aspen	WE-Cycle Bike Share	2025 Capital and Operating \$249,551 Operating Request \$95,606 Capital Request \$29,854 Support Equipment Request \$1,010 R&ME Request <b>Commitment Requested from We-Cycle: \$376,021</b>	\$112,530 (29.9%)	\$249,551 operating + \$95,606 Capital + \$29,854 Support Equipment + \$1,010 R&ME - \$150,960 existing = <b>\$225,061</b>
Eagle County	WE-cycle Bike Share	2025 Capital and Operating \$82,293 Operating Request \$8,544 Support Equipment Request \$1,010 R&ME Request <b>Commitment Requested from We-Cycle: \$91,847</b>	\$23,423 (25.5%)	\$82,293 operating + \$8,544 Support Equipment + \$1,010 R&ME - \$45,000 existing = <b>\$46,847</b>
Pitkin County	We-Cycle Bike Share	2025 Capital and Operating \$78,123 Operating Request \$6,214 Support Equipment Request \$1,010 R&ME Request <b>Commitment Requested from We-Cycle: \$85,347</b>	\$42,673 (50%)	\$78,123 Operating + \$6,214 Support + \$1,010 R&ME = <b>\$85,347</b>
City of Glenwood Springs	The 6th Street Corridor Improvements Project	6 <sup>th</sup> Street from Maple St. to Olive St. – Protected Bike Lanes (Bike Connection from Grand Ave Bike/Ped Bridge to RGS stops at La Quinta / Rosie's Bavarian Restaurant + RRFBs at Roundabout)	\$464,570.40 (8.1%)	Funding Sources: \$464,570.40 RFTA FLMM + \$1,167,000 CDOT RMS Grant + \$2,297,948.40 DDA Funding + \$1,800,000 COGS = <b>\$5,729,518.80</b>
City of Glenwood Springs	Glenwood Springs On-Demand Transit Pilot	Micro Transit Operations for 12 Months of 2025	\$400,000 (50%)	<b>\$800,000</b>
FLMM Award Total			\$2,058,969.40	

**Community Partnership Grant Request for Funding Application Forms** are required to be completed by organizations seeking financial support. Requests related to the 2025 budget year have been received, and Staff will review funding applications to include in the draft budget submitted to the Board. The following represents an initial multi-year funding request that has already been submitted for the 2025 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.

### **Bus Stops/PNR Special Revenue Fund**

#### *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, based on historical data, trends and needs.
- Similar to the current year, 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.

**RFTA BOARD OF DIRECTORS MEETING**  
**“PRESENTATION/ACTION” AGENDA SUMMARY ITEM # 6. B.**

<b>Meeting Date:</b>	August 8, 2024
<b>Subject:</b>	First Last Mile Mobility (FLMM) Presentation
<b>Strategic Outcomes:</b>	2.0 ACCESSIBILITY AND MOBILITY 6.0 ENVIRONMENTAL SUSTAINABILITY
<b>Strategic Objectives:</b>	2.2 Trail and transit users move safely, quickly and efficiently 2.3 Increase alternative mode splits throughout the region 2.4 Provide increased first and last mile options for customers throughout service area 2.6 Identify and reduce barriers to riding transit and accessing trails 6.4 Provide alternative and innovative travel solutions to help slow the growth of vehicle miles traveled in region
<b>Presented By:</b>	David Pesnichak, Mobility Coordinator
<b>Staff Recommends:</b>	The presentation is for information only at this time. Staff will recommend a path forward at a future Board meeting.
<b>Executive Summary:</b>	<p>During the post-Destination 2040 planning process for bike share, which culminated in a comprehensive regional bike share plan, many participating jurisdictions expressed an interest in considering additional FLMM strategies. The development of FLMM options emerged as a priority from the Board’s July 8, 2021 Strategic Retreat. In December 2021, the RFTA Board approved the creation of an FLMM Reserve category of the General Fund to set aside resources to help fund discretionary grant applications for FLMM projects submitted by RFTA member jurisdictions. RFTA proposed to serve as a limited grantor to fund FLMM services, in partnership with member jurisdictions. This appeared to be the most feasible opportunity to implement FLMM services more rapidly and at a lower overall cost to the partners and RFTA.</p> <p>At the June 2024 Board Retreat, Strategic Plan Objective 2.4: <i>Provide increased FLMM options for customers throughout the service area</i> emerged as one of 4 priority objectives for RFTA to focus over the next year. Over the last 20 years, RFTA’s primary focus has been regional transportation, connecting the roughly 80-mile linear service area. Funding for FLMM was established by Resolution 2021-20, from 10% of any available surplus in the General Fund at year end, which is a volatile source of funding.</p> <p>RFTA staff are now looking at the future of these programs. Over the course of the next several Board meetings, staff will be presenting background, performance data, and, at a future meeting, a staff recommendation for Board consideration based on lessons learned.</p> <p>Within the Portfolio, please find a memo outlining the details of the FLMM program founding, administration information, and performance data.</p>

Since RFTA’s creation in 2000, RFTA has provided fixed route regional transit and contracted with local governments for local fixed route services. As a part of the BRT system, RFTA implemented the Carbondale Circulator in 2013 in order to increase the speed and efficiency of the BRT system. W

RFTA did not venture into First Last Mile Mobility (FLMM) or micro-mobility until 2021-2022 with the creation of the FLMM Grant Program and 2023 with the signing of the Bike Share Memorandum of Understanding (MOU) and Service Operating Agreement (SOA), as recommended by the 2022 Regional Bike Share Plan.

RFTA’s authorization to move into FLMM stems from the State of Colorado’s enabling legislation that allowed for the creation of RFTA in 2000, Ballot Initiative language to create RFTA in 2000, the subsequent RFTA formation IGA also executed in 2000, and the 2018 Property Tax Mill Levy increase ballot initiative language. The Board also approved Resolution 2021-20 approving amendments to the Board Policy and Board Job Products Policy to create bylaws for the FLMM Grant program.

As an overview of the FLMM Grant program to date, below outlines the grants received or granted through the program between 2022 and 2025.

FLMM Grant Awards – 2022-2025	Applications Received / Granted	Total Requests
Bike Share	14	\$931,934
Micro-Transit	7	\$1,861,560
Infrastructure	5	\$983,849.40
<b>Total</b>	<b>26</b>	<b>\$3,777,343.40</b>

**Background/  
Discussion:**

Following analysis of the micro-mobility services in the Valley, most of which are supported either through the FLMM Grant program or the bike share collaboration with RFTA, partner jurisdictions, and WE-Cycle, below are some highlights of the findings (see memo in Portfolio for more detailed data and analysis):

- RFTA regional boardings are increasing at a much faster pace in down valley communities, particularly Glenwood Springs and Carbondale, than in up valley communities.
- In general, RFTA regional and local fixed route boardings have increased faster than bike share or micro-transit, however certain data sets are limited as some services are new.
- Bike share and micro-transit are seasonally complementary with bike share utilization highest in warmer months and micro-transit higher in the colder months (note: Basalt, Snowmass Village, and Aspen bike share systems are closed in the winter months).
- While micro-transit ridership in Aspen has been fairly stable since 2022, ridership has been increasing in Basalt (2022 was Basalt’s first year).
- Generally, bike share trips have increased faster than micro-transit since 2022, which could be attributable to RFTA’s engagement and notable support of bike share as well as the introduction of e-bikes. App based micro-transit remains fairly new to the Valley with new services in Carbondale and Snowmass Village in 2024 and potentially new service in Glenwood Springs in 2025.
- Local fixed route transit (Ride Glenwood Springs, the Carbondale Circulator, the Snowmass Shuttle, and the City of Aspen routes) continues as an important in-town connection service providing similar functions to micro-

	<p>transit and bike share, notably short trips over a greater coverage area as well as first last mile connections to regional fixed routes.</p> <ul style="list-style-type: none"> <li>• While CDOT only maintains two continuous traffic counters on Highway 82 in South Glenwood Springs and Snowmass (for purposes of this comparison, it is grouped with Basalt data), average daily traffic counts by month are holding fairly stable with only slight increases since 2022.</li> <li>• Average daily traffic counts by month over Castle Creek Bridge (maintained by City of Aspen) show stable conditions with little to no growth.</li> <li>• More data is needed to determine the real demand for micro-transit services Valley-wide.</li> </ul> <p>At this Board meeting staff will to provide a history and background of FLMM. At an upcoming board meeting, RFTA staff intend to provide feasible options for RFTA’s role in FLMM for Board consideration. Among the topics for consideration leading up to the following meeting are:</p> <ul style="list-style-type: none"> <li>• Grant Framework: Should RFTA continue to provide up to 50% funding? Should the duration be for up to three years? If the Board wishes to offer a longer funding term than 3 years for operating requests, should RFTA’s contribution decrease over time?</li> <li>• Project Type: Should RFTA fund capital projects only? Should RFTA fund both capital and operating requests?</li> </ul>
<b>Governance Policy:</b>	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).”
<b>Fiscal Implications:</b>	None at this time.
<b>Attachments:</b>	Yes, please click on <a href="#">“FLMM Powerpoint - Final 08.08.2024.pdf,”</a> and <a href="#">“First and Last Mile Mobility Policy 08.08.2024.pdf,”</a> or see “FLMM Powerpoint - Final 08.08.2024.pdf,” and “First and Last Mile Mobility Policy 08.08.2024.pdf,” included in the August 8, 2024, RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet.



**RFTA BOARD OF DIRECTORS MEETING**  
**“INFORMATION/UPDATES” AGENDA SUMMARY ITEM # 7. A.**

**CEO REPORT**

**TO:** RFTA Board of Directors  
**FROM:** Dan Blankenship, CEO  
**DATE:** August 8, 2024

RFTA Sales Tax Exemption Denied by Colorado Department of Revenue (CDOR) on materials purchased for renovation of its 42-unit Iron Mountain Place (IMP) employee housing facility:

In 2023, the RFTA Board of Directors approved the purchase of the former Rodeway Inn, renamed “Iron Mountain Place (IMP),” for the purpose of transforming the motel units into attractive studio apartments for RFTA employees.

In December 2023, RFTA’s contractor, A. D. Miller, applied for a sales tax exemption on materials for use in the renovation project. A. D. Miller submitted a Contractor Application for Exemption Certificate, which was subsequently denied by CDOR in a letter dated December 26, 2023, stating the following:

The project “Iron Mountain Place Renovation” is neither used nor necessary for normal exempt function within their governmental capacity therefore sales tax and use tax to the State or any County, City and County, Municipality or other political subdivision must be remitted.

The CDOR ruling requiring RFTA to pay sales taxes on IMP renovation materials is expected to add in excess of \$100,000 to the cost of the project. RFTA staff appealed to CDOR to reverse what we perceive as an incorrect decision that also is contrary to Governor Polis’ affordable housing initiative. We contend that the Regional Transportation Authority Law authorizes RFTA to “have and exercise all rights and powers necessary or incidental to or implied from specific powers granted by part 6 of Section 43-4-605 of the Colorado Revised Statutes, in order to finance, construct, operate or maintain regional transportation systems within or without the boundary of the authority, and necessary or appropriate to carry out the purposes and intent of part 6 (see excerpt below):

Section 43-4-605, Colorado Revised Statutes, authorizes a regional transportation authority to enter into contracts and agreements affecting the affairs of the Authority under subsection (c); the power to finance, construct, operate or maintain regional transportation systems within or without the Boundary of the Authority under subsection (f); the authority to purchase, trade, exchange, acquire, buy, sell, lease, lease with an option to purchase, dispose of and encumber real or personal property and any interests therein, including easements and rights-of-way under subsection (g); and most importantly under subsection (k) to have and exercise all rights and powers necessary or incidental to or implied from specific powers granted by part 6. Moreover, the specific powers listed are not be considered as a limitation upon any power necessary or appropriate to carry out the purposes and intent of part 6.

Staff believed it important to pursue an appeal of the CDOR decision and began following the slow-moving CDOR appeal process. RFTA’s initial appeal involved an informal review by a CDOR Conferee. The CDOR Conferee process took approximately seven months to unfold and, surprisingly, the appeal was denied. The next step will involve a formal CDOR hearing on RFTA’s appeal, and it could take an unspecified number of months more to conclude. If unsuccessful in reversing CDOR’s exemption denial in the formal hearing process,

the next step would be to have the matter decided through judicial review. Consequently, resolution of this issue could easily take many more months.

Kutak Rock, the Denver law firm that has served as RFTA’s bond counsel and consultant on governmental issues for many years, has been engaged to assist RFTA with its various CDOR appeals. In the meantime, RFTA’s contractor and its subcontractors are paying state, county, and RFTA sales taxes on IMP construction material in a cumulative net amount of 3.9%.

If the matter is unresolved by next year, staff recommends that RFTA pursue legislative relief by seeking an amendment to the Regional Transportation Authority Law to clarify that Colorado Regional Transportation Authorities, such as RFTA, have always been, and continue to be, exempt from sales taxes on materials they purchase for housing facilities they construct, renovate, and repair, for their employees. The exemption should also be applied not just on materials that become integral to the units but, also, on appliances, carpeting, heating and air conditioning equipment, etc., which currently are not exempt from sales taxes, yet staff believes they should be.

In staff’s view, RFTA is authorized to receive a sales tax exemption for materials used in employee housing projects that are necessary and appropriate in order for RFTA to recruit and retain sufficient employees to finance, construct, operate, and maintain its regional transportation system.

Initially, we expected that after a thorough Conferee review of RFTA’s position regarding the broad powers it has been granted by the Regional Transportation Authority Law, CDOR would reverse its decision to deny a sales tax exemption for A. D. Miller. However, it has become clear that CDOR is firmly rooted in its position that materials purchased for RFTA’s employee housing projects are not exempt from sales taxes.

As a result of the recent denial of RFTA’s appeal by the Conferee, and the implications of CDOR’s position for not just the IMP, but all future RFTA housing projects, staff believes this is the appropriate time to inform the RFTA Board about the potential steps and challenges that lie ahead to resolve this issue.

**Ridership:** For the month of **June 2024**, RFTA’s year-to-date system-wide ridership was **2,696,673**, up **3.8%** compared to **2,596,961** year-to-date system-wide passengers for **June 2023**. Please see chart on page 48, below, for a detailed comparison of June 23/24 year-to-date ridership by route.

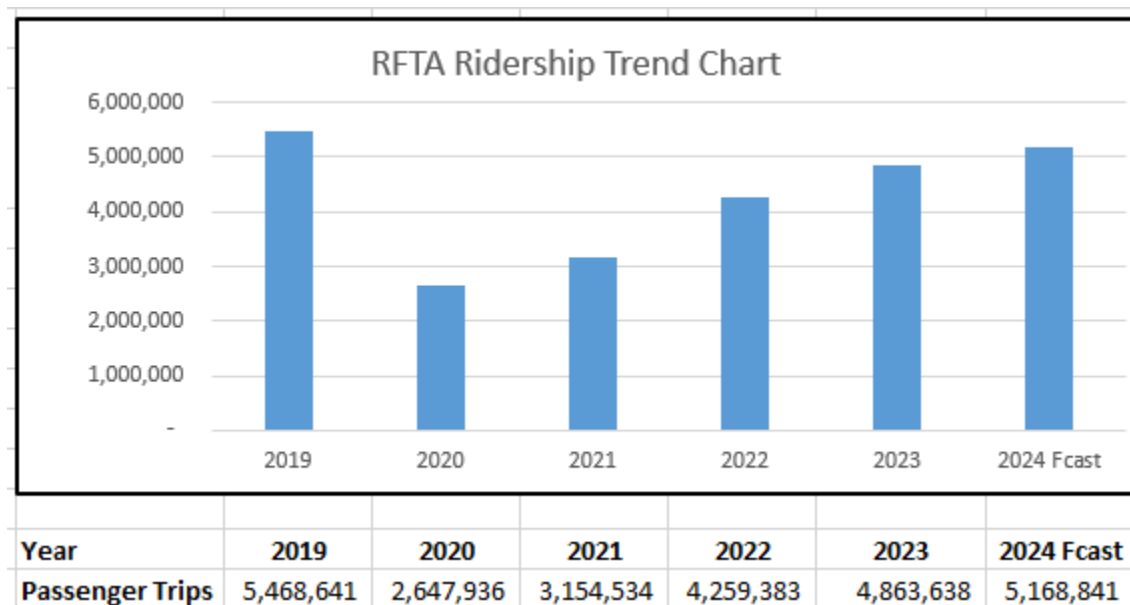
The chart below compares **June 2024** year-to-date ridership with **June 2019** pre-pandemic year-to-date ridership. Overall, **June 2024** year-to date system-wide ridership was down **6.5%** compared to system-wide year-to-date ridership for **June 2019**. City of Aspen ridership was down **29%**, Valley ridership was up **4%**, Hogback ridership was up **92%**, and Other ridership was down **5%** compared with **June 2019** year-to-date ridership.

Total Ridership YTD Comparison: 2019 vs. 2024			
Service	YTD June 2019	YTD June 2024	% Vari YTD 2024 to YTD 2019
Aspen	795,826	567,360	-29%
Valley	1,373,495	1,429,872	4%
Hogback	49,247	94,660	92%
Other	634,516	604,781	-5%
<b>Total</b>	<b>2,853,084</b>	<b>2,696,673</b>	<b>-5%</b>

The chart below compares ridership for the month of **June 2024** with ridership for the month of **June 2019**. Systemwide ridership in **June 2024** was down 3% compared to systemwide ridership in **June 2019**. Compared to 2019, Aspen ridership was down 29%, Valley ridership was down .38%, Hogback ridership was up 105%, and Other ridership was up 1%.

Ridership Comparison: June 2019 vs. June 2024			
Service	Jun-19	Jun-24	% Vari June 2024 to June 2019
Aspen	91,829	64,778	-29%
Valley	227,558	228,415	0.38%
Hogback	8,123	16,630	105%
Other	58,808	65,512	11%
<b>Total</b>	<b>386,318</b>	<b>375,335</b>	<b>-3%</b>

The RFTA Ridership Trend Chart (below) reflects how RFTA ridership has been rebuilding since 2019 and is forecasted to reach in 2024:



**Operations Department Update, August 2024 – Kurt Ravenschlag, COO**

**Operational Readiness**

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 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.

Summer 2024: **Currently at 107%** or 167 Full-time CDL bus operators

## RFTA 2024 Work Plan for Destination 2040 Implementation

### E1 - Bus Replacement – 10, 40' Electric Buses

2024 Budget: \$15,860,000	Last Updated: June 2024
<ul style="list-style-type: none"> <li>2024 Budget includes funding to purchase 10 all electric buses to replace 10 diesel buses. Delivery of buses will not occur until 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Vendor has been selected</li> <li>Waiting on grant award information before placing order</li> <li>10 all electric buses to be ordered in Spring 2024 with a 2025 delivery.</li> </ul>

### E2 - Bike Share Expansion

2024 Capital Budget: \$1,877,500	Last Updated: January 2024
<ul style="list-style-type: none"> <li>2024 Budget includes \$1,877,500 O&amp;M, Capital and Planning of Bike Share.</li> </ul>	<ul style="list-style-type: none"> <li>Regional operation, capital expansion of bike share and planning for bike share expansion is underway.</li> </ul>

### E5 – Rio Grande Trail Maintenance

2024 Capital Budget: \$2,465,320	Last Updated: July 2024
<ul style="list-style-type: none"> <li>2024 Budget includes \$2,465,320 to:</li> <li>Repave/crack seal 5.7 miles of Rio Grande Trail from Catherine Store to Emma Rd; and</li> <li>Replace all bear proof trash cans along the trail corridor; and.</li> <li>Repair abutment on Roaring Fork Bridge in Carbondale.</li> </ul>	<ul style="list-style-type: none"> <li>Asphalt repairs on Rio Grande trail are underway: <ul style="list-style-type: none"> <li>Phase One: Emma Rd to Hooks Spur Trailhead (MP 21.5 to 20.5) RE-OPENED</li> <li>Phase Two: Hooks Spur Trailhead to Rock Bottom Ranch (MP 20.5 to 18.5). RE-OPENED</li> <li>Phase Three: Rock Bottom Ranch to the Catherine Bridge Trailhead (Wildlife section – MP 18.5 to 16.0). CLOSED from July 8, 2024 until further notice.</li> <li>Phase Four: Crack Sealing along the RGT from 29th St in GWS up valley to Emma Rd; the trail will remain open during this phase of work. (MP 2.0 to 21.5) Emma Rd; the trail will remain open during this phase of work. (MP 2.0 to 21.5).</li> </ul> </li> </ul>

### C13 – Town of Snowmass Village Transit Center

2024 Budget: \$500,000	Last Updated: February 2024
<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>RFTA has received and is reviewing preliminary designs for revamped bus station at Snowmass Mall.</li> </ul>

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

2024 Budget: \$13,225,512	Last Updated: August 2024
<ul style="list-style-type: none"> <li>In 2024 RFTA plans to complete construction of two separate underpasses of Hwy 82 and 27<sup>th</sup> Street.</li> </ul>	<ul style="list-style-type: none"> <li>The project is continuing ahead of schedule at the 27th street project.</li> </ul>



*New sidewalk on northbound side of SH-82*




*Tunnel under 27<sup>th</sup> Street*

Video Update of Project: [Phoxfer US V20 B4 16x9 VO1](https://www.youtube.com/watch?v=Phoxfer_US_V20_B4_16x9_VO1)  
([youtube.com](https://www.youtube.com))



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

2024 Budget: \$ 29,953,429	Last Updated: August 2024
<ul style="list-style-type: none"> <li>• Construction funding for phases 3,4,5,7 has been appropriated in 2024 Annual Budget.</li> <li>• Design funding for Phase 6 has been appropriated in 2024 Annual Budget.</li> </ul>	<p><b>Phase 3,4,5,7</b></p> <ul style="list-style-type: none"> <li>• Project is progressing with an anticipated completion/move in date of October 2024.</li> </ul>  <p><i>Looking east at the New 60 Bus Storage building, Operations Center and new Fueling and Wash bay.</i></p> <p>Video Update of Project: <a href="https://www.youtube.com/watch?v=...">Glenwood Maintenance Facility Expansion Project Update - June, 2024 (youtube.com)</a></p> <p><b>Phase 6 and 8 (Transit Center and Operations Center and warehouse building)</b></p> <ul style="list-style-type: none"> <li>• Design is underway and nearing at 70%</li> </ul>

**S10 - Replacement Housing**

2024 Budget: \$7,046,900	Last Updated: July 2024
<ul style="list-style-type: none"> <li>• The 2024 RFTA budget includes \$50,000 for a comprehensive housing policy effort to provide a RFTA a roadmap for employee housing.</li> <li>• The 2024 RFTA budget includes \$6,996,900 to remodel Iron Mountain Place employee housing.</li> </ul>	<p><b>RFTA Housing Policy</b></p> <ul style="list-style-type: none"> <li>• The top tier strategies were discussed at June Board Summit and staff received guidance on which strategies to move forward into the 2025 budget development.</li> </ul> <p><b>Iron Mountain Place</b></p> <ul style="list-style-type: none"> <li>• Remodel is moving along as scheduled with both buildings being complete December 1, 2024.</li> </ul>

**Planning Department Update, August 2024 – David Johnson, Director of Planning**

Please see the click on the links: “[08.08.2024 Planning Department Update.pdf](#),” or see “08.08.2024 Planning Department Update.pdf,” included in the August 2024 RFTA Board Meeting Portfolio.pdf, attached to the email transmitting the RFTA Board Meeting Agenda packet.

**Finance Department Update, August 2024 – Michael Yang, CFAO**

**2024 Actuals/Budget Comparison (June YTD)**

2024 Budget Year				
General Fund	June YTD			
	Actual	Budget	% Var.	Annual Budget
<b>Revenues</b>				
Sales and Use tax (1)	\$ 15,865,857	\$ 14,658,261	8.2%	\$ 40,598,000
Property Tax	\$ 14,791,806	\$ 14,791,806	0.0%	\$ 17,963,000
Grants	\$ 13,075,917	\$ 13,075,917	0.0%	\$ 25,403,044
Fares (2)	\$ 2,085,067	\$ 1,925,675	8.3%	\$ 4,794,360
Other govt contributions	\$ 1,134,675	\$ 1,134,675	0.0%	\$ 1,181,970
Other income	\$ 3,287,533	\$ 3,271,104	0.5%	\$ 3,802,860
<b>Total Revenues</b>	<b>\$ 50,240,855</b>	<b>\$ 48,857,438</b>	<b>2.8%</b>	<b>\$ 93,743,234</b>
<b>Expenditures</b>				
Fuel (3)	\$ 877,609	\$ 1,198,180	-26.8%	\$ 2,593,606
Transit	\$ 21,497,964	\$ 22,766,249	-5.6%	\$ 45,264,326
Trails & Corridor Mgmt	\$ 448,514	\$ 459,575	-2.4%	\$ 1,263,978
Capital	\$ 27,033,089	\$ 27,013,405	0.1%	\$ 81,857,491
Debt service	\$ 677,751	\$ 677,751	0.0%	\$ 1,882,484
<b>Total Expenditures</b>	<b>\$ 50,534,927</b>	<b>\$ 52,115,161</b>	<b>-3.0%</b>	<b>\$ 132,861,885</b>
<b>Other Financing Sources/Uses</b>				
Other financing sources	\$ 5,416	\$ -	#DIV/0!	\$ 15,859,890
Other financing uses	\$ (2,776,973)	\$ (2,776,973)	0.0%	\$ (5,779,993)
<b>Total Other Financing Sources/Uses</b>	<b>\$ (2,771,557)</b>	<b>\$ (2,776,973)</b>	<b>-0.2%</b>	<b>\$ 10,079,897</b>
<b>Change in Fund Balance (4)</b>	<b>\$ (3,065,628)</b>	<b>\$ (6,034,695)</b>	<b>-49.2%</b>	<b>\$ (29,038,754)</b>

- (1) Sales and Use Tax Revenues are received 2 months in arrears (i.e. June sales and use tax revenue will be deposited in August).
- (2) Through June, fare revenue increased by 4% and ridership increased by 8%, respectively, compared to the prior year. The average sale per transaction was approximately \$6.98 in June 2023 compared to \$6.29 in June 2024. 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. Through June 2024, Stored Value Pass Sales have decreased approximately \$19,000 and Seasonal Zone Pass sales have decreased approximately \$10,000 respectively, while Mobile App Single Ride Fares have increased by approximately \$100,000, as compared to the prior year. The chart below provides a YTD June 2023/2024 comparison of actual fare revenues and ridership on RFTA regional services:

Fare Revenue:	YTD 6/2023	YTD 6/2024	Increase/ (Decrease)	% Change
Regional Fares	\$ 1,781,904	\$ 1,857,326	\$ 75,422	4%
Maroon Bells	\$ 219,861	\$ 221,313	\$ 1,452	1%
<b>Total Fare Revenue</b>	<b>\$ 2,001,765</b>	<b>\$ 2,078,639</b>	<b>\$ 76,874</b>	<b>4%</b>
Ridership on RFTA Regional Services*:	YTD 6/2023	YTD 6/2024	Increase/ (Decrease)	% Change
Highway 82 (Local & Express)	417,146	459,952	42,806	10%
BRT	531,249	558,536	27,287	5%
SM-DV	49,691	55,141	5,450	11%
Grand Hogback	86,387	94,660	8,273	10%
Maroon Bells	38,651	39,854	1,203	3%
<b>Total Ridership on RFTA Fare Services</b>	<b>1,123,124</b>	<b>1,208,143</b>	<b>85,019</b>	<b>8%</b>
Avg. Fare/Ride	\$ 1.64	\$ 1.59	\$ (0.05)	-3%

- (3) Savings in fuel is due to less overall mileage than budgeted and also change in fleet usage between CNG and diesel buses and efficiency (miles per gallon) in actual fleet of diesel buses versus the budget.
- (4) 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.

RFTA System-Wide Transit Service Mileage and Hours Report								
Transit Service	Mileage June YTD				Hours June YTD			
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.
RF Valley Commuter	1,874,294	1,897,747	(23,453)	-1.2%	88,659	87,780	879	1.0%
City of Aspen	280,045	284,281	(4,236)	-1.5%	32,439	32,875	(436)	-1.3%
Aspen Skiing Company	218,934	216,163	2,771	1.3%	15,660	15,640	20	0.1%
Ride Glenwood Springs	57,215	57,439	(224)	-0.4%	5,015	4,960	54	1.1%
Grand Hogback	195,726	196,917	(1,191)	-0.6%	8,843	8,855	(13)	-0.1%
Specials/Charters	2,898	1,950	948	48.6%	430	330	100	30.3%
Senior Van	5,571	5,270	301	5.7%	744	762	(18)	-2.4%
MAA Burlingame	2,775	2,805	(30)	-1.1%	258	246	12	4.8%
Maroon Bells	21,658	22,305	(647)	-2.9%	1,655	1,648	7	0.5%
<b>Subtotal - Transit Service</b>	<b>2,659,116</b>	<b>2,684,877</b>	<b>(25,761)</b>	<b>-1.0%</b>	<b>153,703</b>	<b>153,097</b>	<b>605</b>	<b>0.4%</b>
Training & Other	12,127	14,680	(2,553)	-17.4%	14,955	14,074	881	6.3%
<b>Total Transit Service, Training &amp; Other</b>	<b>2,671,243</b>	<b>2,699,557</b>	<b>(28,314)</b>	<b>-1.0%</b>	<b>168,657</b>	<b>167,171</b>	<b>1,486</b>	<b>0.9%</b>

Roaring Fork Transportation Authority System-Wide Ridership Comparison Report				
Service	Jun-23 YTD	Jun-24 YTD	# Variance	% Variance
City of Aspen	551,214	567,360	16,146	2.93%
RF Valley Commuter	1,346,770	1,429,872	83,102	6.17%
Grand Hogback	86,387	94,660	8,273	9.58%
Aspen Skiing Company	435,626	415,204	(20,422)	-4.69%
Ride Glenwood Springs	124,585	132,200	7,615	6.11%
X-games/Charter	7,304	8,953	1,649	22.58%
Senior Van	930	1,113	183	19.68%
MAA Burlingame	-	-	-	#DIV/0!
Maroon Bells	38,651	39,854	1,203	3.11%
<b>Total</b>	<b>2,591,467</b>	<b>2,689,216</b>	<b>97,749</b>	<b>3.77%</b>
<b>Subset of Roaring Fork Valley Commuter Service with BRT in 2024</b>				
Service	YTD June 2023	YTD June 2024	Dif +/-	% Dif +/-
Highway 82 Corridor Local/Express	417,146	459,952	42,806	10.26%
BRT	531,249	558,536	27,287	5.14%
<b>Total</b>	<b>948,395</b>	<b>1,018,488</b>	<b>70,093</b>	<b>7.39%</b>



## **2025 RFTA Annual Budget – Preliminary Schedule**

<b>Date</b>	<b>Activity</b>	<b>Status</b>
8/8/2024	Discussion/Direction/Action: Preliminary planning initiatives, assumptions and issues.	<i>On schedule</i>
9/12/2024	Presentation/Direction/Action: 1 <sup>st</sup> draft budget presentation	<i>On schedule</i>
10/10/2024	Presentation/Direction/Action: 2 <sup>nd</sup> draft budget presentation	<i>On schedule</i>
11/14/2024	Presentation/Direction/Action: 3 <sup>rd</sup> draft budget presentation	<i>On schedule</i>
12/12/2024	Public Hearing: Final budget presentation and adoption Review and approve the final certifications of valuations from the Eagle, Garfield, and Pitkin County Assessors	<i>On Schedule</i>

## **RFTA Investments Quarterly Report**

In accordance with RFTA’s Investment Policy, staff has prepared the following investment summary that provides an analysis of RFTA’s current investment portfolio and quarterly activity through 6/30/2024.

<b>Investment</b>	<b>3/31/2024</b>		<b>Purchases/ (Redemptions)</b>	<b>6/30/2024</b>	
<i>Local Government Investment Pools:</i>					
Colotrust Plus+	\$ 46,724,950	49%	\$ 632,971	\$ 47,357,921	49%
CSIP	\$ 48,254,585	51%	\$ 648,413	\$ 48,902,998	51%
<b>Total</b>	<b>\$ 94,979,535</b>	<b>100%</b>	<b>\$ 1,281,385</b>	<b>\$ 96,260,919</b>	<b>100%</b>
<i>Monthly Distribution Yield:</i>					
Colotrust Plus+	5.24%				5.41%
CSIP	5.42%				5.37%

### Notes:

1. The increase in the Colotrust Plus+ account is due to interest earnings.
2. The net increase in the CSIP account is due to interest earnings.

## **2024 Budget – General Fund Update**

As part of staff’s ongoing budget monitoring, one item has been identified with forecast exceeding budget, the ERP – Human Capital Management (HCM) project. The 2024 budget included an initial budget of \$1,050,000, which was derived from an average cost of comparable projects from different organizations provided by Government Finance Officers Association (GFOA) consultants. As part of the procurement process, staff discovered a \$448,673 budget shortfall to fund the HCM design. However, staff has identified forecasted capital savings to repurpose and fund the budget shortfall, and there is a net-zero impact to the 2024 budget. The total amended budget for the HCM design is approximately \$1.5 million. RFTA’s Procurement team is still negotiating with the vendor, and anticipates the cost will decrease. In addition, staff is submitting a strategic initiative for the 2025 budget year for the full implementation of the HCM.

**Right-of-Way Land Management Project:** Along with its legal and engineering consultants, RFTA staff will be working on the following tasks in 2024/2025. (New items in **red**, updates in **green**)

With the RFTA Board's direction, Staff is in the process of identifying all current unlicensed uses inside the Railroad Corridor and requesting that the adjacent neighbors, utility companies, jurisdictions either license the use (if applicable), or remove the use.

**Other ongoing items:**

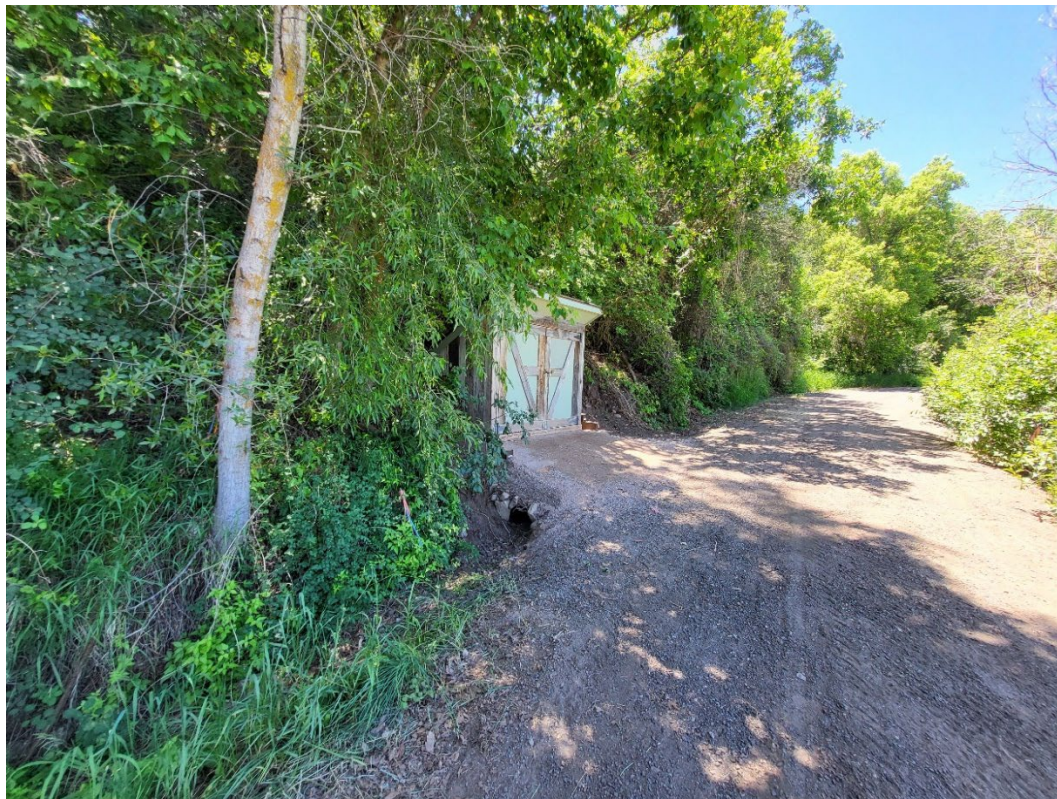
- Working with Paul on outstanding corridor issues:
  - Zlotnick Quiet Title – **Property owner is working with their surveyor to update the legal descriptions for the parcel they are conveying back to RFTA. (ongoing)**
  - Eubank Encroachment Removal – **Staff and Paul Taddune met with Property owner's attorney on 7/9/24. Discussed RFTA needs vs. owner wants. Next meeting 8/6/2024.**
  
- Covenant Enforcement Commission (CEC) Items:
  - **2024 Trail Ride will be September 25<sup>th</sup> and 26<sup>th</sup>. Please reach out to Abbey Pascoe, [apascoe@rfta.com](mailto:apascoe@rfta.com) to reserve your spot and/or bike for the tour.**
  - **Staff still needs an alternate member for each member jurisdiction. Please email the alternates list to [apascoe@rfta.com](mailto:apascoe@rfta.com)**
  - Barn and Berm Encroachment – Ongoing Violation, **Staff will follow up with property owner in August for 1 year check in on removal plan. Property owners have begun the process of removing the berm. Still need to remove the barn (ongoing)**



Start of the Berm Removal



- Trash Enclosure Encroachment – **Trash enclosure has been removed from the RFTA property and the revegetation is complete.**



Trash Enclosure Moved outside RFTA Property

- Ongoing Violation, Access Ramp Over Tracks – Ongoing Violation – Staff is working with Pitkin County Open Space and Trails to put a maintenance agreement in place to address this and other projects involving the RFTA Corridor between Emma and Woody Creek. (ongoing)
- Utility Installation – New Violation, Staff was working with Pitkin County Open Space on a License agreement as approved by CEC Board. PCOST has decided to remove the encroachment from the RFTA ROW. (ongoing)
- Rail Attorney items: **In progress**
  - Cedar Networks- Contractor nonresponsive – Attorney mailed letter on 07/24/24
  - Century Link- Representative is non-responsive. Sent to Attorneys for resolution. Attorneys contacted Century Link 7/18/24.
  - Xcel- Provide missing documentation. Attorney mailed letter 07/17/24(ongoing)
  - Ditch Issues- Ongoing Violation, Ditch company doing work to Culvert. Attorneys working on drafting letters to ditch companies regarding dumping spoils in ROW, general ditch maintenance and failing ditch concerns. (ongoing)
- **Litigation:**
  - Letter and draft complaint mailed certified to property owner 4/5/2024. Received response to letter on 4/21/24. Sent second letter on 5/6/2024. Received response to second letter on 5/24/2024. RFTA response to property owner was mailed on 6/12/2024. Received response on 6/24/2024. **As of 07/31/24, Attorney, staff and the property owner are attempting to negotiate on a potential solution. (ongoing)**



- Current Applications:
  - Holy Cross Fiber Project- Waiting for revised as-builts. Final as-builts received and approved for five out of seven locations. Work completed, as-built submitted to Farnsworth Group for final review and approval. [Farnsworth review comments submitted to Applicant.](#)
  - Pitkin County Gerbaz Bridge- Permit issued to begin construction. [Abutment work continues through August.](#)
  - Colorado Extreme - Updating access and relocating Trail – New permit will be issued for 2024 work. Received permit application, Staff reviewed and submitted to Farnsworth Group for final review and approval. [Property owner completed work without RFTA Approval or permit. Staff is working on a resolution.](#)
  - Holy Cross-Mr. Webb-Underground Utility Installation- Holy Cross reached out on process for underground installation for a property owner who needs service for their home. Staff sent application forms and reviewed submittal from HCE. Pre-application call is scheduled for 8/2 to discuss design standard specific needs on application forms before issuing approval.
- **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 and a few other locations throughout the valley. Rail salvage will begin as soon as the 27<sup>th</sup> underpass project is complete, either late 2024 or early 2025. (ongoing)
- **Roaring Fork Bridge Rehabilitation Project** – RFTA has contracted with Meridian Contracting to Complete the bridge rehabilitation. The start date for the rehabilitation is July 15, 2024. Certified public notices went out to all the adjacent property owners in this area. The bridge will be closed for the duration of the project which is expected to last through mid to late December or early January, 2025. RGT users headed up-valley will need to cross the Satank bridge, follow along Satank Road to Delores Way and reconnect with the RGT at the Delores Way stoplight, or vice versa for their down-valley trips. (ongoing)



The Meridian crew is working on the Roaring Fork Bridge repairs

- **South Bridge Project** – RFTA staff met with the City of Glenwood Springs staff, to look at the updated design for South Bridge and to discuss use of the RFTA Railroad Corridor for this project. (ongoing)



## Rio Grande Trail Update

- The Rio Grande Trail Staff is staying busy.
  - Staff has been out sweeping, debris blowing, mowing, weed whipping, clearing limbs and sightlines, pulling and chopping weeds, cleaning up trailheads and vault toilets, reminding dog owners to leash their pets, etc. to make sure the trail is safe and clean.
- 2024 Projects that we hope to complete
  - Asphalt Repair – Emma Rd to Catherine Bridge Trailhead
    - Work has begun. The project is broken up into 4 phases, 3 of which will require trail closures and detour routes.
    - Phase 01 is complete!
    - Phase 02 is complete!
    - Phase 03 began on July 08 and should be complete in early/mid-August
      - ✚ Pending erosion control rip-rap install
    - Phase 04 is complete!
    - Thanks for your patience as we work to improve the asphalt



Holmes Excavation is prepping subgrade and getting ready to pave

- Bridge Inspections (scheduled bi-annual)
- Goats at Work – 2024 will be the 3<sup>rd</sup> consecutive year in the Emma area
  - Vegetation Monitoring Program
- Procure a hydroseeder for restoration projects
  - Contract signed...just waiting for Finn to build our trailer. Hoping for a September delivery
- Replace bearproof trash/recycling enclosures along our 20 miles
  - Our new enclosures have been received, and we have started placing them along the RGT
- Enhance our trail counter program
- Procure 2 zero-turn mowers for vegetation management
  - We received our new mowers and the Crew is excited to mow
- Visit a “rail with trail” system