DECEMBER 30, 2014

DRAFT
2015 5-YEAR STRATEGIC PLAN

RFTA
ROARING FORK TRANSPORTATION AUTHORITY

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ROARING FORK TRANSPORTATION AUTHORITY

VISION/MISSION

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

VALUES

SAFE

Safety is RFTA's highest priority.

ACCOUNTABLE

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

AFFORDABLE

RFTA will offer affordable and competitive transportation options.

CONVENIENT

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

DEPENDABLE

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

EFFICIENT

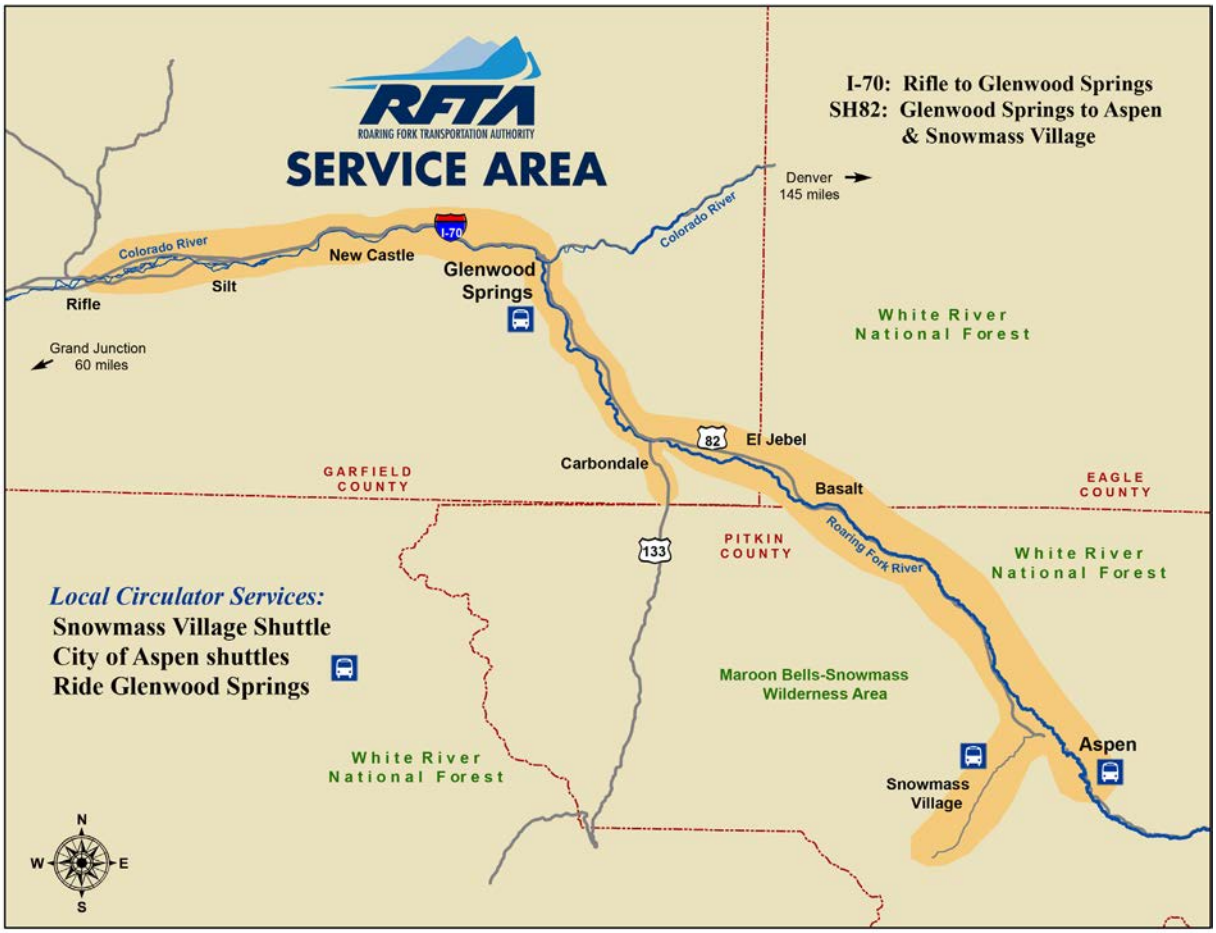
RFTA will be efficient and agile in management, operations, and use of resources.

SUSTAINABLE

RFTA will be environmentally responsible.

RFTA OVERVIEW

The Roaring Fork Transportation Authority (RFTA) is the second largest transit agency in Colorado and the largest rural transit agency in the nation. RFTA operates a variety of public transportation services along the State Highway 82 corridor from Glenwood Springs to Aspen, and the Interstate 70 and State Highway 6 corridors from Glenwood Springs to Rifle; covering three counties and 70 linear miles. RFTA currently has eight member jurisdictions that provide dedicated sales and use tax revenue: Pitkin County, City of Aspen, Town of Snowmass Village, Eagle County, Town of Basalt, Town of Carbondale, City of Glenwood Springs and the Town of New Castle. RFTA also maintains separate service contracts with the City of Aspen, Aspen Skiing Company, City of Glenwood Springs, Garfield County and the City of Rifle. RFTA currently operates 120 buses and vans, owns and co-manages the 42-mile Rio Grande Rail-Trail Corridor between Glenwood Springs and Aspen, and employs approximately 300 employees in the peak winter season. 2014 system-wide ridership is forecasted to reach 4.9 million, an 18% increase over 2013. Valley commuter service ridership is forecasted to be up approximately 28% over 2013. Between 1976, when transit service first began in the region, and RFTA's pre-recessionary peak in 2008, ridership grew from approximately 312,000 trips per year to nearly 4.85 million per year, a 1450% increase.



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

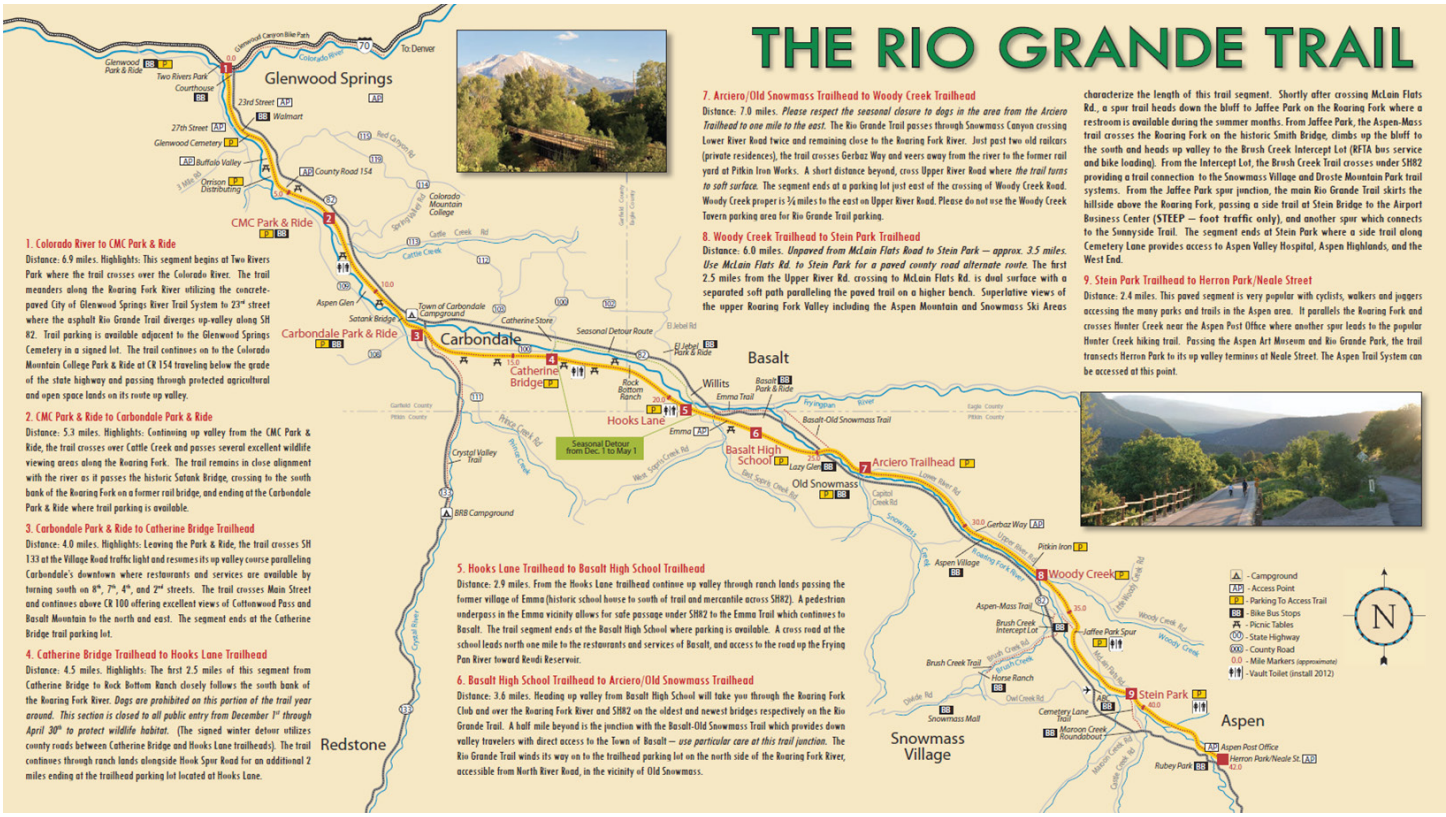
In 1983, the City of Aspen and Pitkin County merged their transit systems and formed the Roaring Fork Transit Agency, RFTA's predecessor. Between 1983 and 2000, the Transit Agency incrementally expanded its regional commuter transit services to accommodate a growing number of commuters residing in more affordable bed-

room communities further downvalley on SH 82, such as Basalt, Carbondale and Glenwood Springs. In 1992, the City of Aspen was designated as a PM-10 non-attainment area and transit services were nearly doubled between 1994 and 1996 as part of the plan to reduce vehicle miles traveled in order to achieve acceptable air-quality standards.

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

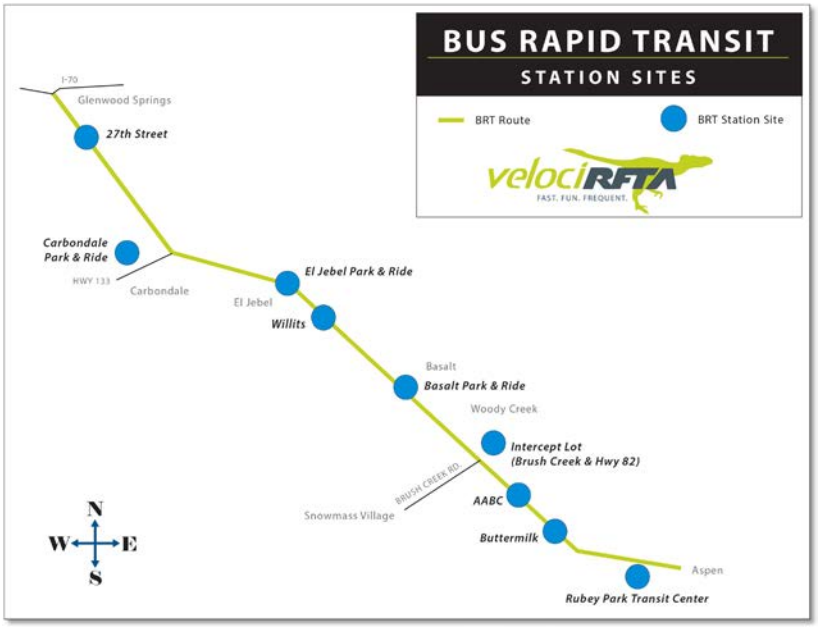
State of Colorado Rural Transportation Authority (RTA) enabling legislation, created in 1997, was the impetus for creating a more modern Transportation Authority structure in November of 2000. Voters in seven communities approved the creation of the RTA and dedicated sales taxes to support the ongoing operation and development of transit and trails programs. Following this implementation, the employees and assets of the Roaring Fork Transit Agency and the parallel Roaring Fork Railroad Holding Authority (RFRHA) were merged into RFTA.

The Rio Grande Rail-Trail Corridor is primarily owned by RFTA and co-managed by regional partners. The Corridor has been preserved for trail use and future rail/transportation services via the federal rail banking provision of the National Trails System Act. Railbanking status protects the transportation corridor for future transportation/ transit uses, thus limiting development that may preclude re-introduction of rail or other transportation services in the Roaring Fork Valley. The interim use is an extremely popular 10' wide paved trail from Glenwood Springs to Woody Creek.



RFTA OVERVIEW

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



At this point, the stage was set to implement Bus Rapid Transit (BRT). According to the 2004 Local and Regional Travel Pat- terns Study, bus mode share in the cor- ridor was about five to ten times what would normally be expected in a rural/small town region in the U.S. It was also two to three times the rate of major rail transit cities like the Portland-Salem Metropolitan Statistical Area (5.7% public transportation in 2000).

A successful voter referendum in 2008, in the midst of the national economic downturn, approved a 4/10th-cent regional sales tax increase and $44.55 million in bonding authority for the implementation of BRT. The project was widely supported throughout the. As a result, in 2011, RFTA received a $25 million Federal Transit Administration Very Small Starts grant to complete design, engineering and construction of the BRT system.

On September 3, 2013, RFTA implemented the $44.6 million VelociRFTA BRT service, the nation's first rural BRT systems, several years ahead of the 2017 goal established by the RFTA Board of Directors in 2006. This system operates along the 40-mile SH82 corridor from Glenwood Springs to Aspen, serving nine major boarding/alighting locations. Supported by transit signal priority in key locations and roughly 18 miles of bus-only or Bus/HOV lanes, BRT provides travel times that are competitive with the private automobile. Stations are built to environmentally-sensitive standards and include amenities such as covered bike parking, real-time bus arrival information, and attractive, semi-enclosed waiting areas. VelociRFTA has been so successful that regional commuter ridership is forecasted to be up 28% over 2013.

RFTA OVERVIEW

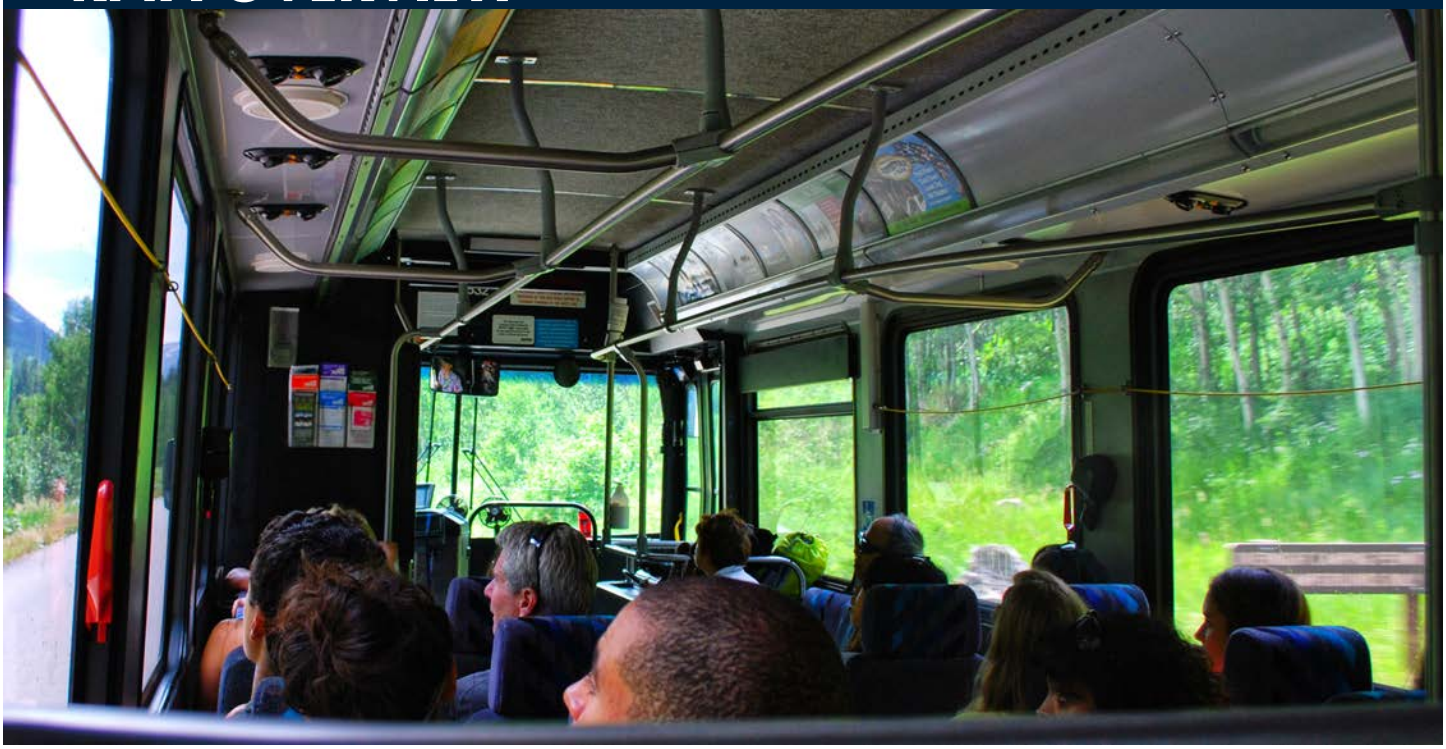
TRANSIT & TRAILS

RFTA provides the following transit services:

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

RFTA also owns and manages 34 miles of the Rio Grande Rail-Trail Corridor in the Roaring Fork Valley between Glenwood Springs and Woody Creek. RFTA is preserving the entire 34-mile federally railbanked corridor, from Woody Creek to Glenwood Springs, as a future transit/rail corridor. In the interim, RFTA has constructed and is maintaining a 10' wide paved multi-use trail for pedestrian, bike and equestrian uses. The trail has gained national attention as a uniquely scenic trail for large bicycling events.

RFTA OVERVIEW



2014 RFTA STATISTICS

- 4.9 million system-wide ridership (up 18% over 2013; matches 2008 highest ridership year)
- 4.97 million miles operated
- 300 employees during peak winter season
- 104 buses, includes 22 compressed natural gas (CNG) BRT buses, 22 vans and 39 utility vehicles
- $28 million Operating Budget/$12.6 million Capital Budget
- Received $5 million in federal/state capital grants and $985,000 in federal operating assistance
- 70-mile service region: Aspen to Glenwood Springs (40 miles) and Glenwood Springs to Rifle (30 miles)
- 153 bus stops served and 14 park & ride facilities
- Maintenance facilities and administrative offices located in Aspen, Carbondale, and Glenwood Springs
- Own and co-manage 34-mile Rio Grande Railroad Corridor/Trail

2015 FORECASTS

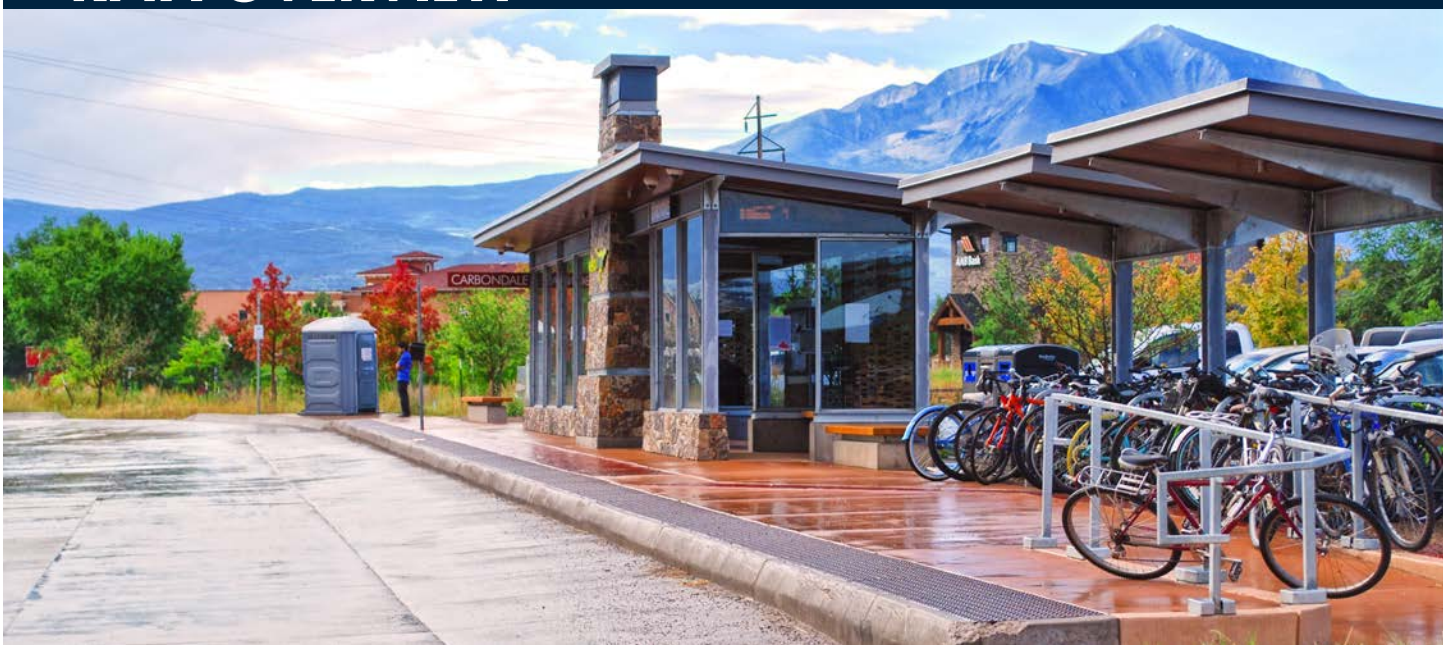
- 5.03 million system-wide passenger trips
- 5 million miles operated
- 310 employees during peak winter season
- Approximately $2.1 million in State/Federal capital grants and $1.02 million in Federal Operating assistance
- 104 buses, includes 22 compressed natural gas (CNG) BRT buses, 39 utility vehicles, and 22 vans
- $30.6 million Operating Budget/$8.6 million Capital Budget
- Received $1,015,000 in federal operating assistance (CDOT/FTA capital grant awards still pending)
- 70-mile service region: Aspen to Glenwood Springs (40 miles) and Glenwood Springs to Rifle (30 miles)
- 153 bus stops served
- 14 park & ride facilities
- Maintenance facilities and administrative offices located in Aspen, Carbondale, and Glenwood Springs
- Own and co-manage 34-mile Rio Grande Railroad Corridor/Trail Corridor

RFTA OVERVIEW

2014 MAJOR ACHIEVEMENTS

1. Completed RFTA 2014 5-Year Strategic Plan (Adopted by RFTA Board in July 2014)
2. Completed 15-Year Long-Range Financial Forecast (Completed June 2014)
3. 15-Year Financial Sustainability Plan (Not undertaken but is slated for completion 3/16/15))
4. Initiated update of Board Governance Policies (Should complete update by November 2015)
5. Obtained 3rd-Party Safety & Security Accreditation (Review conducted in October, but official notification of CTAA Accreditation will take place early in 2015)
6. Received the Distinguished Budget Presentation Award from the GFOA for RFTA's 2014 Budget document
7. Extended ASC Contract for three additional years. (The contract automatically renewed on 7/1/14)
8. Initiated planning and preliminary design for a renovation/expansion of the Glenwood Maintenance Facility
9. Completed construction of Phase 1 and Phase 2 of the Aspen Maintenance Facility Re-commissioning Project
10. Undertook design of Phase III of the Aspen Maintenance Facility Re-commissioning Project
11. Undertook Phase I of the RFTA 20-year Housing & Office Space Master Plan
12. Completed Design of the Rubey Park Transportation Center Renovation Project
13. Completed construction of the Aspen Airport (AABC) pedestrian underpass and SH 82 VelociRFTA BRT stations
14. Completed design of the Carbondale VelociRFTA Park & Ride Expansion
15. Completed design of the New Castle Park & Ride
16. Made significant progress implementing IT Reporting/Metrics/Performance Monitoring Systems
17. Completed $145,000 of high-priority trail repairs and maintenance along the Rio Grande Railroad-Trail Corridor
18. Completed the implementation of the fleet and facilities modules of the Enterprise Asset Management System software
19. Substantially completed the Corridor Access Control Policy (ACP) of the Corridor Comprehensive Plan; the first and the most critical component of the Comprehensive Plan Update (the ACP is scheduled for adoption by RFTA Board in April 2015)
20. Substantially completed the appraisal process for the RFTA Wye Property in Glenwood Springs
21. Initiated design of the West Glenwood Springs Sidewalk/Trail and Park and Ride Expansion
22. Completed the 2014 On-Board Passenger Survey
23. Completed the Regional Transit Oriented Development (TOD) Assessment
24. Completed the Regional Travel Patterns Study
25. Initiated the Regional Bicycle, Pedestrian & Transit Access Plan (RBPTAP)
26. Reached "due diligence" stage for the purchase of solar panels in a community solar farm to offset Holy Cross electricity usage

RFTA OVERVIEW



2015 MAJOR GOALS

1. Develop/implement CEO and Management Team Succession Plan (by 8/13/15).
2. Update RFTA Board Governance Policies (by 11/12/15)
3. Update RFTA 5-Year Strategic Plan (2015 finalization by 2/12/15 and for 2016 by 11/12/15))
4. Update RFTA 15-Year Financial Forecast (by 11/12/15, ongoing, but at least annually)
5. Update RFTA 15-Year Financial Sustainability Plan (Create Plan 2/6/15 and Update by 11/12/15)
6. Develop/Complete Long-term Capital Replacement Plan (by 11/12/15)
7. Complete design of the Glenwood Maintenance Facility (Contingent upon resources (by 12/31/15)
8. Create Transit Service Optimization Plan (by 8/31/15)
9. Create RFTA Customer Service Plan (by 9/30/15)
10. Provide support for expansion of WE-Cycle throughout Roaring Fork Valley (Ongoing)
11. Update RFTA Personnel Guidelines (Finalization by 2/6/15 and update by 9/30/15, and annually thereafter)
12. Work with Legislature to extend sunset on Regional Transportation Authority Law property tax authority beyond January 2019, and to include Eminent Domain Power for RTA's (During 2015 Legislative Session)
13. Develop 5-Year Strategic Plan for the Traveler Senior Transportation Program (by 6/30/15)
14. Bid and build the Carbondale VelociRFTA Park & Ride expansion (by 11/30/15)
15. Bid and build the New Castle Park & Ride (by 11/30/15)
16. Implement the purchase of solar panels in a community solar farm to offset Holy Cross electricity usage (by 4/30/15)
17. Assist Town of Basalt in design and construction of Basalt Avenue Pedestrian Crossing (Ongoing - Town of Basalt is the lead agency and is grantee on all grants)
18. Design and construct temporary parking for approximately 20 buses at the Glenwood Maintenance Facility (contingent up resources by 11/26/15)
19. Develop accountability, ownership, and communications with Finance in the implementation of the Fleet, Facilities and Trails EAM Project (Ongoing)
20. Improve means of communication with all employees in the agency by creating a RFTA email address for every RFTA employee (by 6/30/15)
21. Complete the Regional Bicycle, Pedestrian and Transit Access Plan (BPTAP) (by 7/31/15)
22. Equip entire bus fleet with Wi-Fi capability and retrofit older buses in the fleet with new video cameras (by 10/31/15)

SWOC ANALYSIS

STRENGTHS

- Experienced Management Team
- Experienced and dedicated RFTA employees
- Innovative and pioneering
- Dedication to environmental sustainability
- Dependable and reliable bus service, 365 days per year
- Dedicated sources of funding
- Favorable public response to VelociRFTA BRT service
- High utilization of RFTA transit and trails programs
- Good working relationship with State/Federal funding partners
- Regional organization and Board of Directors which has unparalleled decision-maker support
- Infrastructure generally in a State of Good Repair
- Good project and construction management capabilities
- Excellent procurement system and processes
- Proven Federal/State grant awards and financial management capability
- Award-winning annual budget document
- Affordable employee housing units
- Own 34 miles of the Rio Grande Rail-Trail Corridor, which is being preserved for future transit improvements

WEAKNESSES

- Need long-range financial sustainability plan
- Many members of Management Team are approaching retirement
- Improvement in succession planning needed
- Employees are widely scattered; communication is challenging
- Competition for Bus Operators and Mechanics is intensifying
- VelociRFTA service is capacity-constrained during peak hours in peak seasons
- Comfortable office space is over-capacity
- Glenwood Maintenance Facility is over-capacity
- VelociRFTA BRT park-n-rides are over-capacity during peak seasons
- Need a plan for bus replacements that are due in the next 5 – 10 years
- Need a Facilities Master Plan
- Need more design plans on the shelf to capitalize on grant opportunities
- Need better training programs for all employees
- Need to complete Comprehensive Corridor Plan and Access Control Plan
- Need better planning for ongoing management and maintenance of Rio Grande Rail-Trail Corridor

SWOC ANALYSIS

OPPORTUNITIES

- Partnerships with RFTA member jurisdictions, CDOT, FTA for major infrastructure projects, such as the Grand Avenue Bridge construction project
- Regional planning perspective and grant leverage on behalf of member jurisdictions
- Excess bus capacity during non-peak times that can be promoted
- Use of new ITS data collection capabilities to optimize efficiency of transit services
- Expansion of CNG fleet
- Sale of CNG to other governmental entities
- Consolidation of RFTA offices
- Secure passage of property tax for capital replacement
- Development of workforce training programs in cooperation with CMC
- Development of circulator services to make mainline services more efficient
- Potential new State/Federal funding for transit
- TIGER/Ladders of Opportunity grant funding for GMF expansion
- Increased energy efficiency and possible solar energy offset projects

CHALLENGES

- Long-range financial sustainability
- Long-term capital replacement
- Staff communication across various locations
- Managing/forecasting growth in demand
- National/State demographic shifts
- Developing adequate transit capacity during peak hours in peak seasons
- Securing additional source(s) of revenue
- Maintaining transit operations during AMF Phase III, Rubey Park, and Grand Avenue Bridge construction projects
- Identifying suitable/affordable site for additional parking at 27th Street BRT station
- Compliance with Federal/State/Local regulations
- Maintaining adequate staffing levels with qualified, skilled, motivated employees
- Rising costs of doing business
- Aging, bilingual and seasonal workforce
- Health care
- Rising Liability/Worker Compensation insurance costs
- Fuel diversification and escalating prices
- Properly sized vehicles for BRT and other transit services
- Rising cost of goods and services
- Risk management
- Maintaining IT systems and maximizing benefits from them
- Managing public and employee expectations

5-YEAR PLAN

CEO

Vision/Overall Goal 2015- 2019

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

2014 Accomplishments

1. Undertook update of Board Governance Policies (Should complete update by November 2015)
2. Completed RFTA 2014 5-Year Strategic Plan (Adopted in July 2014)
3. Completed 15-Year Long-Range Financial Forecast (Completed in June 2014)
4. Completed 15-Year Financial Sustainability Plan (Not completed in 2014. Should be completed by 3/6/15)
5. Completed "Draft" Corridor Access Control Policy of the Corridor Comprehensive Plan (Completion and adoption of the Access Control Plan and Design Guidelines are scheduled for 4/9/15 to allow adequate time for review and comment by jurisdictional staffs and the public)
6. Obtained 3rd-Party Safety & Security Accreditation (The CTAA Safety & Security Accreditation review has been completed. The preliminary report indicates that RFTA will receive the Accreditation; however, the formal certificate has not been received as of yet)
7. Undertook planning for expansion of the Glenwood Maintenance Facility (Design will likely not be completed until 2015/2016. Construction contingent upon funding. 2016 looking like the earliest this project can be completed)
8. Obtained a Board decision regarding the continuation of the Carbondale Circulator Service (The RFTA Board approved the continuation of the Carbondale Regional Connector service through 2015 at 9/11/14 Board meeting.)
9. Made significant progress implementing IT Reporting/Metrics/Performance Monitoring Systems (Not completed; however, significant progress was made toward this goal in 2014. Additional work will be required in 2015. Staff will need to be trained to use Crystal Reports in order to efficiently generate the types of reports necessary to achieve this goal).
10. Made significant progress closing out BRT and other FTA and CDOT expended grants (The FTA BA issue will essentially be resolved early in 2015. Other expiring or expended FTA and CDOT grants were successfully closed out in 2014).
11. Undertook Phase I of RFTA Office Space and Employee Housing Master Plan (The first phase of the Facilities Master Plan process was undertaken in 2015 and should be completed by June 2015. Subsequent phases will depend upon the outcome of phase 1 and resources available)
12. Obtained RFTA Board decision regarding long-term approach for Legal Services, i.e. In-house Counsel versus Contract Counsel (At the 9/11/14 meeting, the RFTA Board voted to contract with Paul Taddune to serve as the RFTA General Counsel)

2015 – 2019 Goals

YEAR 1 (2015)

1. Develop/implement CEO and Management Team Succession Plan (August 2015)
2. Implement Organizational Structure Review recommendation (July 2015)
3. Update RFTA Board Governance Policies (November 2015, and ongoing)
4. Update RFTA 5-Year Strategic Plan (January 2015 for Year 2015 Plan; November 2015 for year 2016 Plan)
5. Update RFTA 15-Year Financial Forecast (November 2015)
6. Update RFTA 15-Year Financial Sustainability Plan (Complete by February 2015; update again November 2015)

7. Complete Long-term Capital Replacement Plan (November 2015)
8. Complete design of the Glenwood Maintenance Facility (December 2015, contingent upon resources)
9. Develop a Grand Avenue Bridge Transit Mitigation Plan in Cooperation with Glenwood Springs and CDOT (December 2015)
10. Create Transit Service Optimization Plan (August 2015)
11. Create RFTA Customer Service Plan (September 2015)
12. Develop robust training programs for all levels of the organization (October 2015)
13. Develop a web-based system for documenting and linking RFTA policies, procedures, and processes (initiate in 2015, this will take three-years to completed, and then it will be updated annually thereafter)
14. Provide support for expansion of WE-Cycle throughout Roaring Fork Valley (ongoing)
15. Update RFTA Personnel Guidelines (Completed by February 2015; update for 2016 by September 2015)
16. Work with Legislature to extend property tax sunset beyond 2019 and to include Eminent Domain Power for RTA's (During 2015 Legislative Session)
17. Develop 5-Year Strategic Plan for the Garfield County Traveler Senior Transportation Program (June 2015)
18. Decision on Continuation of Carbondale Commuter Connector (by September 2015)
19. BRT closeout (by 12/31/15)

YEARS 2-5

1. Update CEO and Management Team Succession Plan
2. Update RFTA Board Governance Policies
3. Update RFTA 5-Year Strategic Plan
4. Update RFTA 15-Year Financial Forecast
5. Update RFTA 15-Year Financial Sustainability Plan
6. Update Long-term Capital Replacement Plan
7. Undertake Construction of the Glenwood Maintenance Facility Expansion
8. Update Transit Service Optimization Plan
9. Update RFTA Customer Service Plan
10. Partner with Colorado Association of transit Agencies, other Transit Systems, and CDOT to secure statewide funding for Transit
11. Complete implementation of Organizational Structure Review recommendations
12. Identify funding for Mid-Valley Circulator systems
13. Continue to Provide support for expansion of WE-Cycle throughout Roaring Fork Valley
14. Update RFTA Personnel Guidelines
15. Continue working, as needed, with Legislature to extend sunset property tax authority beyond 2019 and to include Eminent Domain Power for RTA's
16. Obtain 3rd-Party Safety & Security Accreditation (every 3 years)
17. Build Partnerships with Garfield County and Western Colorado County Communities
18. Create Transit/Trails Advisory Board
19. Develop/Implement Staff Development Plan

FACILTIES & TRAILS

Vision/Overall Goal 2015 – 2019

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

1. Capital Development: Develop a long-term (20-30 year) capital development program for RFTA's maintenance facilities, housing, office space, bus stops and park and rides, and implement this program in a cost-efficient and professional manner. Design and construct projects, on time and on budget, that will improve and sustain RFTA's services for the next twenty years
2. Facilities Maintenance: Implement the Trapeze EAM software and use this system to develop a professional-Facilities Maintenance Department to manage and maintain RFTA's facilities and assets.
3. Asset Management: Implement an accountable and efficient asset management program to plan and budget the year-to-year and long term maintenance of assets
4. Rail corridor: Complete the Rio Grande Corridor Comprehensive Plan, and continue to manage the rail corridor in a professional manner that preserves its Rail Banked status and the ability to construct and operate a future mass transit system.

2014 Accomplishments

1. Completed Design of Rubey Park Transportation Center Renovation Project
2. Completed the construction of the Phase 1 & Phase 2 AMF Renovation Project
3. Initiated Design of Phase III of the Aspen Maintenance Facility Re-commissioning Project
4. Completed construction of the Aspen Airport underpass and VelociRFTA stations
5. Completed the implementation of the facilities module of the Enterprise Asset Management System
6. Initiated design of the West Glenwood Springs Sidewalk/Trail and Park and Ride
7. Started the 20-yr Housing and Office Space Master Plan
8. Completed $145,000 of high priority trail repairs and maintenance; approximately 1,400 linear feet
9. Substantially completed the appraisal process for the RFTA Wye Property in Glenwood Springs
10. Started collaborating with the Carbondale Creative District for community improvements (public art, pocket parks) along the RGT railroad corridor-trail from the Carbondale VelociRFTA station to Snowmass Drive in downtown Carbondale
11. Installed approximately 100 edible, native trees, plants and shrubs near the 8th St. crossing, as part of the Carbondale Creative District

2015 - 2019 Goals

YEAR 1 (2015)

Capital Projects

1. Rubey Park Renovation Project (bid and begin construction)
2. Complete design and initiate construction of the AMF Phase III (bidding and initiation of construction)
3. Design and construct the West Glenwood Springs Park & Ride Sidewalk/Trail
4. Bid and build Carbondale VelociRFTA Park & Ride Expansion
5. Bid and build the New Castle Park & Ride
6. Assist Town of Basalt in design and construction of Basalt Avenue Pedestrian Crossing (Town of Basalt is the lead agency and is grantee on all grants)
7. Implement a renewable energy offset of Holy Cross utility bills via a lease/purchase of panels in a Clean Energy Collective Community Solar Farm
8. Design and construct temporary parking for approximately 20 buses at the Glenwood Maintenance Facility
9. AABC Pedestrian Crossing (functionally complete in 2014; closeout project management in 2015)
10. AMF Phase I and II (functionally complete in 2014; close out project management in 2015)

Long Term Strategic Planning Projects

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

Rio Grande Railroad-Trail project ideas

1. Irrigation system on the RGT through Carbondale; roughly 1 mile long and 100 feet wide. Design is complete and estimated total project cost is $2,000. Estimated installation cost is $200,000
2. Improve river access from the RGT at the Satank Bridge. Build steps into the hillside to prevent slips down the steep bank. Estimated total project cost is $5,000 for installation of railroad ties that RFTA owns
3. Improved educational, interpretive and directional wayfinding signs. Topics could include natural history, railroad history, native plants, wildlife, etc. As part of the Carbondale Creative District, RFTA may receive some money to pay local artists to fabricate artistic signs using rail implements etc. An estimated total project cost is $3,500
4. Soft surface pedestrian/equestrian trail adjacent to the existing asphalt RGT. Prioritize heavily traveled sections first
5. Continue native/edible landscaping and seeding projects. Estimated total project cost is $5,000
6. Asphalt repair projects. Approximately 2,000 linear feet; Estimated total project cost is $275,000
7. Shoulder repair and construct retaining walls where necessary. Estimated total project cost is $200,000
8. Install "Do-It-Yourself" bike repair stations at strategic locations. Estimated $1,400 per station

YEARS 2-5

1. GMF Expansion
2. Buttermilk Pedestrian Crossing
3. 27th Street Pedestrian Crossing(s)
4. SH133/Village Road Pedestrian Crossing
5. Intermodal Center/BRT Station in downtown GWS
6. Bus Operators' break area at 27th.

FINANCE

Vision/Overall Goal 2015-2019

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

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

2014 Accomplishments

1. Successfully revised Financial Reserve Policy 2.5.5 with Board approval of Resolution 2014-04
2. Completed Standard & Poor's rating review of RFTA's 2005 Certificates of Participation resulting in the affirmation of its A- issuer credit rating
3. Received the Distinguished Budget Presentation Award from the GFOA for RFTA's 2014 Budget document
4. Developed RFTA's long-range financial forecast in cooperation with the CEO and all Departments and subsequent presentations at the Board Retreat and 2015 budget presentation at the November RFTA Board meeting
5. Completed the final allocation analysis of bond proceeds of 2009 A and B bonds
6. Continued a succession plan to allow the Assistant Director to assume Director responsibilities effectively
7. Maintained business continuity following the sudden loss of Accounting Supervior
8. Obtained a clean 2013 audit.

2015 - 2019 Goals

YEAR 1 (2015)

1. Obtain the Distinguished Budget Presentation Award from the GFOA for RFTA's 2015 Budget documents
2. Identify and monitor ongoing post-issuance compliance matters pertaining to bonds
3. Continue to implement a succession plan to allow the Assistant Director of Finance to assume Director of Finance responsibilities effectively
4. Develop an ITS data transition plan for the improved transmission of ridership, transit hours and transit mileage reports
5. Explore opportunities to refine cash collection processes pertaining to ticket vending machines and fareboxes
6. Hire FTEs as soon as possible for the following 2 positions: Payroll Specialist and an Accounts Receivable and Revenue Receiving Specialist
7. Update existing documentation for workflow policy/procedures and succession planning for integration with centralized best practices software for RFTA
8. Strive to start the 2016 budget process in August, and provide a draft budget to RFTA Board in September, to allow more time for the Board and management to review budget priorities and projects

YEARS 2-5

1. Obtain unqualified (or "clean") opinions from the independent auditor for RFTA's Financial Statements for 2015-2018
2. Obtain the Distinguished Budget Presentation Award from the GFOA for RFTA's 2016-2019 Budget documents
3. Maintain and monitor and disseminate RFTA's budget and annual financial forecast on a monthly basis, in cooperation with Department Directors
4. Develop and update RFTA's long-term financial forecast in cooperation with all Departments

5. Incorporate quarterly or bi-annual review of forecasts with Service Contract partners.
6. Identify and monitor bond issue compliance matters
7. Develop and streamline the collection and dissemination of data (from IT, Operations, Maintenance and Facilities) required for financial projections and reporting
8. Develop and implement a succession plan for the Assistant Director and other key staff to ensure the Department's long-term capabilities as staff retires or transitions
9. Develop a data transition plan for the Finance Department for the improved transmission of RFTA's new ITS data
10. Participate in and support efforts to seek additional revenue sources to fund long term needs and assist in developing strategies to obtain them
11. Review, revise and consolidate financial policies into one document for ease and efficiency of reference

FLEET MAINTENANCE

Vision/Overall Goal 2015-2019

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

2014 Accomplishments

1. Led the implementation of Enterprise Asset Management systems for Fleet
2. Was a major contributor to the development and implementation of the Consolidated Mountain Purchasing Consortium (CMPC), which developed a consolidated multi-year RFP to purchase vehicles for transit agencies in the Intermountain Region. RFTA ordered five vehicles through this program, which will be delivered in 2015

2015 - 2019 Goals

YEAR 1 (2015)

1. Work with Facilities and Operations to develop maintenance facilities improvements to address the significant impacts of BRT and the CNG programs
2. Research and plan options to address the operational impacts of maintenance facilities construction projects
3. Develop a phasing plan for facilities projects, consistent with funding availability and operational impacts
4. Lead and develop the implementation of the Fleet, Facilities and Trails EAM Project
5. Train new employees and mid-management to address the new needs and impacts of BRT expansion
6. Coordinate with applicable departments in budget and budget adherence reporting
7. Develop accountability, ownership, and communications with Finance in the implementation of the Fleet, Facilities and Trails EAM Project

YEARS 2-5

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

HUMAN RESOURCES

Vision/Overall Goal 2015-2019

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

2014 Accomplishments

1. Conducted a survey for seasonal employees and for full-time employees to better understand employee satisfaction with RFTA benefits
2. Established an Employment Law on-line training course, which was deployed on 8/25/2014, consistent with CMC's academic calendar
3. Developed and implemented a detailed pre-hire fitness for duty evaluation for winter seasonal employees, to reduce workers' compensation claims and improve safety
4. Implemented a summer survey for all employees to gauge job satisfaction obtain feedback and guidance for improvements
5. Substantially completed update of RFTA Personnel Guidelines

2015 - 2019 Goals

YEAR 1 (2015)

1. Complete the update of the RFTA Personnel Guidelines
2. Revise the Administrative Personnel Performance Evaluation form to ensure that all performance is tied to agency goals and objectives.
3. Purchase/implement a software system to be used for all RFTA performance evaluation forms; customized for each department
4. Implement a summer survey to better understand employee satisfaction with benefits (specifically Colonial versus Aflac), and to enact positive changes accordingly
5. Expand the utilization of "Train the Trainer" online training consoles and employee training consoles
6. Establish a library of accessible, up-to-date and quality on-line training for the management team, middle managers and supervisors. A sampling of our topics would be employment law, harassment, discrimination, EEOC compliance as well as How to be an Effective Manager
7. Conduct a manager/supervisor training class with face-to-face onsite training classes to be offered to directors, managers and middle-management in Summer 2015
8. Work with Safety & Risk Manager to enhance safety and risk newsletters to increase education and minimize claims
9. Work with Safety & Risk Manger to create safety violation policies to improve workplace safety and reduce safety-related costs
10. Develop a pre-hire fitness for duty evaluation process for any full time drivers that are hired. This testing will also be used to validate concerns about someone returning from a Worker's Comp claim
11. Improve means of communication with all employees in the agency by creating a RFTA email address for every RFTA employee

YEARS 2-5

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

INFORMATION TECHNOLOGY

Vision/Overall Goal 2015-2019

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

2014 Accomplishments

1. Replaced approximately 14 outdated desktop and laptop computers
2. Installed two new Ticket Vending Machines at BRT stations
3. Installed Wi-Fi on 50% of fleet
4. Installed 2 new metro Ethernet lines

2015 - 2019 Goals

YEAR 1 (2015)

1. Replace two of RFTA's oldest servers and move them to non-critical roles
2. Begin creating Virtual Desktop systems
3. Replace 5-7 Desktop and 5-7 Laptop Computers with faster more efficient computers each year
4. Upgrade entire RFTA fleet (except BRT vehicles) with new Digital Video Recorders and Cameras (55 buses)
5. Install a new or updated phone system that includes messaging and video conferencing capabilities.
6. Redesign www.RFTA.com website with new features
7. Continuously develop mobile apps
8. Install third metro ethernet line
9. Equip entire bus fleet with Wi-Fi capability
10. Move IT equipment, and reconfigure routes and driver assignments, consistent with construction phasing of the Rubey Park Renovation Project

YEARS 2-5

1. Investigate advanced safety devices for buses, such as lane adherence and pedestrian safety monitoring devices
2. Investigate more advanced technologies for bus automated vehicle location systems and communications systems
3. Develop custom dashboards for all departments that show all relevant data at a glance

MARKETING

Vision/Overall Goal 2015-2019

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

2014 Accomplishments

1. Updated and streamlined content management of RFTA social media sites and the RFTA Transit & Trails blog as well as improved our outreach and tripled our followers on the social media sites we utilize: Facebook, Twitter, Instagram, LinkedIn and Pinterest
2. Developed a timeline and procedure for issuance of bus schedules for season changes for the next two years
3. Launched RFTA E-Newsletters to supplement our quarterly newsletters
4. Increased our photo stock for use in all applications throughout RFTA
5. Re-arranged our advertising and media expenditures for 2015 to make better use of the marketing budget and to provide more reach to riders and potential riders
6. Enhanced on-vehicle communications with a new passenger etiquette campaign which is live on buses now
7. Produced a 2014-15 RFTA Riders Guide

2015 - 2019 Goals

YEAR 1 (2015)

1. Re-design and modernize the primary RFTA website www.RFTA.com to refresh graphics and make the format more user-friendly and effective
2. Grow and establish a regular public email-news and communications strategy
3. Improve the ease of understanding and using transit within our region through enhanced passenger information tools and effective use of available technology
4. Implement employee internal e-newsletters to enhance communications within the company
5. Expand RFTA's existing passenger email database

YEARS 2-5

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

OPERATIONS

Vision/Overall Goal 2015-2019

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

2014 Accomplishments

1. Worked with the IT Department to analyze on-time performance of various routes, using new ITS tools, and made timing changes to routes accordingly
2. Created 12 refinements to the Winter 2014-2015 schedule
3. Hired, trained and deployed 42 new drivers and (pending) 10 new extra-board drivers for the peak winter season, the highest number of work shifts ever. RFTA is fully staffed
4. Trained and hired a second Operations Manager
5. Successfully implemented and operated BRT and managed system-wide transit services during a time of unprecedented growth in ridership

2015 - 2019 Goals

YEAR 1 (2015)

1. Hire and retain the full complement of drivers and other staff needed to meet service demands
2. Develop preliminary service plans in anticipation of the closure of the Grand Avenue Bridge in Glenwood Springs
3. Develop programs to retain competent drivers
4. In concert with our HR Department, revise our personnel policies to improve employee attendance
5. Evaluate incentive programs to offset seniority based scheduling practices – improving the job satisfaction of less senior drivers
6. Develop communications and operations plans both internally and externally to address the shifting transportation logistics with the construction of Rubey Park
7. Create more detailed job descriptions for each position

YEARS 2-5

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

PLANNING

Vision/Overall Goal 2015-2019

We will work creatively, cooperatively and comprehensively with our partners in the public, private and non-profit sectors and other groups to create healthy and vibrant communities.

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

2014 Accomplishments

1. Created the 2014 5-Year Strategic Plan, and the 2015 Update
2. Created a process for effectively monitoring and reporting on progress of the Strategic Plan
3. Finalized Service Standards
4. Finalized Infrastructure Guidelines
5. Developed a quality TAP grant proposal, in partnership with Town of Basalt, to design and construct the Basalt Avenue Pedestrian Crossing
6. Substantially completed the Regional Travel Patterns Study
7. Completed the 2014 Passenger Survey
8. Implemented the Bicycle/Pedestrian Transit Access Plan
9. Completed the Regional Transit Oriented Development (TOD) Assessment
10. Advanced the off-site solar array concept to the "Due Diligence" stage
11. Developed a successful grant proposal to Garfield County Federal Mineral Lease District (GCFMLD) to purchase a 57-passenger transit coach for Grand Hogback service

2015 - 2019 Goals

YEAR 1 (2015)

1. Update the RFTA 5-year Strategic Plan (2015-2019)
2. Work with Facilities and other departments to fund, plan and implement (portions of) the Glenwood Maintenance Facility Renovation and Expansion Project
3. Develop and submit a high-quality TIGER grant application to renovate and expand the Glenwood Springs Maintenance Facility
4. Establish proficiency in assembling and reporting data generated from the new ITS systems
5. Implement and continually improve the Performance Monitoring Plan
6. Complete the Bicycle, Pedestrian and Transit Access Plan (BPTAP)
7. Implement an Access to BRT Plan, which will assess the viability of accessing BRT and "last mile" destinations around the BRT stations within each community, in conjunction with the Bicycle, Pedestrian & Transit Access Plan (BPTAP)
8. Work cooperatively with a RFTA member jurisdiction to develop a grant application for design and/or construction of at least one additional grade-separated bicycle/pedestrian crossing
9. Work with surrounding jurisdictions, acquire grant funding and local match for one multimodal planning project of regional significance
10. Purchase PV panels in a CEC Community Solar Farm to offset Holy Cross electricity usage
11. Find funding and develop an RFP to conduct an existing and future fleet inventory and service needs evaluation. This evaluation should consider various ridership increase projections, and show how those ridership projects will influence fleet and facility needs

YEARS 2-5 (2016-2019)

1. Implement ITS Proficiency Plan (see below)
2. Implement the Performance Monitoring/Service Standards Plan by providing quarterly reports to the Board and Staff

3. Obtain Local/State/Federal grants for the GMF expansion and other high-priority projects
4. Continue the Regional Roundtable meetings 2-3 times per year to maintain regional cohesion, communication and goal-setting among RFTA and the local governments
5. Create compelling, high-quality and successful TIGER grant proposals
6. Identify and participate in at least one professional development opportunity each year
7. Work with Facilities/Trails Department to complete the Rio Grande Trail Comprehensive Plan
8. Continue to develop projects and secure funding for projects that meet both of RFTA's environmental and financial sustainability goals

PROCUREMENT

Vision/Overall Goal 2015-2019

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

2014 Accomplishments

1. Hired a new contract administrator in 2013 who provided a report on the status of all 2013-2014 contracts
2. In 2014, the Procurement Dept. issued 55 contracts, 32 tasks orders or letters of agreement and 40 contract renewals
3. Collaborated with the Finance Department regarding project budgets, vendor invoicing and other governing procurement and accountability policies
4. Collaborated with the Planning Department to coordinate receipt of grants with project budgets and procurement timelines
5. Conducted training sessions with various businesses to hel p them better understand RFTA's procurement and contract administration processes

2015 - 2019 Goals

YEAR 1 (2015)

1. Investigate the feasibility of developing and implementing an e-procurement and purchase order system that would facilitate departments' ability to make easier micro (< $3,000) and small (< $100,000) purchases
2. Develop performance criteria by which RFTA's current vendors may be assessed and/or awarded contracts
3. Develop and plan procurement training geared specifically toward the department's internal customers to highlight updates in the Procurement Policies and Procedures Manual
4. Update the Procurement Policies & Procedures Manual to reflect RFTA's manner of doing business
5. Continue to collaborate with the Finance Department regarding project budgets, vendor invoicing and other governing purchasing and accountability policies
6. Continue to collaborate with the Planning Department to coordinate receipt of grants with project budgets and procurement timelines

YEARS 2-5

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

SAFETY & TRAINING

Vision/Overall Goal 2015-2019

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

2014 Accomplishments

1. Continued development of training program for new supervisors
2. Completed Safety, Security, and Emergency Preparedness Plan (SSEPP)
3. Developed more thorough accident analysis for vehicle crashes and other incidents
4. Conducted an independent safety and security audit and received the Community Transportation Association of America (CTAA) accreditation
5. Procured a fire extinguisher training system
6. Made significant updates to the Operations Training Manual
7. Started an ADA/Wheelchair Lift Training Plan

2015 - 2019 Goals

YEAR 1 (2015)

1. Implement recommendations from the independent safety and security audit that are at least as stringent as the CTAA audit
2. Continue developing regular generic supervisory skills training
3. Continue to hold regular Executive Safety Committee meetings
4. Conduct ongoing regular evacuation drills and training for all staff
5. Seek grant funding for a bus operator simulator to enhance driving skills
6. Update annually the Safety, Security, and Emergency Preparedness Plan (SSEPP)
7. Continue updating Operations' Training Manual
8. Update the In-Service Training Curriculum for Operations and Facilities Department Employees
9. Continue to participate in National and Colorado State RTAP program development
10. Continue to develop comprehensive accident analysis reporting for vehicle incidents and crashes
11. Change RFTA vernacular by changing "accidents" to "crashes", to show that most accidents involve choices
12. Conduct regular emergency procedures/evacuation drills training for all staff
13. Institute an Exposure Control Plan for affected employees working in the field
14. Complete the ADA/Wheelchair Lift Training Plan and have all drivers take the training bi-annually, at a minimum

YEARS 2-5

1. Reduce crash/injury rates and costs
2. Continue department appropriate training program development
3. Develop backup personnel and their skills