

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

TIME: 8:30 a.m. – 11:30 a.m., Thursday, November 11, 2021

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

Or 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 on the Board Meeting page.

(This Agenda may change before the meeting)

	Agenda Item	Policy	Purpose	Est. Time
1	Call to Order / Roll Call:		Quorum	8:30 a.m.
2	Executive Session			
	A. One Matter: Paul Taddune, General Counsel: Pursuant to C.R.S. 24-6-602 (e) and (f): CEO Performance Review	3.5.2.B.	Executive Session	8:31 a.m.
3	Approval of Minutes: RFTA Board Meeting October 14, 2021, page 3		Approve	8:50 a.m.
4	Public Comment: 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).		Public Input	8:55 a.m.
5	Items Added to Agenda – Board Member Comments:	4.3.3.C	Comments	9:00 a.m.
6	Consent Agenda			9:05 a.m.
	A. Resolution 2021-19: Authorization to Submit Grant Application to Federal Transit Administration (FTA) Section 5339(b) Program to Fund Construction of the Glenwood Springs Maintenance Facility (GMF) – David Johnson, Director of Planning, page 13	4.2.5	Approve	
	A. Memorandum of Understanding Pertaining to a Feasibility Study to Determine the Capacity of the USFS Parcel for Employee Housing – Mike Hermes, Director of Facilities, pg 16	4.2.5	Approve	
	B. EOTC / RFTA No-Fare Service Transfer Memorandum of Understanding (MOU) & EOTC Thank You Letter – Dan Blankenship, CEO, page 18	4.2.5	Approve	
7	Presentations/Action Items Agenda:			
	A. Background Presentation and Discussion Regarding RFTA Governing Policies (Part 1) – Dan Blankenship, CEO, page 20	2.0	Discussion /Direction	9:10 a.m.
	B. RFTA Regional Bikeshare/First-Last Mile Mobility Study Update – Adrian Witte, Toole Design, and David Johnson, Director of Planning, page 21	4.2.5	Discussion /Direction	9:35 a.m.
	C. Creation of First and Last Mile Mobility (FLMM) Reserve in RFTA’s General Fund – Michael Yang, CFOA, page 25	2.5.5	Discussion /Direction	10:05 a.m.
	D. Presentation of 3 rd Draft of RFTA 2022 Budget – Michael Yang, CFAO, and Paul Hamilton, Director of Finance, page 28	4.2.5	Discussion /Direction	10:35 a.m.
	(Agenda Continued on Next Page)			

	Agenda Item	Policy	Purpose	Est. Time
8	Information/Updates:			
	A. CEO Report – Dan Blankenship, CEO, <i>page 47</i>	2.8.6	FYI	11:15 a.m.
9	Issues to be Considered at Next Meeting:			
	To Be Determined at the November 11, 2021 Board Meeting	4.3	Meeting Planning	11:20 a.m.
10	Next Meeting: 8:30 a.m. – 11:30 a.m., December 9, 2021, In-person at Carbondale Town Hall and via Webex Teleconference (Details to be provided later)	4.3	Meeting Planning	11:25 a.m.
11	Adjournment:		Adjourn	11:30 a.m.

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**ROARING FORK TRANSPORTATION AUTHORITY
BOARD MEETING MINUTES
October 14, 2021**

Board Members Present:

Dan Richardson, Chair (Town of Carbondale); Bill Kane, Vice-Chair (Town of Basalt); Art Riddile (Town of New Castle); Torre (City of Aspen); Greg Poschman (Pitkin County); Jeanne McQueeney (Eagle County); Alyssa Shenk (Town of Snowmass Village); Jonathan Godes (City of Glenwood Springs)

Non-Voting Alternates Present

Bill Madsen (Town of Snowmass Village); Shelley Kaup (City of Glenwood Springs)

Staff Present:

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, Angela Henderson, Abbey Pascoe, Brett Meredith and Gustavo Hurtado, Facilities and Trails Department; Paul Hamilton, Director of Finance; David Johnson and Jason White, Planning Department; Tammy Sommerfeld, Procurement Department; Jennifer Balmes, Web-Designer and Marketing Assistant; Mike Christenson, Director of Vehicle Maintenance; John Blair, Operations Manager

Visitors Present (in person or via WebEx):

David Pesnichak (EOTC/Pitkin County); John Krueger and Lynn Rumbaugh (City of Aspen); Terri Partch and Linda DuPriest (City of Glenwood Springs); Adrian Witte (Toole Design); Mirte Mallory and James Curry (WE-cycle); Susan Philip and Bryana Starbuck (citizens)

Agenda

1. Call to Order/Roll Call:

Dan Richardson called the RFTA Board of Directors to order at 8:33 a.m. Richardson declared a quorum to be present (8 member jurisdictions present) and the October 14, 2021 RFTA Board of Directors meeting began at 8:34 a.m.

2. Executive Session:

- A. Two matters:** 1) Pursuant to C.R.S. 24-6-402(4)(a) The purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interests (Possible acquisition of property for 27th Street Park & Ride facility); and 2) Pursuant to C.R.S. 24-6-602 (e) and (f): CEO Employment Agreement

Jeanne McQueeney moved to adjourn from the Regular Board Meeting into Executive Session and Alyssa Shenk seconded the motion. The motion was unanimously approved. Executive Session began at 8:35 a.m.

Staff Present: Dan Blankenship, CEO; Paul Taddune, General Counsel; Kurt Ravenschlag, COO; Michael Yang, CFAO; Nicole Schoon, Secretary to the Board; and Mike Hermes, Director of Facilities

Shenk moved to adjourn from Executive Session into the Regular Board Meeting and Jonathan Godes seconded the motion. The motion was unanimously approved.

No action was taken during the Executive Session. Executive Session adjourned at 8:50 a.m.

Art Riddile motioned to approve the Acquisition of the Property at 27th Street Park and Ride Facility from Vail Resorts, at the Cost of \$2.5 Million, upon approval as to form by the General Counsel. Greg Poschman seconded. The motion was unanimously approved.

Jonathan Godes motioned to approve the Extension of Dan Blankenship's Employment with RFTA for an Additional Two (2) Years, through December 31 2023, Kane seconded the motion. The motion was unanimously approved.

3. Approval of Minutes:

Bill Kane moved to approve the September 9, 2021 Board Meeting Minutes, and McQueeney seconded the motion. The motion was unanimously approved.

4. Public Comment:

Richardson asked if any member of the public would like to address the Board or make a comment regarding items not on the October 14, 2021 Board Agenda.

No members of the public had any comments.

Richardson closed Public Comments at 8:54 a.m.

5. Items Added to Agenda – Board Member Comments:

Richardson asked if there were any items that needed to be added to the October 14, 2021 Board meeting Agenda.

No items were added to the October 14, 2021 Board meeting Agenda.

Richardson asked if any Board member had comments or questions regarding issues not on the October 14, 2021 Board meeting Agenda.

Art Riddile thanked Dan Blankenship for his leadership within RFTA, he continues to make RFTA better.

Greg Poschman stated that Pitkin County is exploring methane capture as an alternative fuel source. This would allow the County to capture and flare or burn the methane for electricity. He is hoping, if the time should come, that the County will have full buy-in from the RFTA Board.

Richardson closed Board comments at 8:57 a.m.

6. Consent Agenda:

A. General Executive Constraint Policy 2.0 – Dan Blankenship, CEO

The CEO shall not knowingly cause or allow any practice, activity, decision or organizational circumstance that is unlawful, unethical, imprudent, in violation of the Intergovernmental Agreement, or in violation of commonly accepted business practices. Compliance has been reported for the General Executive Constraint Policy 2.0.

Kane moved to approve the General Executive Constraint Policy 2.0, and Shenk seconded the motion. The motion was unanimously approved.

B. Treatment of the Public Policy 2.1 – Dan Blankenship, CEO

The schedule for monitoring CEO performance requires the CEO to submit a monitoring report to the Board regarding *Treatment of the Public – Policy 2.1*, on an annual basis. This report is due in

February each year and this report is overdue. Non-Compliance was reported due to the CTAA Safety and Security Accreditation on-site inspection not being conducted due to COVID-19.

Kane moved to approve the General Executive Constraint Policy 2.1, and Shenk seconded the motion. The motion was unanimously approved.

- C. **Resolution 2021-17: A Resolution to Amend Section 6.07 of the RFTA Bylaws to Authorize Remote Participation in RFTA Board Meetings and Provide the CEO with Authority to Expend up to One Hundred Thousand (\$100,000.00) Dollars with the Advice and Consent of the Board Chair to Address Emergencies Presented in Connection with the COVID-19 Pandemic – Paul Taddune, General Counsel and Dan Blankenship**

Section 6.07 of the RFTA Bylaws should be permanently amended to permit remote participation by the Directors at Board meetings. While not intended to be a substitute for in-person Board meetings, the ability of Board members to attend meetings remotely can promote greater participation than might otherwise be the case when schedules and other circumstances preclude attending the meetings in person.

During the pandemic, staff also believes that authorizing the CEO to expend up to \$100,000 for COVID-19-related supplies, service, and activities, with the Advice and Consent of the Board Chair, is a prudent contingency measure.

Kane moved to approve Resolution 2021-17: A Resolution to Amend Section 6.07 of the RFTA Bylaws to Authorize Remote Participation in RFTA Board Meetings and Provide the CEO with Authority to Expend up to One Hundred Thousand (\$100,000.00) Dollars with the Advice and Consent of the Board Chair to Address Emergencies Presented in Connection with the COVID-19 Pandemic, and Shenk seconded the motion.

A Roll Call Vote was Taken:

Dan Richardson	Yes
Jeanne McQueeney	Yes
Art Riddile	Yes
Greg Poschman	Yes
Torre	Yes
Alyssa Shenk	Yes
Bill Kane	Yes
Jonathan Godes	Yes

The motion was unanimously approved.

7. Presentations/Action Items Agenda:

- A. **Background Presentation and Discussion Regarding RFTA Formation IGA and RFTA Funding History – Dan Blankenship, CEO**

The Roaring Fork Transportation Authority (RFTA) Intergovernmental Agreement (IGA) had several obstacles to overcome to be finalized. There needed to be a realization that each community shared the importation of their employees from other communities. There was also a concern that with a simple majority voting requirement, resources and services could be reallocated, and that contributions of dedicated sales taxes could be allocated to other community's needs. The RFTA IGA was finalized in 2020 with a 2/3rd Super Majority voting requirement, which was the key to overcoming these obstacles.

The 2/3rd Super Majority voting requirement stated that of the seven (7) member jurisdictions, it would require five (5) of the jurisdictions to pass any resolutions of the RFTA Board. When the Town of New Castle joined RFTA in 2004, there were eight (8) member jurisdictions and the IGA was amended to state that no matter how many member jurisdictions joined the RFTA Board, three (3) member jurisdictions would be able to veto the will of the majority.

To ensure continuity of service in the case that a Super Majority vote is not approved regarding the annual budget, the IGA instituted a safeguard that if the annual budget is not approved RFTA's budget for that year shall be the prior year's budget.

RFTA Guiding Principles adopted following 2002 RFTA Board Retreat:

1. It is our strategic intent to implement rapid transit, trail development and corridor management in the region through concerted, long-term consideration and planning.
2. Consistent with the above, the RTA Board will focus on long-term economic planning as one of its key responsibilities.
3. The Corridor Investment Study/Draft Environmental Impact Statement will be completed and used for educating the public and to create the basis for useful agreements about our future.
4. Our ultimate benefit is best measured from a regional perspective (rather than from a jurisdictional focus on benefits received and revenue paid).
5. The Board will either provide clarity and clear direction or ask the questions it needs answers to without micro-managing the Staff.
6. The RTA Board will endeavor to focus on high-level, strategic and policy issues and delegate authority and decision-making, as appropriate, to the Staff.
7. The Board will strive to view transportation issues within the context of other regional issues, such as mobility, affordable access, affordable housing, and land use.
8. Our attitude will demonstrate a willingness to think big, aim high, plan realistically, and perform extraordinarily well.
9. All budgets should include total costs, including capital replacement and depreciation.
10. The relationship between ridership and affordability should always be considered.

Funding History:

- 2000 – 7 local governments (City of Aspen, Pitkin County, Town of Snowmass Village, Town of Basalt, Eagle County, Town of Carbondale, and City of Glenwood Springs) executed an IGA and placed RTA issue on ballot, all jurisdictions passed the ballot issue.
- 2004 – Town of New Castle joined RFTA with a 0.4% RFTA sales and use tax levy.
- 2004 – Region-wide election success on a 0.2% sales tax increase.
- 2008 – Region-wide election success on a 0.4% sales tax increase and \$44 million bonding authority.
- 2018 – Region-wide election success on a 2.65 Mill Levy Property Tax and \$74.675 million bonding authority.

Pre-RTA Funding for Regional Transit (\$4.3 Million)

- Aspen – 46%
- Snowmass – 13%
- Pitkin County – 28%
- Basalt – 5%
- Eagle County – 2%
- Glenwood Springs – 5%
- Carbondale – 1%

Post-RTA Funding for Regional Transit (\$6.5 Million)

- Aspen – 35%
- Snowmass – 10%
- Pitkin County – 21%

- Basalt – 5%
- Eagle County – 1%
- Glenwood Springs – 24%
- Carbondale – 4%

2018 RFTA 2.65 Mill Property Tax Revenue by Jurisdiction

- New Castle - \$122,291 (1.37%)
- Glenwood Springs - \$576,450 (6.45%)
- Carbondale - \$338,838 (3.79%)
- Eagle County - \$227,862 (2.55%)
- Basalt - \$402,596 (4.50%)
- Snowmass Village - \$1,132,205 (12.67%)
- Pitkin County - \$2,225,654 (24.90%)
- Aspen - \$7,270,314 (43.77%)

2020 RFTA Sales & Property Tax by Jurisdiction

- Aspen – 42%
- Pitkin County – 18%
- Glenwood Springs – 15%
- Snowmass Village – 10%
- Basalt – 6%
- Carbondale – 5%
- Eagle County – 3%
- New Castle – 1%

B. Options Regarding Potential Transfer of No-Fare Service from EOTC to RFTA – Dan Blankenship, CEO, Michael Yang, CFAO, and Kurt Ravenschlag, COO

With respect to sales and use taxes levied under RFTA’s own authorization in its member jurisdictions, RFTA has also benefited as a result of HB19-1240. While its use tax collections are going down, its sales tax collections are going up. In addition, RFTA is also receiving sales tax collections on Ecommerce sales.

A significant portion of the EOTC’s use tax collections are being transferred to RFTA’s 81.04% share of the Pitkin County 0.5% mass transit sales tax. So, while RFTA benefits, the EOTC is experiencing a significant reduction in revenue it previously used to fund the Aspen/Snowmass No Fare Service.

Consequently staff recommended that the RFTA Board authorize RFTA to assume the Aspen/Snowmass No Fare subsidy, however, in order to make RFTA’s regional commuter services more equitable and affordable for all users, staff also recommended that the RFTA Board adopt the Alternative Regional Commuter Fare Structure # 6, as reflected below.

Alternative # 6 assumes the following:

- The El Jebel and Basalt Zones will be combined into a single zone.
- The service will be fare free within each zone.
- The cost to travel from the zone in which the passenger boards to the next zone will be \$2.
- The cost to travel to each successive zone will be an additional \$1.
- Ridership is estimated to increase by 10%.
- Fare revenue is estimated to decrease by 21% or \$693,000.

The \$693,000 estimated decrease in 2022 fare revenue combined with the estimated \$149,000 - \$292,000 reduction in fare revenue associated with reducing the youth fare from \$1 off the cash fare

in each zone to a \$1 flat fare, is roughly equivalent to the estimated \$871,000 cost of the Aspen/Snowmass No Fare subsidy in 2022.

The cash fare for traveling between Glenwood Springs and Aspen/Snowmass, Aspen Village, and Basalt, respectively, would be reduced by \$2 each (due to the consolidation of the El Jebel and Basalt zones). The cost to travel to other zones would be reduced by a minimum of \$1. Also, the cash fare from Aspen to Rifle would be reduced by \$2 (from \$10 to \$8).

Blankenship recommended that the Board adopt fare structure Alternative 6, which will reduce costs for travel among other zones by a minimum of \$1. This could be considered a provisional change, with a Public Hearing conducted in March 2022 to make the changes permanent. Blankenship stated that approval of the fare change at the October meeting was needed in order to be able to put the changes into effect by Thanksgiving and to allow for revised pass pricing for the winter season to go on sale on November 1.

Kane questioned if taking this fare from the EOTC on a limited time, or would it allow for changes.

Blankenship stated that there will be an IGA between the EOTC and RFTA which will allow for changes, as needed.

Kane asked how RFTA will ensure that riders are paying the correct fare for their ride.

Blankenship responded that unfortunately, there are people who will take advantage of the system, which currently happens as well. However, there is technology that RFTA could implement to punch the riders passes insuring that they are paying the correct amounts.

McQueeney, Riddile, Poschman, and Richardson all expressed support for Alternative 6.

Godes moved to authorize RFTA to assume the Aspen/Snowmass No Fare subsidy from the EOTC and to adopt Fare Structure Alternative 6 as described in the Board packet. Poschman seconded the motion, and it was unanimously approved.

C. RFTA Regional Bikeshare/First-Last Mile Mobility Study Update – Adrian Witte, Toole Design, and David Johnson, Director of Planning

The project team held five in-person events, in New Castle, Glenwood Springs, Carbondale, El Jebel and Aspen, reaching a total of 175 people. The Technical Advisory Committee meetings and Focus Groups have met with additional individuals in the community.

Based on input from We-cycle, the municipalities, the public and the consultants, Toole Design has prepared a multi-phase bike share program in each community. Key considerations are (1) funding, as bike share/FLMM funding from Destination 2040 is constrained, and (2) community support, as each community plays a key role in developing and sustaining its FLMM needs and aspirations.

WE-cycle, on behalf of the Town of Basalt, would like to submit an order this October for 2 solar-powered e-stations and 13 e-bikes (\$89,500) and, on behalf of the City of Aspen, would like to order 13 e-bikes (\$34,500). A 50% down payment of \$62,000 is required at the time of order, with the balance of \$62,000 due upon delivery of the equipment.

Aspen is investing a \$144,000 CMAQ grant and \$36,000 in local funds to acquire five e-stations. Grant funds cannot be used to purchase e-bikes due to Buy America Requirements, so that is why Destination 2040 funding is being requested. In addition, Aspen expended \$15,000 for 10 e-bikes in 2020 and 2021, so it is asking that these expansion expenditures be considered as match for

Destination 2040 funds at whatever ratio ultimately is determined at the outcome of the Bike Share Expansion Study.

In 2019, 2020, and 2021, Basalt expended a total of \$20,000 for additional docking points and 10 e-bikes. Basalt would also like these expenditures to be considered as match for Destination 2040 funds at whatever ratio ultimately is determined at the outcome of the Bike Share Expansion Study. Both communities are requesting that RFTA advance the deposit in 2021 so that their expansion equipment can be ordered in October and can be installed prior to the Spring 2022 bike share system opening.

Both communities are also requesting that this 2021 grant by RFTA, and a similar grant in 2022 for the other \$62,000, be netted against any Destination 2040 Bike Share Expansion funding that they would otherwise be allocated for their bike share expansion programs.

Mirte Mallory presented an overview of WE-cycle for 2021. WE-cycle currently has systems operations in the City of Aspen, Town of Snowmass Village, Town of Basalt, Town of Willits, and the Town of El Jebel.

WE-cycle:

- 50 stations
- 2 solar-powered e-stations
- 230 pedal bikes
- 14-18 team members
- 8,889 rides in September 2021

WE-cycle offers free 30 minute rides, however, for each additional minute that the bike is out they charge \$5 per minute. E-bikes represent 10% for the bike fleet with 32% of all rides being on an E-bike. There were 301 rides between Basalt and Willits/El Jebel, and 50% of those rides were on an E-bike.

WE-cycle is piloting two new solar-powered electric bike charging stations. In 2022 WE-cycle anticipates 2 solar-powered e-stations and 13 e-bikes in the mid-valley and 5 solar-powered e-stations and 13 e-bikes in Aspen.

Poschman stated that there are significant safety issues with e-bikes on Maroon Bells, and questioned if WE-cycle is promoting safety while riding e-bikes.

Mallory stated that e-bikes are capped at 19 miles per hour (MPH) and Aspen Valley Hospital (AVH) is doing safety awareness to riders.

D. Presentation of 2nd Draft of RFTA 2022 Budget – Michael Yang, CFAO, and Paul Hamilton, Director of Finance

Michael Yang and Paul Hamilton presented the changes from the presentation of the 1st draft budget to the 2nd draft budget, highlighted below.

The estimated transit service hours and miles reflect a 0.2% and 1.8% increase from the 2021 projections, respectively.

Sales and use tax revenues have increased by approximately 28%. Regional transit fares have increased by 45%. The Maroon Bells Bus Tour has helped offset the shortfall in regional transit fares with current year projections exceeding pre-COVID figures by over 75% or \$525,000.

\$775,000 of property tax revenues are being used to fill the estimated fare revenue gap, \$5.7 million of property tax revenues are being used to fund the costs for Destination 2040 Plan Projects (net of lease proceeds or grants/contributions), and \$2.6 million available is being used to fund strategic

initiatives with a recommended use of fund balance of \$1.8 million. The primary reason for using fund balance is due to RFTA's one-time contribution of \$4 million to the City of Glenwood Springs for the South Bridge Project, included in the Destination 2040 Plan.

Use tax reflects a decrease of approximately 10% compared to the 2021 forecast.

Health care costs continue to rise and the 2022 increase has been confirmed to be approximately 5% for medical and dental premiums, with no change in vision premiums. A hearing benefit was added to the plan in 2022. RFTA plans to cover the incremental costs and maintain the current employee contribution amounts for the various types of plan coverages offered.

Sales Tax by jurisdictions:

Aspen	+4.3%
Basalt	+5%
Carbondale	+5%
Glenwood Springs	0%
Eagle County	(1.8%)
New Castle	+3%
Pitkin County	(4.2%)
Snowmass Village	+16%

48% increase in regional fare collections in 2021 compared to 2020. For 2022, fare revenues reflect a 2% increase and assumes 100% seated capacity will continue.

\$480,000 grant from **CDOT** for an On-Route Battery Electric Bus Charger

At the September Board meeting, staff presented the summary of the analysis of the potential for the transfer of the No-Fare service fare offset from the **Elected Officials Transportation Committee (EOTC)** to RFTA due to reductions in EOTC revenues and increases in RFTA revenues as a result of the tax law change from HB19-1240. The 2nd draft budget reflects RFTA staff's recommendation to cover the full amount the EOTC funding for the no-fare Aspen/Snowmass regional transit service. Using the agreed-upon methodology, the calculated contribution is approximately \$850,898 and has been removed from the budget.

For positions outside of the CBU, the budget assumes a merit increase of up to 4% effective at each employee's annual performance review date, resulting in an additional cost of approximately \$332,000.

Approximately \$18,179,000 of **capital outlay** has been budgeted.

The project list includes some recurring capital needs, primarily related to bus replacements, engine and transmission rebuilds, various IT equipment, and capital repairs for the Rio Grande Trail.

Management has reviewed the list of strategic initiatives and identified high priority projects and updated the draft budget to include nearly ~\$15 million of projects included in the Destination 2040 Plan (notably the bus purchases, South Bridge Project Contribution, BEB On-Route Charger Project) and ~\$2.5 million for other initiatives. As staff continues to refine the revenue assumptions and operating budget over the course of the budget planning process, the project list will be updated accordingly based on priority. The **Town of Basalt** has requested funding from RFTA to implement a micro-transit service in 2022. Staff is waiting for updated information with final cost estimates for consideration in the next draft budget.

Approximately \$573,000 of current available resources is budgeted to be transferred from the General Fund to the **Bus Stops/Park and Ride** Special Revenue Fund.

Approximately \$133,300 of current available resources from the General Fund to the Service Contract Special Revenue Fund.

379.8 full-time equivalents (FTEs) compared to 360.9 budgeted in 2022.

- 2 new Safety and Training Coordinator Positions added
- 2 new IT Positions (Systems Analyst and IT Hardware Technician) added
- 3 new Transportation Supervisor Positions added
- 1 new Accounting Technician added
- 1 Customer Service Specialist added

Management has identified high priority projects and strategic initiatives for 2022 and included nearly ~\$15 million of projects included in the Destination 2040 Plan (notably the bus purchases, South Bridge Project Contribution, BEB On-Route Charger Project) and ~\$2 million for other initiatives.

Policy 2.5.5. Financial Planning/Budgeting, states that “...At year-end, *any available surplus in the General Fund will be allocated in the following manner: 75% to Committed Capital Reserves and 25% to Unassigned Fund Balance. The portion allocated to Committed Capital Reserves will be further allocated in the following manner: 75% Transit Capital Reserves, 20% Facilities Capital Reserves and 5% Trails Capital Reserves. Such Capital Reserves may be drawn upon on recommendation of CEO with Board approval to fund capital needs and replenished using year-end surpluses.*” **First and Last Mile Mobility (FLMM)** is an important concept for transit agencies to improve access to and from transit for a broader group of people. With the increasing interest and demand for FLMM solutions in RFTA’s service area, staff would like the Board to consider the possibility of creating a **FLMM Capital Reserve** category in order to intentionally recognize and build reserves to fund future investments.

8. Public Hearing Agenda:

A. Resolution 2021-18: 2021 Supplemental Budget Appropriation Resolution – Mike Yang, CFAO, and Paul Hamilton, Director of Finance

Budget amendments needed are:

General Fund:

- \$3,758,000 increase in Sales Tax Revenue – Increase in collected sales tax
- \$1,300,000 increase in Fare Revenue – Increased fare collections
- \$465,000 increase in Transit – Implementation of wage adjustments
- \$12,500 increase in Capital – Participation in the United States Forest Service (USFS) employee housing study
- \$62,000 increase in Capital Outlay – 50% deposit for WE-cycle, E-stations and E-bikes
- \$890,316 decrease in Capital Outlay – Delayed construction of 27th Street & SH 82 Grade Separated Crossing
- \$200,000 increase in Capital Outlay – Glenwood Springs Maintenance Facility (GMF) Phase 2 Construction project Minor Contract Revisions (MCRs)

Series 2019 Capital Projects Fund:

- \$651 increase in Other Income - True-up costs associated with GMF Phase 2 construction
- \$651 increase in Capital Outlay - True-up costs associated with GMF Phase 2 construction

Richardson asked if any member of the public would like to address the Board or make a comment regarding Resolution 2021-18: 2021 Supplemental Budget Appropriation.

No members of the public had any comments.

Richardson closed Public Comments at 10:43 a.m.

Poschman moved to approve Resolution 2021-18: 2021 Supplemental Budget Appropriation Resolution, and McQueeney seconded the motion.

A Roll Call Vote was Taken:

Dan Richardson	Yes
Jeanne McQueeney	Yes
Art Riddile	Yes
Greg Poschman	Yes
Torre	Yes
Alyssa Shenk	Yes
Bill Kane	Yes
Jonathan Godes	Yes

The motion was unanimously approved.

9. Information/Updates:

A. CEO Report – Dan Blankenship, CEO

Blankenship is current performing the COO and CFAO's yearly performance reviews and will be determining what additional items can be delegate to them to complete.

RFTA is anticipating implementing a required bi-weekly COVID-19 rapid testing program for unvaccinated employees. The cost of the COVID-19 test is \$22.50 per test, if the employee is not vaccinated they will be required to perform a test twice per week. If RFTA were to implement mandated COVID-19 vaccination for employment, RFTA would potentially lose several employees because of their unwillingness to get vaccinated.

8. Issues to be Considered at Next Meeting:

9. Next Meeting: 8:30 a.m. – 11:30 a.m.; November 11, 2021, Carbondale Town Hall, Room 1 and via WebEx Teleconference, for those who are unable to attend in person.

Michael Yang stated that the November RFTA Board of Directors meeting, is to take place on Veterans Day and questioned the Board if they wished to move it to another date or have it on Veterans Day.

Board members expressed that they wished to have the meeting on the regularly scheduled day of November 11, 2021, even though it is Veterans Day.

10. Adjournment:

Kane moved to adjourn from the October 14, 2021 RFTA Board meeting, and Shenk seconded the motion. The motion was unanimously approved.

The October 14, 2021 RFTA Board Meeting adjourned at 11:32 a.m.

Respectfully Submitted:

Nicole R. Schoon
Secretary to the RFTA Board of Directors

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

Meeting Date:	November 11, 2021
Agenda Item:	Resolution 2021-19: Authorization to Submit Grant Application to Federal Transit Administration (FTA) Section 5339(b) Program to Fund Construction of the Glenwood Springs Maintenance Facility (GMF)
Strategic Outcomes:	4 FINANCIAL SUSTAINABILITY
Strategic Objectives:	4.2 Develop a capital planning prioritization process 4.4 Pursue financing opportunities to deliver better service and complete future capital projects 4.7 Monitor, evaluate and present new revenue sources
Presented By:	David Johnson, Director of Planning
Staff Recommends	<p>Authorize Staff to submit a 5339(b) Bus and Bus Facilities grant proposal, for up to \$12.5 million in 5339(b) funds, with a local match commitment up to \$3.2 million, for the following:</p> <ol style="list-style-type: none"> 1. Bus fuel and wash lane 2. 30-bus Indoor Storage 3. Pre and Post-Trip Bus Inspection Canopy 4. BEB Charging <p>These components have been removed from the overall Regional Transit Center construction package due to cost escalations. These will be designed, and, as funding becomes available, will be added back into the project.</p>
Executive Summary	Staff is requesting approval of this resolution to approve local grant match of up to \$3.2 million for the FY21 FTA Section 5339(b) grant program.
Background/Discussion	<p>Since 2014, RFTA has been working on developing a multi-phase renovation and expansion of the Glenwood Maintenance Facility (GMF). Over the last several years, RFTA was awarded about \$30 million in grants to complete the roughly \$60 million project. Similar to other agencies, RFTA has been impacted by recent, unprecedented increased in shipping, materials and labor costs. As a result, it has removed the following components to reduce the project cost by about \$15 million.</p> <ol style="list-style-type: none"> 1. Bus fuel and wash lane 2. 30-bus Indoor Storage 3. Pre and Post-Trip Bus Inspection Canopy 4. BEB Charging <p>RFTA hopes to receive \$12.5 million in grant funds from the 5339(b) grant program to add these components back into the construction package.</p>
Governance Policy	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).”
Fiscal Implications:	If the grant proposal is fully funded, RFTA will need to commit up to \$3.2 million in matching funds.
Attachments:	Yes, please see Resolution 2021-19, attached below.

Director _____ moved to adopt the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY
RESOLUTION NO. 2021-19**

**AUTHORIZATION TO SUBMIT GRANT APPLICATION TO FEDERAL TRANSIT ADMINISTRATION (FTA)
SECTION 5339(B) PROGRAM TO FUND CONSTRUCTION OF THE GLENWOOD SPRINGS
MAINTENANCE FACILITY (GMF)**

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 therefore an eligible applicant for grants from Federal, State and local sources; and

WHEREAS, RFTA will submit a Grant Application to FTA for approximately \$12.5 million for construction of four unfunded components of the GMF Phases 3-5 &7 in Glenwood Springs; and

WHEREAS, RFTA will commit up to \$3.2 million in local funds (using bonds and/or cash reserves backed by RFTA’s 2.65 mill property tax mill levy) as local match.

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 strongly supports the Grant Applications to be submitted by RFTA and it will appropriate matching funds, if awarded.
3. If the grant is awarded, the RFTA Board of Directors strongly supports the completion of the project.
4. The Board of Directors of RFTA authorizes the expenditure of funds necessary to meet the terms and obligations of any grant awarded pursuant to any Grant Agreements.
5. These facility components will be owned by RFTA and will be maintained and operated by RFTA for the next 30 years. The RFTA Board of Directors will continue to maintain the overall facility in a State of Good Repair and will appropriate funds on an annual basis for routine maintenance.
6. If grants are awarded, the RFTA Board of Directors hereby authorizes the CEO to execute Grant Agreements.

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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 11th day of November, 2021.

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

By: _____
Dan Richardson, 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 November 11, 2021; (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 11th day of November, 2021.

Nicole R. Schoon, Secretary to the RFTA Board of Directors

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

Meeting Date:	November 11, 2021
Subject:	Memorandum of Understanding Pertaining to a Feasibility Study to Determine the Capacity of the USFS Parcel for Employee Housing
Strategic Outcome:	3.0 Sustainable Workforce
Strategic Objective:	3.3 Provide comfortable and affordable short-term and long-term housing solutions. 3.4 Find way to reduce the strain of commuting long distances on the workforce.
Presented By:	Michael Hermes- Director of Facilities
Staff Recommends:	Staff recommends that the RFTA Board authorize the CEO sign the MOU between RFTA, CMC, the City of Aspen, Aspen Valley Hospital and the Aspen School District that will allow RFTA to partner with these entities and participate in the affordable housing feasibility study for the USFS property in Aspen.
Executive Summary:	In 2021 the USFS made the property it owns on Hallam Street between 7th and 8th street in Aspen available to local governments and other private entities to develop into employee housing to help mitigate the housing shortage in Aspen. Colorado Mountain College, RFTA, Aspen Valley Hospital, the City of Aspen and the Aspen School District are all collaborating on a feasibility study to determine the capacity of the USFS parcel for employee housing. The proposed MOU will allow RFTA to participate in this study so that staff can be determined if this project could potentially be a component of the overall RFTA employee housing plan.
Background/ Discussion:	<p>As part of the 2018 Farm Bill, the United States Department of Agricultural has authorized the Forest Service to lease or sell administrative sites under 40 acres to benefit the needs of the local district. In 2021 the Forest Service made their 2.1 acre parcel on Hallam Street in Aspen available to local entities for the development of employee housing. Colorado Mountain College, the Roaring Fork Transportation Authority, Aspen Valley Hospital, the City of Aspen and the Aspen Valley School District wish to collaborate on a feasibility study to determine the capacity of the parcel for employee housing and to study how this property might be allocated among the participating organizations.</p> <p>During the October 14, 2021 Board meeting the RFTA Board of Directors approved \$12,500 in funds for RFTA’s portion of the proposed feasibility study and the combined budget for this feasibility study is \$62,500. This feasibility study is intended to study the parcels existing conditions, program each partner’s housing needs and conduct a test fit of each entity’s housing needs in relationship to the parcel to determine what the housing capacity of the parcel is. The study will also analyze on a high level such other factors as parking, energy efficiency, traffic and potential noise impacts on the surrounding neighborhood. This study will also attempt to quantify the soft and hard costs for this project based on standard cost estimating practices.</p> <p>Once this is complete RFTA to staff will be able to analyze this potential project and determine if participation in the next step in the development of this parcel will fit into the overall RFTA employee housing plan.</p> <p>Colorado Mountain College has committed to lead to the procurement process for this feasibility study and to manage the consultant selected to conduct this study.</p>

Governance Policy:	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).”
Fiscal Implications:	RFTA portion of the budget for this feasibility study is \$12,500 dollars which was appropriated in the October 15, 2021 Supplemental Budget Resolution 2021-18.
Attachments:	Yes, please click on this link: “ Memorandum of Understanding.pdf ,” or find “USFS Memorandum of Understanding.pdf,” which is included in the November 2021 RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet.

RFTA BOARD OF DIRECTORS
“CONSENT” AGENDA ITEM SUMMARY # 6. C.

Meeting Date:	November 11, 2021
Subject:	EOTC / RFTA No-Fare Service Transfer Memorandum of Understanding (MOU) & EOTC Thank You Letter
Strategic Outcome:	2.0 Accessibility and Mobility 4.0 Financial Sustainability
Strategic Objective:	2.5 Ensure accessibility for youth, low income, seniors and disabled populations 2.6 Identify and reduce barriers to riding transit and accessing trails 4.1 Ensure accurate budget and accounting
Presented By:	Dan Blankenship, CEO
Recommendation:	- Accept Thank You Letter from the EOTC - Authorize the RFTA CEO to execute the EOTC / RFTA No-Fare Transfer Memorandum of Understanding (MOU)
Executive Summary:	<p>At the October 14, 2021 RFTA Board of Directors Meeting, the RFTA Board voted to adopt Alternative Regional Commuter Fare Structure #6 and to assume the No-Fare Aspen-Snowmass-Woody Creek transit service cost from the EOTC. The reason for the transfer of the No-Fare service from the EOTC to RFTA and as approved on October 14, 2021 is to mitigate the impacts from HB19-1240.</p> <p>The purpose of the attached non-binding MOU is to document the events and justification that led to RFTA’s assumption of the No-Fare Service from the EOTC. Since this MOU is non-binding and is to serve documentation purposes, it is to be signed on a staff level and recorded for future reference.</p> <p>Background: HB19-1240 - Sales and Use Tax Administration - came into effect on June 1, 2019. This new State law is the result of the Supreme Court South Dakota vs. Wayfair decision that requires all retailers, including out-of-state retailers that do not have a physical presence in Colorado, to collect state and local sales tax at the point of delivery.</p> <p>With retailers now collecting at the point of delivery, there has been less collection of use taxes and increased collections in sales taxes. While this new law has resulted in an overall increase in sales tax revenues at the jurisdictional level, it has resulted in a near elimination of construction use tax revenues to the EOTC. These increased sales tax and decreased use tax collections have had implications to the EOTC and RFTA budgets. As a reminder, Pitkin County 0.5% Transit Sales and Use Taxes have the following distribution:</p> <ul style="list-style-type: none"> - EOTC retains 100% of funds generated by the Transit Use Tax - EOTC retains only 18.96% from the Transit Sales Tax – the remaining 81.04% is allocated to RFTA per the 2004 ballot measure <p>As a result of this distribution, the decline in use tax revenues will continue to be entirely shown in the EOTC budget while only a portion of the increase in sales tax revenues will be reflected.</p>

	<p>The goal of transferring the cost of the No-Fare service from the EOTC to RFTA is simply to move this cost from the EOTC where revenues have decreased to RFTA where revenues have increased as a result of HB 19-1240. The purpose of the analyses conducted to date by consulting firm PFM, which were presented at previous RFTA board meetings, are to ensure that any transfer of cost to RFTA will be fully offset by increases in revenue solely from the Pitkin County 0.5% Transit Sales Tax and will not require any additional subsidization from any other RFTA revenue source.</p> <p>As a result of the analysis conducted earlier this year by PFM, it was determined that RFTA can assume the cost of the No-Fare Service from the EOTC and offset it solely through the increased revenues received from the Pitkin County 0.5% Transit Sales Tax.</p> <p>The MOU has been reviewed and approved by the RFTA General Counsel.</p> <p>The EOTC also expressed its gratitude to the RFTA Board for assuming the Aspen/Snowmass No Fare service subsidy. The EOTC Thank You letter can be accessed by clicking on the link below.</p>
Governance Policy:	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).”
Fiscal Implications:	There are no fiscal implications related to this Memorandum of Understanding.
Attachments:	Yes, please click on “ EOTC Thank You Letter to RFTA Board of Directors for Assuming the No-Fare Aspen-Snowmass-Woody Creek Transit Service.pdf ,” and “ EOTC / RFTA No-Fare Service Transfer Memorandum of Understanding (MOU).pdf ” or find them in the November RFTA Board Meeting Portfolio.pdf attached to the e-mail transmitting the RFTA Board Agenda.

RFTA BOARD OF DIRECTORS
“PRESENTATION/ACTION” AGENDA ITEM SUMMARY # 7. A.

Meeting Date:	November 11, 2021
Subject:	Background Presentation and Discussion Regarding RFTA Governing Policies (Part 1)
Strategic Outcome:	7.0 High Performing Organization
Strategic Objective:	7.5 Ensure appropriate transparency of all RFTA Business
Presented By:	Dan Blankenship, CEO
Recommendation:	Receive staff presentation, ask questions, and provide any direction needed.
Executive Summary:	<ol style="list-style-type: none"> 1. This is the third in a series of staff presentations to the RFTA Board regarding the genesis and history of the Roaring Fork Transportation Authority (RFTA). 2. Because many members of the current RFTA Board are relatively new, staff believes that this is an opportune time to provide background regarding the RFTA Board Governing Policies, which establish Board Ends (or Outcomes), Management Limitations Policies, Board – Management Delegation Policies, and Governance Process Policies. The RFTA Board’s Governing Policies were adopted originally by RFTA Resolution 2003-17 on July 28, 2003. 3. This presentation (Part 1) will focus on Ends and Governance Process Policies.
Governance Policy:	RFTA Board General Executive Constraint Policy 2.0 states, “The CEO shall not knowingly cause or allow any practice, activity, decision or organizational circumstance that is unlawful, unethical, imprudent, in violation of the Intergovernmental Agreement, or in violation of commonly accepted business practices.”
Fiscal Implications:	None.
Attachments:	Yes, please click on the following link or see “ Governing Policies Manual-September 2019 Revisions 09-19.pdf ,” which is included in the November 2021 RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the RFTA Board Meeting Agenda packet.

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

Meeting Date:	November 11,2021
Subject:	Regional Bike Share/First and Last Mile Mobility (FLMM) Update
Strategic Outcome:	2.0 ACCESSIBILITY AND MOBILITY
Strategic Objective:	2.4 Provide increased first and last mile options for customers throughout service area
Presented By:	David Johnson, Director of Planning
Staff Recommends:	Update Only
Executive Summary:	<p>Destination 2040 committed approximately \$1.2 million in capital funding and about \$550,000 per year in operating funds for the expansion of the WE-cycle bike sharing program to Carbondale and Glenwood Springs, where no bike share currently exists, and for bike share expansion in Aspen and Basalt.</p> <p>In March 2021, RFTA enlisted Toole Design to help develop a bike share implementation and/or expansion plan for each of RFTA’s member jurisdictions. More detailed information is provided in the background section.</p> <p>This section contains a summary of progress to date and a schedule of future activities.</p> <p>Governance Model One of the key outcome goals is to identify the appropriate planning, operating, financing, and governing framework for regional bike sharing, in consultation with the participating RFTA member jurisdictions.</p> <p>The preferred short-term recommendation is an enhanced non-profit governance model. This will involve a multi-year contract between RFTA and WE-cycle, and service agreements between WE-cycle and local agencies. In the long term, it may be beneficial for RFTA to take over regional bike share system, but this interim governance structure will provide for continuity of the bike share system, and the ability to adapt and evolve. Significant changes to bike share governance at this point could disrupt operations.</p> <p>Public Involvement The public involvement component of this study has been robust, and we have created great opportunities to discuss the project, both on-line and in-person. The project team held five in-person events, in New Castle, Glenwood Springs, Carbondale, El Jebel and Aspen, reaching a total of 175 people, and the online survey 141 responses. The team continues to meet with the TAC, local jurisdictions and other groups in person.</p> <p>Regional Bikeshare System Planning Based on input from We-cycle, the municipalities, the public and the consultants, Toole Design has prepared a multi-phase bike share program in each community. Key considerations are (1) funding, as bike share/FLMM funding from Destination 2040 is constrained, and (2) community support, as each community plays a key role</p>

	<p>in developing and sustaining its FLMM needs and aspirations. The draft bikshare system plans are shown in the presentation.</p> <p>First and Last Mile Mobility While bike sharing is the first priority, many jurisdictions have expressed interest in considering FLMM strategies in addition to, or other than, bike share. Toole Design has created a list of relevant FLMM strategies and has assessed their applicability at the following locations:</p> <ul style="list-style-type: none"> • Aspen • Glenwood Springs • Carbondale • New Castle • BRT or other Major Stops • Local/Rural Stops <p>Next Steps Toole Design will update the Board on:</p> <ol style="list-style-type: none"> 1. Capital Costs 2. Operating Costs 3. Implementation Stages 4. Funding Options <p>Schedule A summarized schedule is outlined below. Please see the attached Power Point for a more detailed schedule.</p> <p>November</p> <ul style="list-style-type: none"> • Recommended local Council briefings (TAC member responsibility / RFTA staff to attend/present) • Draft bikeshare report for comment <p>December:</p> <ul style="list-style-type: none"> • Final TAC meeting: Finalize FLMM recommendations • Staff present to RFTA Board for update • Distribute Draft FLMM report for comment • Final reports <p>January 2022</p> <ul style="list-style-type: none"> • Present to RFTA Board for Adoption
<p>Background/ Discussion:</p>	<p>Destination 2040 committed approximately \$1.2 million in capital funding and about \$550,000 per year in operating for the expansion of the WE-cycle bike sharing program to Carbondale and Glenwood Springs, where no bike share currently exists and for bike share expansion in Aspen and Basalt.</p> <p>RFTA enlisted Toole Design to help develop a bike share implementation and/or expansion plan for each of RFTA’s member jurisdictions. The individual community plans should be integrated into a Regional Bike Share Plan, recognizing that each community will have unique bike sharing goals and needs; levels of investment;</p>

levels of current implementation; and other unique policies or preferences,. The plan will need to estimate each community's operating and capital costs and identify shared regional costs. Cost sharing agreements and a regional cost allocation plan will need to be developed by and among RFTA and the participating communities.

One of the underlying assumptions in the Destination 2040 financing plan was that new RFTA property tax revenue designated for the list of capital improvements, including bike share, would be insufficient to fund 100% of the project costs. Consequently, the financing plan assumed that RFTA would use Destination 2040 funding to leverage grants and develop partnerships to achieve full funding for its list of capital projects.

RFTA's expectation is that it will need to form financial partnerships with its member jurisdictions as well as seek grants in order to obtain adequate resources to purchase bike share equipment and infrastructure and operate and maintain the bike share systems and services in each community that falls under the Destination 2040 bike share "expansion" heading, i.e. Glenwood Springs, Carbondale, Basalt, and Aspen. Funding and partners will also need to be identified and sought in order to implement and/or expand bike share in the communities of Snowmass Village and New Castle, however, the distinction is that no Destination 2040 Plan funding bike share expansion funding was designated for them, so other sources of revenue will need to be identified

In 2019, RFTA and WE-cycle invested a considerable amount of effort to determine an appropriate structure for a long-term relationship, i.e. contractual or integration of WE-cycle with RFTA. For a variety of reasons, including COVID-19, no conclusions have been reached regarding the most suitable long-term partnership structure between RFTA and WE-cycle. As such, one of the key outcome goals of this study for both RFTA and WE-cycle is to identify the appropriate planning, operating, financing, governing framework for regional bike sharing, in consultation with, and buy-in from, the participating RFTA member jurisdictions.

While expansion of the bike share system is the first priority, RFTA anticipates that discussions about other FLMM opportunities may arise, and that alternatives to bike sharing may emerge, and other viable FLMM strategies could be considered.

RFTA has contracted with Toole Design to conduct the Regional Bike Share/First and Last Mile Mobility Study. The study consists of the following components:

1. **Existing Conditions Assessment:** Develop a thorough understanding of the existing system and the opportunities and challenges arising from the local, regional, state, and federal contexts.
2. **Peer System Review:** Review other applicable bike sharing programs and how they have prepared for expansion or transitioned to new ownership and operating models.
3. **Regulatory Policy Development:** Identify policies, permits, laws, and other regulations that may need to be refined or updated to implement a successful bike share program expansion.

	<p>4. Bike Share Operations Framework: Identifying the future expansion scenarios, their expected equipment and technology needs, and a recommended operating framework.</p> <p>5. Bike Share Financial Planning and Programming: Develop a financial proforma, which will compare expected capital and operating costs to available funding and expected revenues and determine what is possible within the Destination 2040 funding and what may need to be phased, deferred, or funded through other sources.</p> <p>6. Bike Share Plan Finalization and Adoption: This is an advisory document and does not require formal adoption by the Board.</p> <p>A) First and Last Mile Mobility Technology Review: Provide a guide to the universe of FLMM technology trends and provide real-world examples where possible. Given the large number of options available and the complexity regarding their pros and cons, we will summarize our findings in a matrix. The matrix will identify key success factors identified by our team and through stakeholder engagement such as price, infrastructure requirements, functionality during winter months, and resource requirements.</p> <p>B) Planning, Financing, Operations, and Implementation Framework: Connect FLMM technologies and solutions to applicable areas of the region using multiple typologies that allow various areas of the region to be categorized based on land use, infrastructure, existing transportation services, traveler type, and other applicable factors.</p> <p>C) FLMM Plan Finalization and Adoption: This is an advisory document and does not require formal adoption by the Board.</p>
Governance Policy:	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).”
Fiscal Implications:	The estimated cost of the RBSS and FLMM Development Plan is approximately \$200,000. An additional \$43,660 has been allocated to WE-cycle to serve as a resource expert for the study.
Attachments:	Yes, please click on “ RFTA Board - November RBS-FLM Study Update.pdf ,” or find “RFTA Board – November RBS-FLM Study Update.pdf,” in the November RFTA Board Meeting Portfolio.pdf attached to the e-mail transmitting the RFTA Board Agenda.

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

Meeting Date:	November 11, 2021
Subject:	Creation of First and Last Mile Mobility (FLMM) Reserve in RFTA's General Fund
Strategic Outcome:	2.0 ACCESSIBILITY AND MOBILITY
Strategic Objective:	2.4 Provide increased first and last mile options for customers throughout service area
Presented By:	Michael Yang, Chief Financial Administrative Officer
Staff Recommends:	<p>Staff recommends the following:</p> <ol style="list-style-type: none"> 1. The creation of FLMM Reserve Fund in RFTA's General Fund by transferring \$3 million from the existing Unassigned Fund Balance, 2. Amend Policy 2.5.5 as described below, and 3. Create a FLMM Grant Program that is limited to RFTA's member jurisdictions and local non-profits, aligns with RFTA's strategic objective 2.4, covers either capital or operating requests, and requires an applicant to match at least 50% of the total cost.
Executive Summary:	<p>The creation of a FLMM Reserve Fund will enable RFTA to intentionally commit funds to support future investments in FLMM initiatives that are in alignment with RFTA's strategic objective to increase first and last mile options for customers throughout its service area. The creation of a FLMM Grant Program would provide an opportunity for RFTA member jurisdictions and local non-profits to submit grant applications to support FLMM projects.</p> <p>On October 28, 2021, RFTA received a formal request from the Town of Basalt to share costs for a one-year pilot project for microtransit in the Town of Basalt. The total cost is estimated to be \$379,586 and the Town of Basalt is requesting RFTA consider paying 50% or \$189,793. A copy of the letter and proposal for microtransit service is provided in the link below for your reference.</p>
Background/ Discussion:	<p>First and Last Mile Mobility (FLMM) is an important concept for transit agencies to improve access to and from transit for a broader group of people. The Regional Bike Share/First and Last Mile Mobility Study that is currently underway has revealed that bike sharing is the first priority. However, many participating jurisdictions have expressed an interest in considering FLMM strategies in addition to, or other than, bike share. A list of relevant FLMM strategies has been developed and each has been assessed in their applicability at various locations in RFTA's service area.</p> <p>With the increasing interest and demand for FLMM solutions in RFTA's service area, staff would like the Board to consider the possibility of creating a FLMM Reserve category in order to intentionally recognize and build reserves to fund future investments.</p> <p><u>Creation of FLMM Reserve Fund:</u></p> <p>Staff recommends to create the FLMM Reserve fund in RFTA's General Fund by transferring \$3 million from the existing Unassigned Fund Balance (balance at 12/31/20 of \$8.5 million) and amending Board Financial Planning/Budgeting Policy 2.5.5. in order to identify a way to build up the funds over time.</p>

Currently, 2.5.5 reads as follows:

“The CEO shall not allow budgeting that fails to allocate at least an average of two months of budgeted General Fund Revenues to Operating Reserves or an average of two months of budgeted General Fund Expenditures, whichever is larger. Revenues include property tax, sales and use tax, service contracts, fares, operating grants and contributions. Expenditures include operating expenditures, operating expenditures allocated to service contracts and debt service. Such Operating Reserves may be drawn upon on recommendation of CEO with Board approval to compensate for an expected shortfall. At year-end, any available surplus in the General Fund will be allocated in the following manner: **75%** to Committed Capital Reserves and **25%** to Unassigned Fund Balance. The portion allocated to Committed Capital Reserves will be further allocated in the following manner: 75% Transit Capital Reserves, 20% Facilities Capital Reserves and 5% Trails Capital Reserves. Such Capital Reserves may be drawn upon on recommendation of CEO with Board approval to fund capital needs and replenished using year-end surpluses.”

Proposed change:

“The CEO shall not allow budgeting that fails to allocate at least an average of two months of budgeted General Fund Revenues to Operating Reserves or an average of two months of budgeted General Fund Expenditures, whichever is larger. Revenues include property tax, sales and use tax, service contracts, fares, operating grants and contributions. Expenditures include operating expenditures, operating expenditures allocated to service contracts and debt service. Such Operating Reserves may be drawn upon on recommendation of CEO with Board approval to compensate for an expected shortfall. At year-end, any available surplus in the General Fund will be allocated in the following manner: **70%** to Committed Capital Reserves, **10% to Committed First and Last Mile Mobility (FLMM) Reserves**, and **20%** to Unassigned Fund Balance. The portion allocated to Committed Capital Reserves will be further allocated in the following manner: 75% Transit Capital Reserves, 20% Facilities Capital Reserves, and 5% Trails Capital Reserves. Such Capital Reserves may be drawn upon on recommendation of CEO with Board approval to fund capital needs and replenished using year-end surpluses. **Such FLMM Reserves may be drawn upon on program requirements and recommendation of CEO with Board approval.**”

Creation of Program:

If the Board agrees to create a FLMM Reserve category, then the Board should consider developing guiding principles in which to administer the use of those funds. Staff has identified some key questions to consider:

1. Should RFTA create a grant program for FLMM projects?
Staff: Yes
2. If a grant program is created, then who would be eligible to apply? Should the program be limited to RFTA member jurisdictions and non-profits?
Staff: Members should be 1st priority, but non-profits, such as WE-cycle, GCE, etc. should also be eligible.
3. Should applications be required to meet RFTA's strategic objective 2.4, *Provide increased first and last mile options for customers throughout service area*?
Staff: Applications should meet RFTA's strategic objective 2.4.
4. Should it cover capital requests? Should it cover operating requests? If operating expenses are eligible, then should it be limited to one year or multi-years?

	<p>Staff: Yes, it should cover capital requests and operating requests. Staff recommends decisions be made on a case-by-case basis, with up to a 3-year commitment. However, where remaining RFTA sales tax authorization is available within a member jurisdiction, at some point consider placing a measure before the voters in that jurisdiction to use it to maintain and/or improve the FLMM pilot program.</p> <p>5. Should RFTA require match from the applicant? If so then what percentage (i.e. at least 50%)? Staff: Yes a local match should be required. A 50% local match is recommended, although variances can be granted by RFTA Board.</p> <p>6. Should the applicant be required to establish a sustainable financial plan and funding source if the project is desired to continue beyond RFTA's funding commitment? Staff: Yes, a plan for sustainability should be included in the application. This could include levying remaining RFTA sales taxes in all RFTA member jurisdictions except Glenwood Springs and Carbondale that are capped at 1%</p> <p>7. Should there be a limit to funding requests by the same applicant either by dollar amount or time? Should there be a geographic balance and coverage across RFTA's service area? Staff: This is a discretionary grant program and prior grants to the same applicant can be taken into consideration when future grant requests are made, depending upon the funding available and the number and dollar amounts of grant applications in any given year.</p> <p>8. Does RFTA have any operating metrics or reporting requirements for the grantee? Staff: RFTA should require ridership, revenue hours/miles reports, and quarterly and year-end financial reports.</p>
<p>Governance Policy:</p>	<p>Board Financial Planning/Budgeting Policy 2.5.5 states "The CEO shall not allow budgeting that fails to allocate at least an average of two months of budgeted General Fund Revenues to Operating Reserves or an average of two months of budgeted General Fund Expenditures, whichever is larger. Revenues include property tax, sales and use tax, service contracts, fares, operating grants and contributions. Expenditures include operating expenditures, operating expenditures allocated to service contracts and debt service. Such Operating Reserves may be drawn upon on recommendation of CEO with Board approval to compensate for an expected shortfall. At year-end, any available surplus in the General Fund will be allocated in the following manner: 75% to Committed Capital Reserves and 25% to Unassigned Fund Balance. The portion allocated to Committed Capital Reserves will be further allocated in the following manner: 75% Transit Capital Reserves, 20% Facilities Capital Reserves and 5% Trails Capital Reserves. Such Capital Reserves may be drawn upon on recommendation of CEO with Board approval to fund capital needs and replenished using year-end surpluses."</p>
<p>Fiscal Implications:</p>	<p>The Town of Basalt is requesting RFTA to contribute approximately \$190,000 for its FLMM service in 2022.</p>
<p>Attachments:</p>	<p>Basalt Request for Downtowner Funding: https://www.rfta.com/wp-content/uploads/2021/11/basalt-micro-transit-proposal.pdf</p> <p>Basalt Microtransit Proposal: https://www.rfta.com/wp-content/uploads/2021/11/basalt-microtransit-proposal.pdf</p> <p>These documents can also be found in the November 2021 RFTA Board Meeting Portfolio.pdf attached to the e-mail transmitting the RFTA Board Meeting Agenda.</p>

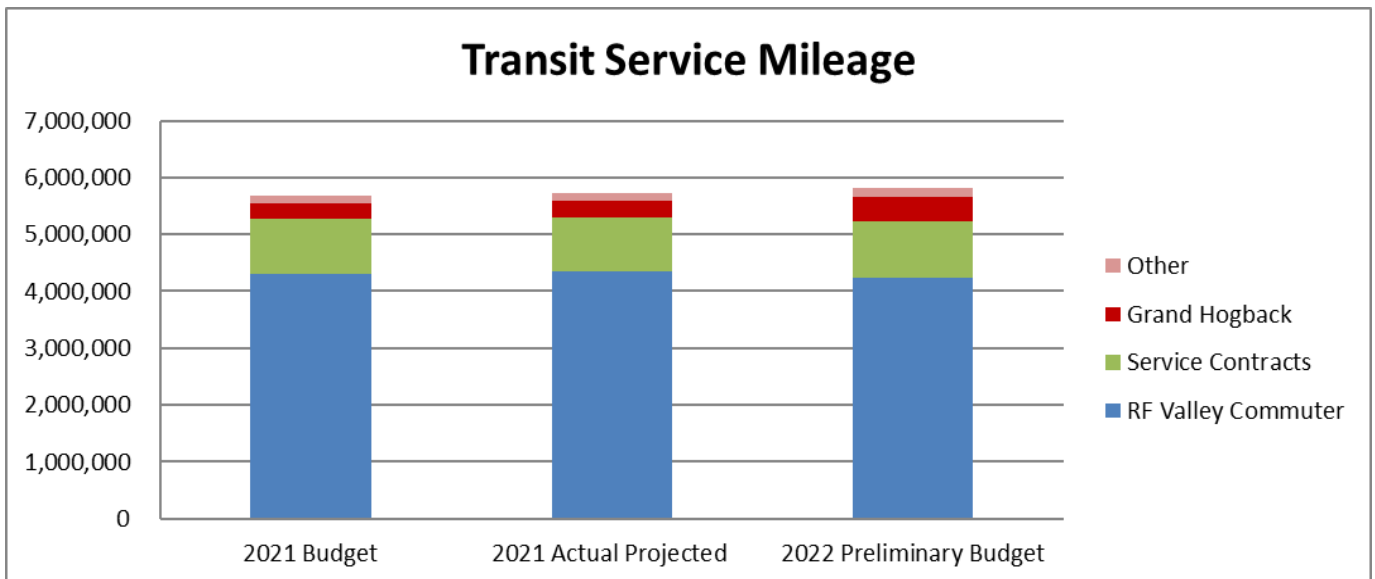
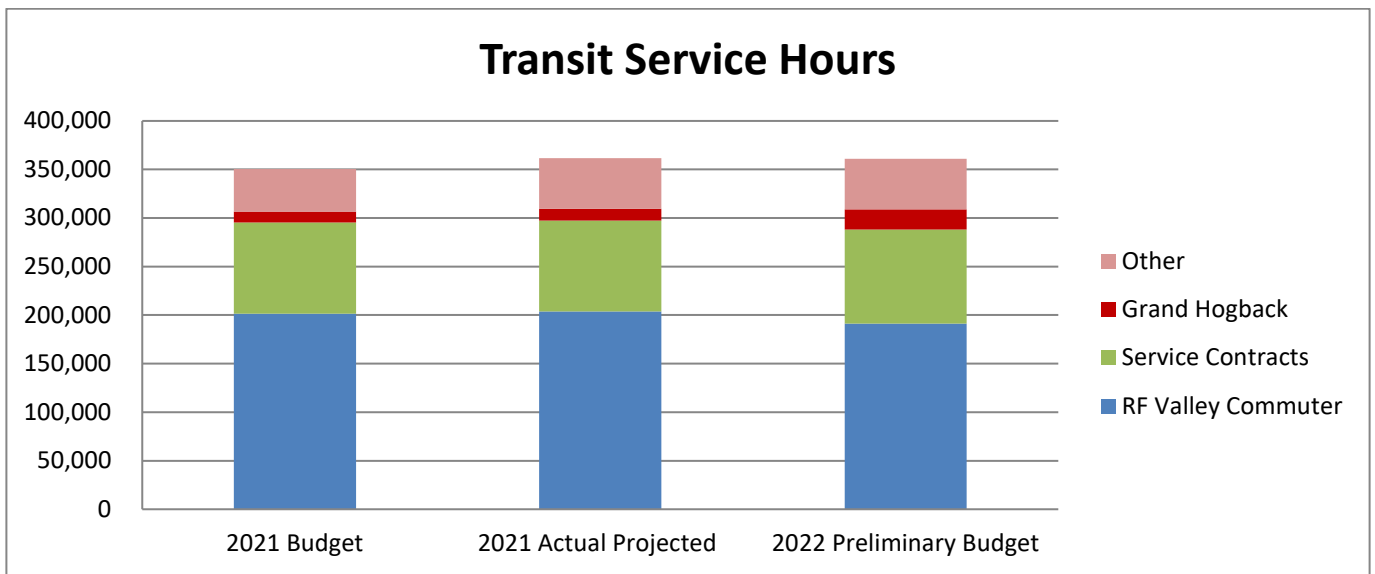
**RFTA BOARD OF DIRECTORS MEETING
“PRESENTATIONS” AGENDA SUMMARY ITEM # 7. D.**

Meeting Date:	November 11, 2021
Agenda Item:	2022 3 rd Draft Budget Presentation
Strategic Outcome:	Financial Sustainability
Strategic Objective:	4.1 Ensure accurate budget and accounting
Presented By:	Michael Yang, Chief Financial & Administrative Officer Paul Hamilton, Director of Finance
Recommendation:	Approve prioritization and assumptions of the 2022 Budget with revisions as the Board feels necessary
Core Issues:	<p>The 3rd draft of the 2022 budget has been prepared based on the approved budget initiatives and assumptions. The budget is a work-in-progress and will be refined in November as more actual expenditure and revenue data become available, which can affect the General Fund’s current forecast for 2021. The Final Budget will be presented to the Board for adoption at the December Board Meeting.</p> <p>The 3rd draft of the budget will be presented in the following order (with updates highlighted in yellow):</p> <ol style="list-style-type: none"> 1. Services 2. Challenges, Issues, and Opportunities 3. Consolidated Financial Overview 4. Estimated Revenue Composition and Assumptions 5. Budgeted Expenditures by Program/Department and Assumptions 6. Budgeted Other Financing Sources/Uses 7. Staffing 8. Major Goals 9. Fund Balance 10. Background information
Policy Implications:	Board Job Products Policy 2.4.5 states, “The Board will approve RFTA’s annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy).”
Fiscal Implications:	Limited resources will require prioritization of Authority projects; revenue and expenditures assumptions could affect Fund balance.
Attachments:	Yes, please see 2022 3 rd Draft Budget presentation on the following pages.

2022 RFTA BUDGET – 3rd DRAFT PRESENTATION

1. Services

- The 3rd draft of the 2022 budget assumes baseline service levels (pre-COVID-19) with updates for seasonal changes.
 - It is assumed that the reservation system for the Maroon Bells Bus Tour services will continue next summer and fall.
 - The initial service plan assumes the Grand Hogback service is scheduled to run at Destination 2040 levels.
- The estimated transit service hours and miles reflect a -0.2% decrease and 1.5% increase from the 2021 projections, respectively.



2. Challenges, Issues and Opportunities

- The **COVID-19 global pandemic** has disrupted consumer behaviors and supply chains which has resulted in inflationary pressures and an increase in the cost for materials, goods, and fuel. The mountain migration experienced in RFTA's service area as reported last June by the Northwest Colorado Council of Governments has further increased the lack of affordable housing available to sustain the level of full-time workforce needed. The national shortage of bus drivers and workers have further increased the ongoing challenges for RFTA with respect to its hiring needs. These factors are anticipated to have an impact on RFTA's 2022 budget.
- In 2020, RFTA benefited from CARES Act (Phases 1 & 2) grant funds of \$8.5 million, and in 2021, RFTA will benefit from CRRSAA and CARES Act Phase 3 grant funds of \$19.5 million. These **federal stimulus and relief programs** are intended to support the continuance of RFTA's essential regional transit services throughout the COVID-19 pandemic and help offset additional costs incurred and also any revenue shortfalls experienced. These programs allow RFTA to seek reimbursement on eligible costs incurred since early 2020 through 2022. RFTA drew down on the initial \$8.5 million in 2020 and anticipates drawing down on the entire \$19.5 million by the end of 2021 or early 2022. These funds have freed up local revenues that has resulted in a surplus in 2020 and a surplus is also anticipated in 2021 both increasing RFTA's fund balance and reserves. The ongoing threat of the COVID-19 pandemic and its impacts are expected to continue. Without any new federal assistance programs, RFTA has a stronger fund balance and level of reserves that it can consider to utilize, as needed, to navigate through the uncertainty in the upcoming year while moving forward with prioritized strategic initiatives.
- The significance and duration of the overall impacts are difficult to reasonably estimate at this time. RFTA plans to continue its **enhanced safety measures** with respect to the continuation of personal protective equipment, disinfecting & fogging, and capabilities for virtual meetings and teleworking arrangements wherever applicable. Staff will assume 100% of seated capacity and baseline service levels (pre-COVID-19) for the upcoming year; however, staff will continue to monitor the conditions.
- The impacts created by the spread of COVID-19 have had a material **economic impact** within the RFTA service area. So far in 2021, as vaccinations increased, public health orders loosened up and businesses reopened, revenues have been improving. The timing of the recovery is based on several factors including public health safety measures and the consumption of goods and services. Through **August** collections, sales and use tax revenues have increased by approximately **27%** compared to prior year actuals. Through **September**, regional transit fares have increased by **44%** compared to prior year actuals primarily due to increases in demand and the change from 50% to 100% seated capacity in June. However, current year projections trail pre-COVID figures by about **35% or \$1.6 million**. The Maroon Bells Bus Tour has helped offset the shortfall in regional transit fares with current year projections exceeding pre-COVID figures by over 75% or \$525,000. Staff will continue to maintain a conservative approach regarding these rates.
- As illustrated in the chart below, in order to support the operating plan in the 3rd draft budget, approximately **\$1.4 million** of property tax revenues are being used to fill the estimated fare revenue gap, \$5.7 million of property tax revenues are being used to fund the costs for Destination 2040 Plan Projects (net of lease proceeds or grants/contributions), and \$2.6 million available is being used to fund strategic initiatives with a recommended use of fund balance of **\$2.4 million**. The primary reason for using fund balance is due to RFTA's one-time contribution of \$4 million to the City of Glenwood Springs for the South Bridge Project, included in the Destination 2040 Plan. Although the 2018 Ballot Measure 7A, Property Tax Mill Levy Increase references specific uses of associated property taxes, the property tax revenues are not considered legally restricted. Staff will continue to refine the revenue assumptions as more information becomes available and review the operating budget to identify areas for potential cost reductions as needed.

Destination 2040 Funding and Uses included in General Fund:	
Description (1,000's)	2022 Draft Budget
Net Property Tax Revenues	\$ 11,350
Less: Estimated Costs for Service Enhancements	\$ (2,060)
Less: Estimated Debt Service for Capital Lease (bus)	\$ (312)
Less: Estimated Debt Service for Series 2021A Bonds	\$ (1,681)
Less: Estimated Net Costs for D2040 Projects	\$ (5,710)
Less: Estimated Costs for Strategic Initiatives	\$ (2,614)
Less: Amount used to offset estimated revenue shortfalls	\$ (1,402)
Remaining Available Funds / (Use of Fund Balance)	\$ (2,429)

- As the Authority's primary funding mechanism, **Sales and Use Tax** revenues can be volatile and growth can vary among our eight member jurisdictions.
 - The Authority relies on each member jurisdiction's Finance Department's assumptions and trend analysis for estimate preparation. Staff corresponded with each Finance Department to obtain their *preliminary* sales tax estimate for 2022. Of the eight jurisdictions, staff has heard back from all eight jurisdictions. The impacts of the COVID-19 pandemic upon the economy and uncertainty on the duration of its impacts are evidenced by the information received. As a result, the preliminary overall sales tax change is **2.2% less than the updated 2021 forecast**.
 - Use tax reflects a decrease of approximately **9.5%** compared to the 2021 forecast.
- For the 2021 tax year, with **Property Tax** collections in 2022, the current residential assessment rate of 7.15%, the current commercial assessment rate of 29%, and the full 2.65 mill levy will be assumed for the 2022 budget. Colorado law requires a two year reassessment cycle for all property, and all properties are reassessed every odd-number year. For the 2021 tax year (2022 collection year), the assessor uses sales data from a 24-month period from July 1, 2018 ending June 30, 2020 to establish real property value. 2022 is a reassessment year. Staff has worked closely with the Assessors in Pitkin, Eagle and Garfield Counties to obtain preliminary assessed valuations and will obtain final assessed valuations when they become available.
- **Transit fuel** prices are known to be volatile. For 2022, management continues to utilize fixed price transit diesel fuel contracts to manage the volatility normally associated with fuel prices. **As of November 2021, the majority of RFTA's estimated diesel fuel needs for 2022 have been locked and reflects a price increase of approximately 7%** compared to the 2021 budgeted weighted average. Our current CNG pricing will be assumed in our budget preparations. The Taxpayer Certainty and Disaster Tax Relief Act of 2020, enacted on December 27, 2020, extended the Alternative Fuel Credit through December 31, 2021. RFTA is eligible to submit claims to receive a credit of \$0.50 per gas gallon equivalent of compressed natural gas (CNG) used in its Operations. At this time, there is no indication of legislation extending this tax benefit to 2022. Our current CNG pricing, without any alternative fuel credit, is assumed in our budget preparations. **Staff is currently trying to gather additional information for any potential price increases on natural gas and determine if further adjustments would be needed for the 2022 budget.**
- **Health care** costs continue to rise and the 2022 increase has been confirmed to be approximately 5% for medical and dental premiums, with no change in vision premiums. A hearing benefit was added to the plan in 2022. RFTA plans to cover the incremental costs and maintain the current employee contribution amounts for the various types of plan coverages offered. During 2020, as part of RFTA's COVID-19 emergency response plan, RFTA started offering its seasonal workforce high-deductible health insurance, employee-only coverage. RFTA continued this benefit in 2021 and the 2022 reflects this same benefit.

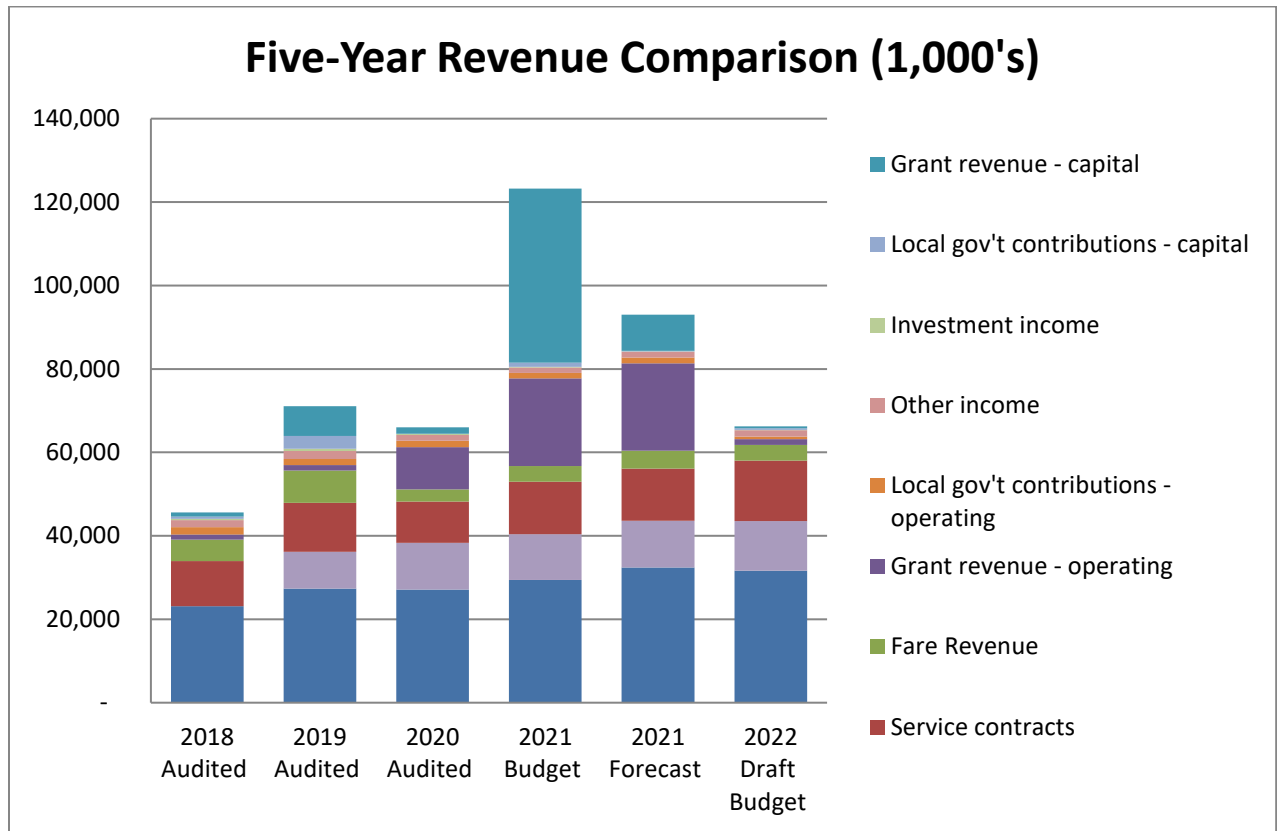
- Historically, the high cost of living in the Roaring Fork Valley has challenged the Authority's ability to hire and retain qualified personnel. Management continues to review and refine RFTA's **compensation** package with respect to wages, incentive programs, and benefit enhancements, including employee housing, in order to remain competitive in the local job market. As part of the biennial compensation review, a market survey has been conducted in July for all positions, with the exception of bus operators (The Collective Bargaining Unit comprised of full-time bus operators are subject to scheduled pay increases in accordance with their contract, which was recently renegotiated and approved by the RFTA board, effective July 1, 2021). In general, results of the compensation review indicate that the market average increased for almost all pay grades; however, not all grades moved at the same rate. Additional considerations were given for positions identified as mission critical or hard-to-recruit. Staff has discussed and reviewed the market survey results and recommends adjusting compensation accordingly in order to remain competitive with the market.
- With the capital intensive nature of the transit industry, management continues to develop funding strategies for short and long term **capital needs**. The funding strategy includes a combination of financing options, seeking out grant opportunities, pay-go using fund balance, seeking additional revenue, and reducing operating costs. The **Destination 2040** Plan has secured additional funding through property tax revenues and increased bonding authority. Management has implemented service enhancements and continues with the design/planning efforts and construction for multiple capital projects. RFTA issued bonds in 2021 to fund the upcoming GMF Expansion Project (Phases 3, 4, 5, & 7), Grade Separated Pedestrian Crossings of Highway 82 and 27th Street, 27th Street Parking Expansion – Property Acquisition.

3. Consolidated Financial Overview

(1,000's)	General Fund	Service Contracts	Bus Stops/ PNR SRF	Mid Valley Trails SRF	Capital Projects Fund	Debt Service Fund	2022 Draft Budget	%
Beginning fund balance (Budget)	\$ 68,700	\$ -	\$ 97	\$ 195	\$ -	\$ 920	\$ 69,912	
Revenues:								
Sales and use tax	\$ 31,574	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ 31,674	48%
Property tax	\$ 11,890	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,890	18%
Service contracts	\$ -	\$ 14,488	\$ -	\$ -	\$ -	\$ -	\$ 14,488	22%
Operating revenue	\$ 3,726	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,726	6%
Grant revenue - operating	\$ 1,402	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ 1,432	2%
Local gov't contributions - operating	\$ 560	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 560	1%
Local gov't contributions - capital	\$ 375	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 375	1%
Other income	\$ 902	\$ -	\$ 515	\$ -	\$ -	\$ 144	\$ 1,561	2%
Investment income	\$ 39	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39	0%
Total revenues	\$ 50,948	\$ 14,518	\$ 515	\$ 100	\$ -	\$ 144	\$ 66,225	100%
Program expenditures:								
Fuel	\$ 1,951	\$ 759	\$ -	\$ -	\$ -	\$ -	\$ 2,711	3%
Transit	\$ 34,918	\$ 13,929	\$ 1,091	\$ -	\$ -	\$ -	\$ 49,938	64%
Trails & Corridor Mgmt	\$ 896	\$ -	\$ -	\$ 109	\$ -	\$ -	\$ 1,005	1%
Subtotal operating exp.	\$ 37,765	\$ 14,688	\$ 1,091	\$ 109	\$ -	\$ -	\$ 53,653	69%
Capital	\$ 18,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,183	23%
Debt Service	\$ 1,650	\$ -	\$ -	\$ -	\$ -	\$ 4,410	\$ 6,060	8%
Total expenditures	\$ 57,598	\$ 14,688	\$ 1,091	\$ 109	\$ -	\$ 4,410	\$ 77,896	100%
Other financing sources	\$ 9,233	\$ 170	\$ 576	\$ -	\$ -	\$ 4,267	\$ 14,246	
Other financing (uses)	\$ (5,012)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,012)	
Change in Fund Balance	\$ (2,429)	\$ 0	\$ -	\$ (9)	\$ -	\$ -	\$ (2,438)	
Ending fund balance	\$ 66,271	\$ 0	\$ 97	\$ 186	\$ -	\$ 920	\$ 67,474	

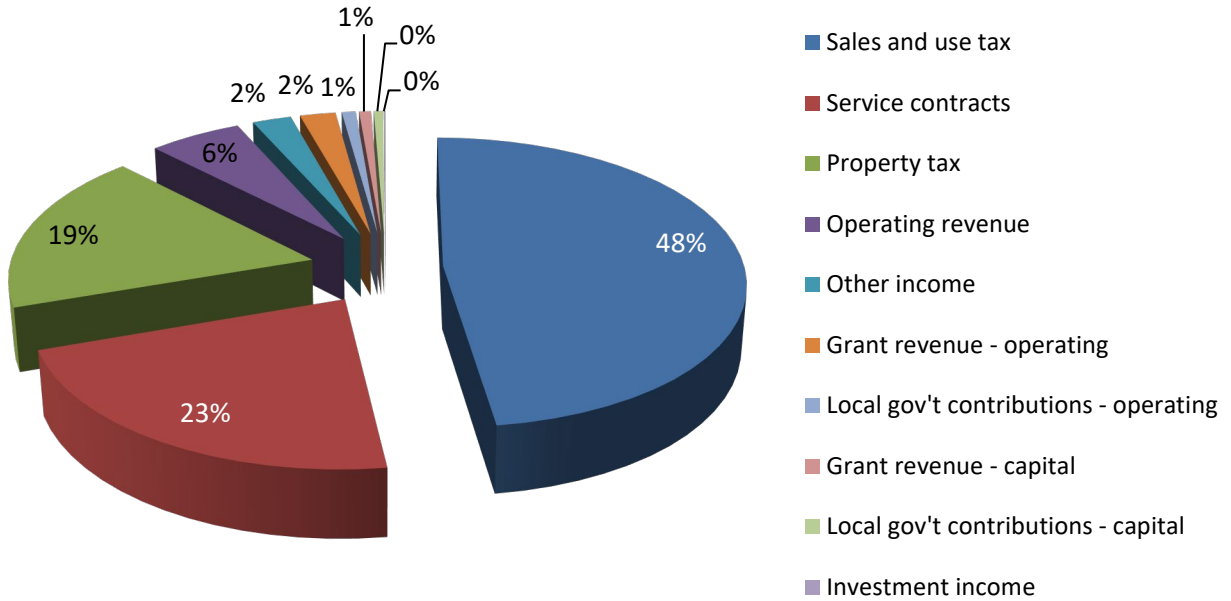
For an explanation of each fund, please refer to the Background section at the end of this report.

4. Estimated Revenue Composition & Assumptions



Revenues (in thousands)	2018	2019	2020	2021	2021	2022 Draft	22/21 Budget	
	Audited	Audited	Audited	Budget	Forecast	Budget	\$ Dif	% Dif
Sales and use tax	\$ 23,124	\$ 27,366	\$ 27,125	\$ 29,420	\$ 32,407	\$ 31,674	\$ 2,254	8%
Property tax	-	8,794	11,232	10,945	11,179	11,890	945	9%
Service contracts	10,808	11,773	9,827	12,642	12,550	14,488	1,846	15%
Fare Revenue	5,156	7,689	2,982	3,727	4,257	3,726	(1)	0%
Grant revenue - operating	1,244	1,346	10,117	20,979	20,979	1,432	(19,547)	-93%
Local gov't contributions - operating	1,736	1,482	1,523	1,374	1,374	560	(814)	-59%
Other income	1,682	1,920	1,332	1,250	1,390	1,561	311	25%
Investment income	332	518	248	202	32	39	(162)	-81%
Subtotal Revenues - Operating	44,084	60,888	64,386	80,538	84,170	65,370	(15,168)	-19%
Local gov't contributions - capital	535	3,017	103	997	198	375	(622)	-62%
Grant revenue - capital	981	7,145	1,508	41,668	8,642	480	(41,188)	-99%
Subtotal Revenues - Capital	1,515	10,163	1,611	42,665	8,840	855	(41,810)	-98%
Total	\$ 45,599	\$ 71,051	\$ 65,997	\$ 123,203	\$ 93,009	\$ 66,225	\$ (56,978)	-46%

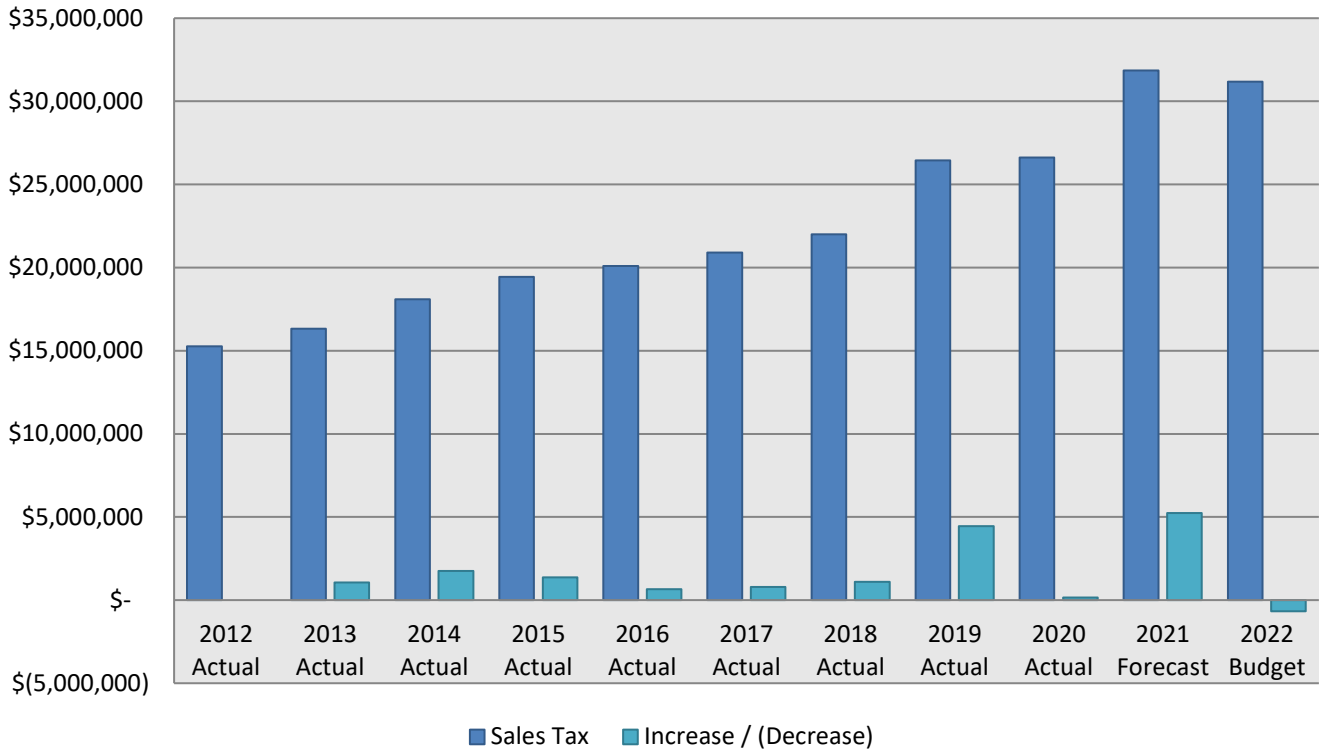
2022 Estimated Revenue Composition



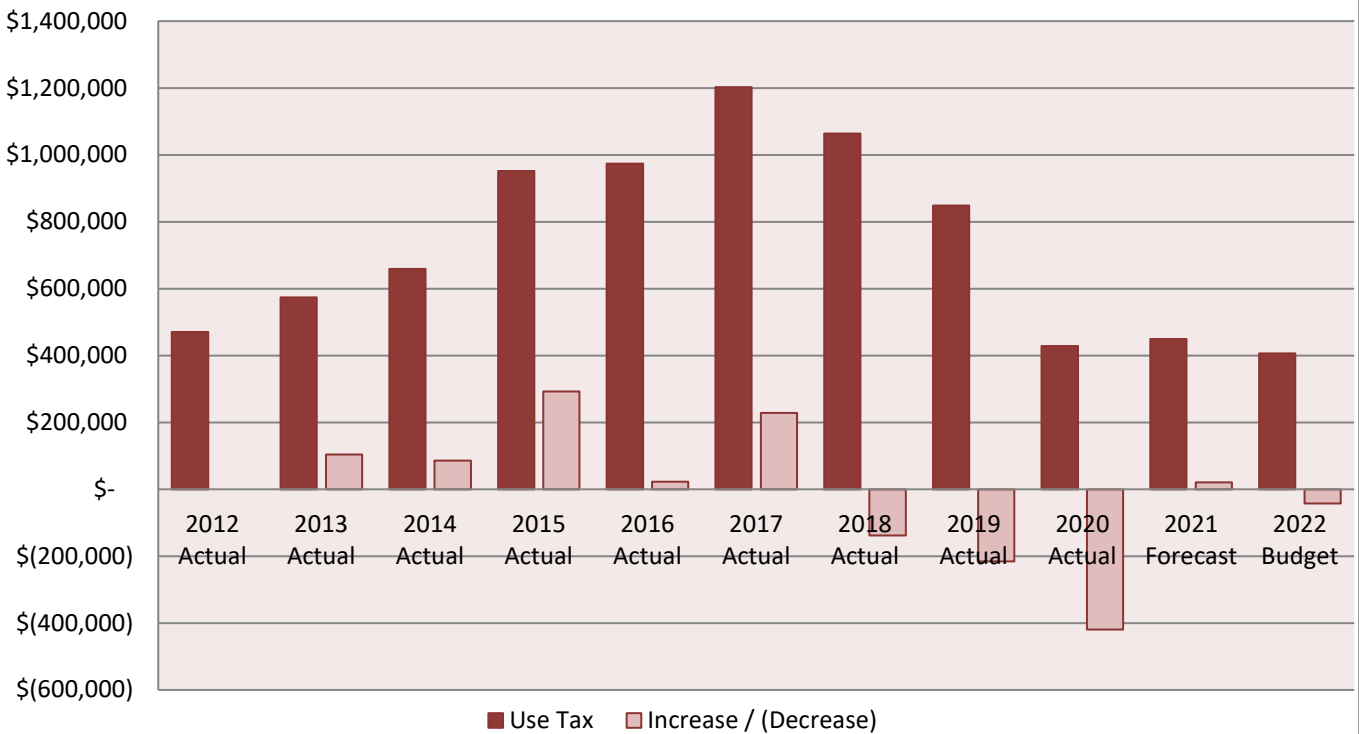
- **Sales Tax** revenues are dedicated taxes collected from member jurisdictions based on intergovernmental agreements. The chart below shows *preliminary* estimates by jurisdiction as of **October 2021**:

Member Jurisdictions	2022 % Increase / (Decrease)
Aspen	+4.3%
Basalt	+5%
Carbondale	+5%
Glenwood Springs	0%
Eagle County	(0%)
New Castle	+3%
Pitkin County	(4.2%)
Snowmass Village	+6.01%

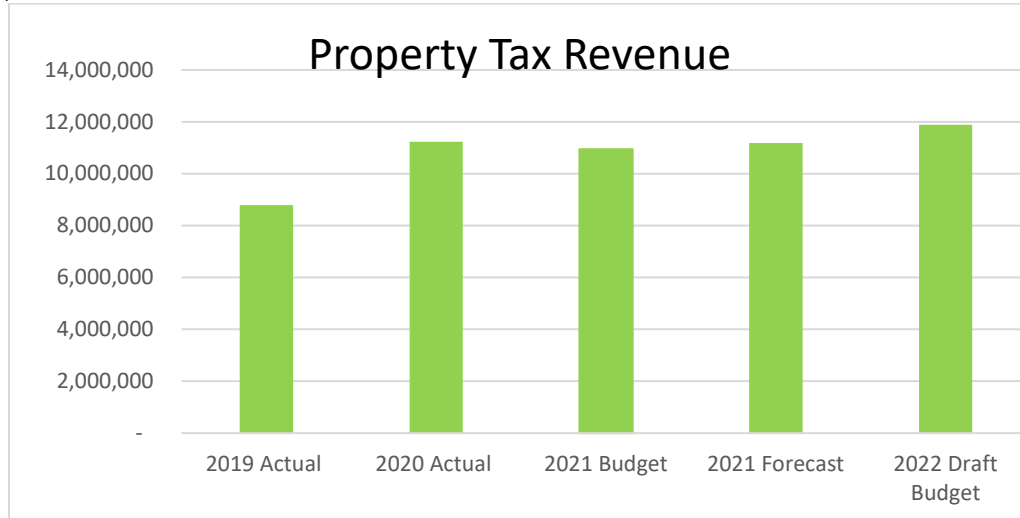
Sales Tax (2012-2022)



Use Tax (2012-2022)



- **Property tax revenues** are collected by the County Treasurer in Pitkin, Eagle and Garfield Counties within RFTA's member jurisdictions. Based on the preliminary data received from Pitkin, Eagle and Garfield Counties, the changes in preliminary assessed property values are 8.5%, 12.2% and 7.9%, respectively, within RFTA's district. Final certifications of assessed valuations will occur in December.



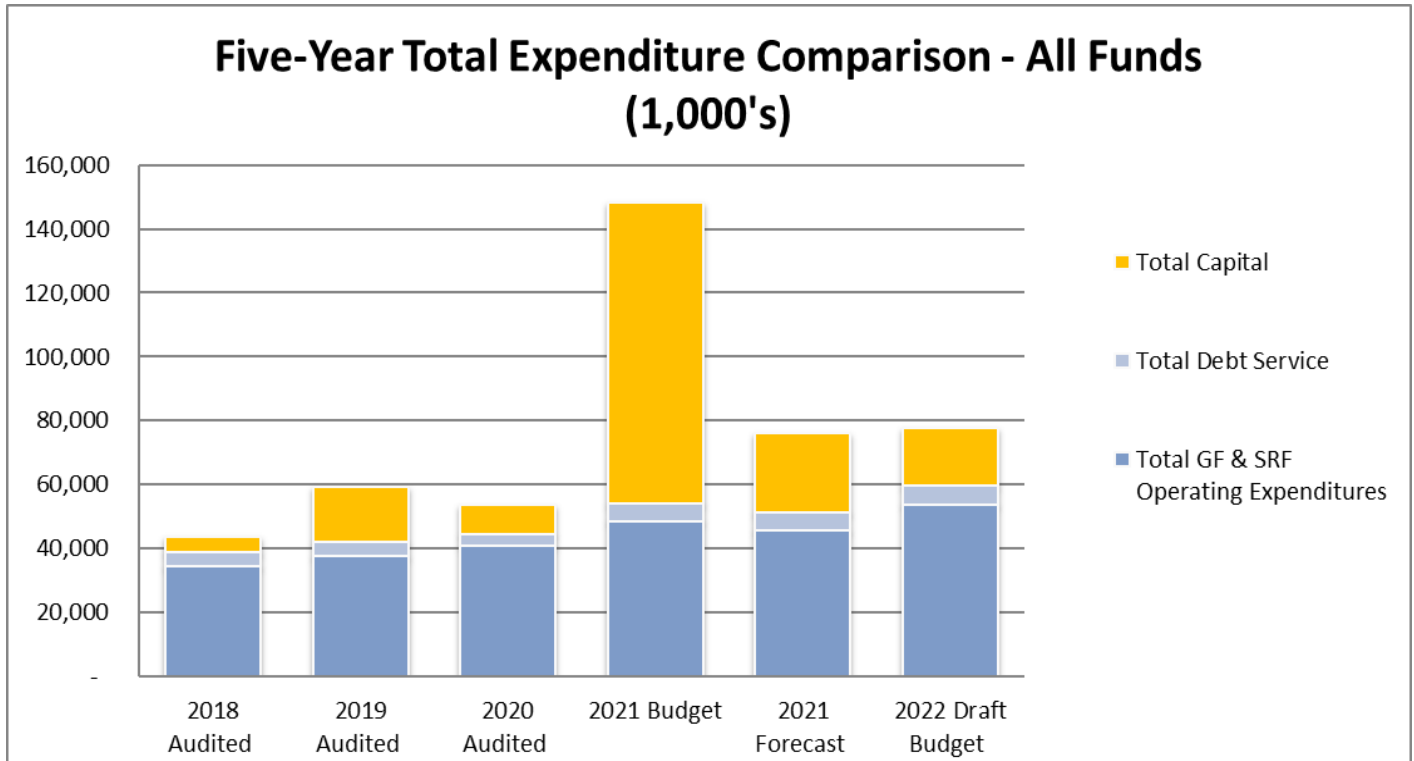
- **Service contract revenues** are for contracted transit services which are billed monthly based on miles and hours by route. The Authority has service contract agreements with the Aspen Skiing Company, the City of Aspen, the City of Glenwood Springs and Garfield County (Travelers Program);
 - The Authority estimated hours and miles by route for each service contract agreement and calculated costs in accordance with each service contract agreement. Staff continues to work closely with its partners to make any modifications to the service levels as they become known.
- **Operating revenues** reflect transit fares collected primarily on regional routes traveling on Highway 82 and the I-70 Corridor as well as fares related to the Maroon Bells Bus Tour;
 - At this time, staff projects a 35% increase in regional fare collections in 2021 compared to 2020 actuals. The increase is primarily due to higher levels in demand and the change in restriction from 50% to 100% seated capacity. For 2022, fare revenues reflect an 18% decrease primarily due to the reduced fares adopted at the October Board Meeting effective on November 22, 2021, the start of the winter season.
 - At this time, the youth fare changes adopted at the August Board Meeting and the reduced fare changes adopted at the October Board meeting are reflected in the budget. Any other fare changes directed by the Board will be considered and implemented following a 30-day public comment period and a Public Hearing.

- The Authority receives **operating and capital grant revenues** from the Federal Transit Administration and the Colorado Department of Transportation;
 - \$1,201,678 from the **FTA Section 5311 operating grant** (flat from 2021; 2022 grant amounts are anticipated to be awarded in **November or December 2021**);
 - \$200,000 from **CDOT FASTER operating grant** (flat from 2021; 2022 grant amounts are anticipated to be awarded in **November or December 2021**);
 - \$480,000 from **CDOT** for an On-Route Battery Electric Bus Charger Project;
 - Staff will be seeking capital grant funds to help fund various capital needs. Funds will be appropriated after grants have been awarded. Additional grant revenues may be added by the final budget.

- **Local governmental contributions** are received to primarily help fund transit programs;
 - At the September Board meeting, staff presented the summary of the analysis of the potential for the transfer of the No-Fare service fare offset from the **Elected Officials Transportation Committee (EOTC)** to RFTA due to reductions in EOTC revenues and increases in RFTA revenues as a result of the tax law change from HB19-1240. **The 3rd draft budget reflects the RFTA Board's decision at the October Board meeting** to cover the full amount the EOTC funding for the no-fare Aspen/Snowmass regional transit service. Using the agreed-upon methodology, the calculated contribution is approximately \$850,898 and has been removed from the budget.
 - Assumes that **Garfield County's** support for the Grand Hogback bus service remains the same in 2022 as 2021, in the amount of \$500,000. RFTA and the County are in contact regarding any potential change in contribution in light of anticipated budgetary constraints.
 - Assumes that the **City of Rifle's** support for the Grand Hogback bus service will remain the same at \$20,000.
 - **Assumes a capital contribution of \$300,000 from the City of Aspen for the On-Route Battery Electric Bus Charger Project.**

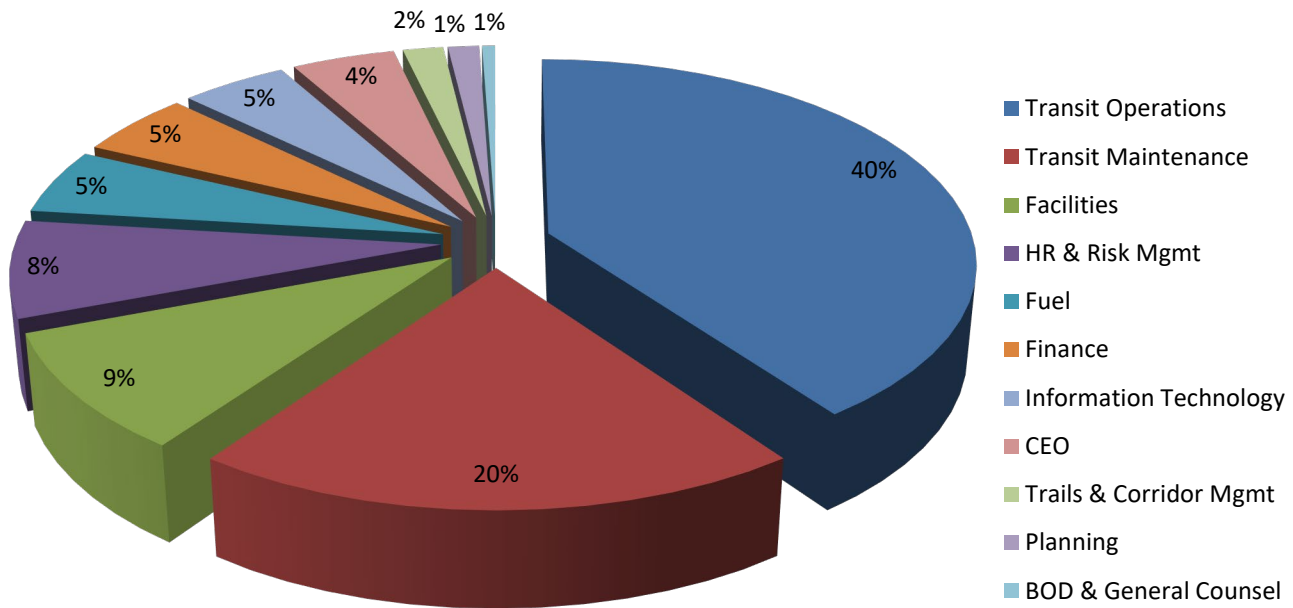
- **Other income** primarily consists of employee housing rental revenue in the General Fund, vehicle registration fees in the Bus Stop/Park & Ride Special Revenue Fund, and credits from the Federal Government representing a reimbursement on a portion of the interest paid on the Series 2012A Qualified Energy Conservation Bonds in the Debt Service Fund.
 - Assumes employee housing rental revenue will see a **40%** increase primarily due to the anticipation that more units needed.
 - Assumes vehicle registration fees will remain the same.
 - Assumes a 5.7% sequestration rate on refundable credits applicable to the Authority's Build America Bonds and the Qualified Energy Conservation Bonds. The sequestration rate is subject to change.

5. Expenditure by Program/Department & Assumptions



Expenditures (in thousands)	2018	2019	2020	2021	2021	2022 Draft	22/21 Budget	
	Audited	Audited	Audited	Budget	Forecast	Budget	\$ Dif	% Dif
Fuel	1,095	1,670	820	1,564	1,341	1,951	387	25%
Transit Maintenance	4,745	5,009	6,309	7,225	6,411	7,674	450	6%
Transit Operations	9,065	9,687	11,875	13,398	13,078	15,010	1,612	12%
Administration	5,096	5,775	7,071	8,363	7,480	9,232	869	10%
Facilities	2,211	2,088	2,957	3,051	2,923	2,769	(283)	-9%
Attorney & Board of Directors	142	185	172	157	214	219	62	39%
Trails & Corridor Mgmt	469	456	548	671	615	896	225	34%
Total GF Operating Expenditures	\$ 22,824	\$ 24,870	\$ 29,752	\$ 34,428	\$ 32,061	\$ 37,750	\$ 3,322	10%
SRF - Service Contracts	10,987	11,944	10,062	12,841	12,749	14,685	1,844	14%
SRF - Bus Shelter / PNR	716	814	850	1,045	950	1,088	43	4%
SRF - Mid Valley Trails	21	71	52	55	36	109	54	98%
Total GF & SRF Operating Expenditure:	\$ 34,547	\$ 37,698	\$ 40,716	\$ 48,369	\$ 45,795	\$ 53,632	\$ 5,263	11%
GF - Debt Service	1,493	1,522	971	2,773	2,609	1,650	(1,123)	-41%
Debt Service Fund	2,950	2,660	2,733	2,729	2,729	4,410	1,681	62%
Total Debt Service	\$ 4,443	\$ 4,182	\$ 3,705	\$ 5,502	\$ 5,338	\$ 6,060	\$ 558	10%
Total Operating & Debt Service	\$ 38,990	\$ 41,880	\$ 44,420	\$ 53,871	\$ 51,133	\$ 59,693	\$ 5,821	11%
GF - Capital Outlay	4,563	14,978	5,213	57,102	15,822	18,180	(38,921)	-68%
SRF - Bus Shelter / PNR - Capital Outlay	16	7	-	-	-	-	-	0%
Capital Projects Fund	-	2,244	4,205	37,278	9,333	-	(37,278)	0%
Total Capital	\$ 4,578	\$ 17,228	\$ 9,417	\$ 94,380	\$ 25,156	\$ 18,180	\$ (76,200)	-81%
Total Expenditures - all funds	\$ 43,568	\$ 59,108	\$ 53,838	\$ 148,251	\$ 76,289	\$ 77,873	\$ (70,378)	-47%
				-	-	-		

2022 Budgeted Operating Expenditures by Department



Department	Fund				2022 Draft Budget	%
	General Fund	Service Contracts	Bus Stops/ PNR SRF	Mid Valley Trails SRF		
Fuel	\$ 1,951	\$ 759	\$ -	\$ -	\$ 2,711	5%
Transit Maintenance	\$ 7,686	\$ 2,926	\$ -	\$ -	\$ 10,612	20%
Transit Operations	\$ 14,995	\$ 6,360	\$ -	\$ -	\$ 21,355	40%
CEO	\$ 1,751	\$ 664	\$ -	\$ -	\$ 2,415	5%
Finance	\$ 1,957	\$ 742	\$ -	\$ -	\$ 2,699	5%
Planning	\$ 526	\$ 200	\$ -	\$ -	\$ 725	1%
HR & Risk Mgmt	\$ 3,202	\$ 1,215	\$ -	\$ -	\$ 4,416	8%
Information Technology	\$ 1,808	\$ 686	\$ -	\$ -	\$ 2,493	5%
Facilities	\$ 2,775	\$ 1,053	\$ 1,091	\$ -	\$ 4,918	9%
BOD & General Counsel	\$ 219	\$ 83	\$ -	\$ -	\$ 302	1%
Trails & Corridor Mgmt	\$ 896	\$ -	\$ -	\$ 109	\$ 1,005	2%
Total	\$ 37,765	\$ 14,688	\$ 1,091	\$ 109	\$ 53,653	100%

- **Compensation Adjustments:**

- The Collective Bargaining Unit (CBU) comprised of full-time bus operators are subject to a scheduled pay increase, corresponding to each employee’s anniversary date in accordance with their contract. Assuming 185 full-time bus operators, the increase results in an additional cost of approximately \$817,000.
- Based on the market survey results from the biennial compensation review, the budget reflects an additional cost of approximately \$874,000 based on the wage adjustment assumptions in the following order:
 - **New minimum adjustments** at the first full payroll of the year to bring anyone under the new wage range up to the new minimum.
 - **Market adjustments** to salary grades generally reflect midpoint movements (ranging from 2% to 7%) at the first full payroll of the year. The average increase applied was 3% with the exception of mission critical or hard-to-recruit positions.
 - For **“Mission Critical” or “Hard-to-Recruit” positions** identified by management, market adjustments were applied based on midpoint movements of each position (ranging from 2% to 18%) at the first full payroll of the year. The average increase applied for these positions is estimated to be approximately 8%.

The wage adjustments were implemented retroactively to July 2021 based on the RFTA Board approval of Supplemental Budget Resolution 2021-18 at the October 2021 Board meeting.

- For positions outside of the CBU, the budget assumes a merit increase of up to 4% effective at each employee’s annual performance review date, resulting in an additional cost of approximately \$329,000. As a reference, the chart below illustrates the impacts of several merit increase scenarios:

Merit Increase Analysis (1,000's)				
Merit Increase Scenario	General Fund	Bus Stop/PNR SRF	Service Contract SRF (Traveler)	Total
1.0%	\$ 80	\$ 2	\$ 1	\$ 83
	0.28%	0.68%	0.23%	0.28%
2.0%	\$ 158	\$ 4	\$ 3	\$ 165
	0.56%	1.36%	0.69%	0.57%
3.0%	\$ 238	\$ 6	\$ 5	\$ 247
	0.84%	2.04%	1.15%	0.85%
4.0%	\$ 316	\$ 8	\$ 6	\$ 329
	1.11%	2.72%	1.38%	1.13%

- The Authority received four **Request for Funding Applications**, two of which were multi-year funding requests that the RFTA Board had approved during the last budget cycle. The budget currently reflects the following:
 - \$190,000 from **WE-cycle**, a 501(c)(3) non-profit organization serving Aspen and Basalt to support bike sharing operations. Funds will be used to help support WE-cycle's strategic and operational direction, structure, and planning efforts to benefit existing and future bike share services within the Roaring Fork Valley. These funds will provide WE-cycle with essential stability as it plans for its services year over year by allowing WE-cycle to retain year-round office space and support high-level director level positions to provide for a stable and consistent organizational framework. ***WE-cycle applied for a five-year funding request of \$100,000/year which the Board approved during the last budget cycle. This amount represents year five of the five-year funding request. In addition, WE-cycle is requesting an additional \$90,000 to continue supporting financial and administrative services through a contracted CFO in order to enable its Executive Director to continue working on WE-cycle/RFTA integration and planning efforts to ensure the long-range sustainability of existing and future regional bike share services.***
 - \$30,000 from **Garfield Clean Energy (GCE)** 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 and increase availability/use of multi-modal transportation, and adoption of electric and CNG vehicles. (3) Organizational administration, outreach, education, website and reporting. ***GCE applied for a three-year funding request of \$30,000/year which the Board approved during the last budget cycle. This amount represents year two of the three-year funding request.***
 - \$5,000 from **Lower Valley Trail Association (LoVa)** in order to support the current effort on the 8.5 mile segment of the LoVa South Canyon Trail between West Glenwood Springs and New Castle, and assist with the feasibility of the Coal Ridge Trail connecting New Castle and Silt with Coal Ridge High School.
 - \$4,000 from **Northwest Colorado Council of Governments** to help fund the match for their Section 5310 Mobility Management grant from CDOT.

- Approximately \$18,183,000 of capital outlay has been budgeted:

Capital Expenditure by Project				
Description (1,000's)	Total Outlay	Grant/Local Assistance	Lease Proceeds	Local Share
General Fund				
Transit				
Bus Purchases* (10 replacement, 5 expansion)	\$ 9,233		\$ (9,233)	\$ 0
South Bridge Contribution (GWS)	\$ 4,000			\$ 4,000
BEB On-Route Charger Project**	\$ 1,100	\$ (780)		\$ 320
TOSV Transit Station Contribution	\$ 500			\$ 500
IT Equipment/software	\$ 422			\$ 422
Non-Revenue Vehicles (7 replacement, 3 expansion)	\$ 419			\$ 419
Dispatch Radio Consoles	\$ 380			\$ 380
Bus engine/transmission rebuilds	\$ 375			\$ 375
Maroon Creek Roundabout Contribution	\$ 300			\$ 300
Facilities Improvements	\$ 200			\$ 200
Location Based PreTrip System and Module	\$ 175			\$ 175
MOVE Study	\$ 150	(75)		\$ 75
Zero Emission Vehicle (ZEV) Roadmap	\$ 150			\$ 150
Bus Stops (Basalt) Contribution	\$ 130			\$ 130
RFTA Climate Action Plan (CAP)	\$ 100			\$ 100
Vehicle Maintenance Equipment	\$ 65			\$ 65
WE-cycle Capital Contribution	\$ 62			\$ 62
Triennial On-Board Survey	\$ 45			\$ 45
USFS Maroon Bells Study	\$ 25			\$ 25
Rail Salvage Study	\$ 10			\$ 10
Subtotal Transit	\$ 17,841	\$ (855)	\$ (9,233)	\$ 7,753
Trails				
Trail Improvements	\$ 328	\$ -	\$ -	\$ 328
Trail Equipment	\$ 14	\$ -		\$ 14
Subtotal Trails	\$ 342	\$ -	\$ -	\$ 342
Total	\$ 18,183	\$ (855)	\$ (9,233)	\$ 8,095

*Assumed order placed in 2022 for delivery in 2023 and financed through a lease/purchase agreement with estimated annual payments starting in 2023. Staff plans to actively seek grant funding where available.

** City of Aspen staff is requesting Council approval to contribute \$300,000; this item is included in the 3rd draft of the 2022 Budget

- The project list includes some recurring capital needs, primarily related to bus replacements, engine and transmission rebuilds, various IT equipment, and capital repairs for the Rio Grande Trail. Notable projects have been itemized above.
- Staff developed a list of initiatives/projects that have been prioritized based on the strategic initiatives identified by the RFTA Board. Management has reviewed the list of strategic initiatives and identified high priority projects and updated the draft budget to include nearly ~\$15 million of projects included in the Destination 2040 Plan (notably the bus purchases, South Bridge Project Contribution, BEB On-Route Charger Project) and ~\$2.5 million for other initiatives. As staff continues to refine the revenue assumptions and operating budget over the course of the budget planning process, the project list will be updated accordingly based on priority.

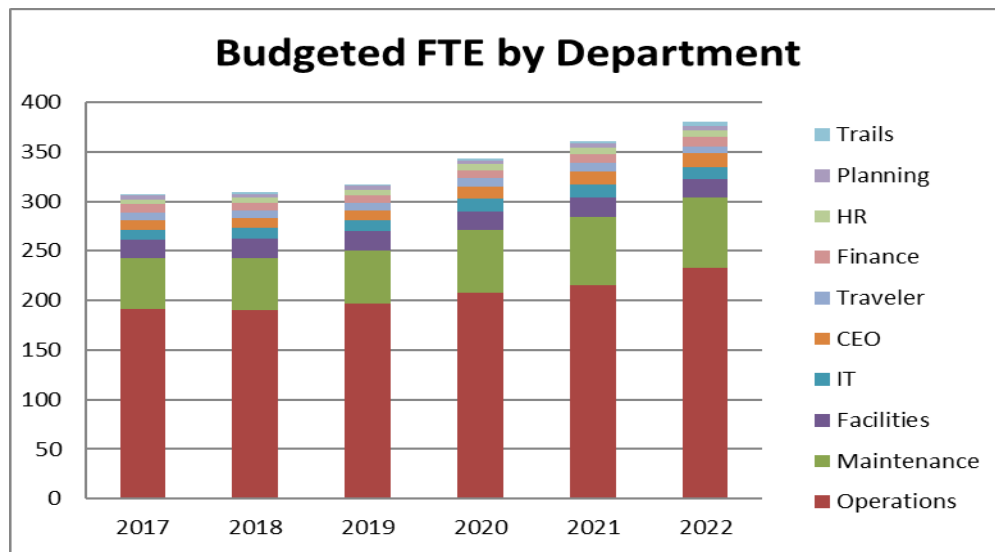
- Certain expenditures may be added into the budget through supplemental budget appropriation resolutions during the budget year when funding is available in the case where actual revenues exceed projections or capital grants are awarded.

6. Other Financing Sources and Uses Assumptions

- Approximately **\$576,000** of current available resources is budgeted to be transferred from the General Fund to the **Bus Stops/Park and Ride** Special Revenue Fund to fund the costs to operate and maintain the BRT stations & park and rides and other stops.
- RFTA will continue to contribute to the **Traveler Program** on behalf of its members located in Garfield County as reflected by the budgeted transfer of approximately **\$170,000** of current available resources from the General Fund to the Service Contract Special Revenue Fund.
- In accordance with bond resolutions, approximately \$4.27 million of current available resources will be transferred from the General Fund to the **Debt Service** fund which will be used to fund current debt service payments on RFTA's outstanding bonds from 2012, 2013, 2019 and 2021.

7. Staffing

- Assumes 379.8 full-time equivalents (FTEs) compared to 360.9 budgeted in 2022.



- Increase to 185 Full-time bus operators
- Non-Seasonal Bus Cleaners continue to be budgeted in 2022
- Updated allocation of staff between time spent on Facilities and Trails work
- 2 new Safety and Training Coordinator Positions added
- 2 new IT Positions (Systems Analyst and IT Hardware Technician) added
- 3 new Transportation Supervisor Positions added
- 1 new Accounting Technician added
- 1 Customer Service Specialist added

8. Major Goals

- Continue to provide the essential transit services to support the regional workforce and economy during the unprecedented COVID-19 pandemic.
- Implement compensation adjustments in order to hire and retain RFTA's valued workforce.

Management has identified high priority projects and strategic initiatives for 2022 and included nearly ~\$15 million of projects included in the Destination 2040 Plan (notably the bus purchases, South Bridge Project Contribution, BEB On-Route Charger Project) and ~\$2 million for other initiatives. Notable projects included in the 2021 budget, which are expected to be continued in 2022 due to timing:

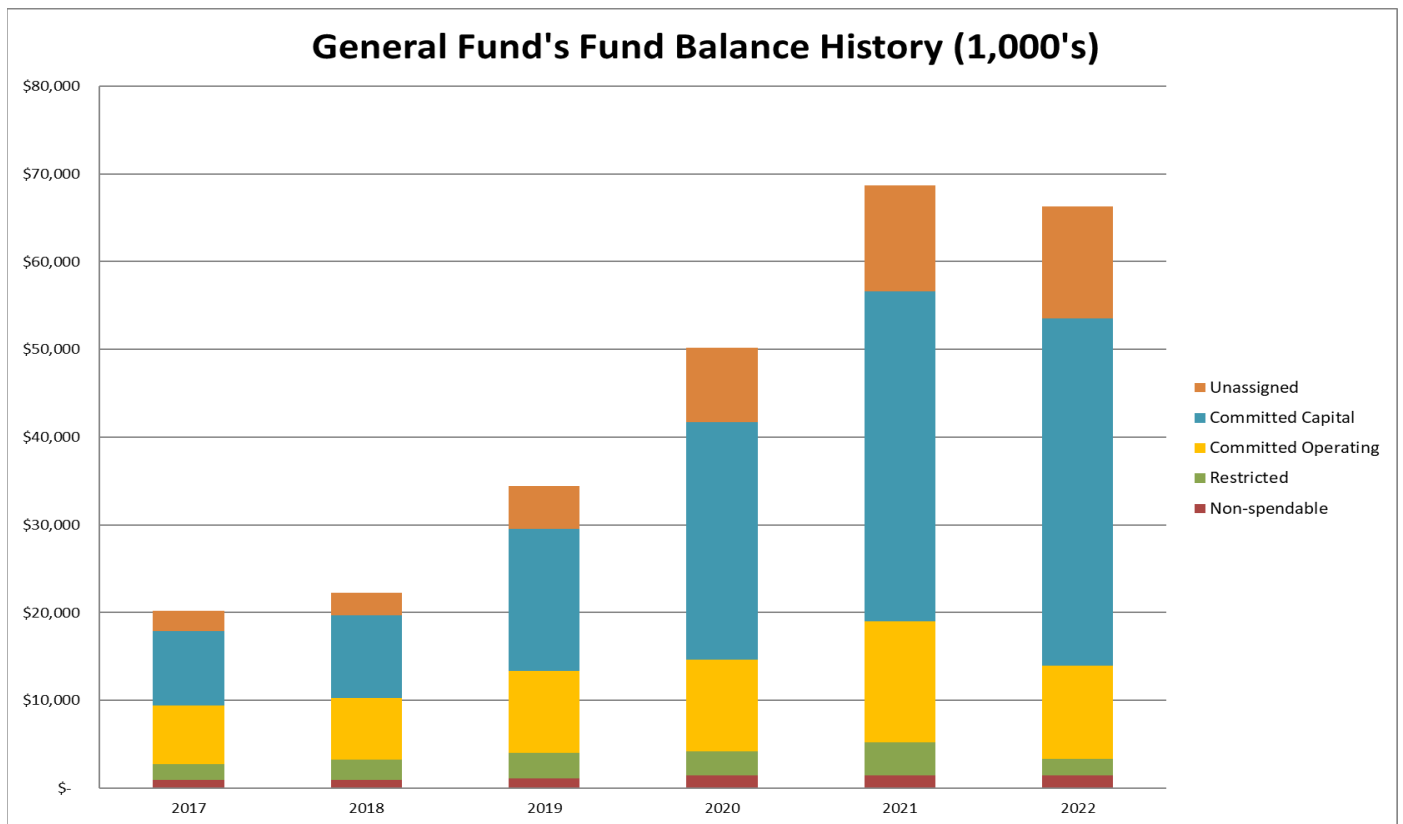
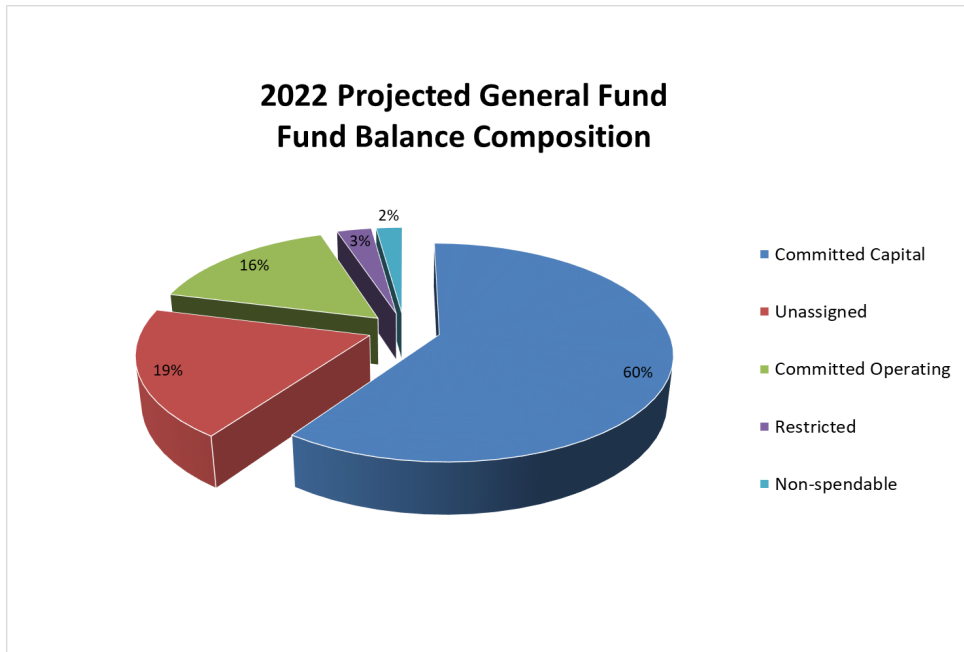
- Glenwood Maintenance Facility (GMF) Expansion Phases 3,4, 5, & 7
- Grade Separated Pedestrian Crossings of Highway 82 and 27th Street in Glenwood Springs
- Bus Replacements
- RFTA Housing Replacement Design
- Rio Grande Trail Improvements
- Contribution to EOTC for Brush Creek Park and Ride Improvement Project
- Contribution to City of Aspen for Paepcke Transit Hub Project

9. Fund Balance

	General	Service	Bus	Mid	Capital	Debt	
(1,000's)	Fund	Contracts	Stops/ PNR	Valley Trails	Projects Fund	Service Fund	Total
Beginning fund balance (budget)	\$ 68,700	\$ -	\$ 97	\$ 195	\$ -	\$ 920	\$ 69,912
Revenues	\$ 50,948	\$ 14,518	\$ 515	\$ 100	\$ -	\$ 144	\$ 66,225
Expenditures	\$ (57,598)	\$ (14,688)	\$ (1,091)	\$ (109)	\$ (0)	\$ (4,410)	\$ (77,896)
Other financing source/(use)	\$ 4,221	\$ 170	\$ 576	\$ -	\$ -	\$ 4,267	\$ 9,233
Change in net assets	\$ (2,429)	\$ 0	\$ -	\$ (9)	\$ (0)	\$ -	\$ (2,438)
Ending fund balance	\$ 66,271	\$ 0	\$ 97	\$ 186	\$ (0)	\$ 920	\$ 67,474
Ending fund balance composition:							
Non-spendable fund balance	\$ 1,436						\$ 1,436
Restricted fund balance	\$ 1,916	\$ 0	\$ 97	\$ 186	\$ -	\$ 920	\$ 3,119
Committed fund balance:							
Operating reserves	\$ 10,597						\$ 10,597
Facilities capital reserves	\$ 8,208						\$ 8,208
Transit capital reserves	\$ 28,959						\$ 28,959
Trails capital reserves	\$ 2,433						\$ 2,433
Unassigned fund balance	\$ 12,722						\$ 12,722
Ending fund balance	\$ 66,271	\$ 0	\$ 97	\$ 186	\$ -	\$ 920	\$ 67,474

Policy 2.5.5. Financial Planning/Budgeting, states that "...At year-end, any available surplus in the General Fund will be allocated in the following manner: 75% to Committed Capital Reserves and 25% to Unassigned Fund Balance. The portion allocated to Committed Capital Reserves will be further allocated in the following manner: 75% Transit Capital Reserves, 20% Facilities Capital Reserves and 5% Trails Capital Reserves. Such Capital Reserves may be drawn upon on recommendation of CEO with Board approval to fund capital needs and replenished using year-end surpluses." **First and Last Mile Mobility (FLMM)** is an important concept for transit agencies to improve access to and from transit for a broader group of people. With the increasing interest and demand for FLMM solutions in RFTA's service area, staff would like the Board to consider the possibility of creating a **FLMM Capital Reserve** category in order to intentionally recognize and build reserves to fund future investments.

Fund balance is the difference between assets and liabilities and is divided between Non-spendable and Spendable. **Non-spendable** fund balance includes amounts that cannot be spent either because it is not in spendable form or because of legal or contractual constraints. **Spendable** fund balance is comprised of Restricted, Committed and Unassigned fund balance. **Restricted** fund balance includes amounts that are constrained for specific purposes that are externally imposed by providers. **Committed** fund balance includes amounts that are constrained for specific purposes that are internally imposed by the Board. **Unassigned** fund balance includes residual amounts that have not been classified within the previously mentioned categories and is a measure of current available financial resources.



10. Background information

Fund and fund structure

The Authority Budget and Financial Statement are reported in accordance with generally accepted accounting principles on a modified accrual basis of accounting. All Funds are appropriated.

The General Fund reports operating activity for regional Valley, Grand Hogback and miscellaneous Transit, Trails and Administrative Support services. Additionally, most Capital and Debt Service activity are reported in the General Fund, unless resolution requires otherwise.

The Service Contract Special Revenue Fund reports revenue and operating activity for additional services based on contractual agreement. These services are extra services provided in certain areas within the overall Authority service area.

Bus Stop and Park n Ride Special Revenue Fund reports vehicle registration fee revenue and bus stops and park n ride expenditure activity as required by State rural transit authority enabling legislation. Additionally, by resolution, Garfield County has dedicated certain development fees to construct bus stops and park n ride improvements in unincorporated Garfield County.

Mid Valley Trails Special Revenue Fund reports activity for certain trails activities within Eagle County. As a condition of becoming a member of the Authority, Eagle County dedicated an existing ½ cent sales tax to the Authority. Part of the sales tax was dedicated to trails. In June of 2002 the Authority by resolution adopted the Eagle County Mid Valley Trails Committee. The Committee administers all aspects of appropriating the funds and the Authority provides accounting of the funds and other services as requested by the Committee.

Capital Project Fund reports activity for a variety of Capital Projects related to transit assets and infrastructure such as the Battery Electric Bus Pilot program, GMF Vehicle Maintenance Expansion Project, AMF Phase 9 Fuel Farm Replacement Project, and SH82 Mid-Valley Bus Stop Improvements Project. Projects funded through 2019 and 2021 bond proceeds contain expenditures that are certain and specific in accordance with State and Federal tax law as identified by Bond Counsel.

Debt Service Fund:

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

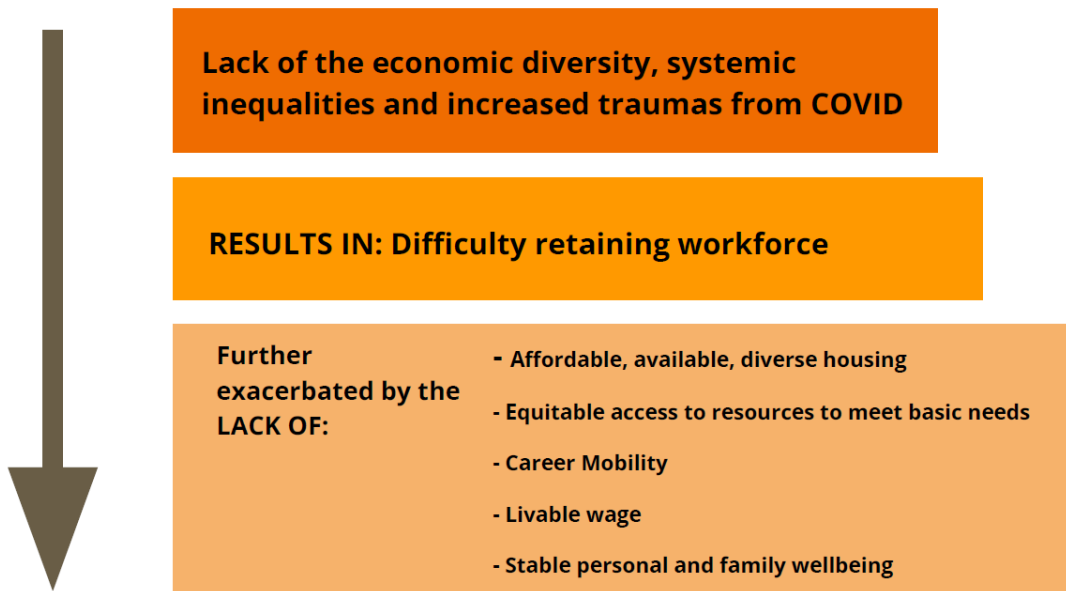
**RFTA BOARD OF DIRECTORS MEETING
"INFORMATION/UPDATES" AGENDA SUMMARY ITEM # 9. A.**

CEO REPORT

TO: RFTA Board of Directors
FROM: Dan Blankenship, CEO
DATE: November 11, 2021

Workforce Resiliency for the Roaring Fork Valley: During October, Pitkin County hosted a series of meetings at 3rd Street Center in Carbondale, with approximately 45 stakeholders represented, to discuss workforce resiliency. Input from participants indicated that the workforce in the Roaring Fork Valley is under considerable stress. You are invited to read the entire report by clicking on the link below.

Finding #1: Current Realities



[RFV Roadmap Stakeholder Meetings Summary and Resources](#)

RFTA's Strategic Outcome 3.0 states, "RFTA will ensure organizational sustainability by enhancing its ability to continue to recruit and retain an engaged, well-trained, resilient professional workforce. RFTA has taken a number of significant steps to contribute to a more resilient workforce, not only at RFTA but throughout the region, as follows:

RFTA Employees:

- Accelerated wage increases effective July 1, 2021 for non-union and union employees.
- Created a sick leave donation policy for employees who have long-term illnesses and have exhausted their sick leave accruals.
- RFTA is absorbing health insurance premium increases for 2022, no increases for employees.
- RFTA is providing enhanced dental, vision, and hearing insurance for employees in 2022.
- RFTA is adding key staffing positions in 2022 to enhance organizational performance and help spread the workload more evenly.
- RFTA is helping employees who need it to secure affordable rental housing.

Regional Workers and their Families:

- Reduced the youth fare (ages 6 – 18) to \$1 per ride anywhere in the regional commuter system.
- Assumed responsibility for the Aspen/Snowmass No Fare service.
- Adopted Fare Structure Changes Effective November 22, 2021:
 - Free Service within a zone
 - \$2 to get to the next zone, and \$1 dollar per each additional zone.
 - Consolidated the Basalt and El Jebel zones.
 - Cash fare to travel from Rifle to Aspen will be \$8 instead of \$10, cash fare to travel from Glenwood Springs to Aspen will be \$5 instead of \$7.

CEO Succession Plan Update: I am continuing to work on performance reviews for the COO and CFAO in which specific succession planning activities and goals will be developed for each individual. I will also identify specific tasks currently handled by me that I will delegate to each of them. Input for the reviews has been obtained from their direct reports and the CFAO and COO are completing self-reviews. Due to my illness during the Month of October, the plan now is to deliver their performance reviews during the month of November. A more detailed update will be provided in December.

COVID-19 Update:

1. **Emerging Issue:** Staff is developing a RFP for an on-site rapid COVID testing program for unvaccinated employees and vaccinated employees who are experiencing symptoms. Currently it is estimated that a contract will be awarded by mid-December and that the program should be implemented on or before January 1, 2022.
2. **Vaccinations:** As of October 26, 2021, the number of RFTA employees who were fully vaccinated was as follows:

Total vaccinated	290
Total Employees	370
Percent vaccinated	78%

3. **Attendance:** As of Friday, November 5, 2021, there were three RFTA employees absent due to COVID-19 related reasons.
4. **Staffing:** As of Thursday, October 26, 2021, RFTA had 157 Year-Round and 12 Seasonal and Part-Time Bus Operators on staff, which is 13 more than the goal of 155 for the Fall season. In order to comfortably accommodate vacations and illnesses, the Winter Season (which begins 11/22) goal for Bus Operators is 201. RFTA is continuing to recruit Year-Round and Seasonal Bus Operators and, based on new employees currently in the pipeline we will need to recruit and train an additional 5 in order to attain that goal.

RFTA Fall/Winter Bus Operator Staffing Plan (as of 10/26/21)

	A	B	C
Description		Fall Service Plan (9/6)	Winter Service Plan (11/22)
1 Estimated Bus Operator FTE's* on Staff		157	181
2 Estimated Seasonal and Part-Time Bus Operators on Staff		12	25
3 Total FTE's, Seasonal and Part-Time Bus Operators on Staff		169	206
4 Estimated number of Bus Operators Unavailable due to COVID/Other		1	0
5 Total Estimated Bus Operators Available To Work		168	206
6 Total Estimated Active Bus Operators Required for Scheduling per Week for 114%		155	201
7 Estimated Excess/(Shortfall) of Bus Operators Available per Week for 114%**		13	5

5. **Fleet Availability:** As of Thursday, October 25, 2021, RFTA had 110 buses available for service and it required 66 for peak pullout, leaving a surplus of 44.
6. **Ridership:** Through October 23, RFTA's Fall 2021 ridership compared to Fall 2020 was as follows:

RFTA Average Daily Ridership Comparison Fall 2020 to Fall 2021

	A	B	C	D	E
	Route	Fall 2020	Fall 2021	# Vari	% Vari
1	RF Valley/BRT/Local/TOSV	2,460	3,686	1,226	50%
2	Hogback	168	220	52	31%
3	Carbondale Circulator	209	271	62	30%
4	City of Aspen	844	1,533	689	82%
5	Ride Glenwood	315	439	124	39%
6	Maroon Bells	1,186	1,533	347	29%
7	Total	5,182	7,682	2,500	48%

Chief Operating Officer Update, November 2021: Kurt Ravenschlag, COO

COO Update – November 2021

Local Law Enforcement Coordination:

RFTA facilitated the second local law enforcement coordination meeting between jurisdictions from Pitkin County to Garfield County on November 3. Participants included Assistant Chief, Bill Linn, City Aspen; Chief Deputy, Parker Lathrop, Pitkin County Sheriff; Patrol Supervisor, Dave Heivly, Town of Snowmass Village; Under Sheriff, Dan Loya, Eagle County Sheriff; Corporal, Nino Santiago, Town of Basalt; Chief, Kirk Wilson, Town of Carbondale and Tom Delassandri, Colorado Protective Services. These meetings are intended to facilitate coordination efforts between RFTA and the multiple law enforcement jurisdictions within our service area as well as help foster better partnerships. Topics include how best to help RFTA deal with passengers violating our code of conduct, passengers engaging in criminal activity and how best to coordinate and communicate across jurisdictions with law enforcement. The local law enforcement agencies have also appreciated these meetings as there is currently no venue for them to communicate on these types of issues or other law enforcement topics. RFTA intends to facilitate these meetings bi-annually and will be open the meetings to other topics beyond RFTA that will help facilitate better communication and coordination between our region's local law enforcement.

Climate Action Planning:

Following the RFTA Board retreat in July and the discussions surrounding Sustainability and Climate Action planning, it was determined to pursue developing a Climate Action Plan in 2022 to incorporate Board feedback and layout a road map for attaining RFTA's Climate Action goals. As this planning has not yet occurred and RFTA has projects underway, RFTA has retained 3rd party energy consulting services to review its current and pending facility construction plans. These reviews will make recommendations to RFTA that could further enhance their building efficiencies and reduce energy consumption. These recommendations will go through a cost/benefit analysis to determine if they should be incorporated into the project. These recommendations could create additional costs to projects, in which case, staff will bring these recommendations to Board for concurrence.

RFTA 2021 Work Plan for Destination 2040 Implementation

E1 - Bus Replacement – Six, 45' Coach Buses

Total Project: \$4,200,000	2021 Budget: \$4,512,000	% Complete: 100%
RFTA Share: \$840,000	RFTA Balance: \$67,673,000	Last Updated: October 2021
<ul style="list-style-type: none"> 2020 Budget included funding to purchase 6 replacement two door over the road coach buses. This budget is requested to be rolled forward to the 2021 Budget in a March Board meeting supplemental appropriation. 		<ul style="list-style-type: none"> 5 buses delivered Remaining 6th bus is still in production

E1 - Bus Replacement – Ten, 40' clean diesel, low floor buses

Total Project: \$5,550,000	2021 Budget: \$5,550,000	% Complete: 100%
RFTA Share: \$5,550,000	RFTA Balance: \$62,123,000	Last Updated: June 2021
<ul style="list-style-type: none"> 2020 Budget includes funding to purchase 10 replacement low floor clean diesel buses. This budget is requested to be rolled forward to the 2021 Budget in a March Board meeting supplemental appropriation. 		<ul style="list-style-type: none"> All 10 buses have been delivered.

E2 - Bike Share Expansion

Total one time RFTA Capital: \$1,270,750	2020 Capital Budget: \$0	%Complete: 40%
Total Annual RFTA O&M: \$550,000	2021 O&M Budget: \$200,000	Last Updated: November 2021
RFTA Capital Balance: \$1,270,750		
<ul style="list-style-type: none"> 2021 Budget includes \$200,000 for a Bike Share Expansion and First and Last Mile Planning Study. 		<ul style="list-style-type: none"> A project update is planned for the November Board meeting. Developing community bike share plans Organizing community feedback from summer outreach efforts Evaluating Governance models, cost allocations and completing peer city interviews.

E5 - Rio Grande Trail Maintenance

Total Project: \$5,958,000	2021 Budget: \$300,000	% Complete: 100%
RFTA Share: \$5,958,000	RFTA Balance: \$4,983,000	Last Updated: October 2021
<ul style="list-style-type: none"> 2021 budget includes \$300,000 to go towards asphalt repair, fencing, rock scaling, shoulder improvements and culvert maintenance 		Construction complete

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

Total Project: \$2,775,000	2020 Budget: \$2,775,000	% Complete: 100%
RFTA Share: \$2,775,000	RFTA Balance: \$8,581,000	Last Updated: March 2021
<ul style="list-style-type: none"> 2020 Budget includes funding to purchase 5 expansion low floor clean diesel buses. 		<ul style="list-style-type: none"> RFTA took receipt of the five expansion buses in January and they entered revenue service February 27th.

C5 - Grand Avenue Corridor Study (MOVE) (27th Street Parking Expansion, Glenwood In-line Stations, GWS Transit Center, Extension of BRT Downtown GWS, Connections to 1-70 Corridor)

Total Project: \$610,000	2021 Budget: \$50,000	% Complete: 95%
RFTA Share: \$290,228	RFTA Balance: \$0	Last Updated: November 2021
<ul style="list-style-type: none"> MOVE Study to identify preferred alternatives for extending BRT to downtown Glenwood Springs (GWS), expanded park and ride in GWS, location of GWS Downtown Transit Center and one to two BRT stations between 27th Street and downtown GWS. 		<ul style="list-style-type: none"> Both RFTA and Glenwood Springs have included budget requests in their 2022 annual budgets to facilitate the further efforts needed to determine a locally preferred alternative for BRT extension through Glenwood Springs. Further public outreach and agency coordination is needed to identify a Local Preferred Alternative for the alignment of BRT extension from 27th Street to West Glenwood Park and Ride. This work will continue with staff in 2022.

C8 - 27th Street Parking Expansion

Total Project: \$4,445,396	2021 Budget: \$150,000	% Complete: 20%
RFTA Share: \$4,445,396	RFTA Balance: \$4,295,396	Last Updated: November 2021
<ul style="list-style-type: none"> The 2021 budget includes funding for property acquisition, appraisal and environmental services in preparation for a property acquisition for expanded park and ride development near the 27th Street Station. 		<ul style="list-style-type: none"> Property owner has accepted RFTA offer. Closing is scheduled for November 12, and possession on November 19.

C13 – Town of Snowmass Village Transit Center

Total Project: \$12,860,000	2021 Budget: \$0	% Complete: 20%
RFTA Share: \$500,000	RFTA Balance: \$500,000	Last Updated: November 2021
<ul style="list-style-type: none"> RFTA staff continue to coordinate with Town of Snowmass on the design and implementation of the Snowmass Transit Center. 		<ul style="list-style-type: none"> Project is currently on hold after receiving new construction estimates. RFTA staff continue coordination efforts with TOSM on design of Transit Center. It is understood that Snowmass may request RFTA's \$500,000 contribution to this project in 2022.

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

Total Project: \$10,250,000	2021 Budget: \$1,000,000	% Complete: 30%
RFTA Share: \$4,279,500	RFTA Balance: \$3,229,500	Last Updated: September 2021
<ul style="list-style-type: none"> In 2021 RFTA staff and design consultants plan to develop 100% design and construction documents of the 27th Street and SH-82 Underpass. RFTA plans to Bond for the remaining construction funding to allow for an October 2021 construction start date. 		<ul style="list-style-type: none"> Staff continues final design efforts with design team. Final design expected by August. Construction planned for spring 2022.

S4 - Buttermilk Underpass

Total Project: \$8,057,358	2021 Budget: \$0	% Complete: 0%
RFTA Share: \$500,000	RFTA Balance: \$500,000	Last Updated: September 2021
<ul style="list-style-type: none"> The RFTA Contribution when budgeted is \$500,000 to be applied towards construction of a grade pedestrian crossing at the Buttermilk intersection in Pitkin County. 		<ul style="list-style-type: none"> Pitkin County is beginning to coordinate partnerships and design efforts.

S7 - Glenwood Maintenance Facility (GMF) Expansion

Total Project: \$55,259,161	2021 Budget: \$9,200,000	% Complete: 15%
RFTA Share: \$26,226,701	RFTA Balance: \$12,321,000	Last Updated: November 2021

- 2021 Budget includes funding for Phase 2 Construction: Grading, Excavation, Fleet Maintenance Build Renovation & Expansion.
- RFTA will be requesting partial funding of Phases 3,4,5,7 for professional services in support of RFQ and RFP process of design/build team. Construction funding for phases 3,4,5,7 will be appropriated after bond issuance.

Phase 2 Construction is underway:



Masonry work happening inside the GMF



Steel being set at the Westside of the GMF

	<p>Phase 3,4,5,7</p> <ul style="list-style-type: none"> • CDOT grant funding has been executed • Federal BUILD grant and FTA 5339 Grant has been executed • RFTA's Design Build proposals have come in much higher than budget. RFTA is currently working with FTA to submit a scope reduction request to our existing 5339 grant. This will ultimately result in scope reductions. • RFTA is submitting a new 5339 grant request that is on the November Board consent agenda to back fill the elements reduced from the previous 5339 grant.
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S10 - Replacement Office/Housing in Carbondale

Total Project: \$10,000,000	2021 Budget: \$980,000	% Complete: 10%
RFTA Share: \$10,000,000	RFTA Balance: \$9,020,000	Last Updated: October 2021
<ul style="list-style-type: none"> • Staff will be requesting to roll forward 2020's budget for housing master planning and design to 2021. • Staff intends to conduct a site analysis study and housing product definition to provide RFTA a recommendation for where and what should be RFTA's next phase of housing expansion. 		<ul style="list-style-type: none"> • Draft report provided to RFTA staff. • Final Report expected by end of October

Planning Department Update, November 2021 – David Johnson, Director of Planning

Please click on "[11-11-2021 Planning Department Update.pdf](#)" or find this document included in the November 2021 RFTA Board Meeting Portfolio.pdf, attached to the email transmitting the RFTA Board Meeting Agenda packet.

2021 Actuals/Budget Comparison (September YTD)

2021 Budget Year				
General Fund	September YTD			Annual Budget
	Actual	Budget	% Var.	
Revenues				
Sales and Use tax (1)	\$ 19,215,339	\$ 15,456,977	24.3%	\$ 25,606,000
Property Tax	\$ 11,179,054	\$ 10,945,000	2.1%	\$ 10,945,000
Grants	\$ 20,036,212	\$ 20,036,212	0.0%	\$ 62,616,872
Fares (2)	\$ 3,054,675	\$ 1,690,760	80.7%	\$ 2,426,756
Other govt contributions	\$ 1,399,201	\$ 1,399,201	0.0%	\$ 2,370,922
Other income	\$ 558,148	\$ 524,440	6.4%	\$ 808,130
Total Revenues	\$ 55,442,628	\$ 50,052,589	10.8%	\$ 104,773,680
Expenditures				
Fuel	\$ 1,037,128	\$ 1,355,037	-23.5%	\$ 1,564,137
Transit	\$ 24,020,456	\$ 24,860,833	-3.4%	\$ 31,728,362
Trails & Corridor Mgmt	\$ 302,546	\$ 303,240	-0.2%	\$ 670,770
Capital	\$ 13,796,301	\$ 13,788,089	0.1%	\$ 57,717,594
Debt service	\$ 1,901,539	\$ 1,901,538	0.0%	\$ 2,773,200
Total Expenditures	\$ 41,057,970	\$ 42,208,737	-2.7%	\$ 94,454,063
Other Financing Sources/Uses				
Other financing sources	\$ 4,275,865	\$ 4,248,212	0.7%	\$ 6,821,647
Other financing uses	\$ (2,318,778)	\$ (2,318,778)	0.0%	\$ (3,875,165)
Total Other Financing Sources/Uses	\$ 1,957,087	\$ 1,929,434	1.4%	\$ 2,946,482
Change in Fund Balance (3)	\$ 16,341,745	\$ 9,773,287	67.2%	\$ 13,266,099

- Timing issue, as Sales and Use tax Revenues are received 2 months in arrears (i.e. July sales and use tax revenue is recorded in September). Sales tax revenues continue to exceed initial estimates; however, the continued threat of COVID-19 are anticipated to impact economic activity for the remainder of the year.
- Through September, fare revenue and ridership have increased by 58% and 31%, respectively, compared to the prior year. COVID-19 impacts started in mid-March 2020. The increase in regional fares has been primarily attributable to Seasonal zone pass sales during the spring of 2021 which have exceeded the prior year. The Maroon Bells service started earlier this season on June 7, 2021 compared to last season on June 28, 2020 which contributes to the increase. The capacity change in June 2021 from 50% to 100% of seated capacity on buses has contributed to the increases in regional and Maroon Bells fare revenues over budget. Over the course of the year, timing of bulk pass orders by outlets and businesses can affect the % change. The chart below provides a YTD September 2020/2021 comparison of actual fare revenues and ridership on RFTA regional services:

Fare Revenue:	YTD 9/2020	YTD 9/2021	Increase/ (Decrease)	% Change
Regional Fares	\$ 1,325,036	\$ 1,902,528	\$ 577,492	44%
Maroon Bells	\$ 584,471	\$ 1,122,093	\$ 537,622	92%
Total Fare Revenue	\$ 1,909,507	\$ 3,024,621	\$ 1,115,114	58%
Ridership on RFTA Regional Services*:	YTD 9/2020	YTD 9/2021	Increase/ (Decrease)	% Change
Highway 82 (Local & Express)	362,312	430,259	67,947	19%
BRT	354,702	486,201	131,499	37%
SM-DV	32,672	14,277	(18,395)	-56%
Grand Hogback	52,095	53,434	1,339	3%
Maroon Bells	90,259	185,541	95,282	106%
Total Ridership on RFTA Fare Services	892,040	1,169,712	277,672	31%
Avg. Fare/Ride	\$ 1.65	\$ 1.93	\$ 0.28	17%
Avg. Fare/Ride MB	\$ 6.48	\$ 6.05	\$ (0.43)	-7%

* Excludes Aspen-Snowmass Regional service which is fare-free due to EOTC contributions.

- 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 September YTD				Hours September YTD			
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.
RF Valley Commuter	3,354,286	3,306,684	47,602	1.4%	158,845	156,588	2,257	1.4%
City of Aspen	417,308	420,388	(3,080)	-0.7%	48,136	48,237	(101)	-0.2%
Aspen Skiing Company	214,455	212,670	1,785	0.8%	15,005	14,696	308	2.1%
Ride Glenwood Springs	84,474	88,525	(4,051)	-4.6%	7,332	7,328	4	0.1%
Grand Hogback	208,933	204,750	4,183	2.0%	8,891	8,566	325	3.8%
Specials/Charters	4,504	4,738	(234)	-4.9%	251	345	(95)	-27.4%
Senior Van	7,381	17,622	(10,241)	-58.1%	1,292	1,379	(87)	-6.3%
MAA Burlingame	13,314	23,904	(10,590)	-44.3%	1,164	1,690	(526)	-31.1%
Maroon Bells	76,155	75,945	210	0.3%	5,809	6,337	(528)	-8.3%
Subtotal - Transit Service	4,380,810	4,355,225	25,585	0.6%	246,726	245,166	1,559	0.6%
Training & Other	12,316	10,179	2,137	21.0%	22,706	16,614	6,092	36.7%
Total Transit Service, Training & Other	4,393,126	4,365,404	27,722	0.6%	269,431	261,780	7,651	2.9%

2022 RFTA Annual Budget – Preliminary Schedule

Date	Activity	Status
8/12/2021	Discussion/Direction/Action: Preliminary planning initiatives, assumptions and issues.	<i>Completed</i>
9/9/2021	Presentation/Direction/Action: 1 st draft budget presentation	<i>Completed</i>
10/14/2021	Presentation/Direction/Action: 2 nd draft budget presentation	<i>Completed</i>
11/11/2021	Presentation/Direction/Action: 3 rd draft budget presentation	<i>On schedule</i>
12/9/2021	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>

Line of Credit

The annual renewal process will be underway this month for the \$1 million line of credit with Alpine Bank, which has a maturity date of December 15, 2021.

Background: The RFTA Board adopted Resolution 2009-07 authorizing the establishment of a \$1 million line of credit with Alpine Bank. Staff interprets this resolution to be perpetual in nature and intends to renew the line of credit each year, unless the Board directs otherwise. To date, RFTA has never drawn down against this line of credit.

**Facilities and Bus Stop Maintenance November 11, 2021
Facilities Capital Projects Update**

United States Forest Service (USFS) Housing project in Aspen

The RFP for professional services to complete a feasibility study for the United States Forest Service (USFS) parcel in Aspen will be going to auction on Friday November 5. The current goal is to select a firm to begin the study by January 10 2022. The estimated time to prepare this report is 4- 6 months, so by Mid-2022 we should have additional information to share with the board regarding this property.

RFTA Burlingame LLC housing lease

There is no new information to present at this time.

Projects currently under construction:

1. Phase 2 GMF expansion. Good progress has been made on this project this month. The demolition of the interior of the shop has been completed and the renovation has begun, steel placement for the expansion of the bays to the south and west has begun.
2. The closing for the acquisition of 505 27th Street is set for November 12 and RFTA will take possession on November 19. The extra time that CME has occupied the facility between the closing of the property and RFTA taking possession on the 19 was negotiated to allow CME time to complete the move of their furnishings and equipment.
3. Repairs to the Parker House employee housing has begun and good progress has been made and no significant hidden damage has been uncovered to date.
4. Data collection for the revisions of the AMF storm water management plan has been completed and the writing of the first draft of the plan is underway

Facilities projects budgeted for 2021

1. Acquisition of property around 27th street Glenwood Springs. **Underway**
2. Repairs to the Wingo bridge abutments. **Postponed until 2022**
3. Rio Grande trail repairs and maintenance. **Completed.**
4. Repair of siding, soffit and fascia at the Parker House apartments. **Underway**
5. Revision of the facilities storm water management plans. **Underway**
6. Revisions and updates to the CNG emergency response plan. **Underway**
7. Development of an operations dispatch center. **Completed**
8. Asphalt repair and maintenance project. **Completed**
9. Development of a RFTA housing construction strategy. **Under way, final deliverable in November.**

Facilities projects completed to in 2021:

Staff has completed the following projects in 2021.

- Demo of the MOC
- Development of a consolidated operations center at 100 Midland.
- 2021 Rio Grande trail improvement project.

Construction projects currently in the design process:

1. 27th street underpass
2. Phases 3-4-5 & 7 at the GMF expansion program.

Railroad Corridor & Rio Grande Trail Update

Right-of-Way Land Management Project: Along with its legal and engineering consultants, RFTA staff will be working on the following tasks in 2021 and 2022:

- Staff has begun to utilize a new review process for projects proposing to make use of the Railroad Corridor. This process allows staff to have railroad and legal experts review, assess and report on proposed development impacts along the Railroad Corridor along with making recommendations regarding potential mitigation for the impacts that RFTA can provide to permitting jurisdictions. (Ongoing)
- Staff is in the process of approaching every adjacent, unlicensed property owner and working with them to get a license in place for access across, or encroachments into the RFTA Railroad Corridor. Identifying each of the property owners has proven a bit challenging. However, staff is in the process of compiling a detailed list of every adjacent property owner, and will begin approaching each property owner on a county-by-county basis. (Ongoing)
- Based on comments received from the RFTA Board members at the 02/11/2021 meeting, staff will begin working with Paul Taddune, to bring some longstanding licensees into compliance with the terms of their license agreements, secure license agreements with the unlicensed adjacent property owners, and work to eliminate all outstanding encroachments. We will also work with Paul on several ditch concerns, and determine a path to finalize agreements involving property boundary disputes. (Ongoing)
- **Recreational Trails Plan (RTP)** – The Planning Department and Facilities departments are working collaboratively with regional stakeholders to update the 2005 Recreational Trails Plan (RTP). Following unanimous RFTA Board adoption of the Access Control Plan (ACP) in early 2018, the RTP is the second component plan of the larger Corridor Comprehensive Plan that guides management of the entire Rio Grande Railroad Corridor from Glenwood Springs to Aspen. (Ongoing)
- **Covenant Enforcement Commission (CEC)** – Staff has completed the annual CEC assessment of the Railroad Corridor. **The annual CEC meeting is scheduled for Monday 11/15/2021 at 10am. The meeting will be held in-person at the RFTA Carbondale office located at 1340 Main Street. A CEC recommendation will be organized and presented to the RFTA Board at the January or February 2022 meeting.**

As a reminder, the CEC was established because of an agreement between RFTA's predecessor, the Roaring Fork Railroad Holding Authority ("RFRHA"), and the Board of Trustees of Great Outdoors Colorado ("GOCO"). GOCO provided funds for the purchase of the Corridor in 1997. Originally, RFRHA was required to place a conservation easement on the entire Corridor. Based on concerns about securing federal funding for future RFRHA transportation projects, the Conservation Easement was removed from the entire 33.4 miles of the Corridor and replaced with Restrictive Covenants, in ten discrete areas, at some point the last two sections were combined into one area and the number of conservation areas decreased to nine discrete areas. The obligations of the Restrictive Covenants now belong to RFTA. GOCO allowed modification of its original grant agreement in return for RFRHA managing the restrictive covenants and setting up the CEC. The CEC is made up members from the original members of RFRHA, Pitkin County Open Space and Trails (POST) and two at-large community members that reside in Pitkin County and Eagle County. In practice, a consultant with familiarity with the Corridor and the Covenants performs an inspection of the Conservation areas and presents a report to the CEC. The CEC then reviews the report and sends a letter of recommendations to the RFTA Board for review.

There are nine categories of potential violations within the Conservation Covenant areas, they are:

1. Construction of Buildings and/or Other Structures
2. Fences
3. New Crossings, Structures and/or Crossing Improvements

4. Harvesting of Timber
5. Mining
6. Paving and Road and Trail Construction
7. Trash
8. Weeds
9. Other (dumping, ditch maintenance, trespassing, storage, etc.)

The RFTA Board has asked staff to provide a list of the outstanding CEC Violations. Here is the List:

1. Conservation Area #2 – County Road 109 (Ironbridge) to CMC Intersection MP365.4-366.47
 - a. Category (8) Weeds: Thompson Ditch Company leaving spoils and cut vegetation along the trail within the Corridor
 - b. Category (9) Other: Utility Company trespassing and digging/boring 2019
2. Conservation Area #4 – East of Aspen Glen to Satank Bridge MP370.5 -370.92
 - a. Category (9) Other: Ongoing Storage of materials by neighbor at MP 10.65
(This issue was resolved and has now been replaced with a load of gravel, but Brett is working with this neighbor on removal of the materials)
3. Conservation Area #6 – Catherine Store Bridge to Sopris Creek MP376.14 – 381.82
 - a. Category (1) Other: Trash Structure at Driveway
 - b. Category (1) Other: Berm and Barn on RFTA Property
 - c. Category (9) Other: Yard waste and Tree Limbs
4. Conservation Area #7
 - a. Category (9) Other: Roaring Fork Club Improvements
5. Conservation Area #9
 - a. Category (6): Paving, Roads, Trails – Private connection to a home

Staff is working with leadership on ways to resolve some of the outstanding issues along the corridor.

- **Federal Grant Right of Way (fgrow) project** – Staff continues to identify and approach adjacent property owners located in the fgrow areas in an attempt to negotiate the exchange of Bargain and Sale deeds. Staff has completed the Carbondale section and will be moving to the next section inside Pitkin County. (Ongoing)
- **Mid Valley Trails Committee (MVTC)** – Eagle County and RFTA staff are reviewing all of the original agreements regarding oversight of this committee and developing a white paper outlining each organizations responsibilities for managing this committee. Staff will finalize this information and bring a presentation to the RFTA Board once we have a recommendation for management of the MVTC.



Rio Grande Trail Update

- Staff is busy out on the trail!
 - The Trail Staff is working hard to give ALL trail users a great experience.
 - Staff has been out mowing, weeding, sweeping, debris blowing, cleaning up trailheads, cleaning the restrooms, etc. to make sure the trail is safe and clean.
 - Staff is trying to find time to complete small projects (that we didn't have time to get to during the busy summer season)
- Riverview Trail Update – work is on-going. The guard rail/fence has been installed on the RFTA portion. Asphalt was laid down on 08/25/2021 but the trail is NOT open to the public yet...still waiting on the intersection/rapid flashing beacon install.

- This is a “safe routes to school project” that will connect people from CR 109 and the Westbank/Ironbridge neighborhoods up to the Rio Grande Trail and then a trail connects to the Riverview School campus.
- Staff continues working with Carbondale Arts to beautify the corridor through Carbondale, called the Rio Grande ArtWay.
 - Staff has been weeding the parks and keeping the irrigation system fully operable
 - The next big project is the Youth Art Park, and it will be located just north of Town Hall and the Carbondale Rec Center. The schematic site design is completed, civil/structural design is happening now, and construction is scheduled to begin sometime in 2021.
- Staff has been working with Back 40 Stories to create new information kiosk map/panels, survey existing trail amenities, and identify locations that could benefit from additional amenities, signs, etc.
 - The Rosebud, Catherine Bridge, and Hooks Ln Trailhead Kiosk’s are completed! See the photos below.
- Unfortunately, the Goats have left for greener pastures as we have run out of budget for 2021. Per usual, Goat Green did a fantastic job working our Corridor...and we are already looking forward to their return in 2022.
- Some 2021 projects that were completed are listed below:
 - Wingo Bridge Maintenance/Repair
 - RFTA and Pitkin County Open Space and Trails had a joint workday on May 12 to remove vegetation around the bridge structure in preparation for the repair work
 - The bids we received were too high, so this repair project will go back out to bid for 2022
 - Rio Grande Trail Maintenance/Repair – asphalt remove/replace and root barrier install
 - Re-vegetation efforts
 - Restoration efforts, including using goats to build soil health
 - Rio Grande ArtWay improvements
 - Kiosk Construction
- Staff has already begun the budgeting process for 2022 and putting cost estimates together for future projects and equipment.

[New and improved Trailhead Kiosks on following pages]



