

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

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

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

Instructions regarding how to participate in the meeting remotely via WebEx are attached to the e-mail transmitting the Board Agenda Packet, on the second page of this agenda, or at www.rfta.com 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	Approval of Minutes:		Approve	8:31 a.m.
	A. RFTA Board Meeting March 14, 2024, page 3			
3	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	8:35 a.m.
4	Items Added to Agenda – Board Member Comments:	4.3.3.C	Comments	8:40 a.m.
	A. Acknowledging Bill Kane, Mayor, Basalt, for his service on the RFTA Board			
5	Consent Agenda:			8:50 a.m.
	A. Resolution 2024-09: Resolution Authorizing FY2024 FTA 5339b Bus & Bus Facilities, 5339c Low or No Emissions (Low-No) and Letter of Support – David Johnson, Director of Planning, page 18	4.2.5	Approve	
	B. Resolution 2024-10: Resolution Authorizing FY2024 Department Transit & Rail (DTR) Consolidated Call for Capital Projects, or Super Call and Letter of Support – David Johnson, Director of Planning, page 23	4.2.5	Approve	
6	Presentations/Action Items:			
	A. Draft Zero Emission Vehicle (ZEV) Transition Plan - Analy Castillo, Stantec, page 28	1.3	Discussion /Action	8:55 a.m.
	B. Strategic Plan Discussion – Kurt Ravenschlag, COO, page 31	2.9	Discussion /Action	9:45 a.m.
7	Information/Updates:			
	A. CEO Report – Dan Blankenship, CEO, page 33	2.8.6	FYI	10:30 a.m.
9	Issues to be Considered at Next Meeting:			
	To Be Determined at the April 11, 2024 Board Meeting	4.3	Meeting Planning	10:45 a.m.
10	Next Meeting: 8:30 a.m. – 11:30 a.m., May 9, 2024, In- person at Carbondale Town Hall or via WebEx Teleconference (Details to be provided later).	4.3	Meeting Planning	10:50 a.m.
11	Adjournment:		Adjourn	11:00 a.m.

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**ROARING FORKTRANSPORTATION AUTHORITY
BOARD MEETING MINUTES
March 14, 2024**

Board Members Present:

Shelley Kaup, Chair (Glenwood Springs); Greg Poschman, Vice-Chair (Pitkin County); Bill Kane (Town of Basalt); Jeanne McQueeney (Eagle County); Colin Laird, (Town of Carbondale); Torre (City of Aspen)

Voting Alternates Present (via WebEx):

Bill Madsen (Town of Snowmass Village)

Non-Voting Alternates Present (via WebEx):

Sam Rose (City of Aspen); Francie Jacober (Pitkin County); David Knight (Town of Basalt)

Staff Present (via WebEx):

Dan Blankenship, Chief Executive Officer (CEO); Paul Taddune, General Counsel; Michael Yang, Chief Financial Administrative Officer (CFAO); Kurt Ravenschlag, Chief Operating Officer (COO); Nicole Schoon, Secretary to the Board of Directors; Mike Hermes, and Sarah Faichney, Facilities Department; Angela Henderson, Brett Meredith, and Abbey Pascoe, Department of Trails and Rail Corridor; Paul Hamilton and Terri Glenn, Finance Department; Tammy Sommerfeld and Melissa Sever, Procurement Department; Craig Dubin, Special Projects Manager; David Johnson and Jason White, Planning; Jamie Tatsuno and Joni Christenson, Communications Department; David Pesnichak, Mobility Coordinator; Jason Schelhaas, Director of Technology; Erin Kemp, Temp Director of HR; Ian Adams, Director of Operations; Dawn Dexter, Operations Manager; Tim Keefe, Bus Operator

Visitors Present (via WebEx):

David Knapp, PhD (Marathon Leadership); Pete Rice (City of Aspen); Lee Barger (City of Glenwood Springs); Linda DuPriest (EOTC); Sam Guarino (Town of Snowmass Village); Scott Condon (Aspen Daily News); Brian Duffany, Rachel Shindman, and Susham Pradmod (EPS); Tanya Allen (Eagle County Transportation Authority)

Agenda

1. Call to Order/Roll Call:

Shelley Kaup called the March 14, 2024 RFTA Board of Directors meeting to order at 8:34 a.m. Kaup declared a quorum to be present (7-member jurisdictions present) and the meeting began at 8:35 a.m.

2. Approval of Minutes:

- A. Colin Laird moved to approve the February 9, 2024 Meeting Minutes and Bill Kane seconded the motion. The motion was unanimously approved.**
- B. Laird moved to approve the March 7, 2024 Special Board Meeting Minutes and Kane seconded the motion. The motion was unanimously approved.**

3. Public Comment:

Kaup asked if any member of the public would like to address the Board or make a comment regarding items not on the March 14, 2024 Board Agenda.

No members of the Public had any comments.

Kaup closed Public Comments at 8:37 a.m.

4. Items Added to Agenda – Board Member Comments:

Kaup asked if there were any items that needed to be added to the March 14, 2024, Board meeting Agenda.

No items were added to the March 14, 2024, Board Agenda.

Kaup asked if any Board member had any comments or questions regarding issues not on the March 14, 2024, Board meeting Agenda.

No members of the Board had any comments or questions.

Kaup closed Board Comments at 8:38 a.m.

5. Consent Agenda:

A. Resolution 2024-06: Garfield County Federal Mineral Lease (GCFMLD) Grant Application for RGT Roaring Fork Bridge Rehabilitation – David Johnson, Director of Planning

The RFTA Rio Grande Railroad Bridge Rehabilitation Project will repair, restore, and enhance a publicly funded railroad and multi-use trail bridge over the Roaring Fork River, just west of Carbondale in Garfield County. This project involves construction and maintenance of public facilities to enhance public safety. The general scope of work for the rehabilitation project includes improvements to the superstructure, substructure, bridge approaches, bridge decking, and river channel.

The engineer determined that scour had undermined approximately 15% of the footing area and, if 20% of the footing is undermined, the pier stability could be compromised. The engineer recommended to mitigate the scour with an engineered design within the next year. The exact scope of work, project schedule and budget will be dictated by construction bids that are due to the RFTA Procurement Department by March 20, 2024.

Kane moved to approve Resolution 2024-06: Garfield County Federal Mineral Lease (GCFMLD) Grant Application for RGT Roaring Fork Bridge Rehabilitation, and Greg Poschman seconded the motion. The motion was unanimously approved.

B. RFTA Letter of Support for CLEER Office of Innovative Mobility Grant Application – David Pesnichak, Mobility Coordinator

CLEER, a regional nonprofit organization that works on multiple clean energy topics both regionally and statewide, is developing a grant application to respond to CDOT's Office of Innovative Mobility (OIM) grant opportunity - Seed Funding for Transportation Management Organizations (TMO). CLEER is partnering with the City of Glenwood Springs on this grant opportunity, which is intended to take the next step from the Transportation Demand Management (TDM) study that the City of Glenwood Springs recently concluded.

CLEER is seeking a letter of support from RFTA for this grant submission. The grant will require a 20% local match to be competitive; local match from multiple partners will be key to making the grant

application competitive. If the grant is awarded, RFTA could be asked to become a financial partner and contribute to the local match. If so, RFTA's potential contribution might be in the range of \$10,000 - \$12,500 (depending upon the number of partners).

Kane moved to approve the RFTA Letter of Support for CLEER Office of Innovative Mobility Grant Application, and Poschman seconded the motion. The motion was unanimously approved.

6. Presentations/Action Items:

A. Succession Planning – David Knapp, PhD

David Knapp, PhD stated that CFO Mike Yang is working with Kurt Ravenschlag, along with Dan Blankenship and himself in advisory roles, to identify and assume some of the roles and responsibilities Dan is currently performing. Kurt and Craig Dubin are in the process of identifying the executive-level roles and responsibilities that will be distributed to a new COO. Dan, Mike, Erin Kemp, and Knapp will serve in advisory roles to this process.

Kurt is consulting with Mike, Craig, and Erin to develop the new RFTA executive leadership team structure and strategic plan. We have our first formal meeting tentatively scheduled for April 8.

Kurt and Mike are engaging in monthly executive-coaching sessions with Knapp through the end of 2024 to address the growth opportunities identified in their assessment results and his own observations from working with them. He is meeting separately with Dan to help him coach them in this development process. I also will work individually with Dan to help him adjust to the transition.

Dan will transition from CEO to an advisory/special projects role on September 1, 2024. Between September 1 and December 31, 2024, Dan will complete any special projects that are still incomplete, before stepping away from RFTA. Paul Taddune has already drafted a document outlining his specific roles and responsibilities.

Dan will help Kurt and Mike identify and redistribute the executive-level roles and responsibilities he is currently performing. They will share some of them – while others are assigned to the new COO. Dan's feedback will be particularly critical around those external-facing functions he is currently fulfilling.

While Dan ultimately needs to determine the special projects he'll need to wrap up before leaving the organization, the Board will work with Dan to help identify some of those special projects. The Board needs to stick to the proposed timeline to avoid further extending the transition.

Although Kurt and Mike should have the final say on the roles and responsibilities Kurt's backfill will perform, the Board should serve as advisors to make sure those roles and responsibilities are appropriate.

The Board should focus on setting up Kurt and Mike for strong relationships with key community leaders and constituents moving forward. This undoubtedly is the biggest challenge for Kurt and Mike in terms of replacing Dan, given his nearly four decades of relationship-building, the Board needs to help them create these relationships.

Knapp will continue to report directly to the Board, via Paul Taddune. It is a best practice for the Board to drive the CEO succession process, not the current or incumbent CEOs. I can update the Board on the progress of the transition during the monthly Board meetings upon request.

Knapp will conduct monthly 1:1 coaching session with Kurt, Mike, and Dan through the end of 2024. He will facilitate a monthly group meeting with Dan, Kurt, and Mike to discuss the progress of the transition, including roles & responsibilities. Dan will partner with Knapp in their 1:1 coaching work, serving in a mentor role.

The most important thing is to accept that Kurt is not going to be a clone of Dan. As mentioned in the *Harvard Business Review* article “Beware the Transition from an Iconic CEO,” Boards tend to make the mistake of trying to clone the current CEO. Instead, set emotions aside and focus on the biggest future challenges facing the organization and the leadership skills required to overcome them.

Knapp reiterated that the Board, Executive management, Directors, and managers need to continue to be enthusiastic about this transition, it will help to alleviate concerns within RFTA.

Kane questioned how internal communications have been going, is there any anxiety or concerns being shared regarding the transition.

Dan Blankenship responded that we are being pro-active about communications to employees.

Kurt Ravenschlag stated that he is attending listening sessions in order to get out and meet and interact with staff, there are some that are anxious about the change, but speaking with employees seems to be helping.

Kaup asked if the Board needs to revise David Knapp’s scope of work.

Knapp responded that currently there is still succession planning, coaching, and transition work to be done, could he look at the scope of work at a later date if his work needs to be reallocated to other places.

Poschman moved to approve the Board Chair sign the Letter of Employment for Dan Blankenship CEO, and Jeanne McQueeney seconded the motion. The motion was unanimously approved.

B. EPS Housing Study Presentation – Craig Dubin, Special Projects Manager

Rachel Shindman from EPS provided an update to the current housing study strategy being completed for RFTA employees. At the previous meeting the initial data analysis was presented which gave RFTA a sense of what its needs are. Since that time, EPS has been going through strategy evaluations determining how RFTA can best meet the needs of employees given the criteria and categorization.

The goal is to have a plan with structure that RFTA can be proactive with and respond to some of the concerns and feedback that was received from employee focus groups, specifically around equity. A phased strategy with clearly defined actions is being developed, which will include a housing strategy evaluation and prioritization plan, with a clearly defined policy, an estimate inventory needs, financial considerations, partnerships for exploration, and other criteria.

Shindman said that EPS wanted to make sure that the consultants were focusing on the correct strategy direction and that they were headed in the right direction to create a successful housing plan. The two concerns that spurred this study are the housing needs of existing employees as well as the recruitment and retention of new employees. RFTA wants to ensure that it has adequate staffing available at all of the RFTA locations and that current employees have housing to meet their needs. There needs to be adequate housing available in order to recruit new employees and also to retain them long-term.

RFTA's current programs primarily focus on providing single-person housing units, which is not an option for those with families. The current housing spectrum really focuses on accommodating new hires through 5-years, with rental housing. The consultants are attempting to create a step-up spectrum which offers housing assistance beyond the 5-year time period.

The spectrum would offer new hires rental housing or a financial stipend, then from 3-5 years look at moving them out of RFTA rentals into free-market housing, again offering a monthly stipend to make that more affordable. At the 5-10-year threshold, options are needed to help employees own their own homes, with down-payment and/or closing cost financial assistance. Then, after the 10 years again financial assistance in the form of a monthly stipend to current homeowners may be need. Creating stability in home ownership, creates stability in employment.

Employee concerns fell into 3 categories; affordability, availability, and equity. These 3 categories were the main criteria and then those were broken down further into smaller concerns; is any other organization using the strategy, which and how many employees does it help, what is the cost to RFTA, how feasible will it be to administer, and what is the timeline for implementation?

All strategies were measured against the criteria, which resulted in 7-top tier strategies and 7-middle tier strategies. There were also 5-lower tier strategies, that were not given as much consideration.

Top-Tier Strategies:

- Subsidized rent structure
- Cost of living stipend
- Length of stay
- Housing loan program
- Housing navigator position
- Housing savings plan
- Employee shuttle

Middle-Tier Strategies:

- Post-employment buffer period
- Family units
- Pet-friendly units
- Lending/Financial institution
- Program participation
- "Crash Pads"
- RV Parking

The study is re-evaluating the subsidized rent structure, looking at how to scale rent to income and unit type. Newer units with more amenities would cost more, however, rents would not be set higher than 30% of the employee's income. A cost of living stipend is being evaluated because, from an equity standpoint, if someone is not living in RFTA housing, they are not receiving a benefit from

RFTA. The structure and cost of a stipend are being evaluated, however, if implemented, employees could lose eligibility at a certain income level.

The policy on the length of stay in RFTA housing would be limited to 5-years. Staying beyond 5-years would be based on availability of units. A voluntary housing saving plan could be developed, involving a deduction from paychecks as after-tax income, with a direct deposit into interest-bearing savings account. The existing rental assistance program could be expanded to cover additional housing costs, such as closing costs.

An employee shuttle from Glenwood to Aspen, would allow employees to reduce costs and wear and tear on their own vehicles, and also reduces stress of driving in traffic and bad weather. An employee housing coordinator position should be added to help employees navigate their options in the regional housing market.

The rent structure strategy is currently being utilized by the Roaring Fork School District, with rent based on location, unit type, and employee wages or household income. Eagle River Water and Sanitation District, Vail Health, and CDOT are currently utilizing the cost-of-living stipend. For employees not living in RFTA-provided housing, a cost-of-living stipend may be utilized toward any expenses, including down-payment, emergency repairs and maintenance, market rent, transportation, etc.

The housing savings plan is not currently being utilized by others. The concept involves a retirement-like structured savings account that both the employee and employer can contribute into which can be used towards new homeownership costs, such as a down-payment or closing costs.

Eagle River Water and Sanitation District; Town of Silverthorne; City of Aspen; Eagle County currently utilize the housing loan program. A zero- to low-interest rate loan, with payment options through payroll, to assist employees with rental deposits and/or emergency repairs. Eagle River employees may be eligible for a housing loan up to \$50,000 with a 4% interest rate and loan forgiveness after a certain number of years of service. For Town of Silverthorne employees, the Rental Deposit Assistance Program provides an interest-free loan to either full-time or 3/4-time employees to be used for a rental deposit.

Vail Health; Keystone Resorts currently have an employee shuttle. Vail Health offers an employee shuttle with fixed schedules running between Edwards and Vail making only three other intermediate stops. Vail Health also offers three employee-driven shuttle routes. Keystone offers new employees arriving at Denver International Airport a 50% discount on the Colorado Mountain Express Shuttle to travel from Denver to their new place of work.

EPS will now confirm the top-tier strategies, draft cost estimates, develop a transition approach from existing policies to new policies, and draft the housing program and implementation plan.

Poschman stated that Pitkin County currently has a program in which they go in as partners to buy a house with staff. The County pays up to 40% of the cost of the house. When the employee leaves, the employee has the obligation to sell the house and Pitkin County has the right of first refusal.

Shindman stated that the buy-down option is expensive, and although it was evaluated, RFTA just didn't think it was an option that was sustainable because of the number of employees it has that require housing compared with the housing resources available.

McQueeney stated that Eagle County has down-payment assistance and first/last rent and deposit help for employees. They have a staff person who is knowledgeable about all programs available in the different counties and jurisdictions, who works with employees to help find housing for them.

Laird stated that a regional partnership is needed to help create additional affordable housing options.

Kaup stated that the Western Mountain Regional Housing Coalition is looking at mortgage buy-down program. She questioned whether the cost of living stipend would drive up rents.

Brian Duffany responded that he didn't believe the stipend would drive up rents, which is why they specifically named it a cost of living stipend, so that it can be used on other items, like transportation.

C. Strategic Plan Discussion – Kurt Ravenschlag, COO

Ravenschlag stated that the last comprehensive RFTA Strategic Plan update was in 2019, and per policy it has a 5-year shelf-life. During the development of the previous plan, the various challenges and opportunities that RFTA might face in the next 5-years were identified, which led to the development of 7 outcome areas. Within each of the outcome, specific objectives were developed to address them.

As the Board has seen over the last 5-years this is a document that guides RFTA's annual workplan and budget development, as well as day-to-day activities at RFTA.

Ravenschlag wanted to lead the Board in a discussion around what the challenges and opportunities might be over the next 5-years, over the course of the updated Strategic Plan. Jamie Tatsuno, Communication Manager, joined the Board meeting to help facilitate the discussion. The focus of the discussion would be on the future organizational challenges, which will inform the objectives that will be the primary focus of the Strategic Plan over the next 5-years.

Back in 2019 when the advantages and challenges were identified, they were aligned under categories such as "Talent," "Community/Relationships," "Funding," and "Physical Assets," and were not aligned with the specific outcome areas.

In laying these out in the 7 outcome areas, under Safe Customers, Sustainable Workforce, and Satisfied Customers, we did not identify any challenges that fell into those categories. Over the last several weeks we have worked with staff to determine if there were any challenges they think RFTA might be facing in the next 5-years, and those are a part of this Draft Plan.

For example, one of the things identified was RFTA's security. Currently, RFTA may be in a "sleepy town" mentality in which we don't have fencing, alarms, and other security measures in place. The Aspen Maintenance Facility (AMF) and Glenwood Maintenance Facility (GMF) are two locations that were determined to need the most upgrades to security, as they are currently pretty open to anyone just walking into these facilities.

Ensuring the safety of customers and the workforce from assaults by problem members of the general public was another challenge identified, and has been discussed over the past several years. In many places around the country there has been an increase in people with mental health issues, and they can pose a threat to our customers and our employees, on buses, in our facilities, and on the Rio

Grande Trail Corridor. Ensuring passenger safety with growing ridership demand is a challenge. Our ridership has been roaring back to where it was pre-COVID-19, and with the projected growth in our region the challenges associated with maintaining a safe environment for riders is likely to increase.

No challenges were identified in 2019 for the Safe Customers, Workforce, and General Public.

In 2024 staff identified 3 challenges in this category, which include:

- Adequate security of facilities from threats and vulnerabilities
- Ensuring safety of customer and workforce from general public
- Ensuring passenger safety with growing ridership demand

Kane asked if there is a way to get passenger's skis on the outside of the bus. When a passenger brings their skis/snowboard onto the bus, other passengers on the bus can be injured by them. RFTA should attempt to create an environment where the passenger's equipment, skis, snowboards, etc., are kept safe from damage on the outside of the bus.

Laird suggested a challenge is bus-stop infrastructure safety. Currently passengers have to cross 6-lane highways in order to get to many of the bus stops. RFTA has done a good job on some of them, creating underpasses for passengers to safely get to the bus stop, but there are still many other stops that need to be addressed.

Francie Jacober stated she was extremely disappointed when the EOTC made the decision not to pursue the Buttermilk pedestrian crossing solutions. It is a terrifying bus stop and there are so many people using that bus stop who have to cross the road in order to get to their next location.

Bill Madsen stated that passengers standing in the buses is a safety concern. If there were a way to increase the number of buses during peak times or possibly having a back-up bus available when a bus is nearing capacity to easily and quickly get in line with the full bus and allow passengers to board that bus and have a seat. It would help with safety.

Torre questioned if there were any summaries of accidents in 2023 on the topic of passengers standing on buses.

Ravenschlag responded that he does have records of these types of incidents, unfortunately not today. He will get those together and create a summary that he will share with the Board.

Ravenschlag stated that lighting is a current concern. Bus stop lighting continues to be a concern especially where the bus stop is not within the community or where the street lighting is extremely dim, or bus stops are closer to the highway, then drivers have a hard time seeing passengers.

Jamie's Discussion Notes:

- Passenger loading and unloading inefficiency, increased risks when skis/equipment are inside buses
- Bus stops with unsafe access at some stations
- Passenger standing safety during busy commutes
- Summary of 2023 incidents related to safety, including wildlife

In 2019 there were 3 challenges identified in Accessibility and Mobility:

- Operating across a vast rural region with diverse and demanding transportation needs

- Adapting to shifting national demographics
- Collaborative management and maintenance of the railbanked Rio Grande Railroad Corridor and Rio Grande Trail

In 2024 Staff has identified several challenges regarding Accessibility and Mobility, which include:

- Growing demand for regional commuter service beyond RFTA's jurisdictions (looking at the I-70 corridor)
- Accommodating member jurisdiction local transportation needs (First and Last mile connections, Basalt Connect)
- Connecting to other regional and local services (Bustang, Greyhound, etc.)
- Making our bus stops and stations ADA accessible
- Providing appropriate and reliable fleet to meet customer demand

Kane questioned if Bustang is being expanded and is it able to cover its costs.

David Johnson responded that Bustang is planning on doubling its service in the near future. They are focusing on the Western Slope, which currently offers 5 routes, it is planning to have 10, and will go all the way to Grand Junction. It is not able to cover its costs, but that is because it currently has a limited number of routes.

In reference to the interface with Bustang, Ravenschlag said there can be 20-30 passengers waiting at the West Glenwood Park and Ride (WGWPnR), that unable to receive any updates on where their bus currently is in route to picking them up. There is only a small shelter at the WGWPnR, and this winter there were passengers waiting in the cold a long time for a Bustang bus to arrive, so RFTA staff brought down warming buses so they had a place to stay warm.

Kaup questioned if the new facility in West Glenwood will have room where passengers can wait for their bus and offer them assistance with bus information.

Ravenschlag stated that yes, the facility will have an indoor waiting area where passengers can stay warm and get out of the elements, as well as a customer service employee who can help them with bus information.

Kaup stated that RFTA should look at working with regional partnerships on transit employee housing issues, infrastructure for bus lanes, signal control, Park n' Rides, and utilizing portions of the Rio Grande Corridor, as necessary.

Kane stated that one option could be a software platform-based ride-share app that would allow riders to utilize RFTA bus stops and Park n' Rides.

Laird stated that understanding people's mobility needs, where they are going and why is necessary in order to offer better services to locations that people visit on a regular basis.

Ravenschlag stated that RFTA's Mission Statements is, "Connecting our Region with Transit and Trails." One of those connections that is lacking are the connections to the Town of New Castle. New Castle is one of our member jurisdictions, so it is important that the number of bus connections and access to trails be increased, so that they are offered the same benefits as other member jurisdictions.

Jacober questioned if connections to Redstone could be looked at, as there are current housing construction and more people starting to live up there.

Ravenschlag stated that perhaps there is a solution, other than running a standard large bus that far up, maybe something more like the Basalt Connect could be a good option.

Jamie's Discussion Notes

- Connections to Bustang as they add more services along I-70
- Planning transit solutions beyond buses
- Work with regional partners to build upon transit-oriented housing projects and infrastructure to protect the bus movements
- A universal platform for rideshare opportunities
- Understanding what the mobility needs are in our region
- Connections to New Castle with transit and trails
- Connections to Redstone/HWY82

The 2019 challenges identified in Sustainable Workforce were:

- Succession planning for a pending exodus of nearly all highest-level staff
- Attracting, engaging, and retaining employees in a region with a high cost of living and a scarcity of affordable housing
- Difficulty of attracting and retaining bus operators that possess both driving proficiency and customer service skills, finding employees with quality customer service skills
- Lack of a centralized well-staffed customer service department
- Operations outgrowing support staff and supervisory capabilities
- Inadequate staffing to support existing and future technologies
- Maintaining affordable employee health care costs

Staff has identified several additional challenges in 2024 related to Sustainable Workforce, including:

- Rising costs for labor and housing is constraining RFTA's operating ability
- Recruitment of local employees
- Finding employees to staff upper-valley facilities due to long travel distances between residence and work (more staff lives down-valley where housing costs are less)
- Ensuring adequate support staff and technologies to improve business continuity and efficiency
- Aligning RFTA with industry practices to increase external recruitment opportunities

The Board agreed that staff identified all challenges that RFTA is currently facing in regards to Sustainable Workforce.

2019 Financial Sustainability Challenges were:

- Implementing projects from the RFTA Destination 2040 Regional Project List on-time and on-budget
- Meeting regional transportation needs and desires with a balanced budget

In 2024 staff has identified the following challenges:

- Establishing a multi-year Capital Improvement Plan (CIP), along with a constrained CIP
- Adequate funding for capital projects, repair, replacement, and maintenance of capital assets
- Revenue sources being constrained
- Rising costs for capital construction and other commodities

- Meeting the new costs of labor without compromising service delivery

Michael Yang stated that RFTA needs to have a more formal multi-year CIP, and more constrained CIP. RFTA seeks grants for many of its Capital Improvement Projects, and in order to advance those projects, it needs to have funds available to pay the grant required matching percentage amount. Navigating the grant environment will continue to be challenging because each grant is competitive, and the demand for grant funds is greater than the funds available. By having a more formal CIP RFTA can plan for projects that are still several years away from being completed.

Having adequate funding for capital projects, repair, replacement, and maintenance of capital assets, will ensure that projects scheduled in the future have the funding needed to complete them.

RFTA's primary revenue streams are not tied to fare revenues, whereas sales tax and property taxes are RFTA's greatest sources of revenue. Any efforts that might constrain property revenue tax revenue can impact RFTA short-term and long-term funding needs.

RFTA has spent the last few years chasing grants and chasing costs in order to backfill gaps in construction costs. These rising costs will continue to prove to be challenging for RFTA.

The cost of labor, wages are one thing, health care costs are another, and then there's the issue of the cost of housing in the valley. Housing is one of the main forces driving the ability to not only recruit employees but to keep them with the organization long-term. There are a lot of solutions that EPS shared with us relating to employee housing, and part of the next phase is the cost, and those costs are not just one-time, but reoccurring.

Poschman stated that looking ahead to the next chance to ask voters for additional funding, while still a way off, is something that it needs to be in our thoughts. Pitkin County just gave a credit back to taxpayers because of the higher property valuations. Maybe RFTA could give back some of the windfall by creating a discounted pass for low-income people. When we have to go back to tax payers for a bump, it would be nice to be able to remind tax-payers that when there was a wind-fall, it was easy to share that with the tax payers instead of keeping and utilizing it all in some fashion.

Jacobson questioned that when RFTA visited DC a few years ago they met with the Housing Department who mentioned that they were currently looking into grants specific to transit housing needs, is that still a potential option, or has it been forgotten.

Dan Blankenship stated that he is not aware of a grant specific to transit housing being an option. There was a loan program that might be an option, but the hoops involved make it challenging for RFTA to use for its projects.

Responding to Poschman's statement, McQueeney said that RFTA needs to carefully track where the current tax money is being spent. RFTA needs to show tax-payers that their funds were put to good use, and every dollar received was used to improve RFTA, either through increased service, better more environmentally conscious bus replacements, and bus stop and park n' ride improvements, etc. As long as RFTA can show the tax-payers that their money was put to good use, then, when we need to go back to them to request additional funds it might be easier for them to agree to additional funds.

Jamie's Discussion Notes

- Planning for future funding with the public

- Inquiring about housing grants as a future resource

The 2019 Environmental Sustainability Challenges were:

- Adoption of innovative, emerging alternative fuel technologies, without compromising service, efficiency, and budget.

Staff did not identify any additional challenges in 2024.

Not many manufacturers who produce these buses can keep up with the technologies. 2 of the manufacturers have either filed for bankruptcy or stopped producing buses.

Laird stated the ongoing challenge of RFTA to help the environment is to get more people using the services and out of their cars.

Jamie’s Discussion Notes

- Moving towards a zero-emission fleet in a financially sustainable way
- RFTA is sustainable in itself – the more people we get on the bus help with environmental sustainability
- How we can grow ridership within the existing services

2019 challenges identified in High Performing Organization were:

- Fragmented staff communication due to dispersed regional facilities
- Creating “shovel ready” capital projects with unknown funding opportunities

This year staff has identified the following challenges:

- Reducing system redundancies created due to vast service area
- Adapting to new technologies of AI, zero-emission vehicles, and autonomous vehicles

The Board agreed that staff identified all challenges that RFTA is currently facing in regards to Sustainable Workforce.

7. Public Hearing:

A. Resolution 2024-07: 2023 Supplemental Budget Appropriation Resolution – Paul Hamilton, Director of Finance and Michael Yang, CFAO

Paul Hamilton stated that the following unexpended project budgets and related revenues will be carried-forward from 2023 and re-appropriated to 2024, primarily due to timing of the projects. The amounts are negative because they are being taken out of the 2023 budget and allocated to the 2024 budget.

General Fund:

- **CDOT Operating Grant – FASTER Hogback:**
 - (\$150,271) decrease in Grant Revenues
- **ZEV Safety and Training Program:**
 - (\$60,000) decrease in Grant Revenues
 - (\$21,000) decrease in Capital Outlay
- **27th Street and SH82 Underpasses Project:**
 - (\$6,700,571) decrease in Grant Revenues
 - (\$14,032,182) decrease in Capital Outlay
- **GMF Expansion Project – Phases 3, 4, 5, and 7:**

- (\$17,054,474) decrease in Grant Revenues
- (\$25,866,509) decrease in Capital Outlay
- **GMF Expansion Project – Phase 6:**
 - (\$1,632,909) decrease in Capital Outlay
- **Battery Electric Bus On-Route Charger:**
 - (\$89,728) decrease in Fuel
 - (\$215,403) decrease in Capital Outlay
- **CEO Succession Planning:**
 - (\$16,885) decrease in Transit
- **2023 Capital Bus Lease Purchase:**
 - (\$17,994) decrease in Transit
 - \$17,994 increase in Debt Service
- **Vehicle Maintenance Projects:**
 - (\$60,000) decrease in Capital Outlay
- **Support Vehicles Expansion and Replacements:**
 - (\$61,100) decrease in Capital Outlay
- **Housing Project – Iron Mountain Place (Rodeway Inn):**
 - (\$7,218,085) decrease in Capital Outlay
- **Roaring Fork Bridge Rehabilitation:**
 - (\$444,728) decrease in Capital Outlay
- **South Bridge Project Contribution:**
 - (\$4,000,000) decrease in Capital Outlay
- **TOSV Transit Center Contribution:**
 - (\$500,000) decrease in Capital Outlay
- **Parker House Improvements:**
 - (\$51,738) decrease in Capital Outlay
- **Integrated Clean Energy System Contribution:**
 - (\$213,750) decrease in Capital Outlay
- **River Walk Trail Crossing Contribution:**
 - (\$200,000) decrease in Capital Outlay
- **IT Projects and Equipment:**
 - (\$774,170) decrease in Capital Outlay
- **WE-Cycle Bikeshare:**
 - (\$7,100) decrease in Capital Outlay
- **First and Last Mile Mobility (FLMM) Grant Program:**
 - (\$218,692) decrease in Capital Outlay
- **Comprehensive Housing Policy:**
 - (\$101,425) decrease in Capital Outlay
- **Ridership Campaign Mobile App:**
 - (\$27,500) decrease in Capital Outlay
- **Enterprise Resource Planning (ERP) Consulting Services:**
 - (\$42,500) decrease in Capital Outlay
- **Procurement and Finance Consulting Assessment:**
 - (\$15,000) decrease in Capital Outlay
- **Zero Emission Vehicle (ZEV) Roadmap:**
 - (\$43,442) decrease in Capital Outlay
- **Community Safety Action Plan:**
 - (\$60,000) decrease in Capital Outlay
- **Glenwood Springs Corridor Study:**
 - (\$75,000) decrease in Capital Outlay

- **1340 Main Street HVAC System:**
 - (\$59,000) in Capital Outlay
- **Facilities Projects:**
 - (\$155,172) decrease in Capital Outlay
- **Trail Projects and Equipment:**
 - (\$209,133) decrease in Capital Outlay
- **Series 2021A Capital Projects Fund:**
 - \$521,284 increase in Other Income
 - \$521,284 increase in Capital Outlay

Kaup opened the Public Hearing. There were no comments from the public, and Kaup closed the Public Hearing.

Kane moved to approve Resolution 2024-07: 2023 Supplemental Budget Appropriation Resolution, and Poschman seconded the motion. The motion was unanimously approved.

B. Resolution 2024-08: 2024 Supplemental Budget Appropriation Resolution – Paul Hamilton, Director of Finance and Michael Yang, CFAO

All budget items from Resolution 2024-07 are being appropriated to the 2024 Budget in Resolution 2024-08. New budget items not included in Resolution 2024-07 are:

- **Property Tax Revenue:**
 - (\$333,000) decrease in Property Tax
- **Rubey Park Battery Electric Bus On-Route Charger:**
 - \$97,200 increase in Fuel
- **CEO Staffing:**
 - \$132,400 increase in Transit
- **Employee Housing:**
 - \$209,060 increase in Transit
- **Glenwood Maintenance Facility (GMF) Fuel Farm Design:**
 - \$215,940 repurposed 2023 capital budget savings
- **Garfield County 911 Radio Channel Expansion Project:**
 - \$75,100 repurposed 2023 capital budget savings
- **Employee Smartcard Project:**
 - \$25,800 repurposed 2023 capital budget savings

Kaup opened the Public Hearing. There were no comments from the public, and Kaup closed the Public Hearing.

Kane moved to approve Resolution 2024-08: 2024 Supplemental Budget Appropriation Resolution, and Poschman seconded the motion. The motion was unanimously approved.

8. Information/Updates:

A. CEO Report – Dan Blankenship, CEO

Grant Advocacy Trip to D.C.: March 19 – March 22, RFTA Board Members, Francie Jacober and Greg Poschman will accompany RFTA staff, Kurt Ravenschlag, COO, and Ben Ludlow, Senior Project Manager, on a visit with members of the Colorado Congressional Delegation in D.C., to advocate for their support of upcoming RFTA grant applications.

Garfield County Transportation Improvement Committee (GCTIS): The Glenwood Springs City Council has indicated a willingness for the City to support the GCTIS Roundtable Meetings by means of logistics and coordination and to serve as fiscal agent for potential grants that might be used for consulting and planning services. However, the receipt recently of a \$49.6 million Federal grant for the South Bridge project, which has necessitated intensified planning to begin moving the project forward, is consuming considerable City staff time at present, and may temporarily delay the initiation of the GCTIS process. Updates regarding progress on this process will be provided monthly.

Ridership: For the month of January 2024, RFTA's year-to-date system-wide ridership was 626,277, up 0.7% compared to 621,765 passengers for January 2023.

COO Report: Operational Readiness: Winter 2023/2024: Currently at 107%.

2023 Audit Subcommittee: Michael Yang requested Board members volunteer for the 2023 Financial Statement Audit, which will be held the second half of June, 2024.

Greg Poschman, Torre, and Alyssa Shenk volunteered to be the Board representatives for the 2023 Financial Statement Audit.

9. Executive Session:

After a Board discussion, it was determined that the March 14, 2023 Executive Session was not necessary.

10. Issues to be Considered at Next Meeting:

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

12. Adjournment:

Laird moved to adjourn from the March 14, 2024 RFTA Board meeting, and Jacober seconded the motion. The motion was unanimously approved.

The March 14, 2024 RFTA Board Meeting adjourned at 10:59 a.m.

Respectfully Submitted:

Nicole R. Schoon
Secretary to the RFTA Board of Directors

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

Meeting Date:	April 11, 2024
Agenda Item:	Resolution 2024-09: Authorization to Submit Grant Applications to the FY24 FTA 5339b Bus & Bus Facilities and 5339c Low or No Emissions Grant Program
Strategic Outcomes:	<p>3 SUSTAINABLE WORKFORCE</p> <p>4 FINANCIAL SUSTAINABILITY</p> <p>5 SATISFIED CUSTOMERS</p> <p>6 ENVIRONMENTAL SUSTAINABILITY</p> <p>7 HIGH PERFORMING ORGANIZATION</p>
Strategic Objectives:	<p>3.8 Provide employees with the tools, space and equipment to maximize efficiency and safety</p> <p>4.2 Develop a capital planning prioritization process</p> <p>4.3 Preserve financial sustainability and maintain a structurally balanced long-range budget</p> <p>4.4 Pursue financing opportunities to deliver better service and complete future capital projects</p> <p>5.3 Leverage technology to enhance customer experience</p> <p>5.7 Provide clean and well-maintained facilities, trails and equipment</p> <p>6.1 Trail and transit users enjoy environmentally friendly equipment and facilities</p> <p>6.2 RFTA organization will strive for 100% renewable energy use</p> <p>6.3 Maximize energy efficiencies within RFTA organization with cost-effective solutions</p> <p>7.1 Optimize the use of RFTA assets through capital improvement planning, preventative maintenance and asset management</p> <p>7.2 Innovative technology will be leveraged to improve service and efficiency in all outcome areas</p>
Presented By:	Jason White, Assistant Planner
Staff Recommends	<ul style="list-style-type: none"> • Approve Resolution 2024:09 and authorize staff to submit FY24 FTA 5339 grant applications for the Regional Transit Center (RTC) Phases 6A, 6B and 8; and replace diesels with (10) battery electric buses (BEBs) and chargers. • Approve a combined local match commitment of up to \$11.5 million.
Executive Summary	<p>Staff is submitting complementary grant applications for consideration under both 5339 grant programs.</p> <p>The facility project is the 8-phase, \$120 million, Glenwood Springs Maintenance Facility (GMF)/Regional Transit Center (RTC), RFTA's highest priority capital project. Phase 6 of the RTC consists of two components. Phase 6A is the Transit Center Multimodal Hub. Phase 6B is the Operations, Training, Administration Facility. Phase 8 is a storage building for ZEB and facility equipment and maintenance parts. The RTC will be an integral component in RFTA's ability to achieve a 100% ZEV fleet by 2050, in alignment with State of CO goals, RFTA climate action goals and the Draft Zero Emission Vehicle (ZEV) Transition Plan.</p> <p>The vehicle project is for the purchase of ten (10) battery electric buses (BEBs) and five (5) dual-plug depot chargers. The BEBs will replace ten (10) workhorse</p>

	<p>diesel buses past their useful life, each at 17 years of age with average lifetime mileage of 505,000 miles.</p> <p>On 10/18/24, the RFTA Procurement Department issued a competitive RFP soliciting proposals from qualified bus vendors for the manufacture and delivery of up to forty-four (44) transit buses with various propulsion systems, including BEBs, to be delivered over a five (5) year period. RFTA is finalizing a contract with Gillig, LLC to order 10 BEBs no later than May 2024, with a projected 18-month delivery date in late 2025. RFTA will purchase BEB chargers from the CO State Bid.</p>
<p>Background/Discussion</p>	<p>As a new center of gravity for organization growth in Glenwood Springs and western Garfield County, the GMF/RTC project remains RFTA’s highest priority capital facility project. This strategic facility will allow RFTA to keep pace with current and future ridership demand, expand administrative and operational capacity and help the agency prepare for transition to a 100% ZEV fleet by 2050.</p> <p>The Federal Transit Administration (FTA) announces the opportunity to apply for \$1.1 billion in competitive grants under the Low or No Emission Grant Program (Low-No Program) and \$390 million under the Grants for Buses and Bus Facilities Competitive Program (Buses and Bus Facilities Program). FTA is joining these two grant opportunities in one NOFO, and applicants are welcome to apply to either program or both.</p> <p>The purpose of the Low-No Program is to support the transition of the nation’s transit fleet to the lowest polluting and most energy efficient transit vehicles. The Low-No Program provides funding to state and local governmental authorities for the purchase or lease of zero-emission and low-emission transit buses, including acquisition, construction, and leasing of required supporting facilities.</p> <p>The purpose of the Buses and Bus Facilities Competitive Program is to assist in the financing of buses and bus facilities capital projects, including replacing, rehabilitating, purchasing or leasing buses, bus related facilities, or related equipment.</p>
<p>Governance Policy</p>	<p>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).”</p>
<p>Fiscal Implications:</p>	<p>For the GMF/RTC portion of the grant budget: \$32.8 million FTA request (80%), \$8.2 million match (20%), for total grant project cost of \$41 million. For the ZEB portion of the grant budget: \$13.2 million FTA request (80%), \$3.3 million match (20%), for total grant project cost of \$16.5 million.</p> <p>Combined joint budget: \$46.1 million FTA request (80%), \$11.5 million match (20%), for total combined grant project cost of \$57.6 million.</p> <p>RFTA’s financial match may be lower, pending FTA grant awards in late June 2024. Additional budget will need to be appropriated in both 2024 and 2025.</p>
<p>Attachments:</p>	<p>Yes, please see Letter of Support and Resolution 2024-09, attached below.</p>



April 11, 2024

Federal Transit Administration
Attn: Kirsten Wiard-Bauer, FTA Office of Program Management
1200 New Jersey Ave., SE
Washington, DC 20590

RE: Roaring Fork Transportation Authority (RFTA) Zero Emission Vehicle (ZEV) Fleet and Facility Project

Dear Ms. Wiard-Bauer,

The RFTA Board of Directors is in full support of RFTA's grant applications to the FTA 5339b Bus & Bus Facilities and 5339c Low or No Emissions grant programs. The Regional Transit Center (RTC) is RFTA's highest-priority capital project. This new center of gravity for the organization will provide additional operational, maintenance and administrative capacity to meet current and future demand for robust multimodal transit needs and to meet the State's goal for 100% ZEV fleets by 2050.

RFTA is the second largest transit agency in Colorado, and the largest rural transit agency in the nation. RFTA provides affordable, convenient year-round public transit services across a 70-mile rural service region between Rifle and Aspen, linking eight-member jurisdictions, which include six municipalities and two counties. For 40 years, the RFTA Board of Directors has been an innovative and trusted decision-making body, truly embracing the organization's mission of connecting the region with transit and trails.

RFTA was an early adopter of ZEV technology with the purchase of eight zero-emission battery electric buses (BEBs) in 2019 as part of the RFTA-City of Aspen BEB Pilot Project. The buses have performed well at 8,000' in the Aspen area, logging a combined 800,000 miles. Like most publicly funded organizations, RFTA is trying to find additional funding for expensive ZEV buses and chargers, often double that of diesel or CNG equipment, while also maintaining affordable, accessible and equitable regional public transit and Rio Grande Trail services that 5 million passengers, and 75,000 annual users, respectively, depend on each year.

The RFTA Zero Emission Vehicle (ZEV) Fleet and Facility Project aligns with FTA's mission and Climate Action Plan goals and the RFTA Board of Directors recommends full grant awards.

Sincerely,

Shelley Kaup, RFTA Board of Directors, Chair

Director _____ moved to adopt the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY
RESOLUTION NO. 2024-09**

AUTHORIZATION TO SUBMIT GRANT APPLICATIONS TO THE FY24 FTA JOINT 5339B BUS & BUS FACILITIES AND 5339C LOW OR NO EMISSIONS GRANT PROGRAMS

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 a grant awarded by FTA FY24 5339 Grant Programs; and

WHEREAS, the RFTA Board of Directors supports the completion of the project if FTA grants are awarded.

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 FTA grant applications and will appropriate a total combined local match of up to \$11.5 million, if awarded.
3. If the grants are awarded, the RFTA Board of Directors strongly supports the completion of the projects.
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 a Grant Agreement.

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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 April, 2024.

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

By: _____
Shelley Kaup, Chair

I, the Secretary of the Board of Directors (the “Board”) of the Roaring Fork Transportation Authority (the “Authority”) do hereby certify that (a) the foregoing Resolution was adopted by the Board at a meeting held on April 11, 2024; (b) the meeting was open to the public; (c) the Authority provided at least 48 hours’ written notice of such meeting to each Director and Alternate Director of the Authority and to the Governing Body of each Member of the Authority; (d) the Resolution was duly moved, seconded and adopted at such meeting by the affirmative vote of at least two-thirds of the Directors then in office who were eligible to vote thereon voting; and (e) the meeting was noticed, and all proceedings relating to the adoption of the Resolution were conducted, in accordance with the Roaring Fork Transportation Authority Intergovernmental Agreement, as amended, all applicable bylaws, rules, regulations and resolutions of the Authority, the normal procedures of the Authority relating to such matters, all applicable constitutional provisions and statutes of the State of Colorado and all other applicable laws.

WITNESS my hand this 11th day of April, 2024.

Nicole R. Schoon, Secretary to the Board

RFTA BOARD OF DIRECTORS
“CONSENT” AGENDA SUMMARY ITEM 5. B.

Meeting Date:	April 11, 2024
Agenda Item:	Resolution 2024-10 Authorization to Submit Grant Applications to the CY24 Colorado Department of Transportation (CDOT) Division of Transit & Rail (DTR) Super Call Grant Program
Strategic Outcomes:	3 SUSTAINABLE WORKFORCE 4 FINANCIAL SUSTAINABILITY 5 SATISFIED CUSTOMERS 6 ENVIRONMENTAL SUSTAINABILITY 7 HIGH PERFORMING ORGANIZATION
Strategic Objectives:	3.8 Provide employees with the tools, space and equipment to maximize efficiency and safety 4.2 Develop a capital planning prioritization process 4.3 Preserve financial sustainability and maintain a structurally balanced long-range budget 4.4 Pursue financing opportunities to deliver better service and complete future capital projects 5.3 Leverage technology to enhance customer experience 5.7 Provide clean and well-maintained facilities, trails and equipment 6.1 Trail and transit users enjoy environmentally friendly equipment and facilities 6.2 RFTA organization will strive for 100% renewable energy use 6.3 Maximize energy efficiencies within RFTA organization with cost-effective solutions 7.1 Optimize the use of RFTA assets through capital improvement planning, preventative maintenance and asset management 7.2 Innovative technology will be leveraged to improve service and efficiency in all outcome areas
Presented By:	Jason White, RFTA Planning Department
Staff Recommends	<ul style="list-style-type: none"> • Approve Resolution 2024-10 and authorize staff to submit CY24 CDOT DTR Super Call grant applications for the Regional Transit Center (RTC) Phases 6A, 6B and 8; and replace diesels with (10) battery electric buses (BEBs) and chargers. • Approve a combined local match commitment of up to \$11.5 million.
Executive Summary	<p>RFTA has been encouraged to submit essentially the same grant applications for the CDOT Super Call that were submitted to the FY24 FTA Joint 5339b and Low-No grant programs, see Consent Agenda. Pending final FTA grant awards, RFTA Staff will adjust project scopes and budgets accordingly. CDOT Division of Transit and Rail (DTR) staff makes decisions on which projects to fund, and from which available funding sources.</p> <p>The facility project is the 8-phase, \$120 million, Glenwood Springs Maintenance Facility (GMF)/Regional Transit Center (RTC), RFTA's highest priority capital project. Phase 6 of the RTC consists of two components. Phase 6A is the Transit Center Multimodal Hub. Phase 6B is the Operations, Training, Administration Facility. Phase 8 is a storage building for ZEB and facility equipment and maintenance parts. The RTC will be an integral component in RFTA's ability to achieve a 100% ZEV fleet by 2050, in alignment with State of CO goals, RFTA climate action goals and the Draft Zero Emission Vehicle (ZEV) Transition Plan.</p>

	<p>The vehicle project is for the purchase of ten (10) battery electric buses (BEBs) and five (5) dual-plug depot chargers. The BEBs will replace ten (10) workhorse diesel buses past their useful life, each at 17 years of age with average lifetime mileage of 505,000 miles.</p> <p>On 10/18/24, the RFTA Procurement Department issued a competitive RFP soliciting proposals from qualified bus vendors for the manufacture and delivery of up to forty-four (44) transit buses with various propulsion systems, including BEBs, to be delivered over a five (5) year period. RFTA is finalizing a contract with Gillig, LLC to order 10 BEBs no later than May 2024, with a projected 18-month delivery date in late 2025. RFTA will purchase BEB chargers from the CO State Bid.</p>
<p>Background/Discussion</p>	<p>As a new center of gravity for organization growth in Glenwood Springs and western Garfield County, the GMF/RTC project remains RFTA’s highest priority capital facility project. This strategic facility will allow RFTA to keep pace with current and future ridership demand, expand administrative and operational capacity and help the agency prepare for transition to a 100% ZEV fleet by 2050.</p> <p>The Colorado Department of Transportation (CDOT) Division of Transit and Rail (DTR) is issuing a Notice of Funding Availability (NOFA), for capital transit projects, often called the Consolidated Call for Capital Projects, or the Super Call, for the following Federal Transit Administration (FTA), State transit grant programs, and Clean Transit Enterprise (CTE) grant Program, with total combined available funding of \$52.1 million:</p> <ul style="list-style-type: none"> ● FTA 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program (49 U.S.C 5310) ● FTA 5311 Rural Area Formula Program (49 U.S.C. 5311) ● FTA-5339 Bus and Bus Facilities Program (49 U.S.C .5339) ● State FASTER Transit funds ● VW Settlement Program funds ● CTE Vehicle Program ● CTE Infrastructure Program ● CTE Facilities Program <p>The purpose of this Super Call is to help offset the substantial costs necessary for Colorado transit fleets to support and expand ZEV fleets. The annual, consolidated grant administration and award process also streamlines the grant development, award and administration process for DTR staff and for transit agencies.</p>
<p>Governance Policy</p>	<p>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).”</p>
<p>Fiscal Implications:</p>	<p>For the GMF/RTC portion of the grant budget: \$32.8 million FTA request (80%), \$8.2 million match (20%), for total grant project cost of \$41 million. For the ZEB portion of the grant budget: \$13.2 million FTA request (80%), \$3.3 million match (20%), for total grant project cost of \$16.5 million.</p> <p>Combined joint budget: \$46.1 million FTA request (80%), \$11.5 million match (20%), for total combined grant project cost of \$57.6 million.</p>

	<p>RFTA's financial match as listed above, reflecting the FY24 FTA grant applications, may be lower because due to the highly competitive nature of the 5339 program RFTA may not receive what it requests. Pending FTA 5339 grant awards in late June 2024, RFTA will work with CDOT to adjust the Super Call grant applications accordingly. RFTA staff will learn more following projected Super Call grant awards in late June or early July.</p> <p>Budget appropriations will be need to be determined in both 2024 and 2025.</p>
Attachments:	Yes, please see Resolution 2024-10, below.

Director _____ moved to adopt the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY
RESOLUTION NO. 2024-10**

Authorization to Submit Grant Applications to the CY24 Colorado Department of Transportation (CDOT) Division of Transit & Rail (DTR) Super Call Grant Program

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 a grant awarded by CDOT DTR CY24 Super Call Program

WHEREAS, the RFTA Board of Directors supports the completion of the project if a grant is awarded, and

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 and will appropriate a total combined local grant match of up to \$11.5 million, 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 a Grant Agreement.

INTRODUCED, READ AND PASSED by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held the 11th day of April, 2024.

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

By: _____
Shelley Kaup, Chair

I, the Secretary of the Board of Directors (the "Board") of the Roaring Fork Transportation Authority (the "Authority") do hereby certify that (a) the foregoing Resolution was adopted by the Board at a meeting held on April 11, 2020; (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 April, 2024.

Nicole R. Schoon, Secretary to the Board

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

Meeting Date:	April 11, 2024
Subject:	RFTA Zero Emission Vehicle (ZEV) Transition Plan
Strategic Outcomes:	5.0 SATISFIED CUSTOMERS 6.0 ENVIRONMENTAL SUSTAINABILITY 7.0 HIGH PERFORMING ORGANIZATION
Strategic Objectives:	5.1 Transit and trail experiences are enjoyable 5.4 Provide easy, modern and reliable services 6.1 Trail and transit users enjoy environmentally friendly equipment and facilities 6.2 RFTA organization will strive for 100% renewable energy use 6.3 Maximize energy efficiencies within RFTA organization with cost-effective solutions 6.4 Provide alternative and innovative travel solutions to help slow the growth of vehicle miles traveled in region 6.5 Advance renewable/sustainable projects without sacrificing our existing services and responsible budget 7.2 Innovative technology will be leveraged to improve service and efficiency in all outcome areas
Presented By:	Jason White, RFTA Planning Department, and Stantec Consulting Team
Staff Recommends:	Staff is requesting the Board’s review and feedback on the draft plan presentation, in particular concurrence with the current preferred option of a 2050 Mixed BEB & FCEB Fleet . The presentation will be finalized for the May Board meeting, and staff will present a final recommendation for Board adoption.
Executive Summary:	The Draft RFTA ZEV Transition Plan and planning process are about 80% complete. This Draft ZEV Transition Plan Presentation is the first time that the Board is seeing work completed since the kickoff of the project in April 2023. Staff intends for Stantec to present the Final ZEV Transition Plan Presentation at the May 9 th RFTA Board meeting. The primary goal of the project is to create a comprehensive operational and financial roadmap for transitioning RFTA’s bus fleet and non-revenue vehicles to zero-emission by 2050, aligning with State of CO climate and ZEV transit goals.
Background/ Discussion:	RFTA was an early adopter of battery electric bus technology in 2019 with the purchase of eight BEBs for the RFTA-City of Aspen Battery Electric Bus Pilot Project. This innovative transit pilot project has put RFTA on the national and State radar, and Staff regularly shares information and data with transit peers. The State of CO 2023 EV Plan Update maintains a bold goal of achieving 1,000 ZEV transit vehicles by 2030, and 100% ZEV fleets by 2050. Recognizing that RFTA is the second largest transit agency in CO, and there are an estimated 200 BEBs either in operation or on order, RFTA will play a major support role in helping the State to achieve their goals. RFTA also has the opportunity to help regional utilities achieve their climate goals and emissions reduction targets by simply purchasing renewable grid electricity from Holy Cross Energy, City of Aspen Utility and City of Glenwood Springs Utility.

	<p>While there have been some operational and technical lessons learned, in general, the pilot BEBs are performing well on City of Aspen routes, logging over a combined 800,000 miles since early 2020. An estimated 160,000 gallons of diesel have been avoided, with a reduction of 712,000 lbs. of carbon dioxide (CO₂) equivalent, equal to the greenhouse gas (GHG) emissions from 826,000 passenger miles driven. Not to mention the cumulative regional GHG emissions offset for each passenger that rides a BEB, and avoids a private vehicle trip with associated emissions.</p> <p>Once additional depot chargers are installed at the GMF/RTC, staff intends to start operating more BEBs on higher-ridership, higher-profile BRT and commuter routes.</p> <p>In May 2023, the RFTA Board of Directors adopted the following Climate Action Plan (CAP) emissions reduction goals:</p> <ul style="list-style-type: none"> • Reduce scope 1 and 2 GHG emissions by 50% by 2030 and 90% by 2050, and • Reduce transportation-related emissions throughout the region by increasing emissions offset compared to emissions produced in 2019 to 3x by 2030 and 5x by 2050. <p>During the CAP process, staff learned that 76% of scope 1 and scope 2 emissions source from diesel and CNG buses, therefore the most effective CAP strategy to reduce agency emissions is to transition more buses and support vehicles to zero emission vehicles (ZEVs).</p> <p>This project kicked off at the June 8, 2023 RFTA Board Summit where staff presented the final climate action plan (CAP), and kicked off the ZEV Transition Plan process with a presentation from Stantec staff.</p> <p>Stantec modeled and recommended six future ZEV fleet scenarios for the RFTA Leadership Team to provide direction on:</p> <ol style="list-style-type: none"> 1) 2040 BEB Fleet 2) 2040 FCEB Fleet 3) 2040 Mixed BEB & FCEB Fleet 4) 2050 BEB Fleet 5) 2050 FCEB Fleet 6) 2050 Mixed BEB & FCEB Fleet* <p>*The current preferred fleet scenario is a 2050 Mixed BEB & FCEB Fleet, based on report findings, consultant expertise and direction from a fleet evaluation/decision workshop with the RFTA Leadership Team on February 20, 2024.</p>
<p>Governance Policy:</p>	<p>Board Job Products Policy 4.2.5 states, “The Board will approve RFTA’s annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy).”</p>
<p>Fiscal Implications:</p>	<p>None at this time. It is important to note that the Destination 2040 Plan stated estimated costs for replacing old buses, and maintaining a diversified fleet of 100 total revenue buses, with 1/3 diesel, 1/3 CNG and 1/3 ZEB, or 33 of each. The current estimated cost for a 100% ZEV fleet in 2050 is \$676 million, based on the Draft ZEV Transition Plan. Budget has not yet been identified for this bold fleet conversion.</p>

Attachments:

Yes, please click on link: "[ZEV Transition Plan Board Presentation 04.11.2024.pdf](#)," or see, "ZEV Transition Plan Board Presentation 04.11.2024.pdf," included in the April 2024 RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet.

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

Meeting Date:	April 11, 2024
Subject:	Strategic Plan Update
Strategic Outcome:	High Performing Organization
Strategic Objective:	7.5. Ensure Appropriate Transparency of all RFTA Business 7.7. Continually seek ways to improve business process
Presented By:	Kurt Ravenschlag, COO Jamie Tatsuno, Communications Manager
Staff Recommends:	That the RFTA Board of Directors engage in conversation with staff to update the RFTA Strategic Plan.
Executive Summary	The current version of the RFTA Five-year Strategic Plan was last updated in 2019. RFTA staff will be facilitating conversations with the RFTA Board of Directors (BOD) from March through June of 2024 to update this planning document, which guides RFTA’s five-year strategic planning, annual budgeting, annual work plans and day to day operations. This strategic planning document provides the RFTA organization with the BOD’s desired Outcomes from the organization as well as more specific Objectives. The Strategic Plan is developed not only from the specific Outcomes and Objectives the BOD desires to accomplish, but also addressing the various challenges and opportunities the organization may face in the five-year planning term. RFTA staff facilitated a discussion at the March BOD meeting to identify the challenges and opportunities RFTA may face in the next five-years to help inform future conversations about desired Outcomes and Objectives in the updated Strategic Plan.
Background/ Discussion:	<p>Policy 2.9 of the RFTA Governing Policies requires RFTA to maintain a five-year strategic plan. The current plan was created in 2019 and is due for its five-year update. The RFTA Strategic Plan provides the framework to guide RFTA’s decision making, budgeting, and daily operations. Outcomes represent the high-level deliverables that RFTA strives to provide the communities it serves. Each Outcome Area includes several more specific Objectives that define different areas of focus in achieving the Outcome. Staff then develops Strategic Initiatives that are designed to move the needle in achieving the identified performance targets associated with the Objectives. The Strategic Initiatives become a part of the annual budget requests, and if funded, directly influence daily operations. Each task completed or dollar spent by RFTA should be linked back to the Strategic Plan and ultimately the Mission and Vision of this organization.</p> <p>Following the March Board meeting discussion surrounding challenges that RFTA may face over the next five-years, we would like to start reviewing the first three Outcome areas and corresponding Objectives from the 2019 RFTA Strategic Plan. The review and discussion at the April Board meeting is intended to affirm, edit or add to our Strategic Plan Objectives associated with Outcomes 1.0, 2.0 and 3.0.</p> <p>1.0 SAFE CUSTOMERS, WORKFORCE AND GENERAL PUBLIC RFTA will ensure the safety of its workforce, customers and general public through its safety-first culture, systematic procedures, practices, and policies for managing risks and hazards.</p>

	<p>1.1 Customers are safe at RFTA facilities and riding RFTA services 1.2 The Public is safe and comfortable using the Rio Grande trail 1.3 Maintain and promote a healthy and safe workforce 1.4 The general public has a positive perception of the safety of RFTA services 1.5 Staff are well trained and safety focused</p> <p>2.0 ACCESSIBILITY AND MOBILITY RFTA will provide accessible, effective and easy to use mobility options that connect our region for all user types.</p> <p>2.1 Rio Grande Railroad Corridor/Rio Grande Trail is appropriately protected and utilized 2.2 Trail and transit users move safely, quickly and efficiently 2.3 Increase alternative mode splits throughout the region 2.4 Provide increased first and last mile options for customers throughout service area 2.5 Ensure accessibility for youth, low income, seniors and disabled populations 2.6 Identify and reduce barriers to riding transit and accessing trails 2.7 Provide convenient connections to key activity centers in service area</p> <p>3.0 SUSTAINABLE WORKFORCE RFTA will ensure organizational sustainability by enhancing its ability to continue to recruit and retain an engaged, well-trained, resilient professional workforce.</p> <p>3.1 Prioritize the hiring of local employees 3.2 Provide competitive compensation and benefit packages 3.3 Provide comfortable and affordable short-term and long-term housing solutions 3.4 Find ways to reduce the strain of commuting long distances on the workforce 3.5 Recognize and reward top performers 3.6 Ensure organizational resilience through thoughtful succession planning and workforce development 3.7 Find ways to increase employee engagement 3.8 Provide employees with the tools, space and equipment to maximize efficiency and safety</p>
Governance Policy:	Policy 2.9 Five-Year Strategic Plan
Fiscal Implications:	None at this time.
Attachments:	Yes, please click on link: " March Board Meeting Notes - RFTA Strategic Plan Update - Challenges.pdf ," and " RFTA 2019 Strategic Plan.pdf ," or see, "March Board Meeting Notes - RFTA Strategic Plan Update - Challenges.pdf," and "RFTA 2019 Strategic Plan.pdf," included in the April 2024 RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet.

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

CEO REPORT

TO: RFTA Board of Directors
FROM: Dan Blankenship, CEO
DATE: April 11, 2024

Art Riddile, Mayor of Basalt and RFTA Board Member is recovering nicely from quadruple bypass surgery:



Art Riddile, Mayor, Town of New Castle

On Sunday, March 10, 2024, Art Riddile underwent successful quadruple bypass surgery at Valley View Hospital. He was released from the hospital a week later and has been convalescing at home. He wants to let everyone on the RFTA Board know he is getting stronger every day, and his wife Mari and he hope to make a brief appearance at the RFTA End of Season Party at the Hotel Colorado on Saturday, April 13th. He'll be looking forward to seeing everyone there, but is up for calls from well-wishers at just about any time at (970) 948-4186.

RFTA End of Season Party: RFTA Board members, if you haven't already RSVP's, it isn't too late! Just let Nicole Schoon (nschoon@rfta.com) know, and she'll get you on the list!

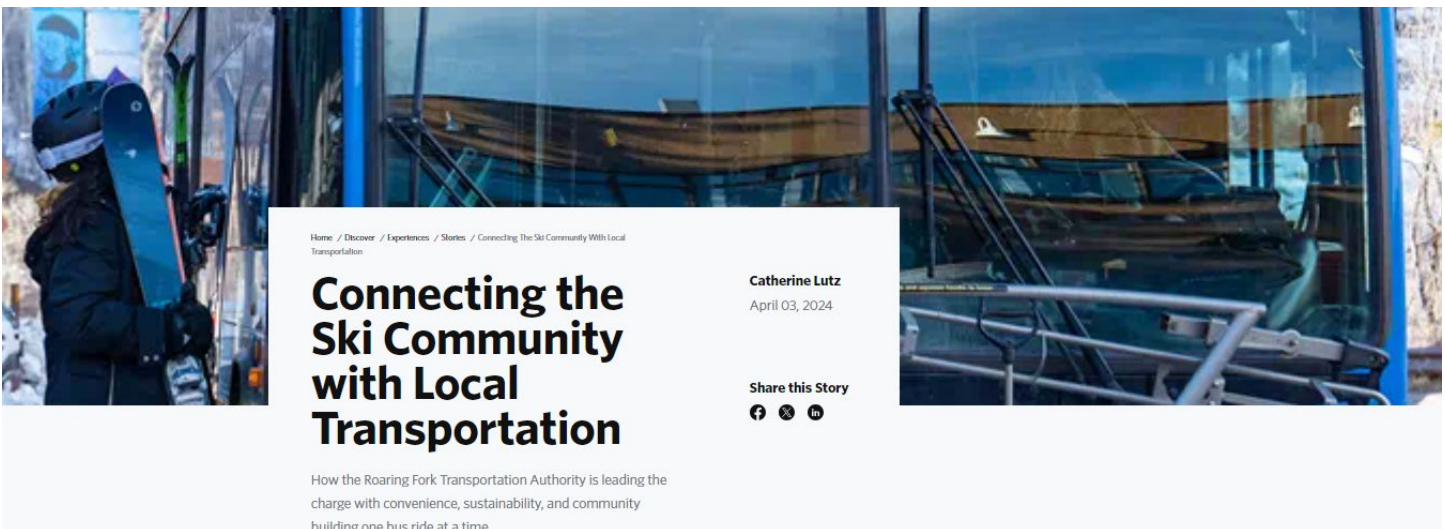


Positive RFTA PR Galore:



Credit for this spectacular RFTA video goes to Jamie Tatsuno, Communications Manager and her Team. Jason Smith, Safety and Training Manager, agreed to narrate the video and may have missed his calling!

Link to video: <https://youtu.be/0NgyQX3dA9Y>



Here is a great article about RFTA written by Catherine Lutz, with assistance from Jamie Tatsuno, Communications Manager, and Bus Operators Morgan Scott and John Ries.

Link to Article: <https://www.aspensnowmass.com/discover/experiences/stories/connecting-the-ski-community-with-local-transportation>

Ridership: For the month of **February 2024**, RFTA's year-to-date system-wide ridership was **1,192,889**, up **3.2%** compared to **1,155,821** year-to-date system-wide passengers for **February 2023**. Please see chart on page , below, for detailed February 23/24 year-to-date ridership by route.

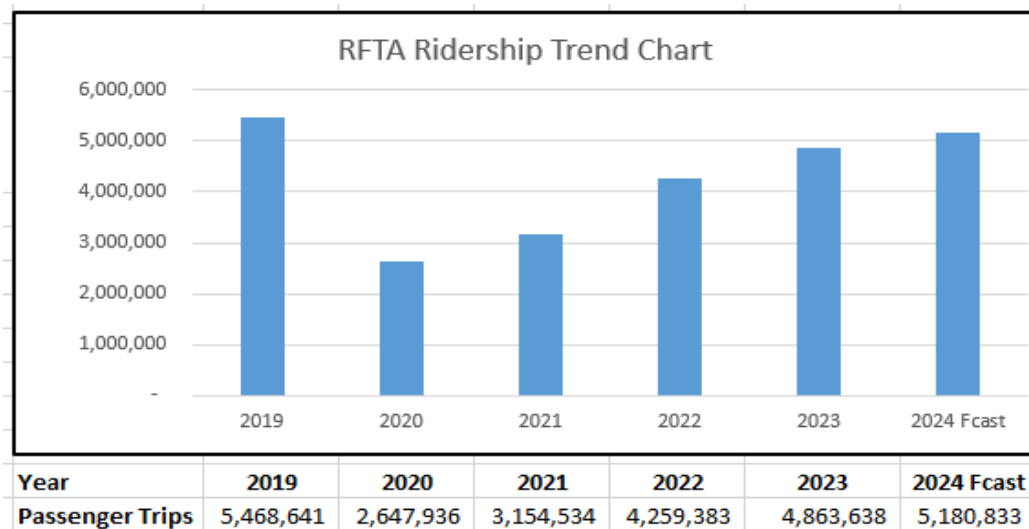
The chart below compares **February 2024** year-to-date ridership with **February 2019** pre-pandemic year-to-date ridership. Overall, **February 2024** year-to-date system-wide ridership was down **5%** compared to system-wide year-to-date ridership for **February 2019**. City of Aspen ridership was down **25%**, Valley ridership was up **7%**, Hogback ridership was up **82%**, and Other ridership was down **8%** compared with **February 2019** year-to-date ridership.

Total Ridership YTD Comparison: 2019 vs. 2024			
Service	YTD Feb. 2019	YTD Feb. 2024	% Vari YTD 2024 to YTD 2019
Aspen	362,445	270,191	-25%
Valley	544,827	582,686	7%
Hogback	16,449	29,931	82%
Other	335,436	310,081	-8%
Total	1,259,157	1,192,889	-5%

The chart below compares ridership for the month of February 2024 with ridership for the month of February 2019. Compared to 2019 Aspen ridership was down 25%, Valley ridership was up 12%, Hogback ridership was up 86%, and Other ridership was up 1%. Systemwide February 2024 ridership was down 0.25% compared with February 2019.

Ridership Comparison: Feb. 2019 vs. Feb. 2024			
Service	Feb-19	Feb-24	% Vari Feb. 2024 to Feb. 2019
Aspen	168,862	128,975	-24%
Valley	245,594	275,575	12%
Hogback	7,781	14,476	86%
Other	145,812	147,586	1%
Total	568,049	566,612	0%

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



Chief Operating Officer Update, April 2024 – Kurt Ravenschlag, COO

Operational Readiness

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

Winter 2023/2024: **Currently at 110%** or 174 Full-time CDL bus operators, 15 Part-time CDL Bus Operators and 13 Non-CDL Bus Operators.

RFTA 2024 Work Plan for Destination 2040 Implementation

E1 - Bus Replacement – 10, 40' Electric Buses

2024 Budget: \$15,860,000	Last Updated: February 2024
<ul style="list-style-type: none">2024 Budget includes funding to purchase 10 all electric buses to replace 10 diesel buses. Delivery of buses will not occur until 2025.	<ul style="list-style-type: none">Procurement underway to select a bus manufacturer to purchase electric buses.10 all electric buses to be ordered in Spring 2024 with a 2025 delivery.

E2 - Bike Share Expansion

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


E5 – Rio Grande Trail Maintenance

2024 Capital Budget: \$2,465,320	Last Updated: March 2024
<ul style="list-style-type: none">2024 Budget includes \$2,465,320 to:Repave/crack seal 5.7 miles of Rio Grande Trail from Catherine Store to Emma Rd; andReplace all bear proof trash cans along the trail corridor; and.Repair abutment on Roaring Fork Bridge in Carbondale.	<ul style="list-style-type: none">Have requested contractor proposals for repaving and crack sealing.Have requested proposals for Roaring Fork Bridge repairs.Work to be performed spring- early summer 2024.

C13 – Town of Snowmass Village Transit Center

2024 Budget: \$500,000	Last Updated: February 2024
<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">Snowmass is redesigning transit center to address community concerns.RFTA has received and is reviewing preliminary designs for revamped bus station at Snowmass Mall.

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

<p>2024 Budget: \$13,225,512</p>	<p>Last Updated: April 2024</p>
<ul style="list-style-type: none"> In 2024 RFTA plans to complete construction of two separate underpasses of Hwy 82 and 27th Street. 	<ul style="list-style-type: none"> The project is continuing ahead of schedule at the 27th street project. New road striping has been applied.  <p>ADA Accessible Ramp to HWY 82 Underpass</p>

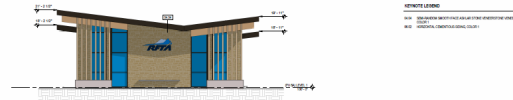
S7 - Glenwood Maintenance Facility (GMF) Expansion

<p>2024 Budget: \$ 29,953,429</p>	<p>Last Updated: April 2024</p>
<ul style="list-style-type: none"> Construction funding for phases 3,4,5,7 has been appropriated in 2024 Annual Budget. Design funding for Phase 6 has been appropriated in 2024 Annual Budget. 	<p>Phase 3,4,5,7</p> <ul style="list-style-type: none"> Project is progressing with an anticipated completion date of September 2024. 



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

- Design is underway and nearing at 60%



PHASE 6A EXTERIOR ELEVATION - EAST



PHASE 6A EXTERIOR ELEVATION - SOUTH

Phase 6A West Glenwood Transit Center



Phase 6A plan view of West Glenwood Transit Center

S10 - Replacement Housing

2024 Budget: \$7,046,900

- The 2024 RFTA budget includes \$50,000 for a comprehensive housing policy effort to provide a RFTA a roadmap for employee housing.
- The 2024 RFTA budget includes \$6,996,900 to remodel Iron Mountain Place employee housing.

Last Updated: April 2024

RFTA Housing Policy

- EPS is refining top tier strategies presented to the RFTA BOD at March board meeting.

Iron Mountain Place

- Remodel is moving along as scheduled with Building A being complete by August 2024.

Planning Department Update, April 2024 – David Johnson, Director of Planning

Please see the click on the links: “[04.11.2024 Planning Department Update.pdf](#),” or see “04.11.2024 Planning Department Update.pdf,” included in the April 2024 RFTA Board Meeting Portfolio.pdf, attached to the email transmitting the RFTA Board Meeting Agenda packet.

Finance Department Update, April 2024 – Michael Yang, CFAO

2024 Actuals/Budget Comparison (February YTD)

2024 Budget Year	February YTD			
General Fund	Actual	Budget	% Var.	Annual Budget (6)
Revenues				
Sales and Use tax (1)	\$ 143,449	\$ 127,127	12.8%	\$ 40,598,000
Property Tax	\$ 197,976	\$ 197,976	0.0%	\$ 18,296,000
Grants (2)	\$ 2,152,407	\$ 50,688	4146.4%	\$ 1,437,728
Fares (3)	\$ 508,372	\$ 460,678	10.4%	\$ 4,794,360
Other govt contributions	\$ 1,121,342	\$ 1,121,342	0.0%	\$ 1,181,970
Other income	\$ 1,144,990	\$ 1,128,781	1.4%	\$ 3,802,860
Total Revenues	\$ 5,268,536	\$ 3,086,592	70.7%	\$ 70,110,918
Expenditures				
Fuel	\$ 329,489	\$ 486,022	-32.2%	\$ 2,406,678
Transit	\$ 7,849,298	\$ 8,795,091	-10.8%	\$ 44,905,941
Trails & Corridor Mgmt	\$ 105,014	\$ 116,491	-9.9%	\$ 1,263,978
Capital (4)	\$ 4,588,233	\$ 51,882	8743.7%	\$ 25,551,953
Debt service	\$ 266,587	\$ 266,587	0.0%	\$ 1,882,484
Total Expenditures	\$ 13,138,622	\$ 9,716,073	35.2%	\$ 76,011,034
Other Financing Sources/Uses				
Other financing sources	\$ -	\$ -	#DIV/0!	\$ 15,859,890
Other financing uses	\$ (1,084,028)	\$ (1,084,028)	0.0%	\$ (5,779,993)
Total Other Financing Sources/Uses	\$ (1,084,028)	\$ (1,084,028)	0.0%	\$ 10,079,897
Change in Fund Balance (5)	\$ (8,954,114)	\$ (7,713,509)	16.1%	\$ 4,179,781

- (1) Sales and Use Tax Revenues are received 2 months in arrears (i.e. February sales and use tax revenue will be deposited in April).
- (2) Grant Revenues currently exceed budget and is a timing issue as Supplemental Budget Resolution 2024-08, which includes a rollforward of budgeted grant revenues, was adopted at the March 2024 Board meeting.
- (3) Through February, fare revenue increased by 6% and ridership increased by 9%, respectively, compared to the prior year. The average sale per transaction was approximately \$7.76 in February 2023 compared to \$5.76 in February 2024. The primary driver for this decrease is due to Mobile App functionalities (i.e. one-way purchases) as compared to only offering Stored Value Card purchases at the Ticket Vending Machines. Through February 2024, Stored Value Pass Sales and Seasonal Zone Pass sales have decreased approximately \$24,500 and \$16,000 respectively, while Mobile App Single Ride Fares have increased by \$55,000, as compared to the prior year. The chart below provides a YTD February 2023/2024 comparison of actual fare revenues and ridership on RFTA regional services:

Fare Revenue:	YTD 2/2023	YTD 2/2024	Increase/ (Decrease)	% Change
Regional Fares	\$ 478,172	\$ 506,197	\$ 28,025	6%
Total Fare Revenue	\$ 478,172	\$ 506,197	\$ 28,025	6%
Ridership on RFTA Regional Services*:	YTD 2/2023	YTD 2/2024	Increase/ (Decrease)	% Change
Highway 82 (Local & Express)	145,855	168,085	22,230	15%
BRT	209,966	223,393	13,427	6%
SM-DV	28,483	30,216	1,733	6%
Grand Hogback	28,355	29,931	1,576	6%
Total Ridership on RFTA Fare Services	412,659	451,625	38,966	9%
Avg. Fare/Ride	\$ 1.16	\$ 1.12	\$ (0.04)	-3%

- (4) Capital expenditures currently exceed budget and is a timing issue as Supplemental Budget Resolution 2024-08, which includes a rollforward of budgeted capital expenditures, was adopted at the March 2024 Board meeting.
- (5) Over the course of the year, there are times when RFTA operates in a deficit; however, at this time we are projecting that we will end the year within budget.
- (6) This budget does not reflect Supplemental Budget Resolution 2024-08, which was adopted at the March 2024 Board Meeting.

RFTA System-Wide Transit Service Mileage and Hours Report								
Transit Service	Mileage February YTD				Hours February YTD			
	Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.
RF Valley Commuter	653,916	659,060	(5,144)	-0.8%	31,552	31,216	336	1.1%
City of Aspen	99,981	102,138	(2,157)	-2.1%	11,713	11,830	(116)	-1.0%
Aspen Skiing Company	130,114	129,023	1,091	0.8%	9,322	9,372	(51)	-0.5%
Ride Glenwood Springs	18,555	18,890	(335)	-1.8%	1,634	1,630	4	0.2%
Grand Hogback	60,515	60,672	(157)	-0.3%	2,678	2,686	(8)	-0.3%
Specials/Charters	2,898	1,950	948	48.6%	430	330	100	30.3%
Senior Van	1,628	1,880	(252)	-13.4%	214	254	(40)	-15.9%
Subtotal - Transit Service	967,609	973,615	(6,006)	-0.6%	57,542	57,318	225	0.4%
Training & Other	4,525	6,960	(2,435)	-35.0%	4,838	5,638	(800)	-14.2%
Total Transit Service, Training & Other	972,134	980,575	(8,441)	-0.9%	62,380	62,956	(576)	-0.9%

Roaring Fork Transportation Authority System-Wide Ridership Comparison Report

Service	Feb-23 YTD	Feb-24 YTD	# Variance	% Variance
City of Aspen	261,825	270,191	8,366	3.20%
RF Valley Commuter	541,475	582,686	41,211	7.61%
Grand Hogback	28,355	29,931	1,576	5.56%
Aspen Skiing Company	275,092	257,211	(17,881)	-6.50%
Ride Glenwood Springs	41,478	43,537	2,059	4.96%
X-games/Charter	7,304	8,953	1,649	22.58%
Senior Van	292	380	88	30.14%
MAA Burlingame	-	-	-	#DIV/0!
Maroon Bells	-	-	-	#DIV/0!
GAB Transit Mitigation Svcs.	-	-	-	N/A
Total	1,155,821	1,192,889	37,068	3.21%

Subset of Roaring Fork Valley Commuter Service with BRT in 2023

Service	YTD FEB 2023	YTD FEB 2024	Dif +/-	% Dif +/-
Highway 82 Corridor Local/Express	145,855	168,085	22,230	15%
BRT	209,966	223,393	13,427	6%
Total	355,821	391,478	35,657	10%

2023 Financial Statement Audit – Schedule

Date	Activity	Status
4/29/2024 – 5/3/2024	Start of Audit – auditors conducting onsite fieldwork	<i>On schedule</i>
Mid-June	During this period, staff anticipates that the Audit Report will be reviewed by the RFTA Board Audit Subcommittee . Anticipated subcommittee members include Greg Poschman, RFTA Board Member, Torre, RFTA Board Member, Alyssa Shen, RFTA Board Member, Jill Klosterman, independent and Eagle County Chief Financial Officer, and Ann Driggers, independent financial expert and Pitkin County Chief Financial and Administrative Officer, Treasurer/Public Trustee A meeting will be held at a RFTA office in Carbondale between the Audit Subcommittee, the auditor and staff to discuss the audit in detail.	<i>Email will be sent to Audit Subcommittee to establish date & location of meeting.</i>

7/5/2024	Final Audit Report to be distributed to RFTA Board with July Board Packet	<i>On schedule</i>
7/11/2024	Presentation of Final Audit Report at RFTA Board Meeting by Auditor	<i>On schedule</i>

RFTA Investments Quarterly Report

In accordance with RFTA’s Investment Policy, staff has prepared the following investment summary that provides an analysis of RFTA’s current investment portfolio and quarterly activity through 3/31/2024.

Investment	12/31/2023		Purchases/ (Redemptions)	3/31/2024	
<i>Local Government Investment Pools:</i>					
Colotrust Plus+	\$ 53,060,999	53%	\$ (6,336,050)	\$ 46,724,950	49%
CSIP	\$ 47,604,491	47%	\$ 650,094	\$ 48,254,585	51%
Total	\$ 100,665,491	100%	\$ (5,685,956)	\$ 94,979,535	100%
<i>Monthly Distribution Yield:</i>					
Colotrust Plus+	5.57%				5.24%
CSIP	5.55%				5.42%

Notes:

1. The net decrease in the Colotrust Plus+ account is due to interest earnings and transfers to RFTA’s operating accounts.
2. The net increase in the CSIP account is due to interest earnings.
3. If there is an accumulation of excess funds in RFTA’s operating accounts with Alpine Bank, then staff could transfer the excess funds to the Local Government Investment Pools.

Trails & Corridor Update, April 2024 – Angela Henderson, Director, Trails & Rail Corridor

Rio Grande 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 2024. (New items in **red**, updates in **green**)

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

- “Draft” survey and utility locate completed for the Corridor in Glenwood Springs – Staff is working on a few updates to the initial exhibit and once staff is comfortable with the exhibit, will mail a letter and a copy of the exhibit pertinent to each parcel, to each of the adjacent property owners. (ongoing)

Other ongoing items:

- Working with Paul on outstanding corridor issues:
 - Zlotnick Quiet Title- Sent final abatement agreement to Paul Taddune. Working on an update to the legal description.
 - Eubank Encroachment Removal- Mr. Eubank is requesting a license for the well installed in the ROW before removing other encroachments. Staff will get Farnsworth Group out here to stake property line to inventory encroachments and draft license for well.
- Covenant Enforcement Commission (CEC) Items:
 - **CEC Member 3-year terms expired on 12/31/23. Each member jurisdiction needs to reappoint their current CEC member to another 3-year term, or choose a new CEC member to represent their jurisdiction, and provide this information to rgt@rfta.com by Friday, April 5, 2024.** Staff has not received any response from anyone as of 04/04/2024. Staff will make a verbal request during the May 9, 2024 RFTA Board of director's meeting.
 - Meeting was held on 10/27/2023, **RFTA Board Update will be provided at the May 9, 2024 meeting.**
 - Ditch Issues- Ongoing Violation, Ditch company doing work to Culvert, no updates on project.
 - Barn and Berm Encroachment- Ongoing Violation, Staff will follow up with property owner in July for 1 year check in on removal plan.
 - Trash Enclosure Encroachment- Staff will follow up with property owner in October for 1 year check in on removal plan.
 - Ongoing Violation, Access Ramp Over Tracks- Ongoing Violation – Staff is working with Pitkin County Open Space and Trails to put a maintenance agreement in place to address this and other projects involving the RFTA Corridor between Emma and Woody Creek.
 - Utility Installation- New Violation, Staff is working with Pitkin County Open Space on License agreement as approved by CEC Board. Draft license was sent to Pitkin County 11/16/2023. PCOST preparing as-built to attach to license and take to BOCC for approval/execution.
- Rail Attorney items:
 - Cedar Networks- Contractor nonresponsive - Attorneys drafting letter.
 - Century Link- Representative is non-responsive. Sent to Attorneys for resolution. Attorneys drafting letter.
 - Xcel- Provide missing documentation. Attorneys drafting letter
- **Litigation:**
 - Letter and draft complaint mailed certified to property owner 4/12/2024.
- Current Applications:
 - Holy Cross Pole Removal - Submitting permit application to remove meter pole from RFTA ROW.
 - Pitkin County Gerbaz Bridge- Permit issued to begin construction.
 - Colorado Extreme - Updating access and relocating Trail - Permit issued, Project Ongoing. Will issue new permit for 2024 work.

- Holy Cross- 88 Clover Lane: Underground Utility Installation- Application has been received and reviewed by RFTA and Farnsworth Group. Letter sent to Holy Cross for revisions. **No Updates from Applicant.**
- Permits:
 - Voskuil Sewer Project in City of Glenwood Springs- As-builts reviewed, response sent to applicant. **No Updates from Applicant.**
 - Damage to Corridor- Holy Cross damaged the corridor for an emergency repair. They have been working with Staff to remedy the damage. **Seeding will happen once the soil warms up.**
- **Recreational Trails Plan (RTP)** – The Planning Department is working with regional stakeholders to update the 2005 Recreational Trails Plan (RTP). Following unanimous RFTA Board adoption of the Access Control Plan (ACP) in early 2023, the RTP is the second component plan of the larger Corridor Comprehensive Plan that guides management of the entire Rio Grande Trail from Glenwood Springs to Woody Creek. Staff will be working with Planning to complete this update in 2025. (ongoing)
- **Rail Salvage Project** – Staff has been tasked with developing a statement of work for, and removal of all rail between 8th Street and 23rd Street in Glenwood Springs in 2023. The 27th Street underpass project will begin spring 2023. Rail salvage will be completed as soon as the underpass project is complete, late 2024/early 2025. (ongoing)
- **Roaring Fork Bridge Rehabilitation Project** – This repair design is complete. This project is currently out to bid, bids are due 04/17/2024. Staff anticipates that the repair project will begin sometime in the spring/fall of 2024. The first part of the project will focus on rehabbing the infrastructure, the second part of the project adds some anti-graffiti improvements to try and dissuade any further graffiti to this bridge. The infrastructure repairs will address twisting of one of the abutments and repairs to the support structure underneath on each end of the bridge. Removal of the graffiti itself will need to be accomplished as a separate project at a later date.
- **South Bridge Project** – RFTA staff met with the City of Glenwood Springs staff, to look at the updated design for South Bridge and to discuss use of the RFTA Railroad Corridor for this project. It was a good and productive meeting. ***The City staff plans to provide an update to the RFTA Board on this project at the July 11, 2024 RFTA Board meeting.***



Rio Grande Trail Update

- The Rio Grande Trail Staff is staying busy.
 - Staff has been plowing, sweeping, debris blowing, clearing limbs and sightlines, pulling and

chopping weeds, cleaning up trailheads and vault toilets, reminding dog owners to leash their pets, etc. to make sure the trail is safe and clean.

- Staff is working to update our RGT Map/Brochure and we hope to offer a new spanish version in 2024
- Staff continues working with Carbondale Arts to beautify the corridor through the Town of Carbondale, called the “Rio Grande ArtWay”
- Staff participated in the Roaring Fork Outdoor Coalition
- We welcomed 2 new seasonal Trail Technicians to the team, welcome Jesse and Amber!
- 2024 Projects that we hope to complete
 - Asphalt Repair – Emma Rd to Catherine Bridge Trailhead
 - Contract is signed
 - Roaring Fork Bridge repairs
 - Out for bids
 - Bridge Inspections (scheduled bi-annual)
 - The 7th Street railroad bridge was struck by a private vehicle on Wednesday, March 27th. The damage does not appear to be substantial, but staff will have the bridge inspected on Friday April 5th, to confirm that the bridge is still safe and intact.
 - Goats at Work – 2024 will be the 3rd consecutive year in the Emma area
 - Vegetation Monitoring Program
 - Procure a hydro-seeder for restoration projects
 - Replace bearproof trash/recycling enclosures along our 20 miles
 - Enhance our trail counter program
 - Procure 2 zero-turn mowers for vegetation management
 - Visit a “rail with trail” system