

Roaring Fork Transportation Authority Railroad Right of Way Corridor

ACCESS CONTROL PLAN UPDATE



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RFTA ACCESS CONTROL PLAN
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 - Appendix B – RFTA Rio Grande Railroad Corridor Design Guidelines and Standards (Preliminary draft attached)

I. OVERVIEW

This document contains the Access Control Plan (ACP) for the historic Aspen Branch of the Denver & Rio Grande Western Railroad Corridor between Glenwood Springs and Woody Creek, Colorado (hereinafter the terms “Corridor”, “Railroad”, “Railroad Corridor”, “Rail Trail”, “Right of Way (ROW)” and “Property”, all refer to the above noted Aspen Branch of the Denver & Rio Grande Western Railroad, are one and the same and used interchangeably throughout this document) as now owned by the Roaring Fork Transportation Authority (RFTA). The ACP applies to the entirety of RFTA’s ownership area. The ownership area is approximately 34.59 miles in length and the width of the property varies from 50’ to 200’ with the predominant width off 100’ covering approximately 460 acres of land.

The Railroad Corridor was acquired by the Roaring Fork Railroad Holding Authority (RFRHA) in 1997 as an operating line of railroad pursuant to authority granted by the Surface Transportation Board (STB). RFRHA subsequently “railbanked” the line (preserved it for future rail reactivation and interim trail use) pursuant to 16 U.S.C. 1247(d) and “Notice of Interim Trail Use” (“NITU”) issued by STB. RFRHA transferred ownership of the property to the Roaring Fork Transportation Authority (RFTA) in 2001 pursuant to a NITU substituting RFTA for RFRHA as the railbanking entity. The right to reactivate rail service was also transferred to RFTA pursuant to an applicable STB order. This ACP is adopted in order to ensure that RFTA complies not only with STB’s construction of 16 U.S.C. 1247(d), but also maintains the Corridor intact consistent with freight rail reactivation, possible future commuter rail use, interim trail use, open space uses, and other lawful public purposes.

The ACP includes a brief summary of RFTA’s obligations for the Railroad Corridor related to its railbanked status, including an explanation of “railbanking” and the requirement to preserve the Corridor for future freight rail service. The ACP also includes a brief summary outlining the obligations related to use of the Great Outdoors Colorado (GOCO) funding and a brief summary of key findings of the Recreational Trails Plan. In addition, the ACP includes Railroad Corridor Access Control Plan Maps, State Highway 82 Access Control Plan Maps, and RFTA’s Design Guidelines and Standards (DG&S).

RAILBANKING

Under 16 U.S.C. 1247(d), otherwise-to-be abandoned railroad lines are preserved for future freight rail reactivation, possible consistent commuter or passenger rail uses, and interim use for trail and other compatible public purposes. In essence, Railbanking is the mechanism that preserves the contiguous 34-mile Railroad Corridor intact for a future public transportation system and its interim trail and other public uses. Loss of the Corridor's Railbanked status could result in the loss of approximately seven miles of Federal Land Grant areas, render the corridor unsuitable for a future public transportation system, and also negatively impact the existing recreational trail. In order to ensure compliance with 16 U.S.C. 1247(d), and preserve the Corridor's Railbanked status, RFTA must be careful to ensure that the Corridor is kept intact, continuous, unencumbered by the accumulation of substantial future financial burdens, and unobstructed by significant structures that would impede or impair freight rail reactivation. This responsibility creates minimum conditions to which all proposed uses (including crossings) of the Corridor should adhere. In most instances, compatibility with freight rail will also ensure compatibility with possible future rail commuter use, as well as current and future trail uses. However, compatibility with trail uses does not necessarily mean that a proposed use or crossing is compatible with freight rail reactivation or future commuter rail uses. For this reason, parties seeking to use RFTA's Corridor for crossings or other purposes are encouraged, while in the early planning stages- to consider, whether their proposed crossings or other uses are compatible with freight rail reactivation and commuter rail uses before they file an application for such uses with RFTA.

RFTA Philosophy Regarding Proposed Public and Private Crossings and Other Uses of the Rail Corridor:

This ACP and the accompanying DG&S are intended to help sponsors understand, from the outset of their planning processes, how to design their projects in ways that will not create concerns for RFTA with respect to future freight rail reactivation. Subject to Colorado Public Utilities Commission (CPUC) approval, and while rail service is inactive on the Corridor, RFTA will generally approve public and private at-grade crossings that meet its standards, insofar as such crossings would not preclude or impair RFTA's ability to reactivate freight rail service. Proposed crossings that would alter the existing grade and/or alignment of the Rail Corridor would be of greater concern to RFTA, which must

ensure that they would not jeopardize the Corridor's Railbanked status for the reasons enumerated above.

RFTA assures parties proposing public or private uses of the corridor that it will endeavor to work cooperatively with them to help them achieve their objectives in the most efficient and cost-effective manner feasible, insofar as RFTA can do so without putting in jeopardy the Corridor's Railbanked status.

RFTA recognizes and appreciates that the constituent governments of RFRHA, from whom RFTA inherited the Corridor, are also members of RFTA and that they, too, are committed to preserving the contiguous Railroad Corridor intact for its future and current uses. For this reason, RFTA pledges that it will not unreasonably withhold approval of proposed public crossings and other Corridor uses that are consistent with RFTA's DG&S.

In addition, RFTA acknowledges that no plans, policies, guidelines, or standards can foresee every condition or situation that could potentially arise with respect to all proposed future uses of the Corridor. To the extent feasible, therefore, RFTA's intends that its application of the ACP and DG&S will be flexible enough to adapt to the unique circumstance presented by Corridor uses that are proposed in the future. RFTA will also endeavor to use the "reasonable person standard" when working with sponsors to design their projects in the most cost effective manner that is feasible, so long as in the view of RFTA, its legal counsel, and railroad engineers, the preservation of the Corridor's Railbanked status would not be put in jeopardy.

In instances in which RFTA and project sponsors disagree about Corridor project designs, it may be possible to obtain a Declaratory Order from the STB that would help to clarify whether proposed projects that don't meet RFTA's standards would, in the STB's view, be incompatible with freight rail reactivation. There is no guarantee, however, that the STB would be willing to consider such matters or render opinions on them, in which case, the RFTA Board of Directors would make the final determination.

GREAT OUTDOORS COLORADO (GOCO) – [hyperlink to the current CEC reports will be set up as soon as the document is finalized](#)

On June 30, 1997, the Roaring Fork Railroad Holding Authority (RFRHA), a public entity created in 1993 by the towns and counties within the Roaring Fork Valley, purchased the Aspen Branch of the Denver & Rio Grande Western Railroad right-of-way from the Southern Pacific Transportation Company. The purchase was funded by a consortium of state and local interests. In exchange for financial participation of the property using some funding from Great Outdoors Colorado (GOCO), each of the funding participants agreed to the placement of a Conservation Easement on the Corridor to protect the “conservation values” of the property. ***The restrictive covenants required that no new structures, fences, crossings, or pavement be placed, or that any mining or harvesting of timber occur on the Corridor.*** The Aspen Valley Land Trust (AVLT) was designated as the steward of the conservation easement and was responsible for correcting any of the violations to the satisfaction of AVLT.

On February 3, 2000, a Comprehensive Plan for the Railroad Corridor was adopted by the then RFRHA. One of the recommendations of the plan was to reduce the size and scope of the conservation easement on the Corridor. The plan cited that upon careful inspection and assessment of the Corridor through the Corridor Investment Study (CIS) process, many portions did not contain the attributes described as “conservation values” by the conservation easement. As such, these portions of the Corridor did not warrant protection under the conservation easement. In addition to the reduction of the size of the conservation areas, RFRHA received strong advice from a member of its federal legislative contingent that a conservation easement on the Corridor would significantly hinder RFRHA’s ability to receive federal funding participation for future transportation improvements. In response to this issue, the Comprehensive Plan did the following:

- It changed the Conservation Easement to a Conservation Covenant. The covenant on the deed of the property requires the owner to abide by its terms through self-regulation. (This is different from the previous conservation easement, which was an encumbrance that ran with the land and required an entity other than the owner to regulate compliance.)
- It reduced the size of the area covered by the conservation covenant to encompass only those areas of the Corridor that contain the “conservation values” described within the original conservation easement. The size was reduced from 34.59 miles (the full length of the Corridor from Glenwood Springs to Woody Creek) to 18.41 miles (slightly more than one-half of the Railroad Corridor).

On January 17, 2001, an Agreement was reached between RFRHA and GOCO that replaced the Conservation Easement with the Conservation Covenant. On November 15, 2001, the Roaring Fork Transportation Authority (RFTA) accepted ownership of the Railroad Corridor from RFRHA and RFRHA was dissolved. RFTA then replaced RFRHA as a party to the Conservation Covenant Agreement. RFTA created a Covenant Enforcement Commission made up of representatives from each of the entities that the Authority serves. It is the responsibility of the Commission to meet annually to make an assessment of the Rail Corridor and to recommend to RFTA that it make any corrections necessary to ensure that the conservation values of the areas described within the Covenant Agreement are not compromised.

Rio Grande Trail – Recreational Trails Plan [hyperlink to the current Recreational Trails Plan](#) will be set up as soon as the document is finalized.

The overall intent of the Recreational Trails Plan is to develop a trails and recreation plan for the Corridor that provides a wide range of public recreational opportunities including trails, river access, wildlife viewing, habitat conservation and educational and interpretive activities.

The purpose of the Recreational Trails Plan is as follows:

- To provide a continuous trail between Glenwood Springs and Woody Creek in the Railroad Corridor that has been environmentally cleared through a National Environmental Policy Act (NEPA) process;
- To work with other Trails organizations in the Roaring Fork Valley to explore additional recreational and commuter connection opportunities;
- To meet the expressed community recreational needs;
- To develop trails programming and design principles that will provide a quality trail experience;
- To plan for support facilities such as trailheads and parking;
- To minimize impacts on adjacent landowners; and
- To develop implementation costs.

The Rio Grande Trail construction was completed in 2008. The RFTA Trails Department continues to work with RFTA's member jurisdictions, other local jurisdictions and other trails consortiums to stay up to date on the latest recommended safety improvements and recommendations for trail construction and amenities to keep the Rio Grande Trail one of the best and most widely used trails in the state.

I. POLICIES FOR MANAGING RAILROAD CORRIDOR CROSSINGS AND ENCROACHMENTS

1.0 Title

This Policy shall officially be known, cited, and referred to as the “Access Control Plan.” (ACP)

2.0 Purpose and Intent

A. The purpose of this policy is to:

1. Uphold and preserve the Railroad Corridor’s railbanked status under 16 U.S.C. 1247(d), under the jurisdiction of the STB for future freight rail reactivation. So long as the Railroad Corridor is lawfully railbanked, it is protected from claims of state law easement extinguishment or base fee reversion under the express terms of 16 U.S.C. 1247(d). In order to ensure compliance with 16 U.S.C. 1247(d) as construed by STB, RFTA in its ACP seeks to avoid any severance of the Corridor by not allowing any alterations in the alignment and elevation of the roadbed incompatible with freight rail reactivation, either by property sale or transfer, by physical obstruction with structures incompatible with freight rail reactivation or by burdening the Corridor with significant unfunded and/or unaccounted for financial obligations.
2. Preserve the Railroad Corridor for a future public transportation corridor, which is the primary purpose for which it was purchased.
3. Minimize and consolidate new or existing at-grade road crossings over the Railroad Corridor whenever feasible
4. Ensure the safe operation of existing Railroad Corridor crossings.
5. Ensure the safety of trail users of the Railroad Corridor at private and public at- grade crossings of the Railroad Corridor.
6. Implement the Conservation Covenant objectives, by avoiding adverse impacts to the open space, recreation, scenic and wildlife values of the Corridor, and adjacent lands that add to the scenic value and enjoyment of

the Corridor. When adverse impacts cannot be avoided, they shall be mitigated to the extent practicable.

7. Avoid or minimize future financial liability and costs to RFTA and other jurisdictions arising from third party use of the Railroad Corridor, including the expense of upgrading any existing or approved crossings of the Railroad Corridor, to the maximum extent feasible.

B. This Policy is intended to promote stewardship of the Railroad Corridor by RFTA, RFTA's member jurisdictions, the Colorado Department of Transportation (CDOT), Great Outdoors Colorado (GOCO) and adjacent property owners, in an attempt to preserve the Railroad Corridor for its future intended use as a Public Transportation Corridor.

The intended audiences for the ACP are:

1. The RFTA Board of Directors, RFTA's member jurisdictions, Garfield County, the Colorado Department of Transportation (CDOT), Great Outdoors Colorado (GOCO) and RFTA staff tasked with management of the Railroad Corridor;
2. Adjacent property owners currently licensed for access across or parallel (encroachment) to the Railroad Corridor or adjacent property owners requesting a license for access across or parallel (encroachment) to the Railroad Corridor; and
3. Local, State or Federal jurisdictions and/or Utility Companies currently licensed for access across or parallel (encroachment) to the RFTA Railroad Corridor or requesting new access across or parallel (encroachment) to the RFTA Railroad Corridor.

3.0 Authority

The RFTA Board of Directors, (the "Board") has the authority to review, approve, conditionally approve, and disapprove applications for construction, reconstruction, realignment, consolidation, and modification of Railroad Corridor crossings. The

Board's authority emanates from intergovernmental agreements, adopted pursuant to the Rural Transportation Authority Act, Section 43-4-601, et seq. The Board's authority also stems from RFTA's status as "Interim Trail Manager" and holder of rights to reactivate freight rail service arising under federal law pertaining to the Railroad Corridor's railbanked status under the jurisdiction of the Surface Transportation Board (STB).

4.0 Jurisdiction

The ACP applies to the entirety of the Railroad Corridor owned by RFTA, generally from the Railroad Corridor's connection with the Union Pacific Railroad main line (WYE area) in Glenwood Springs to County Road 18 in Woody Creek.

5.0 Interpretation, Conflict, and Severability

A. Interpretation. This ACP shall be interpreted to be consistent with all applicable federal requirements and orders of the STB. The ACP shall be interpreted consistent with RFTA's objectives to preserve the Corridor for freight rail reactivation in order to ensure its continued eligibility for federal railbanking status, to preserve the Corridor for possible future commuter (passenger) rail, to operate a public trail on the Corridor, to otherwise maintain the Corridor for open space and park uses, and to promote other compatible and lawful public uses. This Policy shall be construed broadly to promote the purposes for which it is adopted.

B. Conflict.

1.0 Public Provisions. The Surface Transportation Board (STB) has exclusive jurisdiction over transportation by rail, including railbanked right of way such as the Railroad Corridor (49 U.S.C. 10501(b)). In addition, 16 U.S.C. 1247(d) expressly preempts state and local law inconsistent with keeping railroad corridors intact for future freight rail reactivation and interim trail use.

2.0 Private Provisions. To the extent consistent with 49 U.S.C. 10501(b) and 16 U.S.C. 1247(d), this ACP is not intended to abrogate any easement, license, covenant or any other private agreement or restriction, provided that where the provisions of the ACP are more restrictive or impose higher standards or

regulations than such easement, covenant, or other private agreement or restriction, then the requirements of this ACP shall apply upon termination or expiration of such easement, license, covenant or other private agreement.

C. Severability. If any part or provision of this Policy or the application of the Policy to any person or circumstance is adjudged invalid by any court of competent jurisdiction, notwithstanding the federal jurisdiction of the STB, the judgment shall be confined in its operation to the part, provision, or application directly involved in the controversy in which the judgment shall be rendered and it shall not affect or impair the validity of the remainder of the Policy or the application of them to other persons or circumstances. The Board hereby declares that it would have enacted the remainder of the Policy even without any such part, provision, or application which is judged to be invalid.

6.0 Amendments

The ACP cannot anticipate every circumstance or question arising from the management of the Railroad Corridor and/or the Rio Grande Trail within the Railroad Corridor and the need may arise to change the policies, procedures or guidelines described in the ACP policy. The RFTA Board of Director's reserves the right to adopt amendments to the ACP pursuant to RFTA Procedures at the time of any proposed amendment. **Unless an emergency exists, amendments of the ACP will require two readings by the RFTA Board of Directors prior to adoption and can only be adopted in the same manner that the ACP is adopted, i.e. by a unanimous vote of the seven original RFRHA member jurisdictions.**

7.0 Owner Defined

"Owner" means the legal owner of real property or right of way, or the person or entity that holds fee title to the property or right of way. "Owner" may also include holders of other types of record title to the real property or right of way. "Owner" may also include the contract purchaser of real property of record or the holder of an easement. Owners may include public bodies, as in the case of a street right-of-way, or a private entity (e.g., private land owners and utility companies).

8.0 Great Outdoors Colorado Requirements and Locations Defined

RFTA created a Covenant Enforcement Commission made up of representatives from each of the entities that the Authority serves. It is the responsibility of the Commission to meet annually to make an assessment of the Railroad Corridor and to recommend to RFTA that it make any corrections necessary to insure that the conservation values of the areas described within the Conservation Agreement are not compromised. ***The restrictive covenants require that no new structures, fences, crossings, or pavement be placed, or that any mining or harvesting of timber occur on the Corridor.***

The assessment of the nine conservation areas was last conducted in September 2014. The full report includes a spreadsheet that summarizes the observed violations, the remedies recommended, and the actions taken to address each violation. The spreadsheet is a living document – a checklist to be used by RFTA to track violations and take actions to resolve them.

The following is a list and brief description of the nine conservation areas:

- **Conservation Area #1: Railroad (RR) Milepost 362.90 to 363.86 or RFTA Milepost 2.68 to 3.64 (0.96 miles)** - Running from the Glenwood Springs City limits south to the intersection of Highway 82 and Grand Avenue (old Highway 82), this area is well vegetated by native, scrub oak dominated mountain-shrub vegetation that offers excellent habitat for birds and small animals.
- **Conservation Area #2: RR Milepost 365.44 to 366.47 or RFTA Milepost 5.22 to 6.25 (1.39 miles)** - This section begins at the crossing of County Road 107 (known as Coryell Ranch Road) to a location about one-fourth-mile below the CMC Road/Highway 82 intersection. This area is well vegetated by mature native, mountain-shrub and related plant species that offer excellent habitat for birds and small animals
- **Conservation Area #3: RR Milepost 368.50 to 369.00 or RFTA Milepost 8.28 to 8.78 (0.50 miles)** - This section of the Railroad Corridor covers the broad bend in the Roaring Fork River between the River Edge property and the ranchette parcels near Aspen Glen. There are mature sage shrubs in this section and the mountain shrub ecosystem on the Corridor in this area provides excellent habitat for birds and small animals.

- **Conservation Area #4: RR Milepost 370.50 to 371.29 or RFTA Milepost 10.28 to 11.07 (0.79 miles)** - This section goes from about a three-fourths-mile south (up valley) of the Aspen Glen entrance to a private crossing located just below the confluence of the Crystal River and the Roaring Fork River. This area is well vegetated by mature native, mountain-shrub and related plant species that offer excellent habitat for birds and small animals.
- **Conservation Area #5: RR Milepost 371.69 to 371.83 or RFTA Milepost 11.47 to 11.61 (0.16 miles)** - This section surrounds the Railroad Bridge at Satank and offers excellent river and recreation access opportunities and preserves wetland and riparian habitat. Views of Mt. Sopris are provided on the bridge
- **Conservation Area #6: RR Milepost 376.14 to 381.82 or RFTA Milepost 15.92 to 21.60 (5.76 miles)** - This section begins near the Catherine Store Bridge (County Road 100) and continues southwest to Emma Road including the Rock Bottom Ranch property. Rock Bottom Ranch is owned by a non-profit entity, the Aspen Center for Environmental Studies, as a nature preserve. The nature preserve is also encumbered by a Conservation Easement held by the Aspen Valley Land Trust (AVLT). The Railroad Corridor is nestled between a broad, riparian area of the Roaring Fork River and Bureau of Land Management property. A number of conservation values are provided within this section of the Corridor including riparian and wetland habitat protection; access to river recreation opportunities; access to public lands; preservation of habitat critical to eagle, hawk and heron populations in the valley; and preservation of winter range migratory patterns for macro fauna (mule deer and elk).
- **Conservation Area #7: RR Milepost 382.19 to 385.10 or RFTA Milepost 21.97 to 24.88 (2.91 miles)** - This section begins shortly east of the Emma Road/Highway 82 intersection, continues toward the Basalt High School between ranch properties and federal lands and ends just west of the Wingo pedestrian bridge over Highway 82. A parcel of land owned by the Pitkin County Open Space and Trails Program along the Corridor contains a conservation easement to preserve a known migratory route for mule deer and elk. Another portion of private property in this area contains a golf course and very low density housing. The area is well vegetated by mature, native, mountain-shrub and related plant species that offer excellent habitat for birds and small animals.

- Conservation Area #8: RR Milepost 385.48 to 388.05 or RFTA Milepost 25.26 to 27.83 (2.65 miles)** - This section starts at the east side of the Wingo Subdivision and continues southeast to the end of the Dart Ranch on Lower River Road. Several conservation values are present on this section of the Corridor, including habitat for birds and small animals along the interface between mountain shrub and grassland habitat; access to the Roaring Fork River for recreation; access to National Forest lands; and preservation of critical habitat for macro fauna (mule deer and elk). A significant portion of this section is surrounded by a conservation easement held by Pitkin County on the Dart Ranch. Riparian vegetation along the Roaring Fork is also present. The Railroad Corridor can access several fisherman easements along the Roaring Fork River.
- Conservation Area #9: RR Milepost 390.58 to 393.67 or RFTA Milepost 30.36 to 33.45 (3.29 miles)** - This section begins near the crossing of Lower River Road, continues through the Woody Creek area until the end of the Corridor at Woody Creek Road. The river side of this section contains mountain shrub and riparian vegetation that offers excellent habitat for birds and small animals. The Railroad Corridor is situated on a steep slope that comes down from Triangle Mountain (National Forest lands) and ends at the Roaring Fork River. The Railroad Corridor affords access to both the Roaring Fork River and National Forest lands. In addition, the Railroad Corridor can access several fisherman easements along the Roaring Fork River. The uphill side of the Railroad Corridor contains primarily steep shale hillside and includes or is adjacent to Lower River Road. In the Woody Creek area, the Railroad Corridor is perched on a short but steep hillside that affords excellent views of the Elk Mountain range and Aspen-area ski resorts.

9.0 Rio Grande Trail within the Railroad Corridor Requirements Defined

Trail Use: The trail is designed, built and operated within the Railroad Corridor and is operated for multi-purpose use. Uses include walking, running, biking, skating, equestrian and cross-country skiing. No motorized use except for emergency access and maintenance will be allowed. The trail is designed and operated with the potential for bicycle commuting in mind. No camping or open fires will be allowed on the Railroad Corridor.

Linkages: In so far as they are consistent with the ACP and DG&S, and would not degrade the overall quality of the Rio Grande Trail user experience or safety, every effort will be

made to allow for easy, convenient and direct access to the trail. Connections will be coordinated to provide access consistent with the purposes of this policy. A regional recreational experience will be emphasized as a part of the trail experience. Trail access is governed by RFTA's Recreational Trails Plan and administered by RFTA's Assistant Director, Project Management & Facilities Operations & RFTA's Trails Manager and staff. Design principles are located in:

- RFTA's Recreational Trails Plan
- AASHTO "Guide for the Development of Bicycle Facilities, 4th Edition"
https://bookstore.transportation.org/collection_detail.aspx?ID=116 or Appendix A
- FHWA – FTA – United States Department of Transportation Policy Statement on Bicycle and Pedestrian Accommodation Regulations and recommendations
http://www.fhwa.dot.gov/environment/bicycle_pedestrian/overview/policy_accom.cfm
http://www.fhwa.dot.gov/environment/bicycle_pedestrian/guidance/bp-guid.cfm (see section 10, Design Guidance);
http://www.fhwa.dot.gov/environment/recreational_trails/guidance/manuals.cfm

Environmental Impacts/Mitigation: The overriding goal of trail design and management has been to protect the natural quality of the Railroad Corridor. This was done through minimization of impacts to the natural environment through design, management and education. Sensitive areas were identified and mitigation measurements were and will continue to be implemented where appropriate.

Safety: Safety of the trail user and the adjacent landowners has been addressed through design and management techniques. This includes providing adequate width to avoid user conflicts, situating trail access points so that they are sensitive to safety, and will include providing barrier protection where appropriate between trail and transit, when transit returns to the Railroad Corridor. Perimeter fencing is also used in various locations to reduce conflicts with livestock and wildlife.

Implementation: Implementation of the overall trail system has been a regional effort that included the local, federal, and state government agencies. RFTA was responsible for implementing the sections of trail not developed by local jurisdictions.

10.0 Types of Crossings Defined

- A. **Private Crossings** – Access for adjacent private property owners or adjacent private business owners.

Private Road Crossing - means a crossing of the Railroad Corridor by a private driveway access at a single point for ingress and egress to an adjacent property for a homeowner and/or business. A private road crossing must be approved and licensed by RFTA. Failure to obtain approval from RFTA for the crossing, failure to pay the license fee, or failure to comply with RFTA guidelines may, as a last resort, result in RFTA pursuing whatever legal authority is available to correct and/or cure the situation or deficiency. (Refer to process in section 17.0)

Private Utility Crossing – A “crossing” of the Railroad Corridor by a utility service for a single point service to serve an adjacent homeowner and/or a business. A private utility crossing must be approved and licensed by RFTA. (Refer to process in section 17.0)

Private Encroachment - is any use of any portion of the Railroad Corridor without the permission of RFTA. Typical encroachments include fences, buildings, retaining walls or temporary construction accesses that encroach upon the Corridor, or agricultural or landscaping activities or uses by adjoining landowners that encroach upon the Corridor. It is RFTA’s policy to treat any encroachment as similar to a crossing and to require a license for it. An unlicensed encroachment is a trespass and must either be licensed or removed by the user, or it may be removed or blocked by RFTA at the user’s expense. The Storage of vehicles, debris, trash, fences, etc. are examples of encroachments incompatible with open space, trails, Rail, wildlife and aesthetic uses of the Railroad Corridor that will not be licensed by RFTA. (Refer to process in section 17.0)

Private Crossing Maintenance Responsibility - The owner of a private crossing shall be responsible for repair and maintenance of the private crossings per the terms of the license agreement. Licenses shall be specific to private individual landowners and entities and shall not run with the land, nor shall they be subject to assignment or transfer to another private party, although RFTA will not unreasonably withhold the issuance of new licenses to new owners when properties are sold. RFTA may require licensees to provide liability insurance coverage acceptable to RFTA for their use of

the Railroad Corridor and/or to indemnify and hold harmless RFTA from all claims arising from the use and existence of the crossings.

- B. **Public Crossings** – A Public Road Authority, Public Utilities and Local Jurisdictions wishing to create a crossing for public use.

Public Road Crossing – Means a crossing of the Railroad Corridor by a public street, trail, utility or similar facility that will serve more than one adjacent property and/or business. The design for a public crossing must be reviewed and approved and licensed by RFTA and to the extent the Colorado Public Utilities Commission (CPUC) has jurisdiction over railbanked trails, require approval by the CPUC. (Refer to process in section 17.0)

Public Utility Crossing - A crossing of the Railroad Corridor by a utility service meant to serve more than one residence or business. A public utility service must be approved by RFTA and to the extent CPUC has jurisdiction over railbanked trails, require approval by the CPUC and be licensed by RFTA. (Refer to process in section 17.0)

Public Encroachment - An “encroachment” is any use of any portion of the Railroad Corridor without the permission of RFTA. Typical encroachments include fences, buildings, retaining walls or temporary construction access that encroach upon the Corridor, or agricultural or landscaping activities or uses by adjoining landowners that encroach upon the Corridor. It is RFTA’s policy to treat any encroachment as similar to a crossing and to require a license for it. An unlicensed encroachment is a trespass and must either be licensed by RFTA or removed. Failure to obtain approval from RFTA for the encroachment, failure to pay the license fee, or failure to comply with RFTA guidelines may, as a last resort, result in RFTA pursuing whatever legal authority is available to correct and/or cure the situation or deficiency. The storage of vehicles, debris, trash, fences, etc. are examples of encroachments incompatible with open space, trails, Rail, wildlife and aesthetic uses of the Railroad Corridor that will not be licensed by RFTA. (Refer to process in section 17.0)

Public Crossing Maintenance Responsibility - All public and utility crossings shall be maintained by the roadway authority or public utility in good condition, and in a manner that does not conflict with freight rail reactivation and other uses for which

RFTA has obligated itself, including trail use. The owner(s) of a public street or utility crossing shall be responsible for

- (i) maintaining and repairing their respective crossing(s);
- (ii) obtaining approvals from RFTA and any other applicable permitting authority(ies) (e.g., local government or CDOT) prior to commencing work on an existing crossing or altering an existing crossing. (If creating a new crossing, RFTA will also require a signed maintenance and operating agreement prior to final approval for any such public or utility crossing of the Railroad Corridor); and
- (iii) to the extent the CPUC has jurisdiction over a railbanked Corridor, obtaining required approval for new public or utility crossings and/or alterations to existing public or utility crossings from the CPUC.

11.0 Crossings and Existing Crossings Defined

A “crossing” means a crossing of the Railroad Corridor by a public street, private drive, trail, utility, or similar facility. “Permitted crossings” are crossings approved and duly licensed by RFTA. To the extent that they would jeopardize the railbanked status of the Corridor, RFTA shall not license a crossing that creates a significant future financial obligation or physical obstruction to freight rail reactivation or that precludes or adversely impacts other uses for which RFTA has obligated itself. In such cases, RFTA may need to refer plans for crossings to the STB for a determination as to whether they would be considered a physical severance or an abandonment of the corridor. If the STB declines to offer an opinion on such matters, the final determination will be made by the RFTA Board of Directors. Permitted crossings include the following:

- A. Crossings that had a license agreement, easement, or pending contract in place effective at the time of RFTA’s (previously RFRHA’s) purchase of the Railroad Corridor from Southern Pacific Transportation Company (List “A” on file with RFTA); or
- B. Crossings that RFTA (previously RFRHA), CDOT, and GOCO approved as a “proposed new crossing” at the time of the Railroad Corridor purchase (List “B” on file with RFTA); or

- C. Crossings for which RFTA has granted a license, to the extent the crossings comply with the terms of the licenses, including crossings used exclusively by RFTA.

12.0 Crossing Improvements and Maintenance for Existing Crossings

A. Improvements.

- Owner Initiated: When owners want to initiate improvements to their crossings, they will be responsible for improving their existing crossings in conformity with applicable standards, so as to allow and not impede freight rail reactivation:
 - RFTA initiated: In the event of other general transit system improvements initiated by RFTA, RFTA will work cooperatively with owners to allocate the cost of improvements between the owners and RFTA as equitably as possible.
1. In the event that RFTA determines that increased traffic over an existing crossing warrants trail safety improvements RFTA will work cooperatively with owners to allocate the cost of improvements between the owners and RFTA as equitably as possible.
 2. In the event that RFTA determines that increased traffic over an existing crossing warrants rail safety improvements, when rail on the Corridor is imminent or active, RFTA will work cooperatively with owners to allocate the cost of improvements between the owners and RFTA as equitably as possible.
 3. In those instances where improvements have been agreed to under the terms of a License Agreement or by separate proceedings.

RFTA shall review and approve the design for conformance with RFTA's DG&S, and will also review and approve the materials to be used and specifications for all construction, in accordance with this ACP. No improvements shall be made unless a permit therefore has been issued by RFTA in accordance with Section 17.0.

- B. **Maintenance.** Owners shall maintain their roadway approach in a state of good repair. Maintenance shall include, but not be limited to, removing rocks, soil,

vegetation and other material that may fall, slide, wash, or be placed onto crossing areas; and maintaining the railroad or trail crossing free of other obstructions (e.g., snow storage, parked vehicles, equipment, etc.); maintaining the approach grades and acceptable pavement condition to the end of the ties; proper drainage in the crossing area; maintaining clear view, or site distances required in the DG&S; and maintaining any gate crossing appurtenances. RFTA retains the right to undertake supplemental maintenance at the owner's expense, as necessary, although RFTA will endeavor to allocate the costs of such maintenances as equitably as feasible.

- C. Any construction shall include the obligation to revegetate disturbed areas according to RFTA's Revegetation Policy, which is available through RFTA's website, www.rfta.com, or on file in the RFTA office.

13.0 Design Guidelines and Standards (for Up-Grading Existing Crossings).

To the greatest extent feasible, all crossings shall meet the current minimum DG&S adopted by RFTA, included in the Appendices section of this Policy. The general types of crossings are listed in subsections A through E below. An owner may be required to upgrade an existing crossing that does not comply with the design standards. When freight or commuter rail activation takes place, a subdivision or site development is proposed, or when the crossing itself is proposed to be improved, realigned, or reconstructed. RFTA shall coordinate with the crossing owner, local, state jurisdictions and the CPUC to determine when improvements are required and develop cost allocations for the improvements.

A change in use of an existing crossing, which may include safety concerns, an increase in traffic, any physical changes proposed for the crossing location, or a change from a private crossing to a public crossing, may also result in the requirement to upgrade the crossing, or revocation/removal of the crossing and improvements.

- A. **Grade-Separated Crossings.** A grade-separated crossing is a railroad or highway intersection consisting of an overpass or underpass structure that employs an elevation difference to avoid a direct connection of two physical alignments. A grade-separated crossing may require safety improvements in accordance with RFTA's DG&S, as well as review and approval by RFTA and to the extent the CPUC has

jurisdiction over railbanked corridors, require approval by the CPUC. It may also require a license agreement with RFTA.

- B. **Public At-Grade Street and Highway Crossings.** All public at-grade street and highway crossings that require improvements shall, to the greatest extent feasible, be constructed and maintained in conformance with the RFTA design standards; are subject to review and approval by RFTA; require License Agreements with RFTA; and to the extent CPUC has jurisdiction over railbanked trails, require approval by the CPUC.
- C. **Private At-Grade Vehicle Crossings.** Private at-grade vehicular crossings may require safety improvements in accordance with the RFTA DG&S; are subject to review and approval by RFTA; and also require License Agreements with RFTA.
- D. **Trail Crossings.** Requests for new Trail crossings of the Railroad Corridor shall comply with the Recreational Trails Plan; RFTA's obligations under the 2001 GOCO Agreement on file with RFTA; RFTA's DG&S; and shall not create an obstruction to freight rail reactivation and other uses for which RFTA has obligated itself.
- E. **Utility Crossings.** All existing underground utility crossings shall continue to be underground. To the greatest extent feasible, all newly proposed underground utilities shall be designed, constructed and maintained in conformance with the RFTA design standards. Any above-ground utilities may continue to cross the Railroad Corridor above ground, but shall comply with RFTA's DG&S; include vertical clearance standards per the CPUC, as a minimum; are subject to review and approval by RFTA; and shall not create a significant future financial obligation or physical obstruction to freight rail reactivation and other uses for which RFTA has obligated itself.

14.0 Crossing Repair Permits – Existing Crossings

No repairs to an existing crossing or other improvement in RFTA's right of way shall be made without a permit in accordance with paragraph 17.0. RFTA may issue Repair Permits only after receipt of a written application. Applications for a permit shall prescribe the kind of repair to be made, the material to be used, and sketches, plans, and specifications therefore.

15.0 New Crossings Defined.

A “new crossing” means a crossing of the Railroad Corridor by a public street, private drive, trail, utility, or similar facility approved by RFTA and to the extent the CPUC has jurisdiction over railbanked property, require approval **and an allocation of costs** by the CPUC.

16.0 Policy and Design Standards for New Crossings

No new crossings will be permitted that could impose a significant future financial obligation or physical obstruction to freight rail reactivation, commuter rail use, trail use, or other uses for which RFTA has obligated itself.

When considering requests for new crossings, RFTA will first review the request for conformance with its primary obligations, which are to:

- Preserve the Railroad Corridor for rail reactivation, not simply for trail use, preserving the Railroad Corridor’s railbanked status under 16 U.S.C. 1247(d), under the jurisdiction of the STB for future freight rail reactivation;
 - Implement the conservation requirements of the Great Outdoors Colorado Conservation Covenants.
 - Reference the DG&S (appendix B) to insure that to the greatest extent feasible the design meets the minimum design standards developed by RFTA.
- A. **Restriction on New Crossings to Serve New Parcels or Lots.** RFTA desires to limit new at-grade crossings to serve any new parcels or lots, and to attempt to consolidate new crossings with existing crossings whenever feasible, with the goal of no net new crossings. “New parcel” means the lot or parcel that was created (i.e., by plat or deed).
- B. **Denial of Private Crossings.** RFTA retains the right to deny a private crossing request; however, approval of proposed crossings that are consistent with RFTA’s DG&S will not be unreasonably withheld.

17.0 Process and Design Standards for Newly Proposed Railroad Corridor Crossings and Consolidations.

RFTA must exercise caution not to permit crossings that might impose significant future financial obligations on RFTA or create an obstruction to freight rail reactivation, and thereby jeopardize the Corridor's railbanked status. RFTA must also ensure that the crossings it approves would not adversely impact possible future commuter rail or trail and other uses for which RFTA has obligated itself.

For a private crossing, road, utility or encroachment that will utilize any portion of the RFTA Railroad Corridor, property owners shall review the DG&S, (see Appendix B) submit an application to RFTA for a new crossing and, if approved by RFTA, obtain a license and construction permit from RFTA prior to commencing work on any Railroad Corridor crossing, improvements and/or consolidations. When the crossing is located within the Colorado Department of Transportation (CDOT) right-of-way or any local jurisdiction right of way, owners will need to obtain permission from RFTA, CDOT and, if applicable, the local jurisdiction prior to commencing any work within the RFTA Railroad Corridor, or the CDOT Right of way.

For a public crossing that is being proposed, in addition to the requirements listed above for a private crossing, the owner shall also obtain any permits required by the CPUC. *Please note that all crossings are crossing a railroad that is railbanked for the preservation of the Corridor for reactivation of freight rail service and must be considered as such even though rail service may not be active on the Corridor at the time of submittal of applications for crossings.*

The following review and permitting process applies to the RFTA Railroad Corridor only. It is the applicant's responsibility to check with local, state and federal agencies for any additional requirements related to working in their Rights of Way (ROW):

- A. **Applications.** Permit applications for Railroad Corridor crossings, encroachments, repairs, improvements and consolidations within RFTA Railroad Corridor right-of-way shall provide the following:
1. Complete application form. RFTA shall provide standard application forms for proposed crossings, crossing improvements and crossing consolidations. The application forms (available online or from RFTA offices) shall provide the address and contact information for the owner and his/her contractor(s); the contractor license/registration number(s); a description of the proposed improvements; the

construction schedule; proposed traffic control measures; and other pertinent information as deemed necessary by RFTA.

2. Payment of an application fee to cover the cost of processing the application. The fee schedule will be kept on file at RFTA offices and may also include costs for RFTA's, legal, engineering consultant reviews and survey services.
3. Submission of a site plan and related engineering drawings if necessary, prepared by a qualified licensed professional (e.g., engineer, surveyor, planner, landscape architect). The site plan and engineering drawings shall be drawn to a scale of at least 1 inch equals 40 feet. The plans and drawings shall be prepared in accordance with RFTA's DG&S and be designed as a crossing of a freight railroad. Applications shall list all materials to be used, and provide section details and construction specifications.
4. Applications for crossing consolidations shall include two sets of plans: one for the proposed Corridor crossing and one for the Corridor crossing to be closed, and shall be provided in both hard copy plot and electronic .pdf file format. Once approved, Digital CAD drawing files will be required in addition to the hard copy and .pdf, in accordance with the design guidelines
5. The RFTA Assistant Director, Project Management & Facilities Operations or his/her designee shall be responsible for determining when an application is deemed complete.

B. **Approval Criteria.** Licenses for Railroad Corridor crossing improvements and consolidations shall comply with the following approval criteria:

1. Improvements shall not create a significant future financial obligation or physical obstruction to freight rail reactivation, future commuter rail, trail use and other uses for which RFTA has obligated itself;
2. All of the applicable standards of this policy, including the DG&S;
3. The State Highway Access Code, as applicable;

4. Any applicable local government land use and access permit requirements (e.g., permit to construct in the public way);
5. Conservation Covenant requirements, including: avoidance of adverse impacts to the open space, recreational, parks, and wildlife uses and values of the Railroad Corridor to the extent practicable. This shall be accomplished through careful consideration of alternative access alignments, consolidations, construction techniques, materials, and appropriate mitigation measures (e.g., erosion control, landscaping, screening, buffering, etc.);
6. The applicant agrees to enter into a license agreement to memorialize the crossing.
7. The RFTA Assistant Director, Project Management & Facilities Operations or his/her designee shall prepare an administrative determination recommending approval of or denying the application.
8. The determination is final unless the applicant timely files an appeal in accordance with this subparagraph. The applicant may appeal the decision of the RFTA Assistant Director, Project Management & Facilities Operations by filing an appeal of the administrative determination in writing to the RFTA Board of Directors within thirty (30) days of receipt of the determination by the Assistant Director and/or his designee. The thirty (30) days will begin upon receipt of an email determination and/or 30 days from the date of the postmark receipt of determination. Staff will forward the appeal to the RFTA Board of Director's for its consideration as soon as practicable, along with the determination by the staff as to why the application was denied.
9. The determination is final, notwithstanding a timely appeal, unless the RFTA Board agrees to hear the appeal. The applicant will be informed within five (5) business days by email (if provided) or mail if the RFTA Board agrees to hear the appeal. If the Board agrees to hear the appeal, a hearing will be scheduled at a subsequent Board meeting, no later than ninety (90) days after the Board has notified the appellant that the appeal will be heard. The hearing will generally be limited to one hour. Both the Assistant Director and the applicant will be allowed to present his/her reasons for the upholding or overturning the staff determination.

10. The RFTA Board will make a final determination on an appeal and provide the appellant with a written determination within 30 days of the date of the appeal. In all cases the decision must meet the following standards:
 - a. The proposed crossing is consistent with freight rail reactivation and other uses for which RFTA has obligated itself
 - b. The proposed crossing will not interfere with or negatively impact the conservation or trail values; and
 - c. The landowner/entity will be financially responsible for design and construction of the crossing to so as to be consistent with the intent and requirements of RFTA's DG&S and, to the extent the CPUC has jurisdiction over railbanked Rail Corridors, require approval by the CPUC.
 - d. A License agreement is executed with RFTA.

C. **RFTA Review Process for Railroad Corridor Crossings.** The following review procedures shall apply to applications for crossings, encroachments, repairs and consolidations. Public crossing application procedures will also require a Maintenance and Operating Agreement to be executed and, to the extent the CPUC has jurisdiction over railbanked Rail Corridors, submission to the CPUC for its approval.

Please note that **RFTA's goal is to avoid approving** any crossing that would pose a significant future financial obligation or physical obstruction to freight rail reactivation and other uses for which RFTA is obligated.

1. The RFTA Assistant Director, Project Management & Facilities Operations or his/her designee shall review the applications submitted as per Section 17.0 (A) based on the approval criteria in Section 17.0 (B).
2. RFTA may refer the application to its engineering consultant for review of conformance with the DG&S.
3. The RFTA Assistant Director, Project Management & Facilities Operations or his/her designee shall prepare an administrative determination that approves or denies an application for a public or private crossing. A copy of the determination will be mailed to the applicant and/or emailed IF the applicant has provided an email address.

4. The determination is final unless the applicant timely files an appeal in accordance with this subparagraph. The applicant may appeal the decision of the RFTA Assistant Director, Project Management & Facilities Operations by filing an appeal of the administrative determination in writing to the Board within thirty (30) days of receipt of the determination by the Assistant Director and/or his designee. The thirty (30) days will begin upon receipt of an email determination and/or 30 days from the date of the postmark receipt of determination. Staff will forward the appeal to the RFTA Board of Director's for its consideration as soon as practicable, along with the determination by the staff as to why the application was denied.
5. The determination is final, notwithstanding a timely appeal, unless the RFTA Board agrees to hear the appeal. The applicant will be informed within five (5) business days by email (if provided) or mail if the RFTA Board agrees to hear the appeal. If the Board agrees to hear the appeal, a hearing will be scheduled at a subsequent Board meeting, no later than ninety (90) days after the Board has notified the appellant that the appeal will be heard. The hearing will generally be limited to one hour. Both the Assistant Director and the applicant will be allowed to present his/her reasons for the upholding or overturning the staff determination.
6. The RFTA Board will make a final determination on an appeal and provide the appellant with a written determination within 30 days of the date of the appeal. In all cases the decision must meet the following standards:
 - a. The proposed crossing is consistent with freight rail reactivation and other uses for which RFTA has obligated itself
 - b. The proposed crossing will not interfere with or negatively impact the conservation or trail values; and
 - c. The landowner/entity will be financially responsible for design and construction of the crossing to so as to be consistent with the intent and requirements of RFTA's DG&S and, to the extent the CPUC has jurisdiction over railbanked Rail Corridors, require approval by the CPUC.
 - d. A License agreement is executed with RFTA.

18.0 Coordination of Development Review with Local Jurisdictions

RFTA desires to participate in the review of planning, zoning, and development applications, as necessary, to safeguard the interests of the Railroad Corridor as noted above. RFTA will coordinate with property owners, local governments, CDOT, and other affected agencies, in order to identify Railroad Corridor crossing requirements at the earliest possible stage in the development review process (i.e., preferably before a formal application has been submitted to a local jurisdiction). RFTA's review of any such proposals, failure to object or any statement implying approval does not mean that RFTA will approve licenses, permits or other contract relating to such proposals. In so far as RFTA believes that proposed plans or actions could jeopardize the Corridor's railbanked status, RFTA reserves the right to deny or condition any and all licenses, permits or contracts for use of RFTA property notwithstanding participation in a prior planning process.

END.

Phase I Integrated Transportation System Plan/Due Diligence Regarding Feasibility of Potential Ballot Initiative

Outline and Schedule:

PURPOSE

KEY MILESTONES AND DELIVERABLES

1. Organizational Structure/Capacity/ Efficiency Review

- Inventory of Existing Assets
- Inventory of Services
- Efficiency Review
- Organizational Structure Assessment
- Service Alternatives Plan
- Capital Replacement and Expansion Plan
- Succession Planning

2. Long Range Financial Sustainability Plan

3. Due Diligence Regarding Feasibility of 2016 or Subsequent Year Property Tax Ballot Initiative

PROPOSED TIMELINE

Purpose

The purpose of this document is to outline the process and schedule of Phase I of the Integrated Transit System Plan (ITSP) activities and deliverables. The purpose of the ITSP is to create a simple and logical, yet compelling long-term plan and vision for RFTA. The ITSP will be a visionary document for both the organization and for the residents and voters who support the system. As such, the information in the ITSP may be used as a basis for a potential ballot initiative in November 2016 or some subsequent year for property tax revenue to support capital replacement.

Due to priorities, scheduling, and budgets, RFTA has established a Phase I program of projects to be completed in year 2016.

The goal of Phase I is to understand RFTA's needs—for facilities, fleet, human capital, capital and operating budgets and other resources—based on its current roles and responsibilities. Phase I will also establish forecasts of growth in the transit system, and outline what RFTA must do to sustain this growth. Phase I is intended to culminate in a compelling narrative and vision for what RFTA plans to do and be in the future, how it will generate the requisite financial resources, and why it has chosen its intended path to financial and operational sustainability.

Key Milestones and Deliverables

Meeting current and future needs will require both internal changes to improve efficiency, and the generation of additional resources to address future demands. RFTA anticipates the following deliverables from the ITSP process. The purpose of these deliverables is to provide information and direction to RFTA Board and staff, and to provide information that the public needs to make decisions on a potential property tax ballot measure in November 2016 or some subsequent year.

Regional Transportation Authorities are authorized to impose a uniform mill levy of up to 5 mills, with voter approval. The current legislative sunset on this authorization is January 1, 2019. RFTA is still examining the feasibility of whether to approach voters for a property tax mill levy of some amount in 2016 or some subsequent year. While all the information and deliverables herein may not be completely finalized by the time voters would go to the polls in 2016, it is believed sufficient information will be available to enable the public to determine that RFTA is cultivating the vision, leadership and capacity to build a modern and effective transportation system, as well as the resources to manage, maintain, and sustain it.

RFTA will adapt the information gathering process and schedule, reflected below, to ensure that the RFTA Board, staff, and constituents have the information and understanding needed to assist them with decisions they need to make about RFTA's future.

1. Organizational Structure/Capacity/ Efficiency Review

The purpose of this task is to help RFTA and its constituents understand RFTA's abilities to address its current and future responsibilities. The components of this review should include:

Inventory of Existing Assets

Quantity, condition, and efficiency of RFTA's facilities, fleet, staffing, office space, housing, and capital and operating budgets.

Inventory of Services

RFTA's scope of services and responsibilities, such as:

- Transit routes, schedules, operating hours, operating miles
- Boarding areas and park and rides
- Rio Grande Trail management and operations
- Regional planning responsibilities
- Other core functions, such as construction management

Efficiency Review

This task will assess:

- Strengths and weaknesses of RFTA's current approach to managing its services and responsibilities, and recommendations for improvement
- Areas of excess capacity and of deficiencies (in terms of fleet, facilities, organizational structure and staffing, service levels, and other resources)
- Strategies RFTA can employ to manage more efficiently with existing resources under current conditions and priorities
- Contingency planning related to cost reduction strategies in the event of economic downturns

Organizational Structure Assessment

This task will update the 2012 Organizational Assessment and consider organizational structure options for RFTA commensurate with current and long-term operational plans. The Organizational Structure Assessment update will review titles, roles, management responsibilities, skills and training needed, and quantities of staff.

Service Alternatives Plan

The purpose of this task is to develop transit service alternatives, based on current conditions and forecast needs and responsibilities for the next 15-20 years given a range of assumptions about growth. Operating plans will include estimated operating and capital budgets based on factors including but not limited to:

- Land use, population, and employment forecasts
- Fleet operating hours and miles
- Organizational Structure and staffing
- Facilities, Equipment, and Infrastructure

Capital Replacement and Expansion Plan

The purpose of this task is to develop a capital replacement and expansion plan, based on current conditions and forecasted needs and responsibilities for the next 15-20 years, given a range of assumptions about growth. The capital plan will evaluate and address expansion and replacement needs and priorities, cost estimates, RFTA's financial capacity, and potential revenue sources.

Succession Planning

A majority of RFTA's Directors and Key Staff are long-term employees are approaching retirement. Their departure may deplete RFTA's experiential and institutional knowledge base and potentially impair business continuity necessary for efficient planning, operation and growth of the system. This task will create a succession plan or plans to ensure as seamless a transition to new staff as possible, as current staff retire. This task may be delayed until near the end of 2016, or to early 2017.

2. Long Range Financial Sustainability Plan

The purpose of this task is to gain an understanding of current and long-term forecasted revenue and expenditures, and develop strategies to ensure that income and expenses and financial goals and agency operational goals are as aligned as possible.

The consultant should develop forecasts of anticipated expenses and revenues for a 15-20 year period.

The consultant should then discuss strategies to ensure financial sustainability. These strategies could include:

- Increasing fares (to increase revenues and/or manage demand)
- Identifying financing options, such as lease-purchases and bonding
- Public-private partnerships
- Efficiency measures: reducing transit service levels or other responsibilities
- Evaluating the feasibility of and proposing potential new or additional sales taxes, visitor benefit fees, impact fees, property taxes, etc.

RFTA and the consultant will then determine the most appropriate strategies and create a plan and timetable for implementation.

3. Due Diligence Regarding Feasibility of a 2016 or a Subsequent Year Property Tax Ballot Initiative

Based on RFTA's current analysis, fleet replacement will be a critical challenge. RFTA must replace over 80 vehicles within the next 18 years. The cost of a fully-equipped 35 – 57 passenger Compressed Natural Gas transit vehicle is between \$550,000 and \$750,000 in today's dollars. RFTA believes that a property tax in its service area of approximately 1 mill could generate sufficient revenue to fund 75% of RFTA's fleet replacement needs. The consultant team, in coordination with RFTA Bond Counsel, will determine if this is a workable financial sustainability strategy, and if so, develop a plan and schedule to place a measure on the November 2016 ballot, if advisable and authorized by the RFTA Board of Directors, or wait until another year

Plan elements include:

- Analyzing the opportunities and constraints of a ballot measure in 2016 and/or a subsequent year
- Polling the public to determine public support for a mill levy at different rates, and for specific components (such as fleet replacement and/or facility upgrades)
- Creating and implementing a public education campaign
- Following appropriate processes and schedules to place the ballot measure on the ballot.

Proposed Timeline:

The attached chart (next page) outlines a proposed schedule for activities, key 2016 election decisions, and milestones. This timeline will be modified as RFTA finalizes the ITSP work plan with the consultant team. It appears that there are three key decision points or deadlines:

- If the RFTA Board determines that it is advisable to move forward with a ballot measure in 2016, it must do so by approximately **July 15, 2016**.
- RFTA must notify the County Clerk(s) that it has taken action to participate in the Election by **July 29, 2016**.
- RFTA must certify the ballot issue by **September 9, 2016**.

Phase I ITSP/Ballot Initiative Schedule	January	February	March	April	May	June	July	August	September	October	November	December
ITSP Prime Consultant Selection (1/15)	★											
ITSP Kickoff Meeting (1/30)		★										
Finalization of Work Plan and Schedule 2/7		★										
1. Organizational Structure Review												
Inventory of Assets		▶										
Inventory of Services		▶										
Organizational Structure Assessment/ Efficiency Review		▶	▶									
Service Alternatives Plan		▶	▶	▶								
Capital Replacement and Expansion Plan		▶	▶	▶	▶							
Succession Planning										▶	▶	▶
2. Long Range Financial Sustainability Plan					▶	▶	▶	▶				
3. Property Tax Ballot Initiative Research and Development												
Analysis of Ballot Issue Alternatives, Feasibility, and Timelines		▶	▶									
Surveys, Community Engagement, Outreach				▶	▶	▶	▶	▶	▶	▶	▶	
Decision on moving forward with November 2016 Ballot Issue							★					
4. Ballot Issue Election Timeline												
RFTA notifies County Clerk if it has taken formal action to participate in election 7/29								★				
RFTA enters into IGA with County Clerk, Id's Designated Election Official (DEO) 8/30									★			
DEO certifies ballot issue (9/9)										★		
Written Comments for or against filed with DEO (9/23)											★	
DEO transmits TABOR notice to County Clerk (9/27)												★
County Clerk mails TABOR notice (10/7)												★
Mail ballots sent to electors (10/19)												★
Specified financial information posted to RFTA web site (10/19)												★
Notice of Election posted (10/19)												★
Election Day (11/8)												★

February 11, 2016

DRAFT

2016 5-YEAR STRATEGIC PLAN



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VISION/MISSION

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

VALUES

SAFE: Safety is RFTA's highest priority.

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

AFFORDABLE: RFTA will offer affordable and competitive transportation options.

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

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

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

SUSTAINABLE: RFTA will be environmentally responsible.



RFTA OVERVIEW

The Roaring Fork Transportation Authority (RFTA) is the second largest transit agency in Colorado and the largest rural transit agency in the nation. RFTA operates a variety of public transportation services along the State Highway 82 corridor, from Glenwood Springs to Aspen, and the Interstate 70 and State Highway 6 corridors from Glenwood Springs to Rifle; covering three counties and 70 linear miles. RFTA currently has eight member jurisdictions that provide varying rates of dedicated sales and use tax revenue: Pitkin County, City of Aspen, Town of Snowmass Village, Eagle County, Town of Basalt, Town of Carbondale, City of Glenwood Springs and the Town of New Castle. RFTA also maintains separate service contracts with the City of Aspen, Aspen Skiing Company, City of Glenwood Springs, Garfield County and the City of Rifle. RFTA currently operates approximately 130 buses and vans, owns and co-manages the 42-mile Rio Grande Railroad Corridor between Glenwood Springs and Aspen, and employs approximately 325 employees in the peak winter season. Ridership has been steadily increasing since September 2013, when RFTA rolled out the country's first rural Bus Rapid Transit (BRT), or VelociRFTA. 2015 system-wide ridership reached 4.88 million passenger trips. Between 1976, when transit service first began in the region, and RFTA's pre-recessionary peak in 2008, ridership grew from approximately 312,000 trips per year to nearly 4.85 million per year; a 1,450% increase.



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

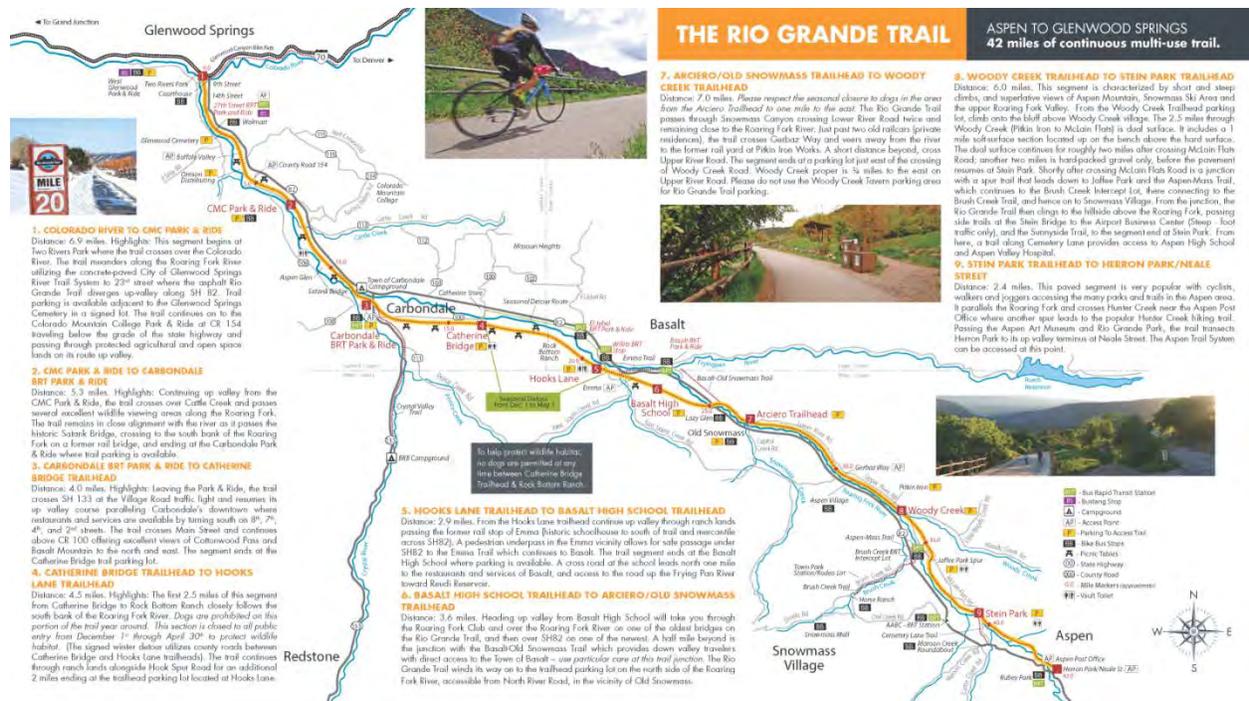
In 1983, the City of Aspen and Pitkin County merged their transit systems and formed the Roaring Fork Transit Agency, RFTA's predecessor. Between 1983 and 2000, the Transit Agency incrementally expanded its regional commuter transit services to accommodate a growing number of commuters residing in more affordable bedroom communities further down valley on Highway 82, such as Basalt, El Jebel, Carbondale and Glenwood Springs. In 1992, the Environmental Protection Agency designated the City of Aspen as a PM-10 non-attainment area. Transit services were nearly doubled between 1994 and 1996 as part of the plan to reduce vehicle miles traveled in the non-attainment area in order to achieve acceptable air-quality standards.

RFTA OVERVIEW

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

State of Colorado Rural Transportation Authority (RTA) enabling legislation, created in 1997, was the impetus for creating a more modern regional Transportation Authority structure. In November of 2000, voters in Glenwood Springs, Carbondale, Eagle County, Basalt, Snowmass Village, Pitkin County and Aspen approved the creation of the RTA and dedicated sales taxes to support the ongoing operation and development of transit and trails programs. Subsequently, over the next two years, the employees and assets of the Roaring Fork Transit Agency and the Roaring Fork Railroad Holding Authority (RFRHA) were merged into RFTA.

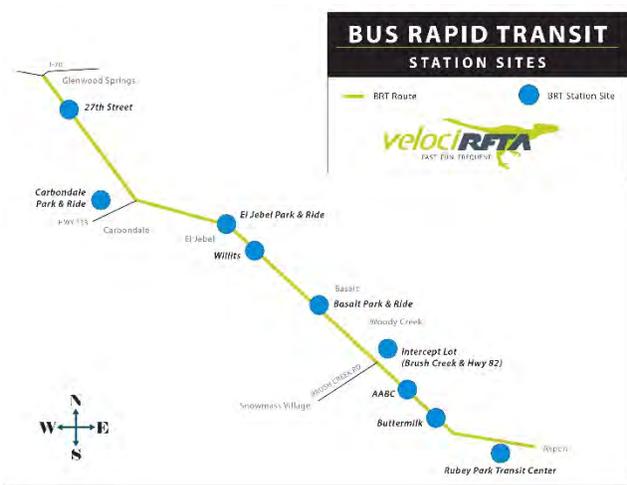
The Rio Grande Rail-Trail Corridor is primarily owned by RFTA and co-managed by regional partners, such as Pitkin County, Basalt, Eagle County, Carbondale, and Glenwood Springs. The Corridor has been preserved for trail use and future rail/transportation services pursuant to the federal rail banking provision of the National Trails System Act. Railbanking status protects the transportation corridor for future transportation/transit uses, thus limiting development that might preclude re-introduction of rail or other mass transportation systems in the Roaring Fork Valley. The interim use is an extremely popular 10' wide paved trail, the Rio Grande Trail (RGT), from Glenwood Springs to Woody Creek. A soft service trail, owned by Pitkin County connects Woody Creek with Aspen.



RFTA OVERVIEW



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



According to the 2004 Local and Regional Travel Patterns Study, bus mode share in the SH82 corridor was about five to ten times what would normally be expected in a rural/small town region in the U.S. It was also two to three times the rate of major rail transit cities like the Portland- Salem Metropolitan Area.

At this point, the stage was set to implement Bus Rapid Transit (BRT). A successful voter referendum in 2008, in the midst of the national economic downturn, approved a 4/10th-cent regional sales tax increase and \$44.55 million in bonding authority for the implementation of

BRT and other capital projects. The project was widely supported by Federal, State, and local governments. As a result, in 2011, RFTA received a \$25 million Federal Transit Administration Very Small Starts grant to complete design, engineering, and construction of the \$46.2 million BRT system.

On September 3, 2013, on time and on budget, RFTA began operation of the VelociRFTA BRT service, the nation's first rural BRT system. This was four years ahead of the 2017 goal established by the RFTA Board of Directors in 2006. VelociRFTA BRT operates along the 40-mile SH82 corridor from Glenwood Springs to Aspen, serving nine major BRT stations. Supported by transit signal priority in key locations and roughly 18 miles of bus-only or Bus/HOV lanes, BRT provides travel times that are competitive with the private automobile. Stations are built to environmentally-sensitive standards and include amenities such as park and ride facilities, covered bike parking, real-time bus arrival information, ticket vending machines, snowmelt systems, and attractive, semi-enclosed passenger waiting areas. VelociRFTA has been so successful that 2014 Roaring Fork Valley commuter ridership was up 25% over 2013. RFTA provided 4.88 million rides in 2015, a 1.5% increase over 2014. RFTA believes that the mild winter and record low gasoline prices contributed to slower growth in ridership in 2015.



TRANSIT & TRAILS

RFTA provides the following transit services:

- Bus Rapid Transit BRT service along the 40-mile SH 82 corridor from Glenwood Springs to Aspen
- Express and Local regional commuter service along the SH 82 Corridor from Aspen to the Town of Snowmass Village, and from Aspen to Glenwood Springs
- Commuter service along the Grand Hogback Route between Glenwood Springs and Rifle along the I-70 and SH6 Corridors
- Municipal transit services under contracts with the City of Aspen and the City of Glenwood Springs
- Public skier shuttle services under contract with Aspen Skiing Company
- Senior/paratransit transportation services under contract with Garfield County Senior Van/Traveler and the Senior Van for Pitkin County
- Maroon Bells-Snowmass Wilderness Area bus tours in partnership with the US Forest Service

RFTA also owns and, with Pitkin County Open Space and Trails, co-manages 34 miles of the Rio Grande Railroad Corridor and the Rio Grande Trail, along the Roaring Fork River between Glenwood Springs and Woody Creek. RFTA is preserving the entire 34-mile federally “railbanked” corridor as a future transportation corridor. In the interim, RFTA constructed and maintains a 10’ wide, multi-use Rio Grande Trail (RGT) for non-motorized uses (walking, biking, and equestrian). The Rail to Trails Conservancy announced that the RGT one of five 2016 Rail-Trail Hall of Fame nominees.



2015 RFTA STATISTICS

- 4.8 million system-wide passenger trips
- 5 million miles operated
- 325 employees during peak winter season
- Approximately \$834,000 in State/Federal capital grants and \$1.2 million in Federal Operating assistance
- 104 buses, includes 22 compressed natural gas (CNG) BRT buses, 39 utility vehicles, and 22 vans
- \$32 million Operating Budget/\$13.6 million Capital Budget
- 70-mile service region: Aspen to Glenwood Springs (40 miles) and Glenwood Springs to Rifle (30 miles)
- Rubey Park Transit Center in Aspen, 8 BRT Stations in Highway 82 corridor, 14 park and rides, and 153 bus stops served
- Maintenance facilities and administrative offices located in Aspen, Carbondale, and Glenwood Springs
- Own and co-manage the 34-mile Rio Grande Railroad Corridor and Rio Grande Trail

2016 RFTA FORECASTED STATISTICS

- 4.87 million system-wide passenger trips
- 5.03 million miles operated
- 325 employees during peak winter season
- 110 buses, includes 29 compressed natural gas (CNG) BRT buses, 40 utility vehicles, and 26 vans (2 CNG)
- \$32.4 million Operating Budget/\$13.7 million Capital Budget/\$5.8 million debt service
- Approximately \$859,000 in State/Federal capital grants and \$1.2 million in Federal Operating assistance/\$12.3 million in bond and lease proceeds
- 70-mile service region: Aspen to Glenwood Springs (40 miles) and Glenwood Springs to Rifle (30 miles)
- Rubey Park Transit Center in Aspen, 8 BRT Stations in Highway 82 corridor, 14 park and rides, and 153 bus stops served
- Maintenance facilities and administrative offices located in Aspen, Carbondale, and Glenwood Springs
- Own and co-manage the 34-mile Rio Grande Railroad Corridor and Rio Grande Trail



2015 MAJOR ACHIEVEMENTS

1. Received full 3-year Safety and Security Accreditation from Community Transportation Association of America
2. Completed a Safety, Security, and Emergency Preparedness Plan (SSEPP)
3. Updated the RFTA 5-Year Strategic Plan
4. Updated the RFTA 15-Year Financial Forecast
5. Revised the RFTA Personnel Guidelines
6. Undertook development of a Long-term Capital Replacement Plan for Facilities and Fleet
7. Secured approximately \$3.8M in 2015 Federal/State grant funding for 8 major RFTA projects totaling \$6.4M
8. Completed a 5-Year Strategic Plan for the Garfield County Traveler Senior Transportation Program
9. Acquired two CNG vans for the Garfield County Traveler Senior Transportation Program
10. Expanded the Carbondale Park-n-Ride
11. Obtained a one-year grant extension from the Garfield County Federal Mineral Lease District for construction of the New Castle Park and Ride
12. Acquired one new \$735k, 57-passenger, CNG over-the-road coach
13. Negotiated three-year Collective Bargaining Agreement with ATU Local 1774
14. Obtained commitment from Elected Officials Transportation Committee (EOTC) to link its Aspen-Snowmass "No Fare" contribution to 36.7% of RFTA's annual audited cost for the service
15. Obtained RFTA Board decision regarding ongoing continuation of Carbondale Circulator service
16. Developed Scope of Work for an Integrated Transportation System Plan that will be undertaken in 2016
17. Acquired 507 kW solar power production array from the Clean Energy Collective
18. Received Standard and Poor's credit rating upgrade from A- to A on its 2005 Certificates of Participation
19. Assisted the Basalt in applying for TAP funding for Pedestrian Crossing; the Town was awarded \$250,000
20. Completed design and the majority of construction of the Rubey Park Renovation Project
21. Completed Tasks 1 and 2, of the 20-Year Office Space & Housing Master Plan
22. Completed design, bid, and partial construction of Phase 3 of the Aspen Maintenance Facility (AMF) Renovation Project
23. Developed a Grand Avenue Bridge Replacement Transit Mitigation Plan and obtained a \$335k commitment from the EOTC to fund it in 2017
24. Undertook the development of a web-based system for RFTA policies and procedures (3-year project)
25. Completed design of the West Glenwood Springs Park and Ride Trail and Sidewalk Improvements
26. Implemented Enterprise Asset Management (EAM) systems for both Fleet Maintenance and Facilities
27. Undertook extensive community and public outreach process connected with update of the Access Control Plan and Design Guidelines
28. Installed Wi-Fi technology on 100% of RFTA's bus fleet
29. Updated RFTA website and new system-wide maps



2016 MAJOR GOALS

1. Undertake Phase I of the regional Integrated Transportation Service Plan (ITSP)
2. Create a dedicated capital replacement reserve for replacement of the RFTA fleet
3. Recruit Chief Financial and Administrative Officer (CFAO)
4. Acquire property in Glenwood Springs near 27th St. BRT station for future park and ride expansion
5. Create CEO and Management Team Succession Plan/Training Plan for employees
6. Update RFTA 5-Year Strategic Plan
7. Update RFTA 15-Year Financial Forecast
8. Update RFTA 15-Year Financial Sustainability Plan
9. Complete Long-term Capital Replacement Plan
10. Complete Transit Service Optimization Plan
11. Complete Customer Service Plan
12. Provide ongoing support for We-Cycle. Purchase one bicycle kiosk for RFTA Basalt BRT station
13. Work with Legislature to extend RTA Property Tax Authority beyond 2019; seek Eminent Domain Power
14. Complete construction of New Castle Park and Ride
15. Complete construction of West Glenwood Springs' Park and Ride improvements
16. Refine Grand Avenue Bridge Replacement project transit mitigation plan
17. Complete Phases 3 and 4 of Aspen Maintenance Facility recommissioning project
18. Issue bonds for funding for Phase I (at minimum) of the GMF Renovation and Expansion Project
19. Acquire 6 new fully-equipped 57-passenger CNG over-the-road coaches at estimated cost \$4.5 million
20. Construct temporary parking for 20 buses at Glenwood Maintenance Facility (GMF)
21. Close out BRT Very Small Starts grant
22. Complete all sections of the updated Rio Grande Railroad Corridor Comprehensive Plan
23. Complete fit and finish and landscaping at Rubey Park Transit Center
24. Complete fleet-wide retrofit of onboard video systems
25. Complete Facilities Master Plan



STRENGTHS

- Experienced Management Team
- Experienced and dedicated RFTA employees
- Innovative and pioneering
- Dedicated to environmental sustainability
- Dependable and reliable bus service, 24-7, 365 days per year
- Dedicated sources of funding
- Favorable public response to VelociRFTA BRT service
- High utilization of RFTA transit and trails programs
- Good working relationship with State/Federal funding partners
- Regional organization and Board of Directors who represent all communities of the Roaring Fork Valley
- Infrastructure generally in a State of Good Repair
- Outstanding project and construction management capabilities
- Excellent procurement system and processes
- Proven Federal/State grant administration and financial management capability
- Government Finance Officers Association Award-winning annual budget document and history of clean audits
- Own affordable employee housing units
- Own and co-manage 34 miles of the Rio Grande Railroad Corridor, which is currently railbanked and being preserved for future transportation uses

WEAKNESSES

- Need additional long-range, dedicated sources of funding for capital replacement
- Need improved succession planning because many members of Management Team are approaching retirement
- Employees are physically separated due to regional nature of RFTA; communication is challenging
- Competition for Bus Operators, skilled Mechanics, and Facilities Workers is intensifying
- VelociRFTA service is capacity-constrained during peak hours in peak seasons
- Office space is over-capacity and in need of repairs
- Glenwood Maintenance Facility is over-capacity in terms of parking for buses, which causes it to be inefficient
- VelociRFTA BRT park and rides are over-capacity during peak seasons
- Need a long-term capital replacement plan
- Need a Facilities Master Plan
- RFTA employee housing is aging and in need of repairs
- Need more design plans on the shelf to capitalize on “shovel-ready” capital grant opportunities
- Need better training programs for all employees
- Need to complete the update of the Corridor Comprehensive Plan
- Need better planning and regional communication for ongoing management and maintenance of Rio Grande Corridor

OPPORTUNITIES

- Partnerships with RFTA member jurisdictions, CDOT and FTA for major infrastructure projects, such as the Grand Avenue Bridge Replacement Project, and Basalt, Buttermilk and 27th Street Pedestrian Underpasses
- Regional planning perspective and grant leverage on behalf of member jurisdictions
- Excess bus capacity during non-peak times that can be promoted
- Use of new ITS data collection capabilities to optimize efficiency of transit services
- Expansion of CNG fleet
- Sale of CNG to other governmental entities
- Consolidation of RFTA offices
- Capitalizing on BRT station/park and ride ownership for public/private partnerships (PPPs) for potential transit oriented development (TOD) projects
- Secure passage of property tax for capital replacement and to meet future growth
- Development of workforce training programs in cooperation with CMC and Mountain States Employers Council
- Exploration of circulator services to make mainline services more efficient
- Potential new State/Federal funding for transit
- TIGER/Ladders of Opportunity grant funding for GMF expansion
- Increased energy efficiency, sustainability principles, and solar energy offset projects
- Ownership of the Rio Grande Trail; a 10' wide, paved trail being utilized as a non-motorized transportation option

CHALLENGES

- Long-range financial sustainability
- Long-term capital replacement of facilities and fleet
- Staff communication across various locations
- Managing/forecasting growth in demand
- National/State demographic shifts – more Baby Boomers needing paratransit services and younger generations are driving less
- Developing adequate transit capacity during peak hours in peak seasons
- Securing additional source(s) of revenue
- Maintaining efficient transit operations during large-scale construction projects
- Maintaining the railbanked status of the Rio Grande Railroad Corridor for preservation of the contiguous trail and future transportation option
- Making public crossings of the Rio Grande Railroad Corridor affordable for local governments
- Identifying suitable/affordable site for additional parking at 27th Street BRT station
- Compliance with Federal/State/Local regulations
- Maintaining adequate staffing levels with qualified, skilled, motivated employees
- Rising costs of doing business
- Aging workforce and need for large numbers of seasonal employees
- Rising Liability/Worker Compensation/Health Care insurance costs
- Transitioning to greener fuels
- Properly sized vehicles for BRT and other transit services
- Risk management
- Maintaining IT systems and maximizing benefits
- Managing, reporting, and communicating ITS data internally and externally
- Managing public and employee expectations

CEO

Vision/Overall Goal 2016- 2020

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

2015 Accomplishments

1. Began implementation of Organizational Structure Review recommendations; moved Marketing into Planning, selected a new COO, and also created budget for new Chief Financial and Administrative Officer position in 2016
2. Initiated scoping for Integrated Transportation System Plan
3. Initiated update of the RFTA 5-Year Strategic Plan
4. Initiated update RFTA 15-Year Financial Forecast
5. Undertook RFTA 15-Year Financial Sustainability Plan
6. Oversaw development of Grand Avenue Bridge Transit Mitigation Plan in cooperation with Glenwood Springs and CDOT
7. Initiated development of a Transit Service Optimization Plan
8. Initiated development of a web-based system for documenting and linking RFTA policies, procedures, and processes (3-year process).
9. Provided support for the expansion of WE-cycle throughout the Roaring Fork Valley
10. Coordinated with CASTA on a plan to seek amendments to RTA Law for the purpose of extending property tax authority beyond 1/1/2019; Representative Diane Mitsch-Bush agreed to sponsor bill in 2016
11. Obtained a long-term commitment from RFTA Board to continue the Carbondale Circulator service
12. Obtained EOTC commitment for annual increases in its Aspen-Snowmass “No Fare” service contribution
13. Obtained 5% increase in Garfield County contribution for Grand Hogback commuter bus service
14. Obtained \$22k contribution from Garfield County for purchase of one 57-passenger CNG over-the-road coach
15. Negotiated three-year Collective Bargaining Agreement with ATU Local 1774
16. Oversaw acquisition of 574kW solar array
17. Oversaw update of Rio Grande Railroad Corridor Access Control Plan

2016 – 2020 Goals

YEAR 1 (2016)

1. In conjunction with the Integrated Transportation System Plan, continue development/implementation of a CEO and Management Team Succession/Training Plan for employees
2. Undertake Phase I of the Integrated Transportation System Plan
3. Complete long-term Capital Replacement Plan
4. Complete construction of additional bus parking at GMF as part of Phase I-A
5. Acquire property in Glenwood Springs near 27th St. BRT station for future park and ride expansion

5 YEAR PLAN

6. Continue implementing Organizational Structure Review Recommendations
7. Update Board Governance Policies as needed
8. Complete the 15-Year Financial Sustainability Plan
9. Oversee update the RFTA 5-Year Strategic Plan
10. Oversee update the RFTA 15-Year Long Range Financial Forecast
11. Complete update the Rio Grande Corridor Access Control Plan and all components of the Comprehensive Plan
12. Complete the Transit Service Optimization Plan
13. Complete the RFTA Customer Service Plan
14. Continue providing support for expansion of We-Cycle throughout the Valley – install one bike-share kiosk in Basalt
15. Closeout the BRT Project
16. Continue to work with CASTA and Legislature to extend the sunset on Regional Transportation Authority Law property tax authority beyond January 2019, and to include Eminent Domain Power for RTA's, if needed

YEARS 2-5

1. Update CEO and Management Team Succession Plan
2. Update RFTA Board Governance Policies
3. Update RFTA 5-Year Strategic Plan
4. Update RFTA 15-Year Financial Forecast
5. Update RFTA 15-Year Financial Sustainability Plan
6. Update Long-term Capital Replacement Plan
7. Undertake design and construction of future phases of the Glenwood Maintenance Facility (GMF) Renovation/Expansion Project, as grant funding and budgets allow
8. Provide transit service mitigation in 2017 for the Grand Avenue Bridge replacement project
9. Update Transit Service Optimization Plan
10. Update RFTA Customer Service Plan
11. Partner with Colorado Association of Transit Agencies, other Transit Systems, and CDOT to secure statewide funding for Transit
12. Complete implementation of Organizational Structure Review recommendations
13. Identify funding for Mid-Valley Circulator systems
14. Continue to provide support for expansion of WE-Cycle throughout Roaring Fork Valley
15. Update RFTA Personnel Guidelines
16. Continue working, as needed, with Legislature to extend sunset property tax authority beyond 2019 and to include Eminent Domain Power for RTA's
17. Obtain 3rd-Party Safety & Security Accreditation (every 3 years)
18. Build Partnerships with Garfield County and Western Colorado County Communities
19. Create Transit/Trails Advisory Board
20. Continue to work with RFTA member jurisdictions to implement safe and affordable public crossings of the rail banked Rio Grande Railroad Corridor

FACILITIES

Vision/Overall Goal 2016 – 2020

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

1. Capital Development Program: Develop a long-term (20-30 year) capital development program for RFTA's maintenance facilities, housing, office space, bus stops and park and rides, and implement this program in a cost-efficient and professional manner. Design and construct projects, on time and on budget, that will improve and sustain RFTA's services for the next twenty years
2. Facilities Maintenance: Implement the Trapeze EAM software and use this system to develop a professional Facilities Maintenance Department to manage and maintain RFTA's facilities and assets and meet the FTA's guidelines for State of Good Repair
3. Asset Management: Develop a rolling 20-year facilities capital replacement plan and funding stream
4. Rio Grande Railroad Corridor and Rio Grande Trail: Continue to manage the Corridor and Trail in a professional manner for the purpose of preserving the current rail banked status, working collaboratively to implement safe and affordable public crossing options and reserving an option to construct and operate a future alternative transportation system along the Corridor

2015 Accomplishments

1. Completed design and construction of the Rubey Park Renovation Project
2. Completed design of the New Castle Park and Ride and received a grant extension from Garfield County Federal Mineral Lease District (GCFMLD)
3. Completed Tasks 1 and 2, of the Office Space & Housing Master Plan and received FTA 5304 funding for Tasks 3 and 4
4. Completed design, and began construction, of Phase 3 of the AMF Renovation Project
5. Received a CDOT grant to complete design of Phase 4 (drive lanes, inspection canopy, and facility cladding) of the AMF Renovation/Expansion Project
6. Completed design of the West Glenwood Springs Park and Ride, Trail and Sidewalk Improvements
7. Received two grants to finish design, and begin construction, of Phase 1A of the GMF Renovation/Expansion Project
8. Implemented Enterprise Asset Management (EAM) for the Facilities Department
9. Completed the design of the New Castle Park and Ride
10. Applied for and received a DOLA grant for Phase 1A of the GMF Expansion

2016 - 2020 Goals

Long Term Strategic Planning Projects

1. Complete long-term Office Space and Housing Master Plan
2. Complete three Rio Grande Railroad/Trail documents: Rio Grande Corridor Land Management Plan, Rio Grande Trail Management/Maintenance Plan, and Rio Grande Trail Access Plan

5 YEAR PLAN

3. Complete the GMF Expansion Plan, including phasing plans that can adapt to incremental funding plans
4. Complete Capital Replacement Plan for all RFTA facilities

YEAR 1 (2016)

1. Complete final construction of the Rubey Park Transit Center in Aspen
2. Construct the New Castle Park and Ride by October 15, 2016
3. Complete construction of AMF renovation project Phase 3 by Fall 2016
4. Bid construction of AMF renovation project Phase 4
5. Complete final construction elements of the Carbondale Park and Ride Expansion by Spring 2016
6. Complete Tasks 3 and 4 of the Office Space & Housing Master Plan
7. Complete the design and bid the project for Phase 1 of the GMF Renovation/Expansion
8. Begin the construction of the West Glenwood Springs Park and Ride and the GMF expansion Phase 1A in Spring 2016
9. Continue to train employees and increase usage of Enterprise Asset Management (EAM) software for Facilities Maintenance Staff

YEARS 2-5

1. Complete the estimated \$35M GMF Renovation/Expansion Project
2. Construct the Buttermilk Pedestrian Crossing
3. Construct the 27th Street BRT Pedestrian Crossing(s)
4. Construct the Carbondale Hwy 133/Rio Grande Trail Pedestrian Crossing
5. Develop Intermodal Center/BRT Station in downtown GWS
6. Begin development of a Carbondale Maintenance Facility (CMF) Site Redevelopment Plan
7. Complete the Office Space/Housing Master Plan and integrate it with the long term Facilities capital development plan

FINANCE

Vision/Overall Goal 2015-2019

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

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

2015 Accomplishments

1. Obtained the Distinguished Budget Presentation Award from the GFOA for RFTA's 2015 Budget documents
2. Identified and monitored ongoing post-issuance compliance matters pertaining to bonds
3. Refined cash collection processes pertaining to ticket vending machines and fare-boxes
4. Updated Long Range Financial Forecast and incorporated updated transit fleet replacement schedule from the initial State of Good Repair analysis performed by Vehicle Maintenance.
5. Hired 2 FTE positions: Payroll Specialist and an Accounts Receivable/Revenue Receiving Specialist
6. Started the annual budget process earlier in August and developed the initial draft budget by September to allow sufficient time for Management and the Board to review goals and priorities.
7. Developed a fixed-forward pricing contract for 2016 that resulted in an 18% decrease in the estimated weighted average cost per diesel gallon.
8. Completed the Standard & Poor's annual review of the 2005 Certificates of Participation resulting in a ratings upgrade from A- to A.
9. Secured financing for RFTA's investment in a community solar array.
10. Assisted with the financial analysis to help reach an agreement with the Collective Bargaining unit in a timely manner.

2016 - 2020 Goals

YEAR 1 (2016)

1. Refine RFTA's Long Range Financial Forecast to include updated information pertaining to the Capital Investment and Replacement Plan
1. Participate in and support efforts with the Integrated Transportation System Plan
3. Issue \$7.105 million of remaining bonding authority to help fund Phase I of the GMF expansion project.
4. Seek financing for an estimated amount of \$5 million for six bus replacements.
5. Participate in the procurement for a transit diesel and gasoline fuel provider effective 2018.
6. Oversee upgrade of accounting software.
7. Begin review and update of financial policies into one document for ease and efficiency to reference

5 YEAR PLAN

8. Develop training plans for key staff in order to continue their professional development
9. Work with IT to continue to streamline data collection from new software (i.e. Clever Devices, Enterprise Asset Management)
10. Obtain unqualified opinion from the independent auditor for RFTA's 2015 financial statement audit.
11. Obtain the Distinguished Budget Presentation Award from the GFOA for RFTA's 2016 budget document.
12. Develop and implement a succession plan for the Assistant Director and other key staff to ensure the Department's long-term capabilities as staff retires or transition

YEARS 2-5

1. Continue participation in the Integrated Transportation System Planning efforts
2. Obtain unqualified opinions from the independent auditor for RFTA's 2016-2019 financial statements for audits
3. Obtain the Distinguished Budget Presentation Award from the GFOA for RFTA's 2017-2020 Budget documents
4. Review and refine outlets for transit pass sales
5. Refine RFTA's long-term financial forecast with updated information on Capital Investment and Replacement Plan
6. Complete consolidation of financial policies into one document
7. Refine the collection and dissemination of data (from IT, Operations, Maintenance and Facilities) required for financial projections and reporting
8. Participate in and support efforts to seek additional revenue sources to fund long term needs and assist in developing strategies to obtain them

FLEET MAINTENANCE

Vision/Overall Goal 2016-2020

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

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

2015 Accomplishments

1. Addressed current capacity issues at the GMF by coordinating with the Facilities Department to plan for bus overflow parking for 20 buses in 2016
2. Assisted with the Grand Avenue Bridge Replacement Transit Mitigation Plan
3. Implemented Trails Enterprise Asset Management (EAM) software
4. Continued to train new employees and mid-management to address the new needs and impacts of BRT expansion
5. Coordinated with applicable departments in budget and budget adherence reporting
6. Completed the annual fleet data upload into the CDOT COTRAMS website
7. Worked with HR to retain good employees with sufficient maintenance skills and a good work ethic
8. Helped spearhead bus purchases via the CMPC and worked with Procurement on multi-year vehicle purchasing procurement policies/processes
9. Started working with Finance, CEO, and Planning on a Long-Term Bus Replacement Schedule
10. Ordered and took delivery of first CNG Commuter Coach
11. Ordered and took delivery of first CNG Cutaways for Traveler
12. Ordered and took delivery of 3 conventional cutaway vehicles
13. 42 Maintenance employees successfully completed 536 training modules in 57 areas. Training was provided to 485 Drivers. Of 27 Mechanics and Bus Technicians, 16 have successfully obtained 1 or more ASE Certifications for a total of 82. Seven are fully certified as ASE Master Technicians

2016 - 2020 Goals

YEAR 1 (2016)

1. Resolution of capacity issues at the GMF needs to be a high priority
2. Develop robust reporting capabilities for Enterprise Asset Management (EAM) systems
3. Develop Employee Tracking and Development systems within the training program
4. Develop quarterly EAM/Caselle reconciliation reports
5. Implement EAM State of Good Repair (SGR) reporting program and integrate with State of Good Repair (SOGR) and COTRAMS
6. Review Maintenance Department position needs and pay scale review

5 YEAR PLAN

7. Find creative housing programs and new employee assistance programs
8. Continue to work on a 3-5 year Growth and Vehicle Replacement Plan
9. Develop Outside Employee Training/Development Program that allows for upward mobility within the Department. Enroll two employees into a VoTech program in 2016 with an estimated graduation date of Fall 2017
10. Order and take delivery of 6-7 commuter coaches and one Carbondale Circulator cutaway vehicle
11. Work with Planning to seek grants for transit bus replacements
12. Offer Governmental Fueling options to other qualified entities

YEARS 2-5

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

HUMAN RESOURCES

Vision/Overall Goal 2016-2020

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

2015 Accomplishments

1. Completed the update of the RFTA Personnel Guidelines
2. Distributed a summer survey to better understand employee satisfaction with benefits and to enact positive changes accordingly
3. Expanded the utilization of “Train the Trainer” online training consoles and employee training consoles
4. Established a library of accessible, up-to-date and quality on-line training for the management team, middle managers and supervisors
5. Working to bring in-house a manager/supervisor training class with face-to-face onsite training classes to be offered to directors, managers and middle-management in Summer 2015
6. Conducted a comprehensive 1-day new hire orientation with RFTA history, paperwork instructions, benefits etc.
7. Worked with Safety & Risk Manager to enhance safety and risk newsletters to increase education and minimize claims
8. Worked with Safety & Risk Manger to create safety violation policies to improve workplace safety and reduce safety-related costs
9. Developed a pre-hire fitness for duty evaluation process for any full time drivers that are hired. This testing will also be used to validate concerns about someone returning from a Worker’s Comp claim
10. Improved means of communication with all employees by working toward having an email address for each RFTA employee
11. Coordinated Department of Labor audits and self-audits

2016 - 2020 Goals

YEAR 1 (2016)

1. Conduct an internal audit of HRIS System, personnel files & I-9 forms
2. Keep RFTA in compliance with all employment laws and regulations and utilize best practice principles
3. Revise Administrative Personnel Performance Evaluation Form to ensure that all performance is tied to agency goals, the strategic plan
4. Continue to find creative ways to hire and retain good employees
5. Continue to find more ways to get employees involved in the Wellness Program to have a healthier staff
6. Continue to work on succession planning and coordinate with MSEC
7. Offer in-house management training through MSEC
8. Offer in-house supervisor training through MSEC
9. Update job descriptions

5 YEAR PLAN

10. Update employee handbook
11. Work with a third-party consultant through MSEC to create a procedure manual for management to use to instruct how to proceed with policy violations
12. Have each new hire in Operations, Facilities and Vehicle Maintenance perform a Fit for Duty Test before starting work. Have employees returning from a Worker's Compensation injury and some appropriate FMLA injury's perform FFD testing returning to work

YEARS 2-5

1. Conduct health fairs in spring and fall
2. Conduct survey of employees every 1-2 years to better understand satisfaction with benefits and the organization as a whole, and to enact positive changes accordingly
3. Continue to build a library of accessible, up-to-date and quality on-line training for the management team, middle managers and supervisors. A sampling of our topics would be employment law, harassment, discrimination, EEOC compliance as well as How to be an Effective Manager
4. Work with Safety Manager to issue safety and risk newsletters to increase education and minimize claims
5. Be 100% paperless within 5 years: Allow employees to submit forms and make changes electronically
6. Use third-party consultant through ECS/MSEC to conduct compensation market surveys every 2 years
7. HR team to continue attending SHRM conventions, MSEC training seminars, RIMS conventions, Wellness Workshops to keep educated and up to date on employment law, HR Best Practices, Compliance, Risk & Liability Management, FMLA, Worker's Compensation, Wellness initiatives, Analytics, Recruiting & Retaining, Training, Investigations, Benefits and all aspects of Human Resources Management

INFORMATION TECHNOLOGY

Vision/Overall Goal 2016-2020

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

2015 Accomplishments

1. Began creating Virtual Desktop systems
2. Installed Wi-Fi on all RFTA buses
3. Replaced 5 Desktop and 3 Laptop Computers with faster more efficient computers
4. Worked with Comcast to install a new 30MB fiber optic line from Glenwood to Aspen
5. Started the process to equip the entire RFTA fleet (except BRT vehicles) with new Digital Video Recorders and Cameras (55 buses)
6. Continuing to develop mobile apps for passengers
7. Installed third metro ethernet line
8. Equipped the entire bus fleet with Wi-Fi capability
9. Moved IT equipment, and reconfigure routes and driver assignments, consistent with construction phasing of the Rubey Park Renovation Project
10. Installed two new ticket vending machines at BRT Stations

2016 - 2020 Goals (Year-1/2016)

1. Continue to work with all departments on ITS Data Transition Plan and integrate into SharePoint, including UTA ridership reports
2. Continue a maintenance mode on AVL and Fare collection and expand preventive maintenance mode for fareboxes
3. Retire some routers and switches
4. Replace or upgrade unsupported phone system
5. Replace two of the oldest servers
6. Develop custom in-house reporting mechanisms for ITS programs. The results will be place on SharePoint for easy interdepartmental access
7. Install cameras for park and ride lots
8. Improve internet connections at some bus stops
9. Research innovative modes of on-board and off-board fare collection
10. Create stage one data warehouse
11. Investigate invoice managing and processing system.
12. Implement a new more secure computer logon system

YEARS 2-5

1. Investigate advanced safety devices for buses, such as lane adherence and pedestrian safety monitoring devices
2. Investigate more advanced technologies for bus automated vehicle location systems and communications systems
3. Develop custom dashboards for all departments that show all relevant data at a glance
4. Research new modes of fare collection, such as credit cards and wallets

MARKETING & COMMUNICATIONS

Vision/Overall Goal 2016-2020

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

2015 Accomplishments

1. Re-designed and launched new RFTA website at www.rfta.com
2. Created a new detailed system-wide regional map with inset maps for Aspen and Glenwood Springs
3. Communicated RFTA 5 season schedule changes via all communications outlets and within budget
4. Improved the ease of understanding and using transit within our region through enhanced passenger information via our website, social media and e-mail news
5. Implemented co-authored employee internal newsletters with HR to enhance communications within the company
6. Expanded RFTA's existing passenger email database to a total of 1500 contacts

2016 - 2020 Goals

YEAR 1 (2016)

1. Plan and execute RFTA seasonal change items on schedule and explore options to streamline processes
2. Strive to make the RFTA system easier for existing and new users to understand and navigate
3. Launch RFTA system onto Google Transit
4. Work to expand Spanish language communications and outreach within our valley
5. Ensure that RFTA's fare media are appropriately communicated and easily available for all of RFTA's target markets

YEARS 2-5

1. Continually enhance ease of understanding and riding the bus within our service area through enhanced passenger information tools and effective use of available technology
2. Grow and establish a public news and communications strategies via RFTA website, social media and other outlets
3. Establish a distribution network for riders' guides and pertinent seasonal service items
4. Ensure that fare media are appropriately communicated and easily available for all of RFTA's target markets
5. Develop strategy to provide enhanced information kiosks at BRT Stations to include full schedules, fliers, and additional relevant information

OPERATIONS

Vision/Overall Goal 2016-2020

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

2015 Accomplishments

1. Greatly improved the efficiency and on-time performance of regional and BRT services by making strategic schedule changes, based on Supervisor and passenger feedback
2. Hired and retained the full complement of drivers and other staff needed to meet service demands, even with dramatically increased BRT service and staffing demands
1. Worked cooperatively on the preliminary Grand Avenue Bridge Replacement Transit Mitigation Plan in Glenwood Springs
- 2.
3. Worked cooperatively with Facilities, the City of Aspen and contractors under stressful construction conditions for the Rubey Park Transit Center Renovation Project
4. In concert with our HR Department, revised our personnel policies to improve employee attendance
5. Developed creative recruiting programs to hire and retain competent drivers
6. In concert with our HR Department, revised our personnel policies to improve employee attendance
7. Implemented shift premium bonuses
8. Worked cooperatively to establish near term and longer term construction operating plans for the Rubey Park Transit Center Renovation Project
9. Worked with the HR Department to institute fitness-for-duty tests
10. Started working on comprehensive succession planning for all levels of departmental staff
11. Completed annual In-Service-Trainings for all drivers
12. Successfully negotiated 3-year Collective Bargaining Agreement with ATU Local 1774

2016 - 2020 Goals

YEAR 1 (2016)

1. Establish service optimization meetings to refine our services based largely on data obtained through our ITS software
2. Continue to update transit mitigation plans for the Grand Avenue Bridge Replacement
3. Succession planning for all levels of the department
4. Continue to work on programs and incentives to not only hire but retain employees to strive to meet staffing levels
5. Enhance processes to collect and act upon customer complaints
6. Expand fitness for duty tests for all new hires, pending funding
7. Continue to evaluate our public safety/security needs by expanding our security training and our security contract
8. Increase staff awareness of employment law pertaining to discrimination and harassment
9. Prepare supervisory staff for operating in a union environment; understanding the contract and grievance procedures

YEARS 2-5

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

PLANNING

Vision/Overall Goal 2016-2020

To work creatively, cooperatively and comprehensively with public, private and non-profit partners to create healthy and vibrant communities.

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

2015 Accomplishments

1. Collaborative management of approximately \$3.8M in current Federal/State grant projects. Total estimated cost of current projects is \$6.4M
2. Worked with the COO and other departments to start discussions about establishing a new process amongst all departments to manage all grant projects
3. Provided quarterly updates of the 5-Year Strategic Plan for each department
4. Re-instituted the Regional Planners Roundtable meeting to discuss matters of regional significance
5. Assisted the Town of Basalt in obtaining \$250,000 in TAP funding to design/build a future Basalt Avenue Pedestrian Crossing
6. Completed the Regional Travel Patterns Study Update
7. Completed the Regional Bicycle, Pedestrian & Transit Access Plan (RBPTAP)
8. Assisted with the landmark acquisition of 507 kW in solar power production in the Clean Energy Collective solar array; for the purpose of offsetting a large quantity of RFTA's Holy Cross utility bills
- 9.
10. Secured a one-year grant extension from the Garfield County Federal Mineral Lease District to construct the New Castle Park and Ride
11. Secured CDOT grant funding to construct the Carbondale BRT Station Expansion
12. Created a comprehensive grants and major projects update, which is revised quarterly
13. Continued to represent RFTA on the Garfield Clean Energy (GCE) Board
14. Worked with other departments to compile referral comments for several regional development projects
15. Worked with CCAH, Town of Carbondale and the Trails Dept. to submit a State Trails Program grant for trail enhancements along the 1-mile stretch of the Rio Grande ArtWay in Carbondale

2016 - 2020 Goals

YEAR 1 (2016)

1. Coordinate and Manage Integrated Transportation System Plan and Complete Phase I
2. Continue to provide quarterly updates on the RFTA 5-Year Plan to the Staff and Board
3. Work cooperatively with all departments on an ITS Data Transition Plan
4. Serve as a stakeholder on the LiveWell Garfield County Built Environment Group (BEWG) Bicycle-Pedestrian Improvements in Garfield County
5. Begin developing a Transit Service Optimization Plan (TSOP)

5 YEAR PLAN

6. Establish grant funding for Phases 1-5 of the Glenwood Springs Maintenance Facility (GMF) Renovation/ Expansion Project
7. Monitor the productivity of RFTA's solar panel production in the Clean Energy Collective Sunnyside community solar farm
8. Continue to seek and manage Federal, State and regional grant opportunities that align with RFTA's project goals
9. Coordinate with all regional jurisdictions regarding transit impacts and mitigation for development projects
10. Complete the 2016 Onboard Passenger Survey
11. Finalize the Performance Monitoring Plan
12. Work with WE-cycle to expand operations to Town of Basalt
13. Work with neighboring jurisdictions to complete at least one priority project in the Regional Bicycle, Pedestrian, Access to Transit Plan

YEARS 2-5

1. Complete Phase II of Integrated Transportation System Plan
2. Establish proficiency in ITS software integration and reporting
3. Implement the Performance Monitoring/Service Standards Plan by providing quarterly reports to the Board and Staff
4. Secure grant funding for major renovation and expansion of the GMF and other high-priority projects
5. Continue the Regional Roundtable meetings 2-3 times per year to maintain regional cohesion, communication, and goal-setting among RFTA and the local governments
6. Identify and participate in at least one professional development opportunity each year
7. Fund and complete at least one priority project from the RBPTAP each year, in partnership with applicable jurisdictions



PROCUREMENT

Vision/Overall Goal 2016-2020

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

2015 Accomplishments

1. Developed an invoice/contract tracking system
2. Increased agency-wide usage of the centralized Procurement Calendar
3. Developed performance criteria by which RFTA's current vendors may be assessed and/or awarded contracts
4. Collaborated with the Finance Department regarding project budgets, vendor invoicing and other government purchasing and accountability policies
5. Coordinated with the Planning Department to begin the development of a project tracking system for the receipt of grants, project budgets, and procurement timelines
6. Established a partnership with the City of Glenwood Springs, Pitkin County, Colorado Mountain College, and City of Aspen to assist each other with reaching potential proposers on projects

2016 - 2020 Goals (Year 1/2016)

1. Increase agency-wide utilization of the Procurement Calendar to facilitate long term procurement planning
2. Begin to assume all contract administration activities currently performed by each department
3. Update Procurement Policies & Procedures Manual to reflect RFTA's manner of doing business
4. Collaborate with the Finance Department regarding project budgets, vendor invoicing, and other policies governing purchasing and accountability
5. Collaborate with the Planning Department to coordinate receipt of grants with project budgets and procurement timelines
6. Partner with other municipalities/agencies represented on the Western Slope to increase business opportunities for RFTA's Preferred Vendors. Hold training sessions and/or "speed networking" opportunities for Primes and Subcontractors geared toward assisting suppliers with developing partnering relationships
7. Provide regular training regarding RFTA's procurement guidelines to RFTA Staff.

YEARS 2-5

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

RIO GRANDE RAILROAD CORRIDOR & RIO GRANDE TRAIL

Vision/Overall Goal 2016-2020

The vision for the Rio Grande Railroad Corridor and Rio Grande Trail is to protect the rail-banked status of the Rio Grande Corridor for future transportation uses. In the interim, the Rio Grande Trail will be managed for non-motorized uses and preservation of the scenic, open space and wildlife of the corridor.

2015 Accomplishments

1. Implemented Enterprise Asset Management (EAM) software for Rail-Trail Staff
2. Finalized the Wildlife Management Plan for the Rock-Bottom Ranch section of the Rio Grande Trail
3. Began the update of the Corridor Comprehensive Plan by soliciting comments on the first element, the Access Control Plan (ACP) and Design Guidelines
4. Participated as a development referral agency for development projects that may impact the Rio Grande Railroad Corridor or the Rio Grande Trail: CDOT/GWS transit mitigation and infrastructure for the Grand Ave. Bridge Replacement Project, Wye Property in GWS, South Bridge, 8th Street GWS Extension, River Edge, TCI Lane Ranch, Tree Farm, Eastbank FedEx Facility and new school
5. Secured an appraisal of the UPRR easement and RFTA WYE property
6. Monitored and enforced railroad corridor covenants
7. Undertook the development of a process to clean up the Federal Grant Right-of-Way (FGROW) areas where private properties are encroaching into the Rio Grande Railroad Corridor
8. Trail staff began to collaborate with the Town of Carbondale and the Carbondale Council on Arts & Humanities (CAAH) regarding the Rio Grande ArtWay and Creative District: edible/native landscaping, hops along CMF fence, new soil grading parallel to the existing trail etc. The Rio Grande ArtWay is a creative placemaking project that reflects the cultural diversity of the community, inspires greater use of non-motorized transportation, preserves our heritage and strengthens our core creative community. This project involves the one mile stretch of the trail that runs through Carbondale. The Rio Grande ArtWay will include historical information about the railroad and Carbondale, a Latino Folk Art Garden, a Youth Art Park, edible and other landscaping and interactive and reflective installations. There will also be signage that will connect our various "Creative Zones" and the Creative District core. In addition it will attract more visitors to the Carbondale Creative District from surrounding communities mainly through bicycle and human powered travel
9. Trail staff worked with the Planning Department to successfully submit a State Trails Grant, specifically for Construction/Maintenance from Colorado Parks and Wildlife. We asked for \$200,000 and will be required to provide \$86,000 in matching funds
10. Trail staff submitted a grant application to Rails-to-Trails conservancy, specifically the Doppelt Family Trail Development Fund. We asked for \$50,000 (the max) to begin design and construction of a soft surface trail, if we get the larger CPW grant the Doppelt Grant could be used for the matching funds' requirement
11. Trail staff also collaborated with CCAH to submit a grant for the Rio Grande ArtWay project. The grant source is the National Endowment for the Arts (NEA)

2016 - 2020 Goals

YEAR 1 (2016)

1. Continue to monitor the Rock Bottom Ranch Wildlife Monitoring Plan and field assessments
2. Finalize all plan elements the Corridor Comprehensive Plan
3. Continue to monitor and participate in all municipality development projects that may impact the Rio Grande Railroad Corridor and Rio Grande Trail
4. Work closely with Glenwood Springs and CDOT to provide overall transit mitigation and a temporary cut underneath 8th St. for the Grand Avenue Bridge Replacement Project
5. Provide a Covenant Enforcement Committee (CEC) meeting report to the RFTA Board in February 2016, and provide a report to Great Outdoors Colorado (GOCO) in the second quarter of 2016
6. Identify all uses of the Railroad Corridor: crossings, encroachments, utilities, ditches and culverts. Use the GIS mapping software to create a database of all assets for the purpose of either licensing them or eliminating them.
7. Work with attorneys to update all of the documents used to manage the Railroad Corridor, including license agreements, encroachment agreements, pipeline agreements, fee schedules
8. Continue a process to clean up the Federal Grant Right-of-Way (FGROW) areas where private properties are encroaching into the Rio Grande Railroad Corridor
9. Meet on a regular basis with the local jurisdictions, chambers of commerce, title companies, real estate offices etc. to keep them up to speed on railbanking and the need to secure agreements for any uses that directly impact the Railroad Corridor or the Rio Grande Trail within the Railroad Corridor
10. Install an irrigation system on the RGT through Carbondale. Roughly 1 mile long and 100 feet wide. Create and install integrated Wayfinding and Educational Interpretive Signs along the RGT and Railroad Corridor
11. Continue revegetation projects such as landscaping and native seeding projects in strategic locations along the corridor
12. Continue to work collaboratively on developing the Rio Grande ArtWay in Carbondale
13. Begin to replace unsafe and eroded shoulder material on priority sections; start to develop the foundation of the Rio Grande Artway in Carbondale if State Trails funding is awarded
14. Create a Master Plan for the Rio Grande Artway Project in Carbondale Begin design and construction of a soft surface trail, adjacent to the asphalt.
15. Continue our Integrated Weed Management Plan and explore the possibility of hiring a herd of grazing goats to eat the noxious weeds and improve the soil health
16. Work with Roaring Fork Outdoor Volunteers (RFOV) to improve the river access from the RGT at the Satank Bridge. Build steps or switchbacks into the hillside to prevent slips down the steep bank
17. Collaborate with Aloha Mountain Cyclery and RFOV to build a single track in the Rio Grande ArtWay project area.
18. Install 4 "Do-It-Yourself" bike repair stations at strategic locations. Find partners in the community to assist with installation and maintenance
19. Partner with Pitkin County and SHPO to get a design and hire a contractor for necessary repairs on the historic Sopris Creek Railroad bridge

YEARS 2-5

1. Complete all elements of the Corridor Comprehensive Plan Update
2. Continue a process to clean up the Federal Grant Right-of-Way (FGROW) areas where private properties are encroaching into the Rio Grande Railroad Corridor
3. Continue to work with member jurisdictions to ensure that potential Corridor crossings from development projects are safe and designed to RFTA standards
4. Continue to partner with RFOV on projects
5. Complete the Rio Grande ArtWay through the 1-mile Carbondale section of trail
6. Work with Facilities to design and construct a grade-separated crossing of SH 133 and the RGT at the Carbondale BRT Station/Park and Ride
7. Continue to manage the Rock Bottom Ranch Wildlife Monitoring Plan and assess seasonal closures in the future
8. Build a multi-use soft-surface trail adjacent to the existing asphalt trail, per our 2005 Recreational Trails Plan
9. Collaborate with Pitkin County Open Space and Trails to construct a multi-use soft surface trail from the existing Hooks Lane Trailhead to the Pitkin County Open Space Glassier Property
10. Continue our Integrated Weed Management Plan and explore the possibility of hiring a herd of grazing goats to eat the noxious weeds and improve the soil health
11. Complete Railroad Bridge inspections on a regular basis and budget for repairs as needed
12. Develop an internship program during the busy summer months to assist with our Integrated Weed Management Plan and revegetation projects



SAFETY & TRAINING

Vision/Overall Goal 2016-2020

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

2015 Accomplishments

1. Implemented recommendations from the independent CTAA safety and security audit
2. Conducted regular Executive Safety Committee meetings
3. Updated the Safety, Security, and Emergency Preparedness Plan (SSEPP)
4. Updated the Operations' Training Manual
5. Updated the In-Service Training Curriculum for Operations and Facilities Department Employees
6. Participated in the National and Colorado State RTAP program development and contributed to TCRP Synthesis Reports
7. Started to develop a comprehensive accident analysis reporting for vehicle incidents and crashes
8. Conducted emergency procedures/evacuation drills training for staff
9. Instituted an Exposure Control Plan for affected employees working in the field
10. Updated the ADA/Wheelchair Lift Training Plan and for bi-annual bus operator training
11. Completed a TSA BASE Review

2016 - 2020 Goals

YEAR 1 (2016)

1. Continue instituting regular safety training cycles appropriate to each department
2. Continue to hold regular Executive Safety Committee meetings
3. Conduct evacuation drills and emergency procedures training for all staff
4. Update SSEPP annually
5. Continue updating Operations' Training Manual to accommodate changes in transit services and in regulations and policies
6. Continue to develop training materials for Facilities Department
7. Continue to participate in Colorado state RTAP program development and continue TCRP Synthesis contributions
8. Continue to develop more thorough accident analysis for vehicle crashes and other incidents including Quantifiable Safety Objectives required by FTA
9. Continue updating ADA/Wheel Chair refresher training for operators

TRAVELER

Vision/Overall Goal 2016-2020

To provide wheelchair accessible, curb-to-curb, demand responsive, driver-assisted transportation to Garfield County residents who cannot use public or private transportation because it is unavailable, or inaccessible. This program serves people with disabilities.

2015 Accomplishments

1. Attained support from involved entities to modify service plan from Door-to-Door changed to Curb-to-Curb
2. Completed 25% more assessments than 2014

2016 - 2020 Goals

YEAR 1 (2016)

1. Continue to seek consistent, long-term funding sources for the service longevity and sustainability
2. Additional community awareness of/involvement in the Traveler and how to utilize service most efficiently
3. Demographic indicators show an almost 300% increase in older age population by 2020. Plan for Traveler to absorb this natural growth, operationally and financially
4. Replace aging fleet
5. Have an additional representative from GARCO and RFTA trained to do rider assessments
6. Establish 2 workshops/open houses for public awareness/education of Traveler/RFTA service

YEARS 2-5

1. Continue to enhance overall public awareness about the Traveler's services and the limited dedicated funding sources
2. Continue to seek grant funding and pursue creative long term financing avenues
3. Replace aging fleet