

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

TIME: 8:30 a.m. – 11:30 a.m., Thursday, January 13, 2022

***This will be a remote Webex Teleconference:** Instructions regarding how to participate in the meeting remotely via WebEx are attached to the e-mail transmitting the Board Agenda Packet, on the second page of this agenda, or at www.rfta.com on the Board Meeting page.*

(This Agenda may change before the meeting)

| | Agenda Item | Policy | Purpose | Est. Time |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------|-------------------|
| 1 | Call to Order / Roll Call: | | Quorum | 8:30 a.m. |
| 2 | Executive Session: | | | 8:32 a.m. |
| | A. Paul Taddune, General Counsel: Pursuant to C.R.S. 24-6-602 (e) and (f): CEO Performance Review Process | 3.5.2.B. | Executive Session | |
| 3 | Approval of Minutes: RFTA Board Meeting December 9, 2021, page 3 | | Approve | 8:50 a.m. |
| 4 | Public Comment: Regarding items not on the Agenda (up to one hour will be allotted if necessary, however, comments will be limited to three minutes per person) | | Public Input | 8:55 a.m. |
| 5 | Items Added to Agenda – Board Member Comments: | 4.3.3.C | Comments | 9:00 a.m. |
| 6 | Consent Agenda | | | 9:05 a.m. |
| | A. Resolution 2022-01: Designating a Location for Posting Public Notice of Meetings of the RFTA Board of Directors – Nicole Schoon, Executive Assistant to the CEO, page 20 | 2.3.7 | Approve | |
| | B. Resolution 2022-02: Amending the RFTA Board Governing Policies – Dan Blankenship, CEO, page 22 | 2.8.9 | Approve | |
| | C. Resolution 2022-03: Authorization to Accept SLFR Grant Funds and Commit Required Matching Funds for the 27 th Street Pedestrian Crossing, page 26 | 4.2.5 | Approve | |
| | D. Crystal Valley Methane Working Group (CVMWG) Coal Basin Climate Project Update – Jason White, Assistant Planner and Mona Newton, Energy Smart Solutions, LLC, page 29 | 4.2.5 | Discussion /Direction | 10:35 a.m. |
| 7 | Presentations/Action Items: | | | |
| | A. GMF Expansion Project Update – Kurt Ravenschlag, COO and Mike Hermes, Director of Facilities, page 31 | 4.2.5 | Discussion /Direction | 9:10 a.m. |
| | B. 2021 Year-End RFTA Review – Kurt Ravenschlag, COO, page 34 | 4.3.2 | Discussion /Direction | 9:40 a.m. |
| | C. Overview of 2022 RFTA Work Plan – Kurt Ravenschlag, COO, page 36 | 4.3.2 | Discussion /Direction | 9:55 a.m. |
| | D. AABC Integrated Clean Energy Micro-grid Project, RFTA Collaboration and Grant Match Request – Jason White, Assistant Planner, page 38 | 4.2.5 | Discussion /Direction | 10:15 a.m. |
| (This Agenda Continued on Next Page) | | | | |

| | Agenda Item | Policy | Purpose | Est. Time |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------|-------------------|
| | E. RFTA Regional Bikeshare /First-Last Mile Mobility Study Update David Johnson, Director of Planning, page 41 | 4.2.5 | Discussion /Direction | 10:50 a.m. |
| 8 | Board Governance Process: | | | |
| | A. Resolution 2022-04: Election of RFTA Board Officers for 2022 – Paul Taddune, General Counsel, page 43 | Bylaws | Elect Officers | 11:00 a.m. |
| 9 | Information/Updates: | | | |
| | A. CEO Report – Dan Blankenship, CEO, page 45 | 2.8.6 | FYI | 11:15 a.m. |
| 10 | Issues to be Considered at Next Meeting: | | | |
| | To Be Determined at January 13, 2022 Board Meeting | 4.3 | Meeting Planning | 11:25 a.m. |
| 11 | Next Meeting: 9:00 a.m. – 11:30 a.m., February 10, 2022, In person at Carbondale Town Hall or via Webex Teleconference (Details to be provided later) | 4.3 | Meeting Planning | 11:28 a.m. |
| 12 | Adjournment: | | Adjourn | 11:30 a.m. |

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**ROARING FORK TRANSPORTATION AUTHORITY
BOARD MEETING MINUTES
December 9, 2021**

Board Members Present:

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

Non-Voting Alternates Present:

Ben Bohmfalk (Town of Carbondale); Francie Jacober (Pitkin County); Bill Madsen (Town of Snowmass Village); Ward Hauenstein (City of Aspen)

Staff Present:

Dan Blankenship, Chief Executive Officer (CEO); Paul Taddune, General Counsel; Michael Yang, Chief Financial Administrative Officer (CFAO); Kurt Ravenschlag, Chief Operating Officer (COO); Nicole Schoon, Secretary to the Board of Directors; Mike Hermes, Angela Henderson, Brett Meredith, and Gustavo Hurtado, Facilities and Trails Department; Paul Hamilton, Director of Finance; David Johnson, Director of Planning, Jason White, Assistant Planner; Jamie Tatsuno, Communications Manager; Dawn Dexter, Operations Manager; Rebecca Hodgson, Procurement Department

Visitors Present (in person or via WebEx):

John Krueger and Lynn Rumbaugh (City of Aspen); Linda DuPriest (City of Glenwood Springs); Scott Condon, (Aspen Times); John Stroud, (Post-Independent); Adrian Witte, Toole Design; Jeanne Golay (City of Aspen); Susan Philip (Town of Basalt)

Agenda

1. Call to Order/Roll Call:

Dan Richardson called the RFTA Board of Directors to order at 8:31 a.m. Richardson declared a quorum to be present (8 member jurisdictions present) and the December 9, 2021 RFTA Board of Directors meeting began at 8:32 a.m.

2. Approval of Minutes:

Art Riddile moved to approve the November 11, 2021 Board Meeting Minutes, and Jeanne McQueeney seconded the motion. The motion was unanimously approved.

3. Public Comment:

Richardson asked if any member of the public would like to address the Board or make a comment regarding items not on the December 9, 2021 Board Agenda.

No members of the public had any comments.

Richardson closed Public Comments at 8:33 a.m.

4. Items Added to Agenda – Board Member Comments:

Richardson asked if there were any items that needed to be added to the December 9, 2021 Board meeting Agenda.

No items were added to the December 9, 2021 Board meeting Agenda.

Richardson asked if any Board member had comments or questions regarding issues not on the December 9, 2021 Board meeting Agenda.

Richardson stated that the Town of Carbondale recently hired a new Town Manager, Lauren Gister, who is from Chester, Connecticut, and she also served time in the military.

Greg Poschman stated that Pitkin County had a ribbon-cutting ceremony for the Holy Cross Energy Solar Farm, and it is producing 5 megawatts of solar power. Poschman and County representatives appreciate the continued support of the new Solar Farm. The Farm is relatively quiet other than an occasional clicking sound that it makes while producing solar power.

Bill Kane indicated that the Town of Basalt had a successful Bond issuance for a total of \$14 million, which will cover three (3) key spending areas: 1) green initiatives; 2) affordable housing; and 3) downtown improvements.

Dan Blankenship informed the Board that John Krueger, Director of Transportation for the City of Aspen is retiring after 20 years of working for the City. The Board and RFTA staff will miss working with him and will miss his in-depth transportation knowledge.

John Krueger thanked Blankenship and stated that it has been wonderful being able to work with RFTA and the staff for all of these years. He will miss working with RFTA and all of the organizations in the valley, but he will definitely enjoy his retirement.

Richardson closed Board comments at 8:42 a.m.

5. Consent Agenda:

A. Annual Renewal of \$1 Million Line of Credit between RFTA and Alpine Bank – Michael Yang, CFAO

In 2009, RFTA established a \$1 million line of credit with Alpine Bank and intends to renew the line of credit each year, unless the Board directs otherwise. To date, RFTA has never drawn down against this line of credit, which is intended only to be used for cash flow purposes.

Greg Poschman moved to approve the Annual Renewal of \$1 Million Line of Credit between RFTA and Alpine Bank, and Jonathan Godes seconded the motion. The motion was unanimously approved.

6. Presentations/Action Items Agenda:

A. LoVa Trail Update – David Johnson, Director of Planning and Jeanne Golay, Executive Director, LoVa Trails

Two funded LoVa Trail projects are about to go to bid for the 2022 construction season. The projects are supported by a collaborative made up of RFTA, Glenwood Springs, New Castle, Garfield County and LoVa. The Canyon Creek to New Castle section has a total project cost of \$655,000 for two components of the trail through the Canyon Creek interchange area, a bridge over the Colorado River and rock scaling & surfacing at Tibbetts Point.

The “Meet Me in the Middle” total project budget is \$1.2 million. The majority of the funding comes from a \$500,000 CPW “Colorado the Beautiful” grant awarded in 2018 and a \$700,000 grant from the Garfield County Federal Mineral Lease District awarded in 2018. Unless the New Castle to Canyon Creek portion of the project can be completed by June 2022, it is possible that the CPW grant could be lost.

It is anticipated that there will be a shortfall on the project due significantly higher construction costs created by labor shortages, supply chain issues, and inflation. A better understanding of the amount of the shortfall will be had once bids are received. Current estimates of the shortfall are approximately 30% of project costs, so potentially \$500,000 - \$600,000 for both projects combined. Once a better estimate of the anticipated shortfall is known, the LoVa Trail partners will likely submit a request to the RFTA Board for supplemental funding.

Riddle stated that thanks to the Destination 2040 tax increase approved in 2018, RFTA was able to dedicate \$2 million to help construct the LoVa trail, therefore he is in favor of spending the funds and getting this project completed.

Kane questioned, which portion of the trail is the most difficult complete.

Jeanne Golay stated that logistically the “Meet Me in the Middle” portion of the project is the most difficult due to all of the right-of-ways merging at that location. Geologically, Canyon Creek is the most difficult.

B. Background Presentation and Discussion Regarding RFTA Governing Policies (Part 2) – Dan Blankenship, CEO

Blankenship informed the Board that at the November meeting he had provided an overview of the Board Governing Policies which pertained to the Board’s Outcomes and Governance Process. He indicated that the focus of today’s presentation would be on the Board Management Limitations and Board-Management Delegation Policies. Blankenship provided a brief summary of the Management Limitations Policies, touching on a number of the provisions of the following policies:

Policy 2.0 General Executive Constraint

The CEO shall not knowingly cause or allow any practice, activity, decision or organizational circumstance that is unlawful, unethical, imprudent, in violation of the Intergovernmental Agreement, or in violation of commonly accepted business practices.

Policy 2.1 Treatment of the Public

With respect to interactions with the public, the CEO shall not knowingly cause or allow conditions or procedures that are unfair, unsafe, untimely, unresponsive, disrespectful or unnecessarily intrusive.

Accordingly, he/she shall not:

1. Collect, review, transmit, store or destroy credit card information gathered from the public in a manner that fails to comply with the Purchase Card Industry Data Security Standards.
2. Fail to clearly communicate to the public what may be expected from the services offered. The public shall be provided an opportunity to comment on proposed “major” service reductions and to any changes in fares at least 30 days prior to implementation of them. Major Service changes are defined as:
 - A. Reductions in service hours for an upcoming season that are greater than 10% when compared to the same season in the previous year;

- B. Elimination of a route or a portion of a route (except for seasonal services such as the Bike Express);
- C. Reduction in regular headways of 20% or greater; and
- D. Other changes that RFTA staff may deem significant.

The requirement for an opportunity for public comment on proposed “major” service reductions and to any changes in fares at least 30 days prior to their implementation may be waived by the RFTA Board in the event of an emergency. In the event the emergency waiver is exercised, an opportunity for public comment will be scheduled as quickly as possible after the waiver is exercised or the “major” service reduction or fare change is implemented.

- 3. Fail to have safety policies and procedures in place and utilized by all employees.
 - A. And shall not fail to obtain a Safety and Security accreditation from Community Transportation Association of America, or a similarly qualified organization, at least every three (3) years beginning in 2014.
- 4. Fail to provide an effective complaint and suggestion response process.

Policy 2.2 Treatment of Staff

With respect to the treatment of staff, the CEO shall not cause or allow conditions that are unsafe, undignified or disrespectful.

Accordingly, he/she shall not:

- 1. Operate without a written personnel guidelines and Departmental Handbooks, approved by legal counsel, which clarifies personnel rules for employees, provides for effective handling of disputes, and protect against wrongful conditions.
- 2. Retaliate against a staff member for non-disruptive, internal expression of dissent. Any formal allegations of retaliation shall be referred to the RFTA General Counsel and he/she shall report them to the Board.
- 3. Allow staff to be unprepared to deal with emergency situations or:
 - A. Fail to obtain the CTAA Safety and Security Accreditation at least every three (3) years.

Policy 2.3 Financial Condition and Activities

With respect to financial condition and activities, the CEO shall not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Board’s Ends priorities.

Accordingly, the CEO shall not:

- 1. Expend more funds than have been received in the fiscal year to date unless the liquidity and long-term reserve requirements below are met:
 - A. The CEO may not incur debt (other than regular use of a credit card for incidental purposes) in excess of the Board-approved \$1,000,000 Line of Credit with a bank of lending institution.

- B. The CEO may not borrow from reserves in an amount greater than can be replenished by certain, otherwise unencumbered revenues within 90 days.
 - C. The CEO may not allow cash to drop below that amount necessary to meet operating expenditures over a 30 day period.
2. Use Board-designated long-term reserves/funds.
 3. Allow inter-fund shifting.
 4. Fail to settle payroll and payables in a timely manner.
 5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
 6. Execute a check or purchase commitment of greater than \$50,000, unless such expenditure has been explicitly itemized in Board-approved budgetary data. Splitting orders to avoid this limit is not acceptable.
 7. Acquire, encumber or dispose of real property.
 8. Fail to aggressively pursue material receivables after a reasonable grace period.
 9. Obtain revenues from sources not, in fact and appearance, legal and consistent with the mission and values of the organization.
 10. Use restricted funds for purposes other than stated.
 11. Fail to exercise adequate internal controls over disbursements to avoid unauthorized payments or material dissipation of assets.
 12. Fail to maximize RFTA's generation of State/Federal grant funds for which it is eligible.

Policy 2.4 Asset Protection

The CEO shall not allow RFTA's assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the CEO may not:

1. Fail to insure:
 - A. Against theft and casualty losses to at least 100% of replacement value;
 - B. Against liability losses to Board members, staff and the organization itself in an amount equal to or greater than the average for comparable organizations; and
 - C. Against employee theft, dishonesty, fraud and forgery.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Fail to employ risk management practices to minimize exposure of the organization, its Board or staff to claims of liability.
4. Allow any purchase wherein normally prudent protection has not been given against conflict of interest.

5. Allow a purchase of \$10,000 or more without having obtained comparative prices and quality. Splitting orders to avoid this requirement is not allowed.
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disburse funds under controls insufficient to meet the Board-appointed auditor's standards (as set forth in Management Letter and/or other correspondence).
8. Compromise the independence of the Board's audit or other external monitoring or advice.
9. Invest or hold operating capital in insecure instruments or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
10. Endanger RFTA's public image or credibility or its ability to accomplish Ends.
11. Create obligations to consultants, vendors, or contractors that are not subject to annual appropriations and which fail to comply with State and Federal laws.

Hauenstein questioned if the \$10,000 purchasing limit should be updated to a higher amount.

Blankenship responded that it was \$5,000 until a few years ago when the Board agreed to it being raised to \$10,000. He will check to see if the Federal policies have changed, as RFTA keeps its policies in line with Federal policies.

Policy 2.5 Financial Planning/Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year may not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year strategic plan.

Accordingly, the CEO shall not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the "Financial Conditions and Activities" policy.
2. Omits credible projection of revenues and expenses, separation of capital (including replacement and depreciation) and operational items, cash flow projections, and disclosure of planning assumptions.
3. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received.
4. Fails to provide resources to complete the Rio Grande Trail and develop the infrastructure to manage and maintain it.
5. Fails to allocate at least an average of two (2) months of budgeted General Fund Revenues to Operating Reserves or an average of two (2) months of budgeted General Fund Expenditures, whichever is larger. Revenues include property tax, sales and use tax, service contracts, fares, operating grants and contributions. Expenditures include, operating expenditures, operating expenditures allocated to service contracts, and debt service. Such Operating Reserves may be drawn upon on recommendation of the CEO with Board approval to compensate for expected shortfall. At year-end, any available surplus in General Fund will be allocated in the following manner: 75% to

Committed Capital Reserves and 25% to Unassigned Fund Balance. The portion allocated to Committed Capital Reserves will be further allocated in the following manner: 75% Transit Capital Reserves, 20% Facilities Capital Reserves and 5% Trails Capital Reserves. Such Capital Reserves may be drawn upon on recommendation of CEO with Board approval to fund capital needs and replenish, using year-end surpluses.

6. Provides less for Board activities during the year than is set forth in the Governance Investment policy.

Policy 2.6 Emergency Executive Succession

In order to protect the Board from sudden loss of CEO services, the CEO shall not fail to ensure that at least two (2) other members of the management team are sufficiently familiar with Board and CEO issues and processes to take over with reasonable proficiency as an interim successor.

Policy 2.7 Compensation and Benefits

The CEO will not cause or allow jeopardy to RFTA's fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

Accordingly, the CEO may not:

1. Change his or her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.
2. Promise or imply anything other than "at-will" employment.
3. Fail to have the RFTA compensation plan reviewed regularly, but at least every two (2) years, by an independent third party compensation consultant.
4. Establish or change retirement benefits.

Policy 2.8 Rio Grande Corridor

With respect to the management of the Rio Grande Corridor, the CEO shall:

1. Preserve the Rio Grande Railroad Corridor's railbanked status under 16 U.S.C. 1247(d), under the jurisdiction of the STB for future freight rail activation.
2. Review and update the Rio Grande Corridor Comprehensive Plan as often as necessary; however, normally every five (5) years, unless authorized by the Board to extend this time frame.
3. Review and update the Rio Grande Corridor Access Control Plan and Design Guidelines as often as necessary; however, normally every five (5) years, unless authorized by the Board to extend this time frame.
4. Maintain the recreational trail in the Rio Grande Railroad Corridor in a State of Good Repair.
5. Make an annual report to the Covenant Enforcement Commission and the RFTA Board regarding compliance with Great Outdoors Colorado covenants.

Poschman questioned if the "freight rail" wording should be changed given that RFTA will almost certainly never again have freight rail on the Rio Grande Corridor.

Blankenship responded that the Corridor was an active freight rail line when it was rail-banked which keeps the corridor and all options intact.

Policy 2.9 Five-Year Strategic Plan

With respect to Long-Range Strategic Plan, the CEO shall not:

1. Fail to update the Five-Year Strategic Plan annually.
2. Fail to align the subsequent year's Strategic Planning Initiatives with the annual budget process.
3. Fail to solicit RFTA Board and staff input on the Five-Year Strategic Plan on an annual basis.
4. Fail to monitor progress towards implementation of the current year's Strategic Initiatives and report to the RFTA Board of Directors on a quarterly basis regarding any significant variances from the plan.

Blankenship then touched on several of the Board-Management Delegation policies, as follows:

Policy 3.0 Governance-Management Connection

The Board's sole connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer (CEO).

Policy 3.1 Unity of Control

Only officially passed actions of the Board are binding on the CEO.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO except when the Board has specifically delegated this authority.
2. If Board members or committees request information or assistance without Board authorization, the CEO shall refuse such requests that require, in his/her opinion, an inappropriate amount of staff time or funds or is disruptive. In such a case, the requestor may choose to bring the request to the Board.

Policy 3.2 Accountability of the CEO

The CEO is the only staff person accountable to the Board of Directors for operational achievement and conduct.

Accordingly:

1. The Board will not give instructions to persons who report directly or indirectly to the CEO.
2. The Board will not evaluate, either formally or informally, any staff other than the CEO and General Counsel.
3. The Board will view CEO performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and compliance with Management Limitations would be deemed successful performance by the CEO.

Policy 3.3 Delegation to the CEO

The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop and maintain *Ends* policies instructing the CEO to achieve certain results, for certain recipients at a specified worth or priority. These policies will be developed systematically from the broadest, most general level to more defined levels. All issues that are not Ends issues as defined above are Means issues.
2. The Board will develop and maintain *Management Limitations* policies that limit the latitude the CEO may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels. The Board will not prescribe organizational means.
3. As long as the CEO uses *any reasonable interpretation* of the Board's Ends and Management Limitations policies, he/she is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Management Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. However, as long as any particular delegation is in place, the Board will respect and support the CEO's choices.

Policy 3.4 Monitoring CEO Performance

The Board will systematically and rigorously monitor CEO Job performance to determine the extent to which Ends are being achieved and whether operational activities are within boundaries established in Management Limitations policies.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not address Ends and Management Limitations policy compliance will not be considered in the evaluation of CEO performance.
2. The Board will acquire monitoring data by one or more of three methods:
 - A. By internal report, in which the CEO discloses policy interpretations and compliance information to the Board;
 - B. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; and
 - C. By direct Board inspection, in which a designated member or members of the Board, or the General Counsel, assess compliance with the appropriate policy criteria.
3. The Board will act on all monitoring reports received. Acceptance of a monitoring report will reflect the Board's judgment as to whether (a) the CEO's interpretation is reasonable, and (b) whether the data demonstrate accomplishment of or compliance with the CEO's interpretation. If the Board does not accept the report for either of the reasons above, the Board will articulate its expectations for remediation.

4. In every case, the standard for compliance shall be *any reasonable CEO interpretation* of the Board policy being monitored. While the Board is the final judge of reasonableness, it will always judge with a “reasonable person” test.
5. All policies instructing the CEO will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule: *(each policy has a schedule as to when it should be completed)*.

Policy 3.5 Board/General Counsel Relationship

The purpose of the General Counsel is to ensure that RFTA’s actions take place with competent legal counsel and representation.

1. Accountability of the General Counsel
 - A. The General Counsel is accountable to the Board acting as a body, never to any individual Board member or group of members, nor to the CEO.
 - B. If Board members or committees request information or assistance without Board authorization, the General Counsel shall refuse such requests that require, in his/her opinion, an inappropriate amount of staff time or funds or is disruptive. In such a case, the requestor may choose to bring the request to the Board.
 - C. General Counsel Accountability is for all resources, including personnel, under his or her control. Therefore, any accomplishments or violations due to actions of a subordinate of the General Counsel are considered to be accomplishments or violations by the General Counsel.
 - D. The General Counsel may accomplish the “Job Products” of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed below under “limitations on General Counsel Authority.”
 - E. The General Counsel may use any reasonable interpretation of Board language. The General Counsel is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board’s policies.
2. Job Products of the General Counsel
 - A. Timely opinion on documents and contemplated actions of the Board and the CEO.
 - 1) Any action or document the CEO submitted for preparation or opinion.
 - 2) Legal ramifications of pending litigation.
 - 3) Legal process of the Board.
 - 4) Any action or document of the Board or of duly appointed Board Committees submitted for opinion.
 - 5) When requested or appropriate, alternate language or action to achieve Board or CEO intentions in a lawful manner.
 - B. Advice regarding avoidance of litigation or settlement of potential litigation.

- 1) Timely provision of information regarding potential litigation.
- 2) Settlement of otherwise unavoidable litigation without undue loss of future options.
- 3) Negotiations for settlement.

C. Diligent and competent representation of RFTA in litigation.

3. Limitations on General Counsel Authority

- A. No exercise of authority over CEO or other staff.
- B. No violation of applicable codes of professional ethics and conduct.
- C. No treatment of the public or staff in a disrespectful or unfair manner.
- D. All employees under the General Counsel purview must comply with the same personnel policies, compensation plans and other policies, which have been adopted by the CEO for all of RFTA's employees, the only exception being that the first step in the grievance process will be the General Counsel.
- E. No contracting-out of legal services except as justified by excess workload or insufficient expertise of legal staff, and within Board allocated budget for General Counsel's office.
- F. No expenditures or fiscal encumbrances beyond those authorized under Board policy.
- G. Information shall not unreasonably be withheld from the CEO, nor shall General Counsel fail to cooperate with the CEO in the performance of his/her official functions.

4. Evaluation of General Counsel Performance

- A. General Counsel Accountability is only for job expectations explicitly stated by the Board in this document. Consequently, the provisions herein are the sole basis of any subsequent evaluation of General Counsel Performance, though he or she may use any reasonable interpretation of the Board's words.
- B. The Board may monitor General Counsel Performance with respect to these expectations at any time, but the Board intends to monitor Counsel's performance on an annually in May.

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

Regional Bikeshare Expansion work in progress items include:

- Completed local bikeshare system plans for upper, mid, and lower valleys
- Completed capital and operating cost analyses to determine funding needs
- Developed implementation scenarios for how expansion could be staged
- Will use results to determine a funding plan for expansion
- A December 14, 2021 TAC meeting will be conducted to gather feedback on expansion and funding plan
- Will bring implementation plan back to RFTA Board in first quarter of 2022

Preliminary results of financial analysis:

- Destination 2040 (D2040) will not cover the entire cost of regional bikeshare expansion
- Unexpended D2040 funds could help advance regional expansion more quickly
- Governance:
 - Support the creation of RFTA's FLMM reserve
 - Recommend keeping D2040 funds for bikeshare separate
 - Ensure that bikeshare and FLMM policies and funding are compatible

The current bikeshare system has 49 stations and 244 bikes. Implementation of full regional bikeshare expansion would offer 186 station and 969 bikes. Expanding service in existing systems in Phases 2 and 3 would give Aspen, 10 stations and 50 bikes; Mid-Valley, 12 stations and 90 bikes; and Snowmass Village, 5 stations and 25 bikes. Opening systems in new communities; Carbondale, Glenwood Springs, and New Castle would offer 15-16 stations and 75-80 bikes between the three (3) new communities.

Feedback on the First/Last Mile Mobility (FLMM) study update was received from public outreach and stakeholders. The results will allow the study to develop recommendations for FLMM that match the typology of communities with transit services in the region.

FLMM recommendations include:

- Enhancing fixed-route service
- Enhancing or creating local circulators
- Community carpool programs
- Secure bike parking facilities
- Improved pick-up and drop-off facilities at transit stops and stations
- Promote e-bike subsidies
- Develop materials for Spanish-speakers to engage and inform Spanish-speakers about regional transit service options and programs

The next steps for the FLMM include:

- TAC meeting on December 14, 2021
- Working with RFTA and WE-cycle staff to finalize a funding and implementation plan for the regional bikeshare program
- Draft first- and last-mile mobility report
- Present funding plan and draft report to RFTA Board in first quarter, 2021

D. Resolution 2021-20: Creation of First and Last Mile Mobility (FLMM) Reserve in RFTA's General Fund and Approval of Basalt Downtowner Proposal – Michael Yang, CFAO

The purpose of the FLMM Reserve would be to set aside resources to help fund discretionary grant applications for FLMM projects submitted by RFTA member jurisdictions. In addition, staff recommended an amendment to Policy 2.5.5., in order to create a mechanism to replenish or supplement the FLMM Reserve over time.

The purpose of the proposed \$3 million initial FLMM Reserve amount would be to help “kick start” new FLMM projects in the region. The development of FLMM services was one of three main RFTA Board priorities for 2022. If RFTA serves as a granting agency that helps fund FLMM services in partnership with its member jurisdictions that are responsible for planning, operating and helping to fund them, there may be an opportunity to implement FLMM services more rapidly and at a lower overall cost to the partners and RFTA.

There are essentially two options for creating the FLMM Reserve. One would be to use \$3 million of undesignated fund balance to create the FLMM reserve, which could also be used to fund

applications for bike share projects. The other option is similar, but involves adding \$1.271 million in Destination 2040 capital and three years of Destination 2040 bike share operating funding for 2020, 2021, and 2022 (for a total of \$3.075 million) to the \$3 million FLMM Reserve amount referenced above. That would increase the FLMM Reserve to approximately \$6.075 million. However, if the FLMM and Bike Share funds are consolidated in that manner, staff recommends that the Destination 2040 bike share expansion funds added to the FLMM Reserve be used exclusively for bike share expansion.

Ultimately, for a number of reasons, staff's recommendation is that the Destination 2040 Bike Share Expansion funding not be consolidated with the \$ 3 million FLMM Reserve. Recommendations regarding local matching amounts and other requirements associated with planned Destination 2040 regional bike share expansion are likely to be different than the requirements for FLMM discretionary grant requests. The FLMM Reserve is being made possible due to the receipt by RFTA of significant amounts of COVID-19 relief funding in 2020 and 2021, and staff felt, for transparency reasons, Destination 2040 funds should be accounted for separately.

Additionally, RFTA received a formal request from the Town of Basalt to share costs for a one-year pilot project for micro-transit in the Town of Basalt. The total cost is estimated to be \$379,586 and the Town of Basalt is requesting RFTA consider paying 50% or \$189,793.

Richardson stated that WE-Cycle should be under the same umbrella and have the same evaluation as other organizations requesting funding from this reserve fund. Member spending should also be the same for WE-Cycle as other organizations. RFTA goals need to be a part of the grant process as well, they need to be in-line with what RFTA wants to accomplish.

Hauenstein stated that if the Basalt Downtowner is the kick-starter for this program, will the funding have an end date or be ongoing into the future.

Blankenship responded that the in-depth details have not been finalized, however, the FLMM Reserve program is intended to help organizations get services up and running and, conceptually, after about three years transition to other funding sources. There may be the potential for on-going support in the future, however, for the time being this is a start-up grant funding program. This gets them started, up and running, and then it will be up to the organization to find the on-going funds to continue.

Poschman moved to approve the Creation of the FLMM Reserve Fund in RFTA's General Fund by Transferring \$3 Million From the Existing Unassigned Fund Balance to a FLMM Reserve included in the Committed Fund Balance, and Kane seconded the motion. The motion was unanimously approved.

Godes moved to approve Resolution 2021-20: Creation of First and Last Mile Mobility (FLMM) Reserve in RFTA's General Fund and Approval of Basalt Downtowner Proposal, and Poschman seconded the motion. The motion was unanimously approved.

Poschman moved to approve to Adopt Amendment to Board Policy 4.2.5 Board Job Products, by Adding Provision "B." Which Delegates the Responsibility for Developing and Administering a FLMM Grant Program to the CEO, and Godes seconded the motion. The motion was unanimously approved.

7. Public Hearing Agenda:

A. Resolution 2021-21: Adoption of the 2022 RFTA Budget – Michael Yang, CFAO and Paul Hamilton, Director of Finance

Michael Yang and Paul Hamilton highlighted the 2022 RFTA Budget, those items include:

- Operations
 - Continue providing essential transit services during the COVID-19 pandemic
 - Implement compensation wage adjustments to hire and retain RFTA's workforce
- Destination 2040
 - Contribution to South Bridge Project
 - 10-bus replacements and 5 additional buses
 - BEB on-route charger project
 - On-going support for WE-Cycle
 - Rio Grande Trail Improvements
- Contribution to the Town of Snowmass Village Transit Station Project
- Contribution to Maroon Creek Roundabout
- Contribution to the Town of Basalt for bus stops and micro-transit pilot project
- \$2.6 million to fund multiple Strategic Initiatives
- \$78.0 million total budget
- -1% sales and use tax
- +5% property tax
- +15% service contracts
- -13% fare revenue
- -90% operating grants
- -59% local government contributions
- \$1.6 million decrease to General Fund balance
- \$18.33 million in General Fund
 - \$17.99 million for Transit
 - \$342,000 for Trails
- **Revenue Composition:**
 - Sales & Use Tax – 48%
 - Service Contracts – 22%
 - Property Tax – 18%
 - Operating Revenue – 6%
 - Other Income – 2%
 - Grant Revenue (Operating) – 2%
 - Local Government Contributions (Operating) – 1%
 - Grant Revenue (Capital) – 1%
 - Local Government Contributions (Capital) – 0%
 - Investment Income – 0%
- **Budgeted Expenditures by Function**
 - Transit – 41%
 - Capital – 24%
 - Administration – 17%
 - Debt Services – 8%
 - Facilities – 6%

- Fuel – 3%
- Trails & Corridor Management – 1%
- **Expenditures by Department:**
 - Transit Operations – 40%
 - Transit Maintenance – 20%
 - Facilities – 9%
 - HR & Risk Management – 8%
 - Fuel – 5%
 - Finance – 5%
 - IT – 5%
 - CEO – 4%
 - Trails & Corridor Management – 2%
 - Planning – 1%
 - Board of Directors & General Counsel – 1%
- **Budget Highlights by Strategic Plan Outcome Area:**
 - Safe Customers, Workforce, & General Public - \$432,000
 - Accessibility & Mobility - \$14.4 Million
 - Sustainable Workforce - \$967,000
 - Financial Sustainability - \$42,000
 - Satisfied Customers - \$99,100
 - Environmental Sustainability - \$870,000
- **Fund Balance Composition:**
 - Committed Capital – 60%
 - Unassigned – 19%
 - Committed Operating – 16%
 - Restricted – 3%
 - Non-Spendable – 2%

McQueeney stated that it is extremely helpful that the Budget has goals and that those goals are reflected in key areas of the budget. Having the Strategic Plan Outcomes as a key element of the Budget is valuable for community members to see how each outcome is being achieved.

Richardson asked if any member of the public would like to address the Board or make a comment regarding Resolution 2021-21: Adoption of the 2022 RFTA Budget.

No members of the public had any comments.

Richardson closed Public Comments at 11:12 a.m.

Kane moved to approve Resolution 2021-21: Adoption of the 2022 RFTA Budget, and McQueeney seconded the motion.

A Roll Call Vote Was Taken:

| | |
|-------------------------|------------|
| Dan Richardson | Yes |
| Bill Kane | Yes |
| Art Riddile | Yes |
| Jeanne McQueeney | Yes |

| | |
|----------------|-----|
| Greg Poschman | Yes |
| Jonathan Godes | Yes |
| Torre | Yes |
| Alyssa Shenk | Yes |

The motion was unanimously approved.

- B. Resolution 2021-22: Appropriation of Sums for the 2022 Budget** – Michael Yang, CFAO and Paul Hamilton, Director of Finance

Richardson asked if any member of the public would like to address the Board or make a comment regarding Resolution 2021-22: Appropriation of Sums for the 2022 Budget.

No members of the public had any comments.

Richardson closed Public Comments at 11:13 a.m.

Shenk moved to approve Resolution 2021-22: Appropriation of Sums for the 2022 Budget, and Poschman seconded the motion.

A Roll Call Vote Was Taken:

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

The motion was unanimously approved.

- C. Resolution 2021-23: Imposing, Certifying, and Levying a Property Tax of 2.65 Mills for the 2022 Budget Year** – Michael Yang, CFAO

Richardson asked if any member of the public would like to address the Board or make a comment regarding Resolution 2021-23: Imposing, Certifying, and Levying a Property Tax of 2.65 Mills for the 2022 Budget Year.

No members of the public had any comments.

Richardson closed Public Comments at 11:13 a.m.

Poschman moved to approve Resolution 2021-23: Imposing, Certifying, and Levying a Property Tax of 2.65 Mills for the 2022 Budget Year, and Shenk seconded the motion.

A Roll Call Vote Was Taken:

| | |
|----------------|-----|
| Dan Richardson | Yes |
| Bill Kane | Yes |

| | |
|-------------------------|------------|
| Art Riddile | Yes |
| Jeanne McQueeney | Yes |
| Greg Poschman | Yes |
| Jonathan Godes | Yes |
| Torre | Yes |
| Alyssa Shenk | Yes |

The motion was unanimously approved.

8. Information/Updates:

A. CEO Report – Dan Blankenship, CEO

As of Friday, December 3, 2021, there were 4 RFTA employees absent due to COVID-19 related reasons.

Torre stated that the CEO Report is the perfect way to receive in-depth information in a summary.

9. Issues to be Considered at Next Meeting: No topics identified.

10. Next Meeting: 8:30 a.m. – 11:30 a.m.; January 13, 2022, Carbondale Town Hall, Room 1 and via WebEx Teleconference, for those who are unable to attend in person.

11. Adjournment:

McQueeney moved to adjourn from the December 9, 2021 RFTA Board meeting, and Godes seconded the motion. The motion was unanimously approved.

The December 9, 2021 RFTA Board Meeting adjourned at 11:25 a.m.

Respectfully Submitted:

Nicole R. Schoon
Secretary to the RFTA Board of Directors

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

| | |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Meeting Date: | January 13, 2022 |
| Subject: | Resolution 2022-01: Designating a Location for Posting Public Notices of RFTA Board of Directors Meetings |
| Strategic Outcome: | High Performing Organization |
| Strategic Objective: | 7.5. Ensure Appropriate Transparency of all RFTA Business |
| Presented By: | Nicole Schoon, Executive Assistant, Secretary to the Board, and Compliance Officer |
| Staff Recommends: | Adopt Resolution 2022-01 and designate the Administrative Offices of the GMF as the official posting location, since the RFTA CEO and Board Secretary both have offices in that location. |
| Executive Summary: | <ul style="list-style-type: none"> • Officially designate posting location of public notices of RFTA Board of Directors Meetings. • Staff recommends that the Board designate the Administrative Offices of the Glenwood Maintenance Facility (GMF) as the official location for posting Board Meeting notices. |
| Background/Discussion: | C.R.S. § 24-6-402(2)(c) provides that each local government body shall annually designate a location where its meeting notices will be posted. In addition to the GMF, the notices of Board meetings will continue to be posted at the Aspen Maintenance Facility and in each jurisdiction’s Town Hall, in a public place for posting notices, as well as emailed to the media and interested citizens that have requested notice. |
| Governance Policy: | This is required by state law. Additionally, Board Awareness & Support policy 2.10.6 (Agenda Item 6. B, below) states, “The CEO shall supply for the Board’s Consent Agenda, along with applicable monitoring information, all decisions delegated to the CEO yet required by law, regulation or contract to be Board-approved.” |
| Fiscal Implications: | None. |
| Attachments: | Yes, please see Resolution 2022-01, attached below. |

Director _____ moved to adopt the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY**

**RESOLUTION NO. 2022-01
DESIGNATING A LOCATION FOR POSTING PUBLIC NOTICE OF MEETINGS OF THE ROARING
FORK TRANSPORTATION AUTHORITY (RFTA) BOARD OF DIRECTORS**

WHEREAS, pursuant to C.R.S. § 24-6-402(2)(c), the Board of Directors of the Roaring Fork Transportation Authority hereby designates the RFTA Glenwood Maintenance Facility, 2307 Wulfsohn Road, Glenwood Springs, CO 81601 as the location where Public Notices of the RFTA Board of Directors Meetings will be posted, at least twenty-four (24) hours prior to the meeting.

This status will be in place unless revoked by another resolution stating different locations of posting.

INTRODUCED, READ AND PASSED by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held January 13, 2022.

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

By: _____
Dan Richardson, Chair

I, the Secretary of the Board of Directors (the "Board") of the Roaring Fork Transportation Authority (the "Authority") do hereby certify that (a) the foregoing Resolution was adopted by the Board at a meeting held on January 13, 2022; (b) the meeting was open to the public; (c) the Authority provided at least 48 hours' written notice of such meeting to each Director and Alternate Director of the Authority and to the Governing Body of each Member of the Authority; (d) the Resolution was duly moved, seconded and adopted at such meeting by the affirmative vote of at least two-thirds of the Directors then in office who were eligible to vote thereon voting; and (e) the meeting was noticed, and all proceedings relating to the adoption of the Resolution were conducted, in accordance with the Roaring Fork Transportation Authority Intergovernmental Agreement, as amended, all applicable bylaws, rules, regulations and resolutions of the Authority, the normal procedures of the Authority relating to such matters, all applicable constitutional provisions and statutes of the State of Colorado and all other applicable laws.

WITNESS my hand this 13th day of January, 2022.

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

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

| | |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Meeting Date: | January 13, 2022 |
| Subject: | Resolution 2022-02: Amending the RFTA Board Governing Policies to Add Board Awareness and Support Policy 2.10 |
| Strategic Outcome: | 7.0 High Performing Organization |
| Strategic Objective: | 7.5 Ensure appropriate transparency of all RFTA Business |
| Presented By: | Dan Blankenship, CEO |
| Recommendation: | Adopt Resolution 2022-02. |
| Executive Summary: | <ol style="list-style-type: none"> 1. During two previous RFTA Board meetings, the CEO provided the Board with an overview of its Governing Policies. While preparing for the review, the CEO identified several policies that were obsolete or which needed to be added or amended in order to make them more useful, accurate, or current. 2. To this end, over the next few months, the CEO will be recommending a number of minor changes to policy provisions. 3. For this meeting, the CEO would like the Board to amend its Governing Policies to add Board Awareness and Support Policy 2.10. 4. As background, in 2015, the RFTA Board decided to reduce the requirements on the CEO for producing voluminous and frequent monitoring reports. In the process, a Board Subcommittee working on refinements to the Governing Policies recommended that Board Awareness and Support Policy 2.8 be eliminated from the Governing Policies and that a number of its provisions should be added to the CEO job description. 5. The CEO believes that some of the provisions that were eliminated should be restored to the Board Governing Policies as a new Board Awareness and Support Policy 2.10, in order to make the responsibilities of the CEO more transparent for members of the Board, RFTA staff, and the public. 6. To this end, staff recommends that the Board adopt Resolution 2022-02, which amends the Board Governing Policies to add a new Board Awareness and Support Policy 2.10. |
| Governance Policy: | Board Job Products Policy 4.2.2 states, “The Board will develop and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations...” |
| Fiscal Implications: | None. |
| Attachments: | Yes, please see Resolution 2022-02, attached below. |

Director _____ moved adoption of the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY**

**RESOLUTION NO. 2022-02
AMENDING THE RFTA BOARD GOVERNING POLICIES TO ADD BOARD AWARENESS AND SUPPORT
POLICY 2.10**

WHEREAS, Pitkin County, Eagle County, the City of Glenwood Springs, the City of Aspen, the Town of Carbondale, the Town of Basalt, and the Town of Snowmass Village (the “Cooperating Governments”) on September 12, 2000, entered into an Intergovernmental Agreement to form a Rural Transportation Authority, known as the Roaring Fork Transportation Authority (“RFTA” or “Authority”), pursuant to title 43, article 4, part 6, Colorado Revised Statutes; and

WHEREAS, on November 7, 2000, the electors within the boundaries of the Cooperating Governments approved the formation of a Rural Transportation Authority; and

WHEREAS, the Town of New Castle elected to join the Authority on November 2, 2004; and

WHEREAS, pursuant to Resolution 2003-17, the Board of Directors of the Roaring Fork Transportation Authority adopted new governance policies, including RFTA Board Management Limitations’ Policy 2.8 on Board Awareness and Support; and

WHEREAS, on February 12, 2015, the Board of Directors of the Roaring Fork Transportation Authority voted to eliminate Policy 2.8 and incorporate its provisions into the CEO’s job description; and

WHEREAS, for transparency purposes, several of the provisions of Board Awareness and Support Policy 2.8 should be added back to the Board Governing Polices as a new Policy 2.10.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Roaring Fork Transportation Authority that the RFTA Board Governing Policies are hereby amended to add Board Awareness and Support Policy 2.10, attached to this resolution as Exhibit A.

(Remainder of this Page Intentionally Left Blank)

INTRODUCED, READ AND PASSED by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held the 13th day of January 2022.

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

By: _____
Dan Richardson, Chair

I, the Secretary of the Board of Directors (the "Board") of the Roaring Fork Transportation Authority (the "Authority") do hereby certify that (a) the foregoing Resolution was adopted by the Board at a meeting held on January 13, 2022 (b) the meeting was open to the public; (c) the Authority provided at least 48 hours' written notice of such meeting to each Director and Alternate Director of the Authority and to the Governing Body of each Member of the Authority; (d) the Resolution was duly moved, seconded and adopted at such meeting by the affirmative vote of at least two-thirds of the Directors then in office who were eligible to vote thereon voting; and (e) the meeting was noticed, and all proceedings relating to the adoption of the Resolution were conducted, in accordance with the Roaring Fork Transportation Authority Intergovernmental Agreement, as amended, all applicable bylaws, rules, regulations and resolutions of the Authority, the normal procedures of the Authority relating to such matters, all applicable constitutional provisions and statutes of the State of Colorado and all other applicable laws.

WITNESS my hand this 13th day of January 2022.

Nicole Schoon, Secretary to the RFTA Board of Directors

EXHIBIT A

GOVERNING POLICY OF THE RFTA BOARD OF DIRECTORS

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.10

POLICY TITLE: *BOARD AWARENESS & SUPPORT*

The CEO shall endeavor to keep the Board uninformed and supported in its work.

Accordingly, the CEO shall:

1. Ensure that the RFTA Board of Directors is informed in a timely manner of actual or anticipated non-compliance with any policy of the Board.
2. Make the Board aware of anticipated adverse media coverage, threatened or pending lawsuits, and material internal and external changes.
3. Provide unbiased decision information required periodically by the Board and make the Board aware of relevant trends.
4. Ensure that information provided to the Board is not unnecessarily complex or lengthy in form.
5. Deal with the Board as a whole, except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board.
6. Supply for the Board's Consent Agenda, along with applicable monitoring information, all decisions delegated to the CEO yet required by law, regulation or contract to be Board-approved.

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

| Meeting Date: | January 13, 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-----------------------|------------------|----------|-------|-----|-------------|-----------|-------------|------|-------------|-----------|-------------|-------|-------------|--|-------------|------|-------------|-------------|-------------|-------|-------------|-------------|-------------|
| Agenda Item: | Resolution 2022-03: Authorization to Accept SLFR Grant Funds and Commit Required Matching Funds for the 27 th Street Pedestrian Crossing | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Strategic Outcomes: | 4 FINANCIAL SUSTAINABILITY | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Strategic Objectives: | 4.4 Pursue financing opportunities to deliver better service and complete future capital projects 4.7 Monitor, evaluate and present new revenue sources | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Presented By: | David Johnson, Director of Planning | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Staff Recommends | Authorize a local match commitment of \$250,000 for a \$1,000,000 grant of State and Local Fiscal Recovery Funds (SLFRF) provided by the American Rescue Plan Act (ARPA), funded by the US Treasury Department. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Executive Summary | Staff is requesting approval of this resolution to approve local grant match of up to \$250,000 for a grant of \$1,000,000 in SLFR Funds for construction of the 27 th Street Pedestrian Crossing. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background/Discussion | On November 12, 2020, RFTA and CDOT entered a grant agreement with the following State and Federal funding and local match: | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Original Grant Source</th> <th>State/Federal \$</th> <th>Local \$</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>TAP</td> <td>\$1,000,000</td> <td>\$250,000</td> <td>\$1,250,000</td> </tr> <tr> <td>STBG</td> <td>\$827,900</td> <td></td> <td>\$827,900</td> </tr> <tr> <td>State</td> <td>\$172,100</td> <td></td> <td>\$172,100</td> </tr> <tr> <td>MMOF</td> <td>\$1,050,392</td> <td>\$1,050,392</td> <td>\$2,100,784</td> </tr> <tr> <td>Total</td> <td>\$3,050,392</td> <td>\$1,300,392</td> <td>\$4,350,784</td> </tr> </tbody> </table> | | | Original Grant Source | State/Federal \$ | Local \$ | Total | TAP | \$1,000,000 | \$250,000 | \$1,250,000 | STBG | \$827,900 | | \$827,900 | State | \$172,100 | | \$172,100 | MMOF | \$1,050,392 | \$1,050,392 | \$2,100,784 | Total | \$3,050,392 | \$1,300,392 | \$4,350,784 |
| Original Grant Source | State/Federal \$ | Local \$ | Total | | | | | | | | | | | | | | | | | | | | | | | | |
| TAP | \$1,000,000 | \$250,000 | \$1,250,000 | | | | | | | | | | | | | | | | | | | | | | | | |
| STBG | \$827,900 | | \$827,900 | | | | | | | | | | | | | | | | | | | | | | | | |
| State | \$172,100 | | \$172,100 | | | | | | | | | | | | | | | | | | | | | | | | |
| MMOF | \$1,050,392 | \$1,050,392 | \$2,100,784 | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | \$3,050,392 | \$1,300,392 | \$4,350,784 | | | | | | | | | | | | | | | | | | | | | | | | |
| | With acceptance of these SLFR funds and commitment of the required local match, CDOT has proposed the following grant amendments | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Amended Grant Source</th> <th>State/Federal \$</th> <th>Local \$</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>TAP</td> <td>\$1,000,000</td> <td>\$250,000</td> <td>\$1,250,000</td> </tr> <tr> <td>ARPA</td> <td>\$1,000,000</td> <td>\$250,000</td> <td>\$1,250,000</td> </tr> <tr> <td>SHF</td> <td>\$1,000,000</td> <td></td> <td>\$1,000,000</td> </tr> <tr> <td>MMOF</td> <td>\$1,050,392</td> <td>\$1,050,392</td> <td>\$2,100,784</td> </tr> <tr> <td>Total</td> <td>\$4,050,392</td> <td>\$1,550,392</td> <td>\$5,600,784</td> </tr> </tbody> </table> | | | Amended Grant Source | State/Federal \$ | Local \$ | Total | TAP | \$1,000,000 | \$250,000 | \$1,250,000 | ARPA | \$1,000,000 | \$250,000 | \$1,250,000 | SHF | \$1,000,000 | | \$1,000,000 | MMOF | \$1,050,392 | \$1,050,392 | \$2,100,784 | Total | \$4,050,392 | \$1,550,392 | \$5,600,784 |
| Amended Grant Source | State/Federal \$ | Local \$ | Total | | | | | | | | | | | | | | | | | | | | | | | | |
| TAP | \$1,000,000 | \$250,000 | \$1,250,000 | | | | | | | | | | | | | | | | | | | | | | | | |
| ARPA | \$1,000,000 | \$250,000 | \$1,250,000 | | | | | | | | | | | | | | | | | | | | | | | | |
| SHF | \$1,000,000 | | \$1,000,000 | | | | | | | | | | | | | | | | | | | | | | | | |
| MMOF | \$1,050,392 | \$1,050,392 | \$2,100,784 | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | \$4,050,392 | \$1,550,392 | \$5,600,784 | | | | | | | | | | | | | | | | | | | | | | | | |
| Governance Policy | RFTA Board Governing Policy 4.2.5 states, “The Board will approve RFTA’s annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy).” | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Fiscal Implications: | RFTA will need to commit \$250,000 in matching funds to accept these SFLR funds. This amount, along with the \$1 million ARPA grant, will be included in a supplement budget appropriation resolution later in 2022. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Attachments: | Yes, please see Resolution 2022-03, attached below. | | | | | | | | | | | | | | | | | | | | | | | | | | |

Director _____ moved to adopt the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY**

RESOLUTION NO. 2022-03

**AUTHORIZATION TO ACCEPT STATE AND LOCAL FISCAL RECOVERY (SLFR) FUNDS TO FUND
CONSTRUCTION OF THE 27TH STREET PEDESTRIAN CROSSING**

WHEREAS, Pitkin County, Eagle County, the City of Glenwood Springs, the City of Aspen, the Town of Carbondale, the Town of Basalt, and the Town of Snowmass Village (the “Cooperating Governments”) on September 12, 2000, entered into an Intergovernmental Agreement to form a Rural Transportation Authority, known as the Roaring Fork Transportation Authority (“RFTA” or “Authority”), pursuant to Title 43 Article 4, Part 6, Colorado Revised Statutes; and

WHEREAS, on November 7, 2000, the electors within the boundaries of the Cooperating Governments approved the formation of a Rural Transportation Authority; and

WHEREAS, the Town of New Castle elected to join the Authority on November 2, 2004; and

WHEREAS, the Roaring Fork Transportation Authority (RFTA) is a political subdivision of the State of Colorado, and therefore an eligible applicant for grants from Federal, State and local sources; and

WHEREAS, Colorado Department of Transportation (CDOT) has offered \$1,000,000 in State and Local Fiscal Recovery Funds (SLFRF) provided by the American Rescue Plan Act (ARPA), funded by the US Treasury Department to fund construction of the 27th Street Pedestrian Crossing in Glenwood Springs; and

WHEREAS, Colorado Department of Transportation (CDOT) will add Federal Treasury Funds to its consolidated grant with RFTA and replace Federal SHF and Local Agency match with State SHF funds, increasing total Budgeted Funds of \$4,350,784.00 by \$1,250,000.00 to a new Total Budgeted Funds of \$5,600,784.00; and

WHEREAS, RFTA must commit \$250,000 in local matching funds (using bonds and/or cash reserves backed by RFTA’s 2.65 mill property tax mill levy), and City of Glenwood Springs contributions, depending upon updated cost estimates and upon funding secured.

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

1. The above recitals are hereby incorporated as findings by the RFTA Board of Directors.
2. The RFTA Board of Directors strongly supports Grant Applications to be submitted by RFTA and it will appropriate matching funds, if awarded.
3. The RFTA Board of Directors strongly supports the completion of the project.
4. The Board of Directors of RFTA authorizes the expenditure of funds necessary to meet the terms and obligations of any grant awarded pursuant to any Grant Agreements.
5. The 27th Street Pedestrian Crossing will be owned by RFTA and will be maintained and operated by RFTA, under maintenance agreements with CDOT and/or the City of Glenwood Springs, for the next 30

years. The RFTA Board of Directors will continue to maintain the facility in a State of Good Repair and will appropriate funds on an annual basis for routine maintenance.

6. If grants are awarded, the RFTA Board of Directors hereby authorizes the CEO to execute Grant Agreements.

INTRODUCED, READ AND PASSED by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held the 13th day of January, 2022.

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

By: _____
Dan Richardson, Chair

I, the Secretary of the Board of Directors (the "Board") of the Roaring Fork Transportation Authority (the "Authority") do hereby certify that (a) the foregoing Resolution was adopted by the Board at a meeting held on January 13, 2022; (b) the meeting was open to the public; (c) the Authority provided at least 48 hours' written notice of such meeting to each Director and Alternate Director of the Authority and to the Governing Body of each Member of the Authority; (d) the Resolution was duly moved, seconded and adopted at such meeting by the affirmative vote of at least two-thirds of the Directors then in office who were eligible to vote thereon voting; and (e) the meeting was noticed, and all proceedings relating to the adoption of the Resolution were conducted, in accordance with the Roaring Fork Transportation Authority Intergovernmental Agreement, as amended, all applicable bylaws, rules, regulations and resolutions of the Authority, the normal procedures of the Authority relating to such matters, all applicable constitutional provisions and statutes of the State of Colorado and all other applicable laws.

WITNESS my hand this 13th day of January, 2022.

Nicole R. Schoon, Secretary to the RFTA Board

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

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| Meeting Date: | January 13, 2022 |
| Subject: | Crystal Valley Methane Working Group (CVMWG) Coal Basin Methane Destruction Project, or Coal Basin Climate Project, Update |
| Strategic Outcome: | 6.0 ENVIRONMENTAL SUSTAINABILITY 7.0 HIGH PERFORMING ORGANIZATION |
| Strategic Objective: | 6.2 RFTA organization will strive for 100% renewable energy use 6.5 Advance renewable/sustainable projects without sacrificing our existing services and responsible budget 7.2 Innovative technology will be leveraged to improve service and efficiency in all outcome areas 7.6 Actively plan for business continuity and resilience in the event of crisis |
| Presented By: | Jason White, Assistant Planner Mona Newton, Energy Smart Solutions, LLC |
| Staff Recommends: | <ul style="list-style-type: none"> • Authorize RFTA Staff to continue to participate as a minor stakeholder in the Crystal Valley Methane Working Group (CVMWG) and the Coal Basin Methane Destruction Project. • Authorize the CEO to sign a letter of support to Senator Bennet. See Attachment 1 in the January 2022 Board Meeting Portfolio. |
| Executive Summary: | <p>Vision The Crystal Valley Methane Working Group (CVMWG) is a coalition of nonprofit, public and private organizations and local governments working together to address coal mine methane pollution in Coal Basin, in Pitkin County.</p> <p>Why The abandoned Dutch Creek coal mines in Coal Basin are currently venting an estimated 1.3 million cubic feet per day of methane, equivalent to the climate pollution of 180,000 passenger vehicles annually. According to the Colorado Energy Office, the mines above Redstone are some of the gassiest in Colorado, and their emissions create as much warming as the entirety of Pitkin County on an annual basis. Therefore, destroying fugitive or waste methane is a powerful tool to blunt temperature increase and mitigate climate change.</p> <p>Partners</p> <ul style="list-style-type: none"> • Bureau of Land Management (BLM) • United States Forest Service (USFS) • Pitkin County • RFTA • Crystal Basin Holdings, LLC • Delta Brick & Climate Company <p>RFTA Project Benefits</p> <ul style="list-style-type: none"> • Regional climate action • Build regional partnerships, specifically with RFTA member jurisdictions • Potential for future purchase of local clean energy, or hyper-local carbon offsets |

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| | <p>Next Steps</p> <ul style="list-style-type: none"> • Per Attachment 2 in the Board Portfolio, the CVMWG is asking the Department of Interior to utilize its existing and broad authority under FLPMA to permit a coal mine methane destruction project at the Redstone mines, which would convert the waste methane into electricity. • The request also includes a recommendation to conduct a collaborative, cross-agency NEPA process. • At this stage in project development, test wells are necessary to gain a better understanding of the methane resource and develop prototypes of the technology being scoped for this methane destruction project. • Please see Attachment 3 in the Board Portfolio. This slide was provided by Mona Newton, and pending schedules, Mona may be available by phone for additional project questions. |
| <p>Background/ Discussion:</p> | <ul style="list-style-type: none"> • In November 2012, Aspen Skiing Company set a precedent by implementing a methane capture project at the Elk Creek Mine in Somerset, CO. • The CO Energy Office Coal Mine Methane in Colorado Market Research Report, March 2016 found that the Dutch Creek Mines in Coal Basin are some of the gassiest, or harness the most potential for fugitive methane emissions. • In August 2018, the CVMWG sent Crystal Basin Holdings, LLC a letter of interest to begin to study project potential. • Aspen Times article on 10/9/21. • Early on in this process, the team thought it might be possible for RFTA to utilize the captured methane for the natural gas buses. Direct capture no longer seems feasible. Now as more of a minor stakeholder, RFTA may have a future opportunity to purchase local clean energy, or purchase carbon offsets, if waste methane electricity generation is established and metered in Coal Basin. |
| <p>Governance Policy:</p> | <p>RFTA Board Governing Policy 4.2.5 states, “The Board will approve RFTA’s annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy).”</p> |
| <p>Fiscal Implications:</p> | <p>Only a project update at this time.</p> |
| <p>Attachments:</p> | <p>Yes, please click on the links:</p> <ol style="list-style-type: none"> 1. “CVMWG Letter to Senator Bennet - RFTA Support.pdf” 2. “CVMWG Coal Basin Climate Project Memo to DOI.pdf” 3. “Coal Basin Climate Project Status.pdf” <p>Or find “CVMWG Letter to Senator Bennet - RFTA Support.pdf,” “CVMWG Coal Basin Climate Project Memo to DOI.pdf,” and “Coal Basin Climate Project Status.pdf,” which are included in the January 2022 RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet.</p> |

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

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| Meeting Date: | January 13, 2022 |
| Subject: | Overview of Glenwood Springs Maintenance Facility Expansion |
| Strategic Outcome: | 1.0 Safe Customers, Workforce and General Public; 2.0 Accessibility and Mobility; 7.0 High Performing Organization |
| Strategic Objective: | 1.3 Maintain and promote a healthy and safe workforce; 2.7 Provide convenient connections to key activity centers in service area; 7.1 Optimize the use of RFTA assets through capital improvement planning, preventative maintenance and asset management |
| Presented By: | Kurt Ravenschlag, RFTA Chief Operating Officer Nick Senn, RFTA Senior Project Manager |
| Staff Recommends: | Staff recommends the Board provide any questions or feedback regarding the overview of the Glenwood Springs Maintenance Facility Project. |
| Executive Summary: | <p>The RFTA Glenwood Springs Maintenance Facility (GMF) expansion has been RFTA’s number one priority to allow RFTA to safely and reliably provide existing service levels and to be able to serve our member jurisdiction’s future growth. The GMF expansion project was included within the list of capital projects and service enhancements approved by voters in the RFTA Destination 2040 Plan.</p> <p>The GMF expansion project will renovate and expand its current maintenance facility into a new, centrally located operations, maintenance and administrative center. The GMF expansion will address RFTA’s current operational deficiencies and accommodate forecasted growth in population, employment, and ridership demand in RFTA’s 3-county service area. The GMF expansion will provide sufficient bus storage, operations, maintenance and administrative capacity and capability to support RFTA’s long-term vision of creating greater community connectivity within our region.</p> |
| Background/ Discussion: | <p>RFTA’s Glenwood Springs Maintenance Facility (GMF) was constructed in 2002 and designed as a satellite facility to store and maintain 34 buses with a small footprint and a minimum number of support staff. Ridership has grown by 60% since 2002, and, according to RFTA’s ridership forecasting tools and travel patterns studies, it is estimated to increase by at least 25% over the next 20 years, under the most conservative scenarios.</p> <p>Today, RFTA operates approximately 54 buses from the facility on a regular basis, exceeding the facility’s capacity by 30%. To meet peak morning commute demands over the next 20 years, as many as 20 buses will need to be deadheaded 45 miles each way from RFTA’s Aspen Maintenance Facility (AMF), if storage, maintenance and operations capacity at the GMF is not increased.</p> <p>Because buses are parked outside during the winter, they must be idled in the early morning hours, an average of about three hours, to ensure that they are operating properly and that Bus Operators and passengers will be warm and comfortable. This idling decreases the efficiency of fuel utilization and contributes to wear and tear of</p> |

the buses. With the introduction of Battery Electric Buses and Fuel Cell Electric Buses to the RFTA fleet, a climate controlled environment is required to maintain optimum battery storage capacity and efficiency.

Further, maintenance is becoming increasingly challenging because buses have become more sophisticated and complex. In 2002, when the GMF was placed into service, most buses were traditional diesels purchased in the previous decade. Today, RFTA operates modern clean diesel, diesel-electric hybrids, CNG-powered vehicles and BEBs, with a wide array of complicated Intelligent Transportation System (ITS) technology, such as automated fareboxes, AVL/CAD and video surveillance systems. This year, RFTA began working with the State of Colorado to develop the fueling and maintenance capabilities to introduce hydrogen-powered Fuel Cell Electric Buses (FCEBs). When constructed, the GMF was not envisioned to operate and maintain such a wide variety of sophisticated and maintenance-intensive equipment.

The GMF expansion has been planned to occur over 10 phases of construction.

Phase 1 was completed prior to the Grand Avenue Bridge Replacement project that included lowering and grading of site and providing a temporary bus parking lot to accommodate future phases of construction.

Phase 2, includes grading, excavation, fleet maintenance building renovation & expansion increasing maintenance capabilities by over 100% and purchase of Glenwood Springs Municipal Operations Center. Phase 2 is scheduled to complete construction in April of 2022.

Phases 3 and 7, includes site grading and excavation, expanded operations center, new 30-Bus Storage Building, pre & post-trip bus inspection canopy, multi-fuel fueling and bus wash facility, BEB depot charging. Phases 3 and 7 are being delivered through a design build contract with Saunders Construction. Construction is scheduled to begin June 2022.

Phases 4 and 5, includes grading, paving, demolition, retaining walls, additional 30-bus storage building. Phases 4 and 5 are being delivered through a design build contract with Saunders Construction. Construction is scheduled to begin June 2022.

Phase 6, is a partially funded phase through Destination 2040 that will provide an Operations and Regional Transit Center adjacent to the West Glenwood Park and Ride. This facility will provide for regional transfers, customer amenities of shelter, restrooms, ticketing, customer service, and parking. The facility will also provide key administrative and training space for RFTA operations. RFTA will be pursuing grant funding of this phase throughout 2022 and 2023.

Phases 8-10, are unfunded and include facilities warehouse and housing expansion.

RFTA recently entered into a \$42 million contract with Saunders Construction to build phases 3, 4, 5 and 7. This contract did require RFTA to reduce its original scope of work to be within its 2022 appropriation of funds. RFTA removed approximately \$15 million of project items from Phases 3 and 7 that represent a 30 bus indoor storage facility, secondary fueling and wash bays, depot charging for battery electric buses and an exterior canopy to provide shelter for pre & post trip bus inspections.

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| | RFTA has worked closely with the Federal Transit Administration (FTA) to identify the scope reductions. RFTA has subsequently submitted another FTA 5339 grant request to add back in the reduced scope items to allow RFTA to fully complete phases 3, 4, 5 and 7. RFTA should learn in early 2022 if that funding request has been approved by the FTA. |
| Governance Policy: | Policy 1.0 Outcomes |
| Fiscal Implications: | RFTA local match and grant funds to GMF expansion of phases 2, 3, 4, 5 and 7 are included in the RFTA 2022 Annual Budget. |
| Attachments: | No, the GMF Expansion Overview Presentation, will be presented at the January 13, 20022 Board Meeting. |

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

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| Meeting Date: | January 13, 2022 |
| Subject: | Summary of 2021 Strategic Work Plan Year in Review |
| Strategic Outcome: | High Performing Organization |
| Strategic Objective: | 7.5. Ensure Appropriate Transparency of all RFTA Business 7.7. Continually seek ways to improve business process |
| Presented By: | Kurt Ravenschlag, COO |
| Staff Recommends: | Review and discuss RFTA 2021 Strategic Work Plan and Destination 2040 Progress. |
| Background/ Discussion: | <p>RFTA staff had identified approximately 17 Work Plan Items in the RFTA 2021 Strategic Work Plan that would involve Board direction and/or policy development. The following represents the progress made on the identified Board Work Plan items for 2021:</p> <p>1.0 Safe Customers</p> <ul style="list-style-type: none"> • Design of 27th Street/ SH 82 Grade Separation - Complete • Construction of 27th Street/ SH 82 Grade Separation – In progress. Currently out for Bid • Initiate discussions regarding Buttermilk Underpass Design – In Progress. Pitkin County Leading Effort <p>2.0 Accessibility and Mobility</p> <ul style="list-style-type: none"> • Regional First and Last Mile Mobility Study (Destination 2040) – In Progress. Complete in 2022. • Design/Build of Gmf Ph 3&7 - Bus Storage And Fueling Lane (Destination 2040) – In Progress. Design Build team selected and under contract. Construction to begin June 2022. • Design/Build of Gmf Ph 4&5 Bus Storage And Circulation (Destination 2040) - In Progress. Design Build team selected and under contract. Construction to begin June 2022. • Construction of Gmf Ph 2 Maint Exp (Destination 2040) – In Progress. Construction complete April 2022. • Purchase of property in GWS to provide expanded parking near 27th street (Destination 2040) - Complete • Move Study Completion (Destination 2040) – In Progress. Initial Report Complete. Follow up work in 2022 work plan to identify BRT Extension Preferred Alternative. • Discussion with EOTC Regarding No-Fare Zone – Complete <p>3.0 Sustainable Workforce</p> <ul style="list-style-type: none"> • 3% or 4% Match To 457B Retirement Plan Sub-Committee – In Progress. Recommendation Developed and will be presented to Board in 2022. • Update ATU Local 1774 Collective Bargaining Agreement – Complete <p>4.0 Financial Sustainability</p> <ul style="list-style-type: none"> • RFTA Financial Audit - Complete |

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| | <ul style="list-style-type: none"> • RFTA 2022 Budget Development - Complete • Bond Issuance for Capital Projects - Complete • Fare Structure Recommendations – Complete <p>7.0 High Performing Organization</p> <ul style="list-style-type: none"> • Board Retreat - Complete <p>RFTA staff were able to complete or begin progress on 87% of all 2021 work plan items. Only 8% or 5 initiatives were not started due to various reasons. One project (on-board survey) was postponed to 2022 due to COVID-related reasons.</p> |
| Governance Policy: | <p>Board Agenda Planning policy 4.3.2 states, “The annual (planning) cycle will start with Board’s development of its agenda plan for the next year: A.) The Board will identify its priorities for Outcomes and other issues to be resolved in the coming year, and will identify information gathering necessary to fulfill its role. This may include methods of gaining ownership input, governance education, and other education related to Outcomes issues, (e.g. presentations by futurists, advocacy groups, demographers, other providers, staff, etc.); and B.) At the commencement of the Board’s annual planning cycle, the Chair will prepare, for the Board’s approval, a tentative agenda plan for the following year’s meetings.”</p> |
| Fiscal Implications: | <p>None at this time.</p> |
| Attachments: | <p>Yes, please click on this link: “RFTA 2021 Strategic Work Plan.pdf.” or find “RFTA 2021 Strategic Work Plan.pdf,” which is included in the January 2022 RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet.</p> <p>Also please see the Destination 2040 Roadmap located here: https://www.rfta.com/2040roadmap/</p> |

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

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| Meeting Date: | January 13, 2022 |
| Subject: | Summary of 2022 Work Plan |
| Strategic Outcome: | High Performing Organization |
| Strategic Objective: | 7.5. Ensure Appropriate Transparency of all RFTA Business 7.7. Continually seek ways to improve business process |
| Presented By: | Kurt Ravenschlag, COO |
| Staff Recommends: | Review and discuss RFTA 2022 Strategic Work Plan, primarily as it relates to Board Work Plan Items, and provide staff with feedback. |
| Background/ Discussion: | <p>RFTA staff have identified approximately 19 Work Plan Items in the RFTA 2022 Strategic Work Plan that could involve Board direction and/or policy development. If the Board is in agreement, these Work Plan Items will be presented to the RFTA Board for updates and direction at subsequent Board meetings throughout 2022. The identified Board Work Plan items are as follows:</p> <p>5.0 Safe Customers</p> <ul style="list-style-type: none"> • Construction of 27th Street/ SH 82 Grade Separation • Review and assist in design of Buttermilk Underpass <p>6.0 Accessibility and Mobility</p> <ul style="list-style-type: none"> • Basalt Downtowner Service • USFS Maroon Bells Study • Regional First And Last Mile Mobility Study (Destination 2040) • Design/Build of Gmf Ph 3&7 - Bus Storage And Fueling Lane (Destination 2040) • Design/Build of Gmf Ph 4&5 Bus Storage And Circulation (Destination 2040) • Construction of Gmf Ph 2 Maint Exp (Destination 2040) • Move Study Completion (Destination 2040) <p>7.0 Sustainable Workforce</p> <ul style="list-style-type: none"> • RFTA Housing Replacement • 3% or 4% Match To 457B Retirement Plan Sub-Committee <p>8.0 Financial Sustainability</p> <ul style="list-style-type: none"> • RFTA 2022 Financial Audit • RFTA 2022 Budget Development <p>9.0 Satisfied Customers</p> <ul style="list-style-type: none"> • On-Board Survey Results • Mobile Ticketing Deployment <p>10.0 Environmental Sustainability</p> <ul style="list-style-type: none"> • Climate Action Plan • Zero Emission Vehicle Road Map |

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| | <ul style="list-style-type: none"> • BEB On-Route Charger <p>7.0 High Performing Organization</p> <ul style="list-style-type: none"> • Board Retreat |
| Governance Policy: | Board Agenda Planning policy 4.3.2 states, “The annual (planning) cycle will start with Board’s development of its agenda plan for the next year: A.) The Board will identify its priorities for Outcomes and other issues to be resolved in the coming year, and will identify information gathering necessary to fulfill its role. This may include methods of gaining ownership input, governance education, and other education related to Outcomes issues, (e.g. presentations by futurists, advocacy groups, demographers, other providers, staff, etc.); and B.) At the commencement of the Board’s annual planning cycle, the Chair will prepare, for the Board’s approval, a tentative agenda plan for the following year’s meetings.” |
| Fiscal Implications: | Fiscal Implications are reflected in the 2022 RFTA Annual Budget |
| Attachments: | Yes, please click on this link: “RFTA 2022 Strategic Work Plan.pdf.” or find “RFTA 2022 Strategic Work Plan.pdf,” which is included in the January 2022 RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet. |

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

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| Meeting Date: | January 13, 2022 |
| Subject: | AABC Integrated Clean Energy System Project Update |
| Strategic Outcome: | 6.0 ENVIRONMENTAL SUSTAINABILITY 7.0 HIGH PERFORMING ORGANIZATION |
| Strategic Objective: | 6.1 Trail and transit users enjoy environmentally friendly equipment and facilities. 6.2 RFTA organization will strive for 100% renewable energy use 6.3 Maximize energy efficiencies within RFTA organization with cost-effective solutions 6.5 Advance renewable/sustainable projects without sacrificing our existing services and responsible budget 7.1 Optimize the use of RFTA assets through capital improvement planning, preventative maintenance and asset management 7.2 Innovative technology will be leveraged to improve service and efficiency in all outcome areas 7.6 Actively plan for business continuity and resilience in the event of crisis |
| Presented By: | Jason White, Assistant Planner |
| Staff Recommends: | <ul style="list-style-type: none"> • Authorize RFTA to continue participating in this regional resiliency project. • Approve Pitkin County’s current DOLA grant match request of \$213,750 to implement Phase 1A of the project. The CEO has already signed a letter of support for the grant, but made RFTA’s local match contribution contingent on the RFTA Board’s approval. Please see Attachment 3 in the Board Portfolio. |
| Executive Summary: | <p>Vision Create a regionally resilient and 100% clean energy system that balances production, storage and distribution across four distinct public facilities, generates additional clean energy to the community and create a model for net-zero, resilient public facilities across the State.</p> <p>Why In 2018, the Lake Christine Fire exposed significant vulnerabilities in our public infrastructure, when Holy Cross Energy power lines that supply the City of Aspen were almost destroyed. This project seeks to build resiliency during power outages, while simultaneously building a clean energy system for some of the highest energy consumers in Pitkin County.</p> <p>Who</p> <ul style="list-style-type: none"> • Aspen Pitkin County Airport • RFTA Aspen Maintenance Facility • Pitkin County Public Works • (4) Holy Cross Energy electric system operations from Brush Creek BRT Station/Park n’ Ride to the Aspen Substation. <p>RFTA Project Benefits</p> <ul style="list-style-type: none"> • Further sustainability and climate action goals • Active partner in regional microgrid for community resiliency • Design/engineering for future phases |

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| | <ul style="list-style-type: none"> • Facility energy load management balanced across microgrid • Renewable energy generation to benefit the regional microgrid • Renewable energy storage to benefit the regional microgrid • Energy load management software for a shared distribution system <p>Next Steps Pitkin County has recently been awarded a \$2.5 million DOLA RENW grant to implement Phase 1A of the future 5-phase project; with a project implementation date of June 2023. The team will continue to seek funding opportunities to implement the remaining elements of Phase 1.</p> <p>RFTA’s contribution of \$213,750 in Phase 1A will not result in capital improvements. Rather, this amount will assist with design and engineering costs to gain a better understanding of solutions and costs for future phased improvements</p> |
| <p>Background/ Discussion:</p> | <ul style="list-style-type: none"> • To reference these presentation slides, please see Attachment 1 in the Board Portfolio. • In October 2018, following the Lake Christine Fire, RFTA was invited to participate in a community resiliency workshop, conducted by Holy Cross Energy and Rocky Mountain Institute. • In 2019, Pitkin County Staff was awarded a \$200,000 DOLA RENW planning grant to catalyze the project. RFTA’s original cash match contribution was \$5,000. • In June of 2020, consultants Kimley Horn completed the AABC Energy Box Preliminary Design Report that provided baseline data for partner facilities. • In September 2021, project partners completed the AABC Integrated Clean Energy Micro-Grid report, white paper and appendices, which provide all project materials to date. Please see Attachment 2 in the Board Portfolio. • In December 2021, Pitkin County staff was awarded a second DOLA RENW grant of \$2.5 million for Phase 1A implementation of the project. • On December 30th, 2021, the RFTA CEO signed a letter of support for the grant, but made RFTA’s cash match of \$213,750 for Phase 1A implementation contingent on RFTA Board approval at the January 13, 2022 Board meeting. This amount is one-fourth the total local match amount of \$855,000 for the grant award amount of \$2.5 million. Please see Attachment 3 in the Board Portfolio. |
| <p>Governance Policy:</p> | <p>RFTA Board Governing Policy 4.2.5 states, “The Board will approve RFTA’s annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy).”</p> |
| <p>Fiscal Implications:</p> | <ul style="list-style-type: none"> • To date, RFTA has provided a \$5,000 grant match for the 2019 DOLA planning study. • On December 30, 2021, after consultation with the RFTA Chair, the CEO signed a letter of support for the \$2.5 million DOLA RENW grant, making the commitment of a RFTA cash match of \$213,750 for Phase 1A implementation contingent on RFTA Board approval at the January 13, 2022 meeting. This amount is one-fourth the total local match amount of \$855,000 for the second DOLA RENW grant award amount of \$2.5 million. Please see AABC Integrated Clean Energy System RFTA LOS.pdf in the January 2022 RFTA Board Meeting Portfolio. |

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| | <ul style="list-style-type: none"> • If the RFTA Board approves the \$213,750 match for the DOLA RENW grant, the amount will be included in a supplemental budget resolution at a subsequent RFTA Board meeting. • RFTA’s contribution of \$213,750 in Phase 1A will not result in capital improvements. Rather, this amount will assist with design and engineering costs to gain a better understanding of solutions and costs for future phased improvements. • Partner budgetary decisions and/or external grant funding opportunities will determine future RFTA funding requests. |
| <p>Attachments:</p> | <p>Yes, please click on the links:</p> <ul style="list-style-type: none"> • “AABC Integrated Clean Energy System Slides.pdf” • “AABC Integrated Clean Energy System Final Report.pdf” • “AABC Integrated Clean Energy System RFTA LOS.pdf” <p>Or find “AABC Integrated Clean Energy System RFTA LOS.pdf,” “AABC Integrated Clean Energy System Slides.pdf,” and “AABC Integrated Clean Energy System Final Report.pdf” which are included in the January 2022 RFTA Board Meeting Portfolio.pdf, attached to the e-mail transmitting the Board Agenda Packet.</p> |

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

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| Meeting Date: | January 13, 2022 |
| Subject: | Regional Bike Share/First and Last Mile Mobility (FLMM) Update |
| Strategic Outcome: | 2.0 ACCESSIBILITY AND MOBILITY |
| Strategic Objective: | 2.4 Provide increased first and last mile options for customers throughout service area |
| Presented By: | David Johnson, Director of Planning |
| Staff Recommends: | Update Only |
| Executive Summary: | <p>Destination 2040 committed approximately \$1.2 million in capital funding and about \$550,000 per year in operating funds (increasing by a forecast 3% per year) for the expansion of the WE-cycle bike sharing program to Carbondale and Glenwood Springs, where no bike share currently exists, and for bike share expansion in Aspen and Basalt.</p> <p>In March 2021, RFTA enlisted Toole Design to help develop a bike share implementation and/or expansion plan for each of RFTA’s member jurisdictions.</p> <p>Regional Bike Share System Plans The consultant team has finished revising the local bikeshare system plans that identify the size, scale, and phasing of new or expanded bikeshare service in the Upper Valley, Mid-Valley, and Lower Valley. These plans identify equipment needs and implementation timing for each community. The team is developing implementation scenarios that identify how expansion would be staged across the region.</p> <p>Capital and Operating Costs and Funding The consultant team is developing a capital and an operating cost analysis to determine the funding needs for bikeshare expansion, the level of service that can be funded through Destination 2040 in the areas identified in the ballot project description, and what additional funding is needed to implement regional bikeshare, including the potential for additional RFTA funding and local match contributions. Preliminary results show that Destination 2040 capital funding will not cover the entire cost of regional expansion nor the annual operations. The consultant team continues to build different funding scenarios, and is working with RFTA Executive staff to develop an implementation plan that will be presented to the RFTA Board, most likely in March 2022.</p> <p>Governance Plan The consultant team continues to work on a governance plan. There are a host of issues that must be considered and memorialized in a long-term, annually renewing agreement with participating jurisdictions. The goal will be to provide enough structure so that RFTA and all of the participating jurisdictions clearly understand their roles and responsibilities, but not so much structure that the agreement is overly cumbersome to administer. The agreement would set forth a capital and operating cost allocation plan for participants, delineating what each community could expect from RFTA in any given year, as well as what they would be expected to contribute</p> |

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| | <p>themselves. Ownership of assets, in-kind contributions, and other details would be specified in the Agreement, which would be circulated among and approved by the parties annually.</p> <p>In addition, there may be a separate agreement between RFTA and WE-cycle, as the operator of the regional bike share system.</p> <p>The funding plan, governance model, and draft report will be presented to the RFTA Board, most likely in March 2022.</p> |
| Background/ Discussion: | See executive summary |
| Governance Policy: | Board Job Products Policy 4.2.5 states, "The Board will approve RFTA's annual operating budget (subject to its meeting the criteria set forth in the Financial Planning/Budget policy)." |
| Fiscal Implications: | The estimated cost of the RBSS and FLMM Development Plan is approximately \$200,000. An additional \$43,660 was allocated to WE-cycle to serve as a resource expert for the study. |
| Attachments: | No attachments. Slides will be presented at the meeting. |

RFTA BOARD OF DIRECTORS MEETING
“PRESENTATION/ACTION” AGENDA SUMMARY ITEM # 8. A.

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| Meeting Date: | January 13, 2022 |
| Subject: | Resolution 2022-04: Election of RFTA Board Officers for 2022 |
| Strategic Outcome: | High Performing Organization: With integrity, RFTA Will deliver efficient, innovative, transparent, accountable, effective, and collaborative regional transportation services that reflect community values. |
| Strategic Objective: | 7.5 Ensure appropriate transparency of all RFTA business. |
| Presented By: | Paul Taddune, General Counsel |
| Staff Recommends: | Elect a Chairperson and Vice-Chairperson; appoint staff members, Nicole Schoon as Secretary and Michael Yang as Treasurer and Budget Officer. |
| Executive Summary: | <ul style="list-style-type: none"> • RFTA’s By-laws call for the election of Officers at the first regular meeting of the RFTA Board of Directors each year. • A Chair, Vice-Chair, Secretary and Treasurer/Budget Officer must be elected. The Board may appoint staff members to serve as Secretary and Treasurer/Budget Officer. • Section 7.04 of the By-laws, as amended in 2010 state: “Term. With the exception of the CEO, each Officer shall serve a one-year term commencing upon election or appointment by the Board. Each Officer shall serve until the end of his/her term or until his/her is elected or appointed, or he/she is lawfully removed pursuant to State law, these By-laws or the I.G.A. No member may serve as Chair for more than two (2) consecutive one-year terms. No member may serve as Vice-Chair for more than two (2) consecutive one-year terms. The Secretary and Treasurer may serve unlimited terms.” • Dan Richardson has served as RFTA Chairperson for one (1) year, having been elected Chairperson in January 2021. According to the By-laws Dan Richardson is eligible to be re-elected as Chairperson for another one (1) year term. • Bill Kane has served as RFTA Vice-Chair for one (1) year having been elected Chairperson in January 2021. According to the By-laws Bill Kane is eligible to be re-elected as Vice-Chair for another one (1) year term. • Staff recommends that Nicole Schoon be elected as Secretary and that Michael Yang be elected as Treasurer/Budget Officer. |
| Governance Policy: | Election of Officers to the RFTA Board is governed by its By-laws. Article VII, Section 7.02 of the By-laws provides that the Board shall elect Officers at the first regular meeting of the Board each year. The Officers are; Chairperson, Vice-Chairperson, Secretary and Treasurer/Budget Officer. The Board may appoint staff members to serve as the Secretary and Treasurer/Budget Officer. |
| Fiscal Implications: | There are no fiscal implications related to the Election of RFTA Board Officers for 2022. |
| Attachments: | Yes, please see Resolution 2022-04: Election of RFTA Board Officers for 2022, attached below. |

Director _____ moved adoption of the following Resolution:

**BOARD OF DIRECTORS
ROARING FORK TRANSPORTATION AUTHORITY**

**RESOLUTION NO. 2022-04
ELECTION OF RFTA BOARD OFFICERS FOR 2022**

WHEREAS, pursuant to Section 7.02 of the Bylaws of the Roaring Fork Transportation Authority ("RFTA"), the Board of Directors are required to elect Officers at the first annual meeting of the year.

Following a motion passed by the RFTA Board of Directors, the following persons were elected by consensus to serve as Officers of the Roaring Fork Transportation Authority Board of Directors for the year 2022:

_____, as Chairperson;

_____, as Vice-Chairperson;

_____, as Secretary; and

_____, as Treasurer and Budget Officer.

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

The above-named persons shall serve as Officers of the Roaring Fork Transportation Authority until a successor is named.

INTRODUCED, READ AND PASSED by the Board of Directors of the Roaring Fork Transportation Authority at its regular meeting held January 13, 2022.

**ROARING FORK TRANSPORTATION AUTHORITY
By and through its Board of Directors:**

By: _____
Dan Richardson, Chairperson

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

RFTA BOARD OF DIRECTORS MEETING
“INFORMATION/UPDATES” AGENDA SUMMARY ITEM # 9. A.

CEO REPORT

TO: RFTA Board of Directors
FROM: Dan Blankenship, CEO
DATE: January 13, 2022

CEO Succession Plan Update: Owing to the December holidays and other priorities, the CFAO and COO performance reviews have not been completed as planned. I am currently working on completing the review for the COO. Subsequently, I will complete the review for the CFAO. I have also been formulating a list of responsibilities/tasks that I intend to delegate to each and, for better organizational alignment, I am planning to make changes to some of the Departments that are currently reporting to each of them.

COVID-19 Update:

1. **Emerging Issue:** Since October 2021, staff has been planning to implement a weekly on-site COVID-19 Rapid Antigen Testing program. Originally, instead of a vaccine mandate, the plan was to make it a requirement for unvaccinated employees (about 100) to be tested once per week, with on-site testing available 3 days per week at the AMF and GMF for the sake of convenience. We advertised for proposals and received 10 that we were evaluating at about the time Omicron became rampant in our region. We have learned that Omicron is highly infectious and can penetrate vaccinations, boosters, and natural immunity. Currently, 20 of the 25 RFTA employees out of work for COVID-related reasons have been vaccinated.

Based on this turn of events, staff felt that if there was going to be a testing program, it should cover all RFTA employees who enter or work at RFTA facilities. So, staff issued an amendment to the Scope of Work and received 4 amended proposals for an on-site testing program for approximately 400 employees who would be required to test once per week. All of the proposals appeared to be fairly expensive.

Ultimately, staff decided to discontinue the procurement process for the testing program. It appears that Rapid Antigen Testing might be hit and miss depending upon which stage in the infection process employees are in when tested. We do not believe that a single test per week will reliably identify positive employees in time to prevent them from infecting others. The expense, logistics, push back from employees, and administrative burden, at an already stressful time for everyone at RFTA, has weighed into the decision not to move forward with the testing program. In addition, the symptoms from Omicron appear to be less severe and, combined with new CDC guidance regarding reduced time for quarantining and isolating, we felt that on-site testing didn't make sense for RFTA at this time.

Staff believes that the best way that RFTA can help to protect its employees currently is to continue encouraging the unvaccinated to get vaccinated, and the vaccinated to get boosted. There is some indication that the symptoms of Omicron are less severe for people who have been boosted or vaccinated within the past six months. RFTA is still offering the \$500 incentive bonus for the initial vaccinations, and staff believes it would help to move the needle in terms of encouraging more people to get boosted, if we offer a \$250 booster bonus. We offered a \$50 incentive bonus for the flu shot, and have had only 62 people take advantage of the bonus, so we believe the booster bonus should be significant in order to get people to respond, if they haven't been boosted already.

In Resolution 2021-17, the Board authorized the CEO, in consultation with the Chair, to expend up to \$100,000 for COVID-19 related emergency expenditures. If every one of the 292 employees currently on staff receives the booster, it will cost RFTA approximately \$73,000. The CEO consulted with the Chair and he endorsed the \$250 Booster Incentive Bonus. In the 2022 budget \$150,000 was budgeted for the testing program. A portion of this amount can be repurposed for the Booster Incentive Bonus.

2. **Vaccinations:** As of January 3, 2022, the number of RFTA employees that were fully vaccinated was as follows:

| | |
|----------------------------------------|------------|
| Total Vaccinated RFTA Employees | 292 |
| Total RFTA Employees | 380 |
| Percentage Vaccinated | 77% |

3. **Attendance:** As of Saturday, January 8, 2022, there were 25 RFTA employees absent due to COVID-19 related reasons. This was down from a high of 36 on January 5, 2022

RFTA COVID-19 Attendance Summary by Category

Date: 1/8/2022

| A | B | C | D | E | F | G | H | I | J | K | L | M |
|----------------------------------------|--------------------------------------------------|----------------------------------|-------------------------------------------|------------------------------|--------------------------------------------|---------------------------------|---------------------------------------|-----------------------------|---------------------------------|---------------------|---------------------|-------------------------|
| Symptoms Positive COVID Test Isolating | Symptoms Pending COVID Test Results Quarantining | Symptoms Not Tested Quarantining | Possibly Exposed No Symptoms Quarantining | Asymptomatic Tested Positive | Exposed No Symptoms Tested Results Pending | Subtotal EE's Out COVID Related | Symptoms Tested Negative Quarantining | No Symptoms Tested Negative | High Risk Category Quarantining | Other Than COVID-19 | Total Employees Out | % of Total 382 EE's Out |
| 11 | 4 | 7 | 2 | 0 | 1 | 25 | 1 | | 0 | 6 | 32 | 8% |

4. **Staffing:** As of Tuesday, January 4, RFTA had 157 FTEs. Also, it had 25 seasonal Bus Operators on staff and working. However, there were 6 employees out for long-term absences, leaving RFTA approximately 25 employees short of its winter season goal of 201 Bus Operators. As of January 8, there were 15 Bus Operators out due to COVID-19 related reasons, for a total of 40 Bus Operators short of the 201 goal. There are 8 additional Bus Operators in Training and, depending upon how many remain on staff, they would add to the driver numbers beginning in February 2022.

Potential Service Reductions: Currently, RFTA is filling as many vacant shifts as possible using overtime. On occasion, shifts cannot be filled and Operations Managers and Dispatchers attempt to judiciously reduce services on an impromptu basis by cutting back trips on services that have the most scheduled frequency. However, if the number of Bus Operators and Vehicle Maintenance personnel that are out for COVID-related reasons increases to a critical level, it will become necessary to make targeted reductions to the Winter Season service schedules so that the public can have more certainty about the service available to them on any given day. Operations staff are currently formulating the service reduction contingency plan for implementation when it becomes necessary.

RFTA Winter Staffing Plan (as of 1/4/22)

| | A | B |
|---|--------------------------------------------------------------------------------|---------------------|
| | Description | Winter Service Plan |
| 1 | Estimated Bus Operator FTE's* on Staff | 157 |
| 2 | Estimated Seasonal and Part-Time Bus Operators on Staff | 25 |
| 3 | Total FTE's, Seasonal and Part-Time Bus Operators on Staff | 182 |
| 4 | Estimated number of Bus Operators Unavailable due to COVID/Other | 6 |
| 5 | Total Estimated Bus Operators Available To Work | 176 |
| 6 | Total Estimated Active Bus Operators Required for Scheduling per Week for 114% | 201 |
| 7 | Estimated Excess/(Shortfall) of Bus Operators Available per Week for 114%** | -25 |

5. **Fleet Availability:** As of Monday, January 3, RFTA had 105 buses available for service and it required 90 for peak pullout, leaving a surplus of 15 (a spare ratio of 17%, which is a little thin, because RFTA strives to have a 20% spare ratio).

| Shop | Buses at Location | Out of Service | Available | Peak Pullout | Deficit/Surplus |
|--------------|-------------------|----------------|------------|--------------|-----------------|
| AMF | 65 | 9 | 56 | 52 | 4 |
| GMF | 56 | 7 | 49 | 38 | 11 |
| Total | 121 | 16 | 105 | 90 | 15 |

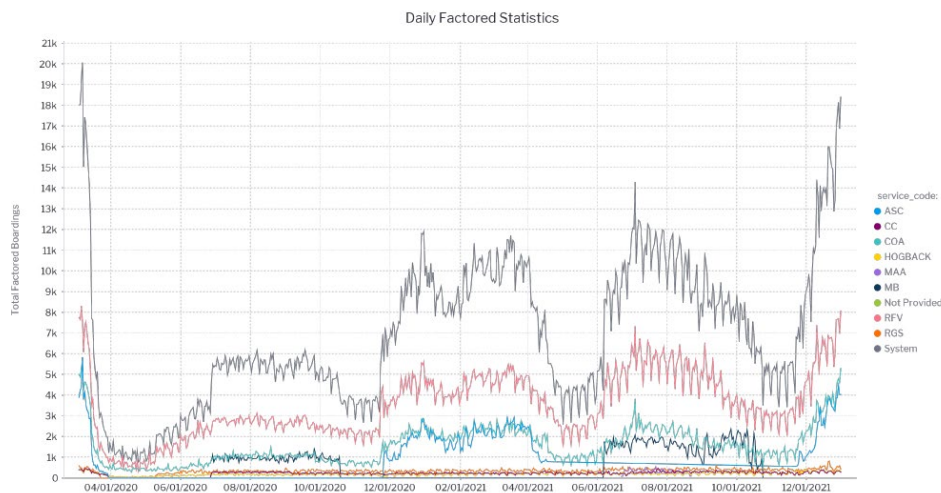
6. **Ridership:** Through December 29, 2021, RFTA's 2021/2022 Winter Season Average Daily Ridership was up 54% system-wide compared to RFTA's Winter 2020/2021 Average Daily Ridership. The peak day ridership of 18,135 so far this season occurred on December 29, which was the last day of the report period. For the same period last year, the peak day ridership of 11,928 occurred on New Year's Eve.

RFTA Average Daily Ridership Winter 2020/2021 vs. Winter 2021/2022

Season to date through December 29, 2021

| | A | B | C | D | E |
|---|--------------------------|--------------|---------------|--------------|------------|
| | Route | Winter 20-21 | Winter 21-22 | # Vari | % Vari |
| 1 | RF Valley/BRT/Local/TOSV | 4,224 | 5,527 | 1,303 | 31% |
| 2 | Hogback | 150 | 315 | 165 | 110% |
| 3 | Carbondale Circulator | 204 | 273 | 69 | 34% |
| 4 | City of Aspen | 1,954 | 3,208 | 1,254 | 64% |
| 5 | Ride Glenwood | 307 | 459 | 152 | 50% |
| 6 | Aspen Skiing Company | 1,492 | 3,046 | 1,554 | 104% |
| 7 | Total | 8,331 | 12,828 | 4,497 | 54% |

The graph below indicates that ridership this Winter Season was rebounding through December 2019 in comparison to ridership in March 2020 before the ski areas were closed. Time will tell the extent to which Omicron could cause ridership to decline once again.



Chief Operating Officer Update, January 2022: Kurt Ravenschlag, COO

The COO Report will be updated at the February 10, 2022 RFTA Board Meeting. Much of the information in the COO report will be covered in the COO's 2021 Year-End Review (Agenda Item 7. B, page 34, above).

Planning Department Update, January 2022 – David Johnson, Director of Planning

Please see the "[1-13-2022 Planning Department Update.pdf](#)" included in the January 2022 RFTA Board Meeting Portfolio.pdf, attached to the email transmitting the RFTA Board Meeting Agenda packet.

Finance Department Update, January 2022 – Michael Yang, Chief Financial and Administrative Officer

2021 Actuals/Budget Comparison (November YTD)

| 2021 Budget Year | November YTD | | | |
|-------------------------------------------|----------------------|----------------------|--------------|-----------------------|
| General Fund | Actual | Budget | % Var. | Annual Budget |
| Revenues | | | | |
| Sales and Use tax (1) | \$ 25,529,316 | \$ 23,409,732 | 9.1% | \$ 29,364,000 |
| Property Tax | \$ 11,329,965 | \$ 10,945,000 | 3.5% | \$ 10,945,000 |
| Grants | \$ 27,235,605 | \$ 27,235,604 | 0.0% | \$ 62,616,872 |
| Fares (2) | \$ 3,810,285 | \$ 3,542,569 | 7.6% | \$ 3,726,756 |
| Other govt contributions | \$ 1,600,729 | \$ 1,566,919 | 2.2% | \$ 2,370,922 |
| Other income | \$ 637,199 | \$ 587,177 | 8.5% | \$ 808,130 |
| Total Revenues | \$ 70,143,098 | \$ 67,287,000 | 4.2% | \$ 109,831,680 |
| Expenditures | | | | |
| Fuel | \$ 1,107,638 | \$ 1,472,698 | -24.8% | \$ 1,564,137 |
| Transit | \$ 27,071,046 | \$ 28,058,024 | -3.5% | \$ 32,193,362 |
| Trails & Corridor Mgmt | \$ 451,800 | \$ 448,032 | 0.8% | \$ 670,770 |
| Capital | \$ 14,946,503 | \$ 14,918,203 | 0.2% | \$ 57,101,778 |
| Debt service | \$ 2,011,994 | \$ 2,011,993 | 0.0% | \$ 2,773,200 |
| Total Expenditures | \$ 45,588,981 | \$ 46,908,951 | -2.8% | \$ 94,303,247 |
| Other Financing Sources/Uses | | | | |
| Other financing sources | \$ 4,294,655 | \$ 4,248,212 | 1.1% | \$ 6,821,647 |
| Other financing uses | \$ (2,956,340) | \$ (2,956,340) | 0.0% | \$ (3,875,165) |
| Total Other Financing Sources/Uses | \$ 1,338,315 | \$ 1,291,872 | 3.6% | \$ 2,946,482 |
| Change in Fund Balance (3) | \$ 25,892,432 | \$ 21,669,921 | 19.5% | \$ 18,474,915 |

- (1) Timing issue, as Sales and Use tax Revenues are received 2 months in arrears (i.e. September sales and use tax revenue is recorded in November). Sales tax revenues continue to exceed initial estimates; however, the continued threat of COVID-19 are anticipated to impact economic activity for the remainder of the year.
- (2) Through November, fare revenue and ridership have increased by 44% and 33%, respectively, compared to the prior year. COVID-19 impacts started in mid-March 2020. The increase in regional fares has been primarily attributable to Seasonal zone pass sales during the spring of 2021 which have exceeded the prior year. The Maroon Bells service started earlier this season on June 7, 2021 compared to last season on June 28, 2020 which contributes to the increase. The capacity change in June 2021 from 50% to 100% of seated capacity on buses has contributed to the increases in regional and Maroon Bells fare revenues over budget. Over the course of the year, timing of bulk pass orders by outlets and businesses can affect the % change. The chart below provides a YTD November 2020/2021 comparison of actual fare revenues and ridership on RFTA regional services:

| Fare Revenue: | YTD 11/2020 | YTD 11/2021 | Increase/ (Decrease) | % Change |
|---------------------------|---------------------|---------------------|-------------------------|-------------|
| Regional Fares | \$ 1,897,169 | \$ 2,448,053 | \$ 550,884 | 29% |
| Maroon Bells | \$ 720,176 | \$ 1,332,177 | \$ 612,001 | 85% |
| Total Fare Revenue | \$ 2,617,345 | \$ 3,780,230 | \$1,162,885 | 44% |

| Ridership on RFTA Regional Services*: | YTD 11/2020 | YTD 11/2021 | Increase/ (Decrease) | % Change |
|----------------------------------------------|------------------|------------------|-------------------------|-------------|
| Highway 82 (Local & Express) | 428,914 | 522,043 | 93,129 | 22% |
| BRT | 422,027 | 579,257 | 157,230 | 37% |
| SM-DV | 33,177 | 15,503 | (17,674) | -53% |
| Grand Hogback | 61,856 | 67,525 | 5,669 | 9% |
| Maroon Bells | 107,419 | 218,889 | 111,470 | 104% |
| Total Ridership on RFTA Fare Services | 1,053,393 | 1,403,217 | 349,824 | 33% |
| Avg. Fare/Ride | \$ 2.01 | \$ 2.07 | \$ 0.06 | 3% |
| Avg. Fare/Ride MB | \$ 6.70 | \$ 6.09 | \$ (0.62) | -9% |

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

(3) Over the course of the year, there are times when RFTA operates in a deficit; however, at this time we are projecting that we will end the year within budget.

| RFTA System-Wide Transit Service Mileage and Hours Report | | | | | | | | |
|-----------------------------------------------------------|----------------------|------------------|---------------|-------------|--------------------|----------------|--------------|-------------|
| Transit Service | Mileage November YTD | | | | Hours November YTD | | | |
| | Actual | Budget | Variance | % Var. | Actual | Budget | Variance | % Var. |
| RF Valley Commuter | 3,969,079 | 3,895,672 | 73,407 | 1.9% | 186,671 | 182,327 | 4,345 | 2.4% |
| City of Aspen | 494,275 | 496,273 | (1,998) | -0.4% | 56,917 | 56,760 | 157 | 0.3% |
| Aspen Skiing Company | 221,589 | 221,936 | (347) | -0.2% | 15,600 | 15,286 | 315 | 2.1% |
| Ride Glenwood Springs | 103,886 | 108,495 | (4,609) | -4.2% | 8,960 | 8,962 | (1) | 0.0% |
| Grand Hogback | 258,574 | 250,500 | 8,074 | 3.2% | 11,074 | 10,480 | 593 | 5.7% |
| Specials/Charters | 4,504 | 4,850 | (346) | -7.1% | 251 | 345 | (95) | -27.4% |
| Senior Van | 9,933 | 21,303 | (11,370) | -53.4% | 1,653 | 1,739 | (86) | -4.9% |
| MAA Burlingame | 13,314 | 23,904 | (10,590) | -44.3% | 1,164 | 1,690 | (526) | -31.1% |
| Maroon Bells | 89,447 | 85,616 | 3,831 | 4.5% | 6,858 | 7,062 | (204) | -2.9% |
| Subtotal - Transit Service | 5,164,601 | 5,108,550 | 56,051 | 1.1% | 289,149 | 284,651 | 4,498 | 1.6% |
| Training & Other | 20,352 | 28,322 | (7,970) | -28.1% | 30,594 | 30,532 | 62 | 0.2% |
| Total Transit Service, Training & Other | 5,184,953 | 5,136,872 | 48,081 | 0.9% | 319,743 | 315,182 | 4,560 | 1.4% |

Roaring Fork Transportation Authority System-Wide Ridership Comparison Report

| Service | Nov-20 YTD | Nov-21 YTD | # Variance | % Variance |
|------------------------------|------------------|------------------|----------------|---------------|
| City of Aspen | 581,858 | 602,635 | 20,777 | 3.57% |
| RF Valley Commuter | 1,194,313 | 1,515,805 | 321,492 | 26.92% |
| Grand Hogback | 61,856 | 67,525 | 5,669 | 9.16% |
| Aspen Skiing Company | 332,015 | 221,013 | (111,002) | -33.43% |
| Ride Glenwood Springs | 97,160 | 124,212 | 27,052 | 27.84% |
| X-games/Charter | 32,756 | 5,662 | (27,094) | -82.71% |
| Senior Van | 1,243 | 1,304 | 61 | 4.91% |
| MAA Burlingame | - | 19,943 | 19,943 | #DIV/0! |
| Maroon Bells | 107,419 | 218,889 | 111,470 | 103.77% |
| GAB Transit Mitigation Svcs. | - | - | - | N/A |
| Total | 2,408,620 | 2,776,988 | 368,368 | 15.29% |

Subset of Roaring Fork Valley Commuter Service with BRT in 2019

| Service | YTD Nov 2020 | YTD Nov 2021 | Dif +/- | % Dif +/- |
|-----------------------------------|-----------------|------------------|----------------|------------|
| Highway 82 Corridor Local/Express | 428,914 | 522,043 | 93,129 | 22% |
| BRT | 422,027 | 579,257 | 157,230 | 37% |
| Total | 850,941 | 1,101,300 | 250,359 | 29% |

Facilities Capital Projects Update

United States Forest Service (USFS) Housing project in Aspen:

The team received 5 proposal for the USFS project and a short list of 3 teams has been selected for interviews on January 6th.

Wingo Bridge Repairs:

RFTA received 3 bids for the repair to the Wingo Bridge and Mueller Construction has been selected for the work with a bid of \$359,599. The budget for the project was \$780,000 based on the bid that was received in 2021. This work is expected to take place in the fall of 2022, when the river water flows are at their lowest point.

RFTA Burlingame LLC housing lease:

Staff has been in contact with the City of Aspen staff to begin the discussion regarding the Burlingame lease and what options there may be to extend the lease when the lease expires in 2033. The outcome of these discussions will impact the decisions RFTA makes as it develops its long- range employee housing plan.

Projects currently under construction:

1. Phase 2 GMF expansion. The GMF expansion project is moving forward and the new building is beginning to take shape. The construction of the walls and roof are underway and in the next month or so, the area should be dried in. The work to frame in the new interior spaces has begun and is currently on schedule.
2. Repair's to the Parker House employee housing facility are continuing and staff is trying to get the repairs to the roofs between the cabins completed before the contractor moves on to the repairs of the siding and the replacement of the staircase. Difficulty in finding a contractor willing and able to complete the project and delays in procuring the needed materials and obtaining the necessary building permits has pushed this project into 2022.
3. The first draft of the storm water management plan for the Aspen Maintenance Facility has been completed and staff is currently reviewing and commenting on the plan.

Facilities' projects budgeted for in 2021 and rolled into 2022:

1. Repairs to the Wingo Bridge abutments. Underway
2. Repair of siding, soffit and fascia at the Parker House Apartments. Underway
3. Revision of the facilities storm water management plans. Underway
4. Revisions and updates to the CNG emergency response plan. Underway
5. Development of a RFTA housing construction strategy. Under way, final deliverable in January

Facilities projects completed to in 2021:

Staff completed the following projects in 2021.

- Demo of the MOC
- Development of a temporary consolidated Operations Center at 100 Midland.
- 2021 Rio Grande Trail improvement project.
- Acquisition of property around 27th Street Glenwood Springs
- Asphalt repair and maintenance project.

Construction projects currently in the design process:

- 27th Street pedestrian underpasses
- Phases 3-4-5 & 7 at the GMF expansion program.

Railroad Corridor & Rio Grande Trail Update

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

- Staff has begun to utilize a new review process for projects proposing to make use of the Railroad Corridor. This process allows staff to have railroad and legal experts review, assess and report on proposed development impacts along the Railroad Corridor along with making recommendations regarding potential mitigation for the impacts that RFTA can provide to permitting jurisdictions. (Ongoing)
- Staff is in the process of approaching every adjacent, unlicensed property owner and working with them to get a license in place for access across, or encroachments into the RFTA Railroad Corridor. Identifying each of the property owners has proven a bit challenging. However, staff is in the process of compiling a detailed list of every adjacent property owner, and will begin approaching each property owner on a county-by-county basis. (Ongoing)
- Based on comments received from the RFTA Board members at the 02/11/2021 meeting, staff has begun working with Paul Taddune and the rail attorneys, to bring some longstanding licensees into compliance with the terms of their license agreements, secure license agreements with the unlicensed adjacent property owners, and work to eliminate all outstanding encroachments. We will also work with Paul and the rail attorneys on several ditch concerns, and determine a path to finalize agreements involving property boundary disputes. (Ongoing)
- **Recreational Trails Plan (RTP)** – The Planning Department and Facilities departments are working collaboratively with regional stakeholders to update the 2005 Recreational Trails Plan (RTP). Following unanimous RFTA Board adoption of the Access Control Plan (ACP) in early 2018, the RTP is the second component plan of the larger Corridor Comprehensive Plan that guides management of the entire Rio Grande Railroad Corridor from Glenwood Springs to Aspen. (Ongoing)
- **Rail Salvage Project** – Staff has been tasked with developing a statement of work for, and removal of all rail between 7th Street and 27th Street in Glenwood Springs in 2022.
- **Wingo Bridge Rehabilitation Project** – Staff received three bids for the Wingo Bridge Rehabilitation project. Once we have a contractor under contract, staff will provide an update and schedule for this project.
- **Covenant Enforcement Commission (CEC)** – Staff has completed the annual CEC assessment of the Railroad Corridor. Staff will bring the annual CEC presentation to the RFTA Board at the February 10th board meeting.

As a reminder, the CEC was established because of an agreement between RFTA's predecessor, the Roaring Fork Railroad Holding Authority ("RFRHA"), and the Board of Trustees of Great Outdoors Colorado ("GOCO"). GOCO provided funds for the purchase of the Corridor in 1997. Originally, RFRHA was required to place a conservation easement on the entire Corridor. Based on concerns about securing federal funding for future RFRHA transportation projects, the Conservation Easement was removed from the entire 33.4 miles of the Corridor and replaced with Restrictive Covenants, in ten discrete areas, at some point the last two sections

were combined into one area and the number of conservation areas decreased to nine discrete areas. The obligations of the Restrictive Covenants now belong to RFTA. GOCO allowed modification of its original grant agreement in return for RFRHA managing the restrictive covenants and setting up the CEC. The CEC is made up members from the original members of RFRHA, Pitkin County Open Space and Trails (POST) and two at-large community members that reside in Pitkin County and Eagle County. In practice, a consultant with familiarity with the Corridor and the Covenants performs an inspection of the Conservation areas and presents a report to the CEC. The CEC then reviews the report and sends a letter of recommendations to the RFTA Board for review.

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

1. Construction of Buildings and/or Other Structures
2. Fences
3. New Crossings, Structures and/or Crossing Improvements
4. Harvesting of Timber
5. Mining
6. Paving and Road and Trail Construction
7. Trash
8. Weeds
9. Other (dumping, ditch maintenance, trespassing, storage, etc.)

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

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

Staff was directed to draft letters regarding removal of the violations during the annual CEC meeting on November 15th. Staff has drafted the letters and provided them to Paul Taddune for review and approval prior to mailing them.

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

- **Federal Grant Right of Way (fgrow) project** – Staff continues to identify and approach adjacent property owners located in the fgrow areas in an attempt to negotiate the exchange of Bargain and Sale deeds. Staff has completed the Carbondale section and will be moving to the next section inside Pitkin County. (Ongoing)

- **Mid Valley Trails Committee (MVTC)** – Eagle County and RFTA staff are reviewing all of the original agreements regarding oversight of this committee and developing a white paper outlining each organizations responsibilities for managing this committee. Staff will finalize this information and bring a presentation to the RFTA Board once we have a recommendation for management of the MVTC.



Rio Grande Trail Update

- Staff is still busy out on the trail!
 - The Trail Staff is working hard to give ALL trail users a great experience.
 - Staff has been out plowing, sweeping, debris blowing, cleaning up trailheads, cleaning the restrooms, etc. to make sure the trail is safe and clean.
 - Hopefully, there will be lots of snow soon, so we can groom for cross country skiing from Carbondale up to Emma (excluding the “Wildlife Section”).
 - Staff is trying to find time to complete small projects (that we didn’t have time to get to during the busy summer season).
- The “wildlife section” closed on November 30 at 5pm.
- Riverview Trail Update – work is on-going. The guard rail/fence has been installed on the RFTA portion. Asphalt was laid down on 08/25/2021 but the trail is NOT open to the public yet...still waiting on the intersection/rapid flashing beacon install. Progress has been made on the intersection traffic control devices, but they are still not complete.
 - This is a “safe routes to school project” that will connect people from CR 109 and the Westbank/Ironbridge neighborhoods up to the Rio Grande Trail and then a trail connects to the Riverview School campus.
- Staff continues working with Carbondale Arts to beautify the corridor through Carbondale, called the Rio Grande ArtWay.
 - Staff has been weeding the parks and keeping the irrigation system fully operable.
 - The next big project is the Youth Art Park, and it will be located just north of Town Hall and the Carbondale Rec Center. The schematic site design is completed, civil/structural design is happening now, and construction will be scheduled to begin in 2022.
- Staff worked with Back 40 Stories to create new information kiosk map/panels, survey existing trail amenities, and identify locations that could benefit from additional amenities, signs, etc.
 - The Rosebud, Catherine Bridge, and Hooks Ln Trailhead Kiosks are completed!
- Some 2021 projects that were completed are listed below:
 - Wingo Bridge Maintenance/Repair.
 - ❖ RFTA and Pitkin County Open Space and Trails had a joint workday on May 12 to remove vegetation around the bridge structure in preparation for the repair work.
 - ❖ This repair project went back out to bid and we received 3 bids! Procurement is working with the selected Contractor to get this project moving forward for 2022.
 - Rio Grande Trail Maintenance/Repair – asphalt remove/replace and root barrier install was completed for about 1/10 of a mile near Emma.
 - Re-vegetation efforts.
 - Restoration efforts, including using goats to build soil health and control noxious vegetation.
 - Rio Grande ArtWay improvements.
 - Kiosk Construction.
- Staff has already begun the budgeting process for 2022 and putting cost estimates together for future projects and equipment.