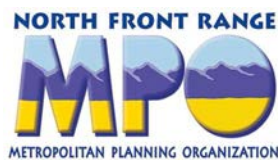


Regional Transit Management Structure Plan

Considerations for the Future of Transit in Northern Colorado

North Front Range Metropolitan Planning Organization

2008



REGIONAL TRANSIT MANAGEMENT STRUCTURE

Considerations for the Future of Transit in Northern Colorado

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REGIONAL TRANSIT MANAGEMENT STRUCTURE

Considerations for the Future of Transit in Northern Colorado

Executive Summary

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The North Front Range Metropolitan Planning Organization

The North Front Range Metropolitan Planning Organization (NFR MPO) is an association of local governments that was formed in response to local needs and in response to Federal transportation and air quality planning requirements. The NFR MPO was designated by the Governor as the Metropolitan Planning Organization (for transportation planning purposes) in 1988 and as the Lead Air Quality Planning Agency (for air quality planning purposes) in 1993.

The North Front Range Metropolitan Planning Organization covers a region which includes two counties and 13 cities and towns. Local government membership consists of elected officials representing Fort Collins, Greeley, Loveland, Berthoud, Eaton, Evans, Garden City, Johnstown, LaSalle, Milliken, Severance, Timnath, Windsor, and Weld and Larimer counties. Membership is also extended to the Colorado Transportation Commission and the Colorado Air Quality Control Commission.

Existing Conditions

Three urban fixed-route systems, with paratransit services, are operated in the region. The City of Greeley operates The Bus. The City of Fort Collins operates Transfort and Dial-A-Ride (DAR). The City of Loveland operates City of Loveland Transit, also known as COLT.

Systems that serve people in the rural areas provide a combination of general public and client specific services. These include the Berthoud Area Transportation Services (BATS) which is operated in the urban and surrounding rural area, Town of Wellington/Wellington Senior Center services, Windsor Senior Services, Estes Valley Special Transit, and the Weld County Transportation Program. In addition, Larimer County contracts with Transfort and COLT for services in rural Larimer County.

First the urban area providers are discussed. A summary of each system follows with a map illustrating the current coverage area for the fixed-route providers. Following this, the rural providers are described. Organizational structures for all providers are also included.

City of Fort Collins – Transfort/DAR

The City of Fort Collins operates fixed-route, demand responsive and paratransit services. The fixed-route system operates on a “pulse” system with vehicles meeting at a single point at regular intervals to transfer passengers. Transfort routes are illustrated in Figure 1. Most of the fixed-route service is provided in the city limits but some extends into the urban growth area. DAR service is operated within $\frac{3}{4}$ mile of the fixed routes.

Transfort has two levels of service: CSU school year (approximately 160 days) and summer schedule (approximately 145 days). A lower level of transit service is provided during the summer schedule. Service operates Monday through Saturday from 6:00 AM to 7:00 PM, and at night when CSU is in session.

Fares for Transfort are \$1.25 per ride and \$.60 for seniors and disabled passengers. Youth (17 and younger) and CSU students presenting their CSU Student Bus Pass ride for free.

Dial-A-Ride (DAR) is a door-to-door paratransit service for individuals who, because of a disability, are prevented from using Transfort, the City's fixed-route bus service. Both DAR services have fares of \$2.50. Beginning on March 31 the Dial-A-Ride service hours aligned with the fixed route hours and strict ADA eligibility is beginning to be enforced. Sunday service is also available when CSU is in session.

Population Served

Several years ago the City of Fort Collins made a strategic decision to focus its transit resources on serving the portion of the city with the densest development and the student market. This has resulted in a system that served a constrained service area with good productivity. The system carries an average of 26.7 passengers per hour with the routes serving the university carrying the highest numbers of passengers.

Table 1 illustrates the 2006 ridership by route for the system. As shown, Route 1 carries the largest number of passengers annually. It connects the CSU Transit Center to the Foothills Fashion Mall and the South Transit Center via College Avenue. Route 91/92 carries the fewest passengers annually with fewer than 9,000 passenger trips in 2006. On the basis of productivity, routes range from 13.5 passengers per hour on route 4 to 75.4 passengers per hour on route 11, with the average 26.7 passengers per hour.

FIGURE 1: TRANSIT TRANSIT ROUTES

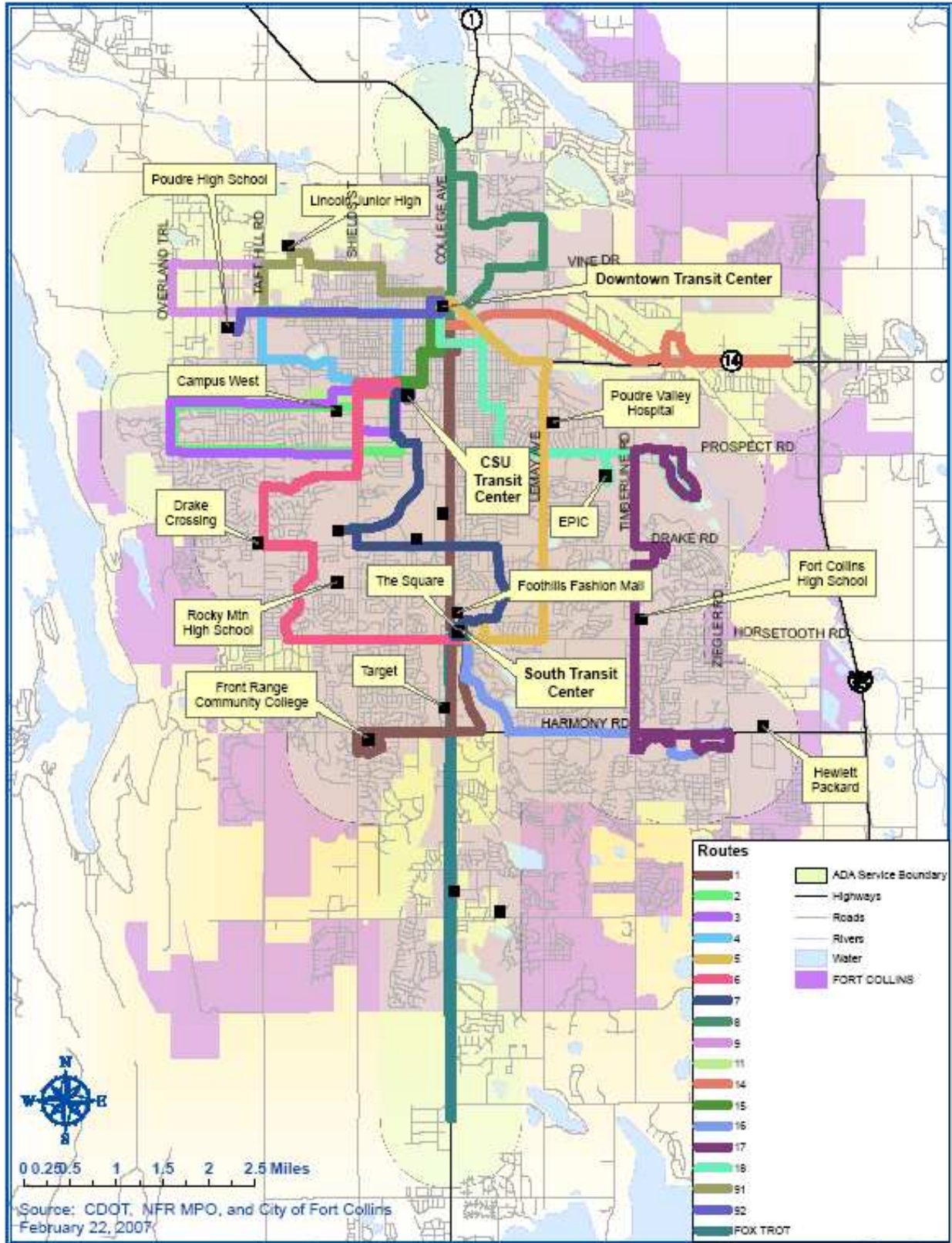


TABLE 1: 2006 TRANSFORT ROUTE INFORMATION

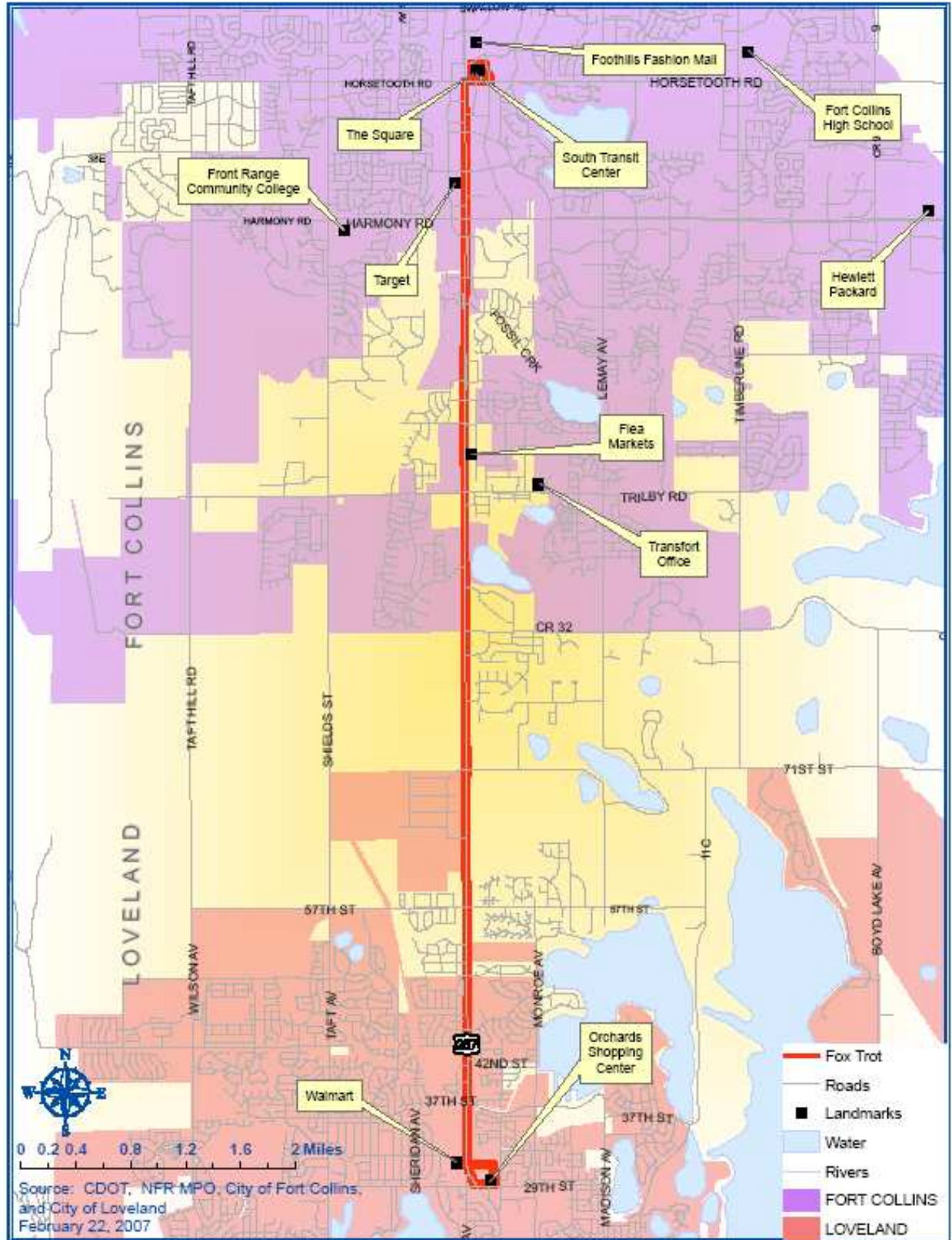
Route	Annual Passengers	Annual Service Hours	Passengers per Hour
1	270,295	14,913	18.1
2	156,898	4,104	38.2
3	105,884	1,872	56.5
4	26,004	1,926	13.5
5	94,361	3,915	24.0
6	136,390	4,051	33.6
7	90,658	5,506	16.4
8	109,978	3,793	28.9
9	63,130	1,706	36.9
11	172,262	2,284	75.4
14	51,728	2,109	24.5
15	91,336	5,019	18.1
16	n/a	n/a	n/a
17	n/a	n/a	n/a
18	n/a	n/a	n/a
91&92	8,820	149	59.1
FoxTrot	95,338	3,900	24.4
Special	6,665	136	48.9
Totals/Average	1,479,747	55,383	26.7

Source: Transfort

In addition to serving Fort Collins residents, Transfort is the operator of FoxTrot, the regional route connecting Fort Collins and Loveland (see Figure 2). This route is funded by Fort Collins, Loveland, and Larimer County.

In 2001 the City of Fort Collins prepared a Strategic Plan to guide its future development. This Plan has been adopted by the City Council and the first phase has been completed with the addition of three routes to the existing system. The implementation of the Mason Corridor project has also brought in additional funds to further phase three. The Plan gradually moves the system towards a grid system, extending service to many areas of town that now have little or no service. The Plan extends service to the I-25 corridor and responds to planned development. In general, transit service is provided on a ½- to 1-mile grid, with closer spacing in the densely developed downtown area. Service improvements are focused on increased frequencies, a strategy that will make the service more attractive to a broad range of people.

FIGURE 2: FOXTROT REGIONAL BUS ROUTE



Operating Statistics

Table 2 illustrates the operating statistics for Transfort’s fixed-route system.

TABLE 2: TRANSFORT FIXED-ROUTE OPERATING STATISTICS - 2002-2006

	2002	2003	2004	2005	2006
Ridership	1,477,735	1,504,683	1,418,102	1,481,472	1,479,717
Annual Vehicle Miles	705,886	729,639	703,081	686,030	640,676
Annual Vehicle Hours	56,616	57,165	58,516	57,782	54,665
Operating Cost (\$)	4,759,551	4,985,104	4,989,453	4,770,104	4,553,023
Annual Fares (\$)	715,528	708,333	832,838	677,759	578,686

Table 3 illustrates the operating statistics for Transfort’s DAR system.

TABLE 3: TRANSFORT DIAL-A-RIDE OPERATING STATISTICS - 2002-2006

	2002	2003	2004	2005	2006
Ridership	77,300	73,607	82,278	87,725	85,735
Annual Vehicle Miles	432,087	419,127	439,771	450,047	560,053
Annual Vehicle Hours	35,921	31,628	31,690	38,399	47,188
Operating Cost (\$)	1,751,944	1,648,132	1,744,325	1,974,685	2,394,238
Annual Fares (\$)	66,630	95,970	139,926	209,927	238,542

Source: Transfort

On the fixed route side, ridership has been stable since 2000 while service hours have declined by 3.4% and miles have declined by 9.2%. Fare revenues have increased from \$2.06 per passenger in 2002 to \$2.55 per passenger in 2006. The net effect is that productivity has increased while costs have remained relatively flat (although the subsidy has increased). Dial-A-Ride services have had a 50% increase in service hours, 29.6% increase in service miles and 10.9% increase in passengers carried. Similarly, costs have increased by 36.6%.

Performance Measures

Table 4 provides information on Transfort performance measures. These are used to determine how well resources are being used and whether the services are cost-effective.

TABLE 4: TRANSFORT PERFORMANCE MEASURES

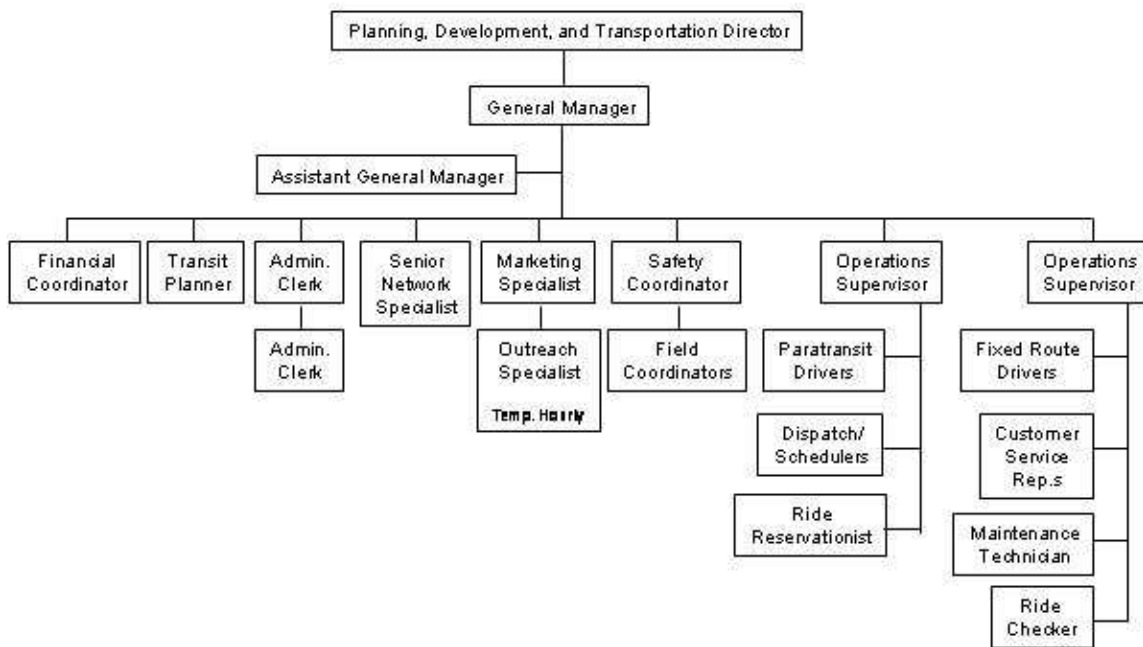
System Wide Performance Measures	Fixed Route	Dial-A-Ride
Cost/Operating Hour (\$)	81.68	49.62
Passengers/Operating Hour	26.02	2.23
Cost/Passenger Trip (\$)	\$3.14	22.22
Farebox Recovery	15.00%	12.66%
Ridership/Capita	12.0	1.4
Cost/Capita (\$)	37.68	18.75

Source: Transfort

Financing

Funding for Transfort and Dial-A-Ride comes from a combination of farebox revenues, federal and local funds. Fort Collins is part of the Transportation Management Area that receives an allocation of Federal Transit Administration urban area formula funds for areas over 200,000 in population. In addition, the agency receives contract funds for services it operates that are oriented to university students. In addition, the allocation formula for federal funds provides for Fort Collins to receive a portion of the urban area formula funds that Fort Collins, Loveland and Larimer County have agreed will be used to fund the Foxtrot regional route.

Transfort/Dial-a-Ride Organization Chart



City of Loveland Transit – COLT

COLT operates two fixed-routes and provides funding for the regional Foxtrot route connecting Loveland and Fort Collins. In addition COLT operates a paratransit or demand response service for elderly and disabled residents of Loveland. Paratransit service is provided throughout the city. Figure 3 illustrates the current transit routes. The City is presently evaluating how best to provide transit services and what future routes may best serve the community.

COLT’s local routes begin service at 6:40 A.M. and continue until 6:55 P.M., Monday through Friday. Weekend routes are available on Saturday from 9:40 AM to 9:50 PM. The regular fares are \$1.25 for a one-way ride. People who are elderly or have disabilities pay \$.60 per ride, with youth between the ages of six and fourteen paying \$0.50 per ride. Special rates are also available for low income residents. Passes and tickets are available.

Only seniors and ADA are eligible for the paratransit service. Paratransit fares are \$2.00 for a single ride. A 20-ride pass is available for \$37.50 or a 40 ride pass for \$70. Low income fares are also available.

Population Served

The fixed-route system connects the residential areas of the City to major activity centers in the downtown area and along Eisenhower Blvd to Interstate 25. An on-board survey conducted in January of 2004 indicated that individuals, who do not have access to an automobile (because they do not have a driver’s license or cannot afford a car, or other reasons), make up the majority of the ridership.

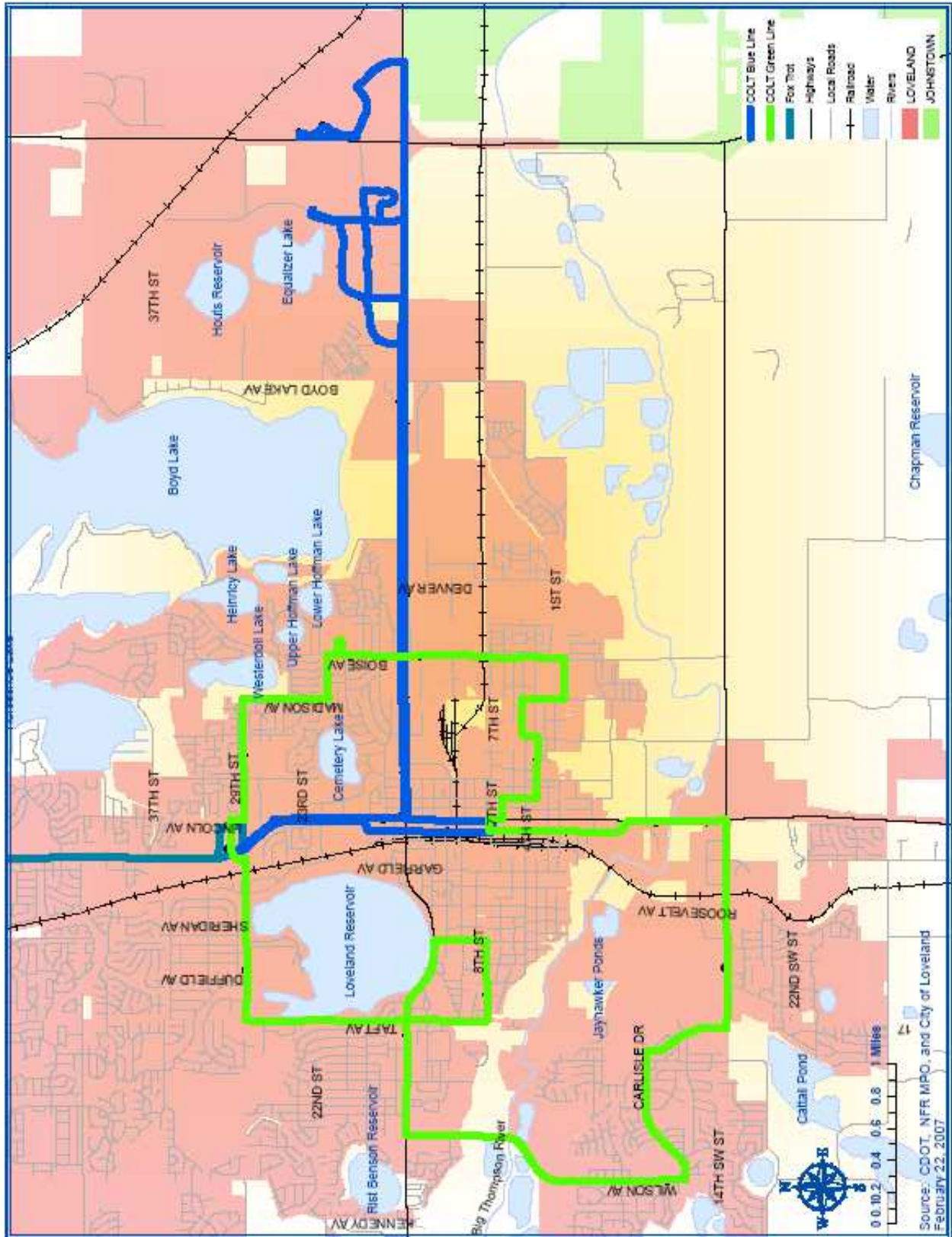
Ridership in 2006 is illustrated for the two main routes in Loveland in Table 5. The Foxtrot, connecting Loveland and Fort Collins is described as part of the Transfort system.

TABLE 5: COLT 2006 RIDERSHIP BY ROUTE

Route	Riders	Service Hours	Riders / Hour
Green Line	48,888	n/a	n/a
Blue Line	50,757	n/a	n/a
Paratransit	12,591	9,732	1.29
Fixed Routes Together	99,645	7,296	27.31

Source: COLT

FIGURE 3: COLT TRANSIT ROUTES



The City is growing towards the I-25 corridor, and major activity centers are already located at Interstate 25. Over time, service between the older portions of Loveland and the interstate will grow in importance.

Operating Statistics

Tables 6 and 7 illustrate the operating statistics for Loveland’s fixed-route system.

TABLE 6: COLT FIXED-ROUTE OPERATING STATISTICS - 2004-2006

	2004	2005	2006
Ridership	59,934	74,856	99,645
Annual Vehicle Miles	110,842	109,800	122,936
Annual Vehicle Hours	7,536	7,344	7,296
Annual Operating Cost (\$)	388,612	415,313	493,213
Annual Fares (\$)	31,160	36,639	44,648

Source: COLT

TABLE 7: COLT PARATRANSIT OPERATING STATISTICS - 2004-2006

	2004	2005	2006
Ridership	15,270	14,220	12,591
Annual Vehicle Miles	63,363	61,577	63,351
Annual Vehicle Hours	9,240	9,816	9,732
Annual Operating Cost (\$)	321,696	339,891	438,463
Annual Fares (\$)	17,524	13,271	14,323

Source: COLT

Performance Measures

Table 8 provides information on COLT performance measures. These are used to determine how well resources are being used and whether the services are cost-effective.

TABLE 8: COLT PERFORMANCE MEASURES

	Fixed Route	Paratransit
Cost per/Operating Hour (\$)	67.60	45.05
Passengers/Operating Hour	13.65	1.29
Cost/Passenger Trip (\$)	4.94	34.82
Fare Box Recovery (%)	8.8	1.2
Ridership per Capita	1.7	.2
Cost per Capita (\$)	8.40	7.47

Source: COLT

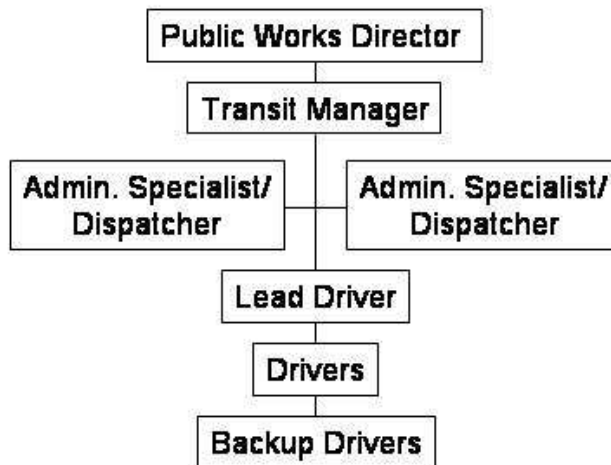
The COLT Transit Plan indicates that the breakouts between fixed-route service and paratransit services are knowledgeable estimates and that data is now being collected separately for each type of service.

Financing

Funding for COLT comes from farebox revenues, local funds, and federal funds. The City of Loveland has switched from a system that was considered rural (less than 50,000 population) to urbanized as part of the Fort Collins/Loveland TMA (with over 200,000 population) since the 2000 Census. Loveland has taken advantage of the waiver which allows new urbanized areas over 200,000 in population to use federal transit assistance for operating expenditures, but that waiver is expiring.

The City of Loveland receives Federal Transit Administration funds, including 5307 funds for service within the TMA and, 5311 funds for service outside the TMA.

City of Loveland (COLT) Organization Chart



City of Greeley – The Bus

The City of Greeley operates fixed-route service, known as “The Bus”, paratransit services, and evening demand response services. The fixed-route system serves the Greeley urban area, including the City of Evans (see Figure 4). Seven fixed routes operate on a modified grid system, as illustrated in Figure 4. Service operates Monday through Saturday, from 6:45 A.M. to 6:45 P.M. One route, the Boomerang, serves UNC students and operates only during fall and spring semesters when the university is in session. The remainder of the system operates year-round.

As the City of Greeley has expanded to the west, The Bus service has extended to serve major activity centers. The routes currently serve as far west as 61st Avenue and as east as Balsam Avenue. The north and south portions of the system reach as far as 1st and Prairie View Drive respectively. Requests are mounting to serve the Promontory Development as the business park at the intersection of the US 34 Bypass and the US 34 Business route grows.

Population Served

In addition to serving Greeley, The Bus provides service to Evans through an intergovernmental relationship. The Bus serves many people who are transit dependent – because they do not have driver’s licenses, have disabilities that prevent them from driving, or cannot afford an automobile. As these people live throughout the City, the system makes an effort to serve most of the major areas of the City. The Bus routes serve a variety of areas including low-density residential areas, commercial areas, and the University. In addition, when the County moved its offices to the north end of Greeley, the system found it necessary to serve these facilities.

The Greeley system is known for its excellent service to people with disabilities. In addition to the active paratransit service, the fixed-route buses also carry many riders who use wheelchairs; the wheelchair lifts were used 11,114 times in 2006.

The Bus has broad-based ridership covering all age groups. With the establishment of the Boomerang route serving UNC, its student ridership increased substantially.

Ridership by route is illustrated in Table 9; Routes 3, 4, and 6 have relatively low productivity for fixed route service, carrying between eight and nine passengers per hour. Routes 1, 2, and 5 are much stronger. These routes serve a mix of areas that serve a variety of commercial areas and other activity centers. The UNC route, while just operating when school is in session, provides an effective connection for students traveling within the university. The UNC route has significantly higher ridership than other local routes, numbering about three times ridership of any other route. Each of these routes serves an important purpose, connecting the residents, particularly in the areas of town with the most transit dependent population with the activity centers. In the last decade, Greeley has seen important activity centers develop on the north and west ends of town.

FIGURE 4: THE BUS TRANSIT SERVICES

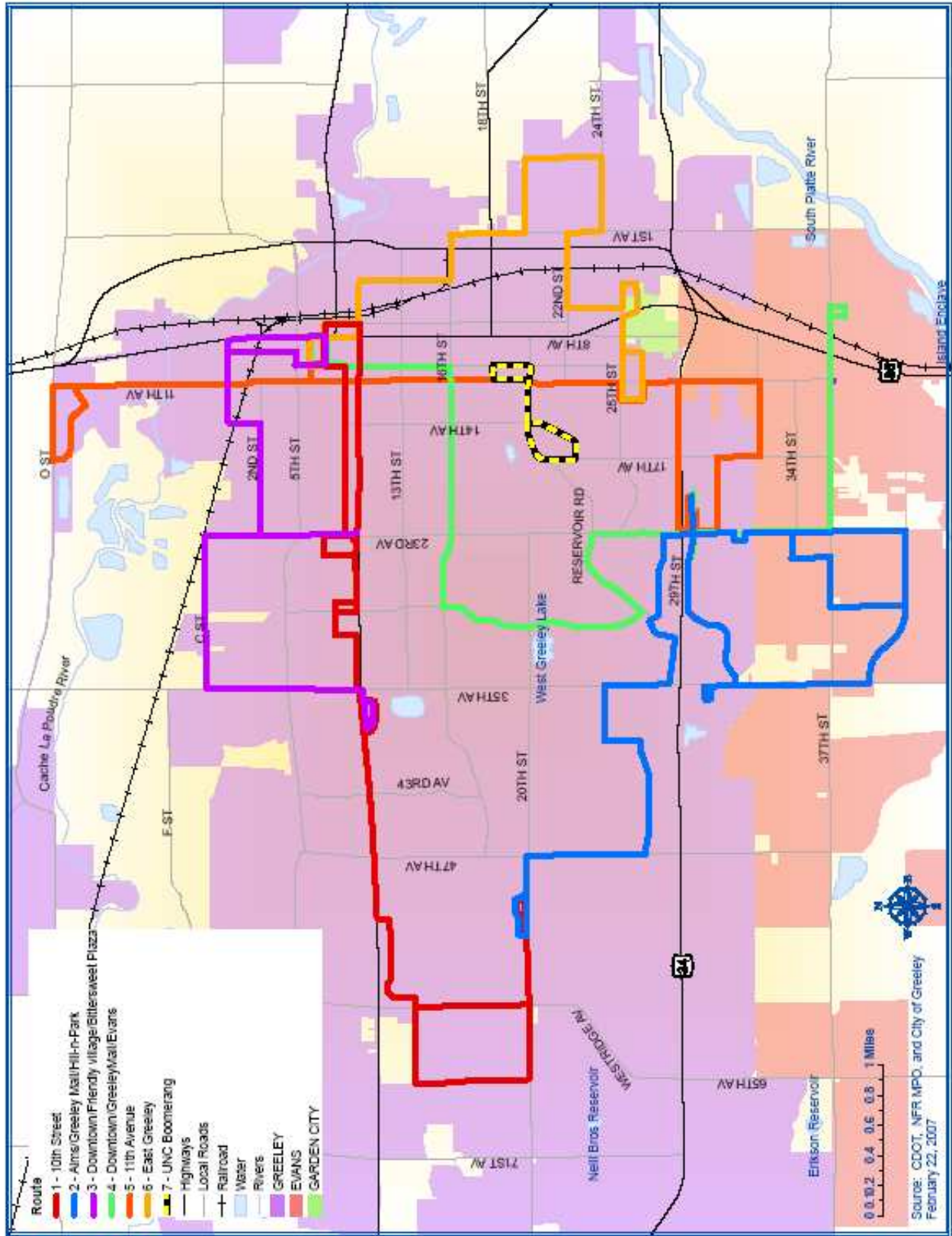


TABLE 9: THE BUS RIDERSHIP BY ROUTE IN 2006

Route	Annual Passengers	Annual Service Hours	Passengers per Hour
1/2	49,399	3,984	12.4
2/1	48,966	3,945	12.4
3/4	33,891	4,021	8.4
4/3	32,975	3,832	8.6
5	136,717	7,979	17.1
6	29,118	3,882	7.5
UNC	122,633	2,530	48.5

Operating Statistics

Table 10 illustrates the operating statistics for Greeley’s fixed-route system.

TABLE 10: THE BUS FIXED-ROUTE OPERATING STATISTICS - 2002-2006

	2002	2003	2004	2005	2006
Ridership	398,841	410,299	403,316	431,520	453,390
Annual Vehicle Miles	355,472	355,268	353,863	383,997	398,820
Annual Vehicle Hours	27,305	27,090	26,834	29,013	30,173
Annual Operating Cost (\$)	1,468,346	1,443,943	1,550,888	1,811,873	1,767,140
Fares Revenue (\$)	216,416	228,244	199,353	n/a	n/a

Source: The Bus

Table 11 illustrates the operating statistics for The Bus paratransit/Demand Response system.

TABLE 11: THE BUS PARATRANSIT OPERATING STATISTICS - 2002-2006

	2002	2003	2004	2005	2006
Ridership	28,544	28,657	31,148	34,720	32,610
Annual Vehicle Miles	131,349	149,642	145,443	172,926	190,405
Annual Vehicle Hours	13,254	13,918	14,391	15,520	16,321
Annual Operating Cost (\$)	491,177	535,337	609,234	684,388	733,606
Fares Revenue (\$)	39,052	52,572	53,495	n/a	n/a

Source: The Bus

Performance Measures

Table 12 lists The Bus performance measures. These are used to determine how well resources are being used and whether the services are cost-effective.

TABLE 12: THE BUS PERFORMANCE MEASURES

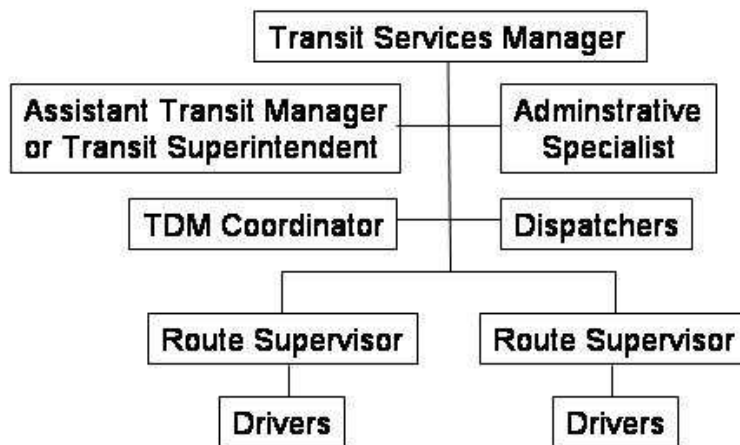
System-wide Performance Measures - 2006	Fixed Route	Paratransit and Demand Response	System Total
Cost per/Operating Hour (\$)	58.57	42.70	52.81
Passengers/Operating Hour	15	1.91	10.3
Cost/Passenger Trip (\$)	3.89	22.37	5.14
Farebox Recovery (%)	15.6	8.1	13.4
Ridership per Capita	4.31	0.31	4.62
Cost per Capita (\$)	16.80	6.97	23.73

Source: The Bus

Financing

Funding for The Bus comes from Federal Transit Administration urbanized area funds (Section 5309), local general funds, and farebox. The federal funds can be used for capital and operating expenses.

Greeley Transit Services Organization Chart



Berthoud Area Transportation Services (BATS)

The Berthoud Senior Center operates demand response service, not only within Berthoud but also for the surrounding rural area. The BATS service area is unique in the way that the boundary matches the limits of the Berthoud Rural Fire Protection District. This district, most of which is still classified as “rural”, includes portions of Boulder and Weld Counties as well as Larimer County (see Figure 5).

Demand-response service is operated from 7:00 A.M. to 4:00 P.M., Monday through Friday. The fare for local service is \$0.50 per ride. The suggested donation for out-of-town trips is \$2 to \$5, depending on income. Rides can be scheduled seven days in advance, but must be scheduled at least 24 hours ahead of time.

BATS operates service to the RTD station in Longmont where riders can connect to services in Denver and Boulder. BATS also operates to Loveland’s transfer center where riders can connect to COLT or the Foxtrot that travels to Fort Collins.

Population Served

BATS finds that about 70% of its passengers reside in the urban area and 30% reside in the rural area. BATS is used by seniors to attend congregate meals at the Berthoud Senior Center. It is also used by students and other members of the general public for local trips and to connect to the COLT, Transfort and RTD systems. While seniors continue to make up a major part of the ridership, use of the transportation service is growing among the general public, particularly young students.

BATS has been in operation for over ten years, and are growing steadily in response to increased demand. The population in the BATS service area continues to grow. Today BATS is positioning itself for the long-term so it can respond to the demand it faces and so it will be a stable ongoing service.

The Town of Berthoud now manages a more active role than in the past, providing almost half of the BATS funding. The Berthoud Area Transportation Services plays a key role in serving the rural needs in the southern part of Larimer County.

Operating Statistics

Table 13 illustrates the operating statistics for BATS.

FIGURE 5: BATS SERVICES

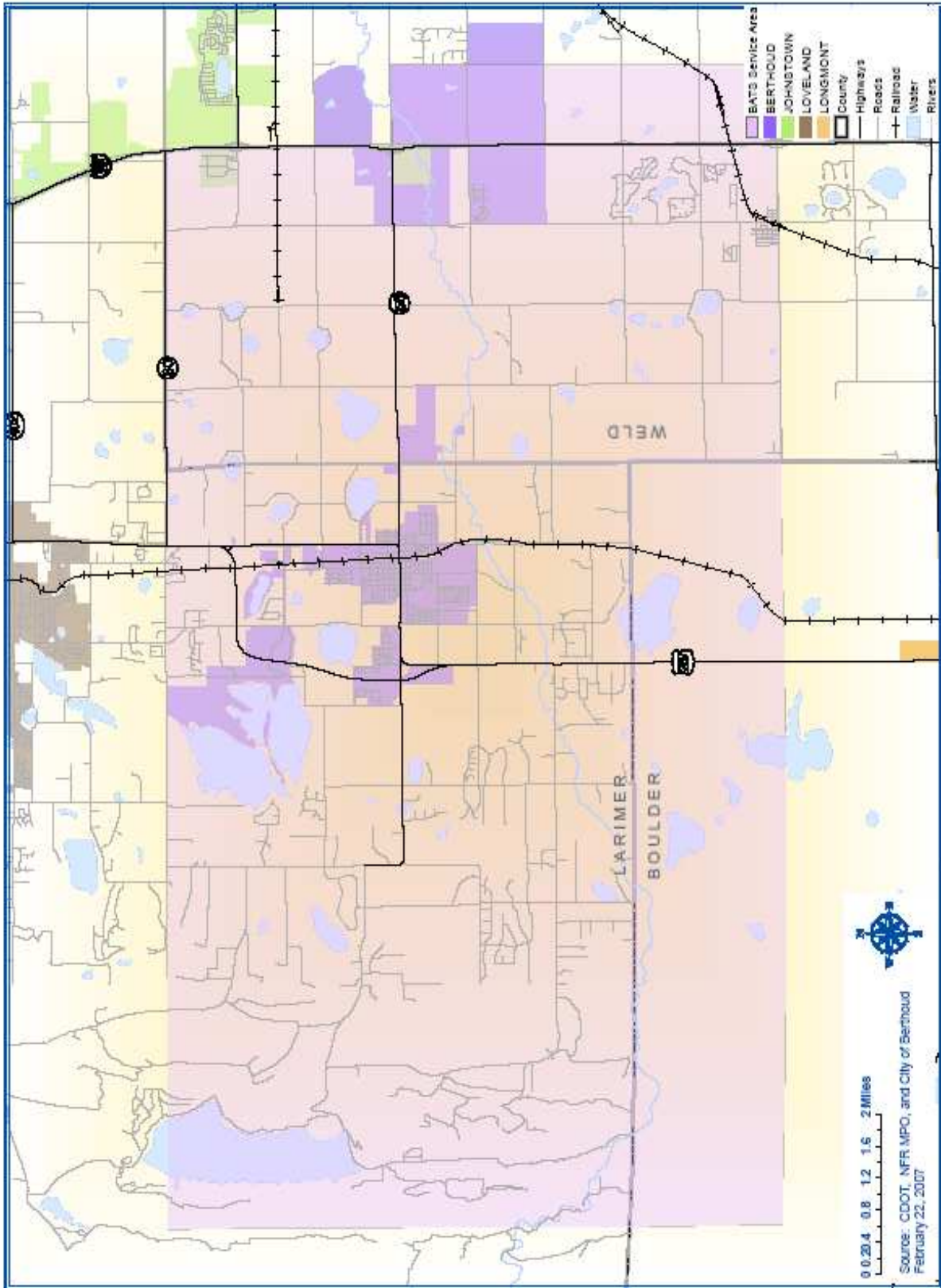


TABLE 13: BATS OPERATING STATISTICS (DEMAND RESPONSE) 2002-2006

	2002	2003	2004	2005	2006
Ridership	11,669	12,773	13,027	16,181	14,830
Annual Vehicle Miles	42,138	57,911	70,695	81,550	76,521
Annual Vehicle Hours	2,887	4,078	4,684	5,713	5,197
Annual Operating Cost (\$)	N/A	\$147,029	\$202,570	\$246,760	\$203,319
Annual Fares (\$)	4,144	5,115	8,616	8,688	6,013

Source: BATS

Performance Measures

Table 14 provides information on BATS performance measures. These are used to determine how well resources are being use and whether the services are cost-effective.

TABLE 14: BATS PERFORMANCE MEASURES

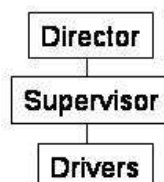
System-wide Performance Measures - 2006	System Total (Demand Response)
Cost per/Operating Hour (\$)	39.12
Passengers/Operating Hour	2.85
Cost/Passenger Trip (\$)	13.70
Farebox Recovery (%)	2.95
Ridership per Capita	3
Cost per Capita (\$)	41.18

Source: BATS

Financing

Both federal and local financial support are the foundation of the service, with \$40,236 in local funds (Section 5307) from the Town of Berthoud, \$32,718 in federal rural transportation funds (Section 5311) and \$63,843 in federal urban transportation funds (Section 5309). They are also supported with a variety of grant funds, Older Americans Act funds, and Golden Links contributions.

Berthoud Area Transportation Services Organization Chart



Weld County Human Services Transportation Program

The Weld County Transportation Program is a branch of the Weld County Human Services Department. It serves the general public and special populations through a variety of federally funded contracts, including:

- Employment Services Of Weld County
- Head Start
- Senior Nutrition Program
- Migrant Head Start Program
- Summer Youth
- Mini-Bus Program

The system operates approximately 40 vehicles, and travels nearly 600,000 vehicle miles per year in serving Weld County with trips to Greeley. The service focuses on providing connections between local communities and services in Greeley. Service is also provided to Boulder County, north Denver, Loveland, Fort Collins and Fort Morgan, as needed. In addition, a volunteer program provides subsidies for persons providing trips to the elderly and disabled using personal vehicles.

The Weld County program has the advantage of being well-coordinated as both general public and human service transportation programs are combined. In addition, the Weld County program coordinates with The Bus in Greeley as both programs take people to services within Greeley and the urbanized area. Many local communities in Weld County also provide volunteer-based services, primarily oriented towards seniors. These local services may take people to nutrition sites or for local shopping and services.

Population Served

Figure 5 also illustrates the scheduled trips between Weld County communities. Demand response service is also provided throughout the county as resources allow. The Weld County program operates in a demand response mode and primarily provides regional or long-distance trips. The average distance passenger's travel is significantly longer than many locally based demand response services.

Operating Statistics and Performance Measures

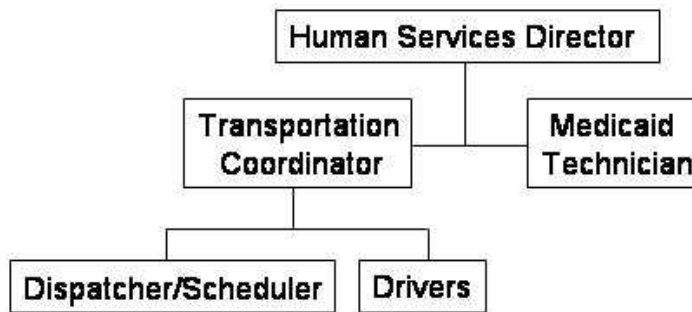
Operating statistics for the Weld County program in 2002 show a cost of \$8.50 per passenger, \$1.53 per mile, 0.18 passenger boardings per mile, and 1.01 passenger boardings per capita.

In reviewing the performance measures, note that Weld County only tracks the miles traveled – a unit of measure that reflects the long-distance nature of the service. Service hours are not available.

Financing

The Weld County Human Services Transportation Program has an annual budget of approximately \$1,000,000. This is funded through a combination of fares, federal funds from a variety of sources, and county funds. Weld County Department of Human Resources uses funds from all of its transportation programs to provide a comprehensive system that meets the needs of both clients and the general public rider.

Weld County Transportation System Organization Chart



Larimer County – Larimer Lift

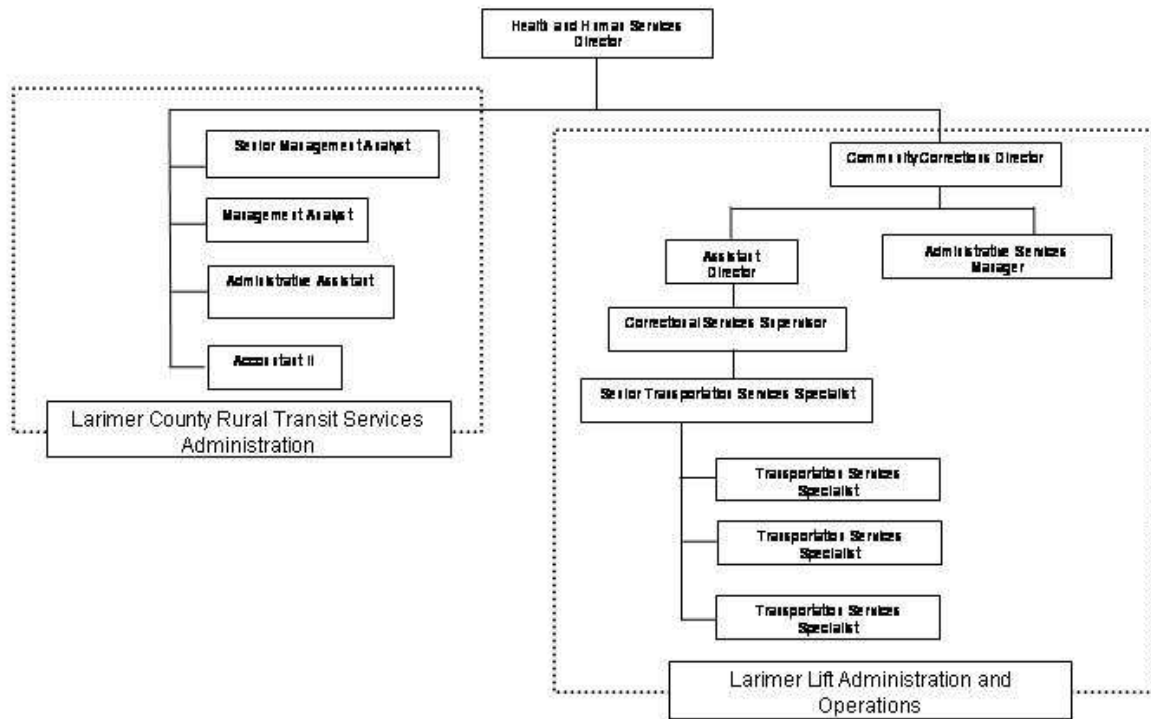
The Larimer Lift is a shared ride service that provides accessible demand response service within our service area in Larimer County and to locations in Fort Collins. The services goal is to improve the mobility of rural residents by providing safe and reliable service.

Service operates from 8:00 AM to 5:30 PM Monday, Wednesday and Friday, and 8:00 AM to 2:30 PM on Tuesday, except for published holidays. Reservations are accepted between 8:00 AM and 3:00 PM, Mon. - Fri. Rides be can scheduled up to two weeks in advance but the trip must be scheduled at least 2 days before the ride is to be taken.

The fare is \$1.00 for a one-way trip. Seniors over 60 ride at no cost.

Larimer County Rural Transportation Services contracts with the cities of Loveland and Fort Collins to provide area transportation to residents living outside the urban areas. The services are provided by Fort Collins Dial-A-Ride, City of Loveland Transit (COLT), and Berthoud Area Transportation Service (BATS). Riders qualify to participate based on their residence, and age or income group.

Larimer County Transit Services Organizational Chart



Summary Public Transit Providers

System Performance Measures

Fixed-Route Services

The systems providing fixed-route service illustrate a wide range of services and performance. Much of the fixed-route service in Fort Collins, Greeley, and Loveland serves people who do not have the option of driving. Transfort, in Fort Collins, also serves a large number of students, both in making trips to and from campus and, for many students, the other travel needs of this population. Student ridership is also significant in Greeley, although The Bus has only one primary route oriented to university trips. Greeley has an important orientation to serving people with disabilities, and carries many passengers who use wheelchairs on its fixed-route service. Table 15 provides a comparison of the performance on fixed routes, there is a wide range that reflects the markets served and effectiveness of the routes.

TABLE 15: FIXED-ROUTE PERFORMANCE MEASURES

	Larimer County		Weld County
	Transfort	COLT	The Bus
Cost/Service Hour (\$)	\$80.68	\$67.60	\$58.57
Passengers/Service Hour	26.02	13.65	15
Cost/Passenger Trip (\$)	\$3.14	\$4.94	\$4.31
Cost per Capita (\$)	\$37.68	\$8.40	\$16.80

Demand Response Services

There are six demand response services available. They are Berthoud, Estes Park, COLT, Transfort, The Bus and Weld County. Table 16 compares the performance measures of the demand response services.

Table 16: Demand Response Performance Measures

	Larimer County			Weld County	
	Berthoud	COLT	Transfort	The Bus	Weld County
Cost/ Service Hour (\$)	\$39.12	\$45.05	\$49.62	\$42.70	N/A
Passengers/Service Hour	2.9	1.3	2.2	1.9	N/A
Cost/Passenger Trip (\$)	\$13.70	\$34.82	\$22.22	\$22.37	\$8.65
Cost/Capita (\$)	\$41.18	\$7.47	\$18.75	\$6.97	\$8.56

N/A = Not Available

Other Transit Providers – Regional Services

Regional transit services are limited, with the Foxtrot providing connections between Fort Collins and Loveland and rural services providing some connections between outlying rural communities and urban area services. VanGo provides regional vanpool services. Other regional transit services today are provided by the private sector. Two private operators provide regional services: Greyhound/TNM&O and Shamrock Airport Express. The Foxtrot and rural services were described in the previous section. VanGo and private services are described below.

VanGo Services

The North Front Range MPO operates a vanpool program providing intra- and inter-regional trips. VanGO first started in 1994 and has grown dramatically each year into 2006. Table 17 illustrates the growth in the number of vans along with ridership increases from 1994 to 2006. Table 18 lists the VanGo service levels. These services provide an indication of demand for alternative transportation services to regional destinations and serve an important role in helping to build shared-ride ridership. An increase in the amount of ridership for Van Go

decreases the number of single passenger vehicles on the road commuting to and from work. Bringing vehicles off of the road will create fewer emissions in our environment. Table 19 shows the vehicle miles saved along with the amounts of carbon monoxide (in tons) saved per year with the induction of VanGO.

TABLE 17: VANGO RIDERSHIP VS. NUMBER OF VANS

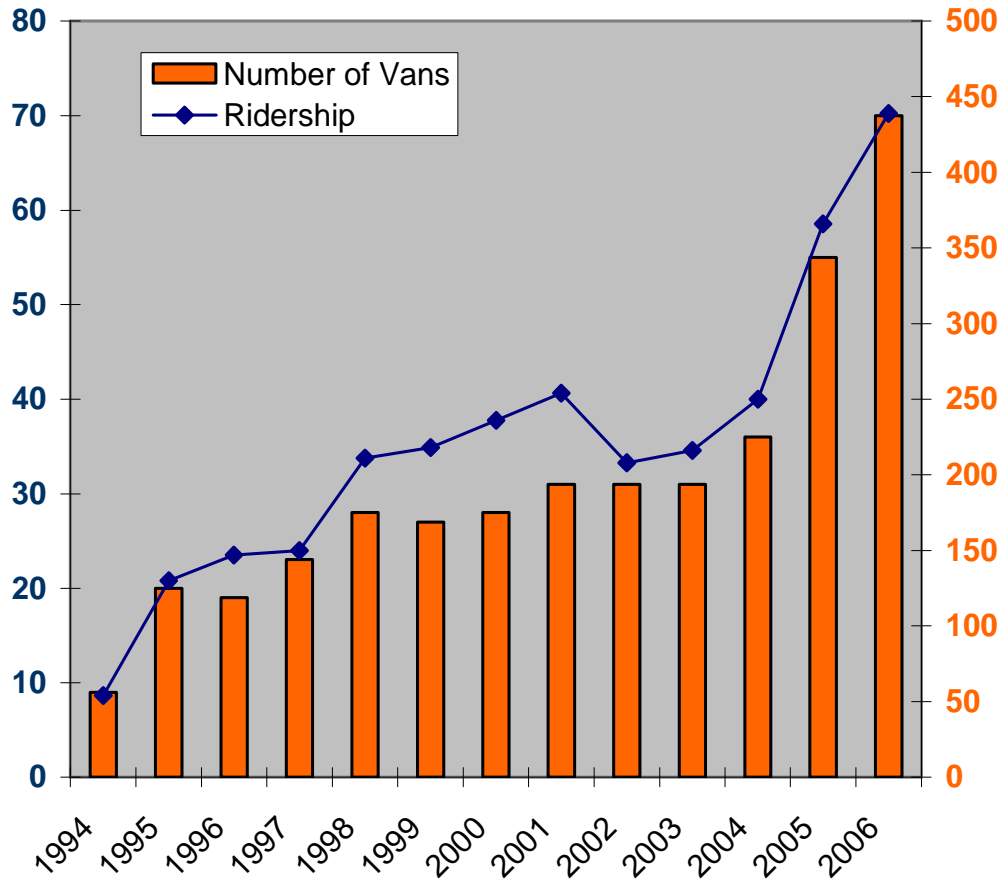


TABLE 18: VANGO VMT SAVED VS. CO IN TONS SAVED

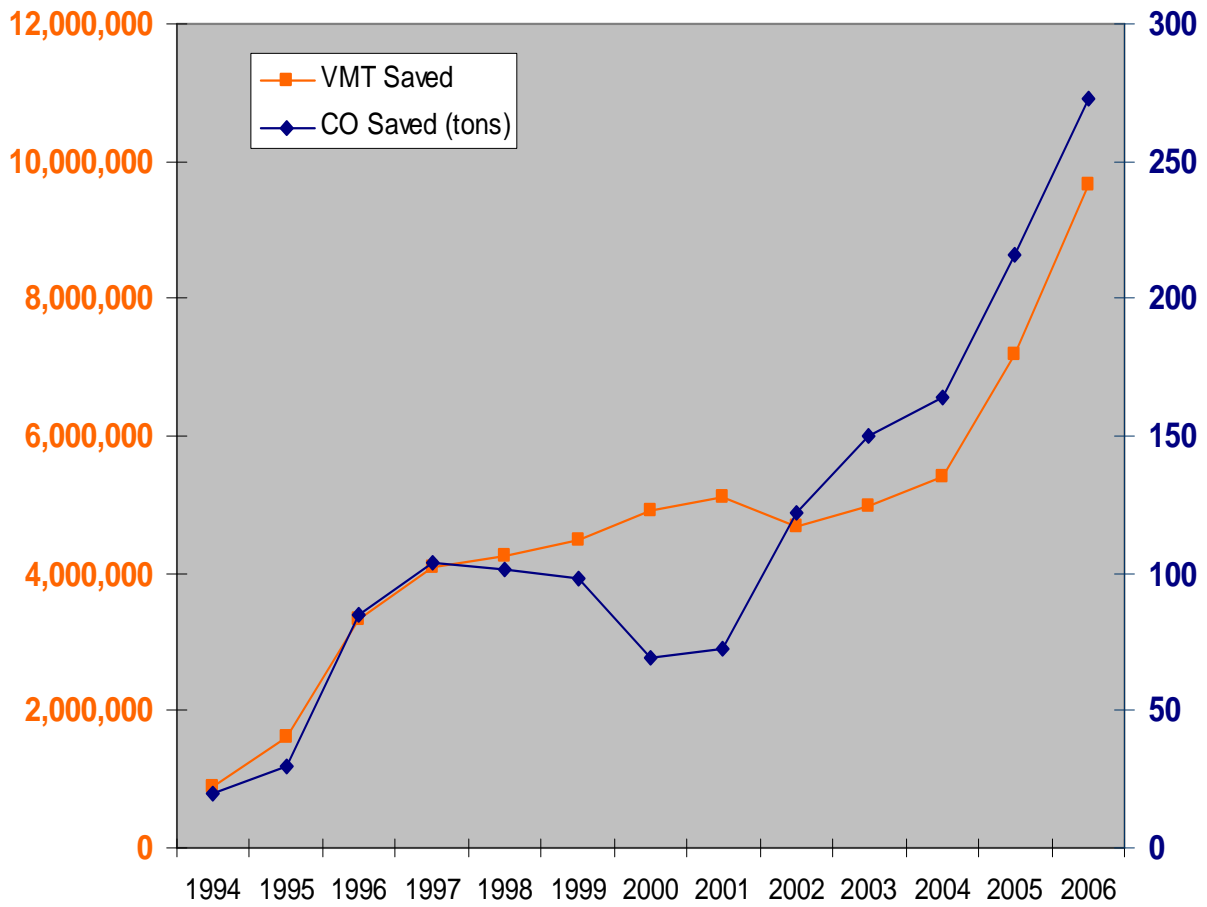


TABLE 19: VANGO SERVICE LEVELS AND CAPACITIES

ORIGIN	DESTINATION																	TOTAL	
	Interlocken/Louisville	Golden/Denver West	Longmont	Stapleton	Boulder	Colorado Blvd.	Greeley-Banner Health	Rawhide/Wellington	Downtown Denver	DTC	Lakewood	I-25 and 84 th Avenue	I-25 and 120 th Avenue	Aurora	Fort Collins	CSU	West Evans Blvd.		Loveland/Kroll
Fort Collins																			
Vans	7	2	1	1	5	3	1	1	12	3	2	1	1	-	-	-	2	-	42
Persons	35	10	5	5	10	15	5	5	60	15	10	5	5	-	-	-	10	-	210
Greeley																			
Vans	-	-	-	-	-	-	-	-	5	-	-	-	1	-	2	1	-	-	9
Persons	-	-	-	-	-	-	-	-	25	-	-	-	5	-	10	5	-	-	45
Loveland																			
Vans	-	-	-	-	-	-	-	-	2	-	-	-	1	1	2	-	-	-	6
Persons	-	-	-	-	-	-	-	-	10	-	-	-	5	5	10	-	-	-	30
Boulder																			
Vans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	-	-	-	5
Persons	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25	-	-	-	25
Johnstown/Milliken																			
Vans	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	2
Persons	-	-	-	-	-	-	-	-	10	-	-	-	-	-	-	-	-	-	10
Denver																			
Vans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	2	5
Persons	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15	-	-	10	25
Longmont																			
Vans	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	1
Persons	-	-	-	-	-	-	-	-	5	-	-	-	-	-	-	-	-	-	5
Total Vans	7	2	1	1	5	3	1	1	22	3	2	1	3	1	12	1	2	2	70
Total Persons	35	10	5	5	10	15	5	5	105	15	10	5	15	5	60	5	10	10	330

Source: March 2006 NFRMPO/Van Go Vanpool Services *ridership based on the assumption of five people per van.

Other Providers

Private sector regional services are available along I-25 to DIA and provide limited service between major communities in Larimer and Weld counties. The hourly service to DIA is a solid level of service and with the E-470 connection the travel time is reasonable. The intercity network, while it does a reasonable job given the market and operating economies, does not provide adequate services either between cities in the region or to major cities outside the region. To serve a larger market, more direct service between major communities is needed.

Those trips that do provide direct connections between Fort Collins and Denver do so with reasonable travel times. However, most service zig-zags through the region, taking two to three times as long as an automobile trip. In order to improve intercity service through the private sector, some level of public support will be needed.

Limited connections are available between the private services and public services. Greyhound/TNM&O serves the Multi-Modal Downtown Transit Center in Fort Collins. Airport Express serves the transit center at Colorado State University and Harmony Road park-and-ride. Specialized services in the region vary significantly between Larimer and Weld counties. In part this is due to the geography of the counties and in part due to the historical development of transit services. In Weld County, the primary transportation providers are Weld County, CDSIEnvision, and the various senior centers in rural communities. In Larimer County, rural services are provided by Larimer County (Larimer Lift) and the Town of Berthoud. Rocky Mountain National Park provides service for populations within the park itself. It is hopeful that in the future this service will work with other transit systems to alleviate some of the traffic flow on the US 34 Corridor. Foothills Gateway is also a major provider of service along with a variety of other smaller organizations who provide service to their clients.

Regional Transportation Authority/Regional Transit Management Structure Process

Overview

During the period from mid-2005 to 2007, the communities of the north Front Range embarked upon an effort to establish a regional transportation authority (RTA). This process began through the efforts of the North Front Range Metropolitan Planning Organization's Planning Council (Planning Council) to address the severe funding shortfalls for all forms of transportation in the region: roadways and transit.

The Planning Council established an RTA Sub Committee to guide the process. The committee met monthly throughout the entire RTA effort beginning their deliberations in August 2005. Until the early spring of 2006, the committee met to raise awareness and refine their plan for approaching establishing a revenue stream through an RTA for both roadway facilities and transit services. The committee decided upon a phased approach that would include a transportation summit and extensive involvement from the public and stakeholders throughout the region.

The Sub-Committee was comprised of five members who are elected officials from the NFR MPO Planning Council. They are as follows:

- Don Feldhaus, Mayor Pro Tem, City of Greeley
- Larry Heckel, Councilmember, City of Loveland
- Kurt Kastein, Councilmember, City of Fort Collins
- Glenn Vaad, Commissioner, Weld County
- Karen Wagner, Commissioner, Larimer County

The phases included:

1. Transportation Summit
2. Principles Committee
3. Citizens' Steering Committee
4. Partnership Committee

The regional management structure effort was added to the RTA process as the Citizens' Steering Committee was formed and benefited from the talents and commitment of the Citizens' Steering Committee membership and leadership. This was made possible through a grant from the Colorado Department of Transportation which funded a portion of the joint RTA/RTMS effort. During this phase, a variety of transit alternatives were explored and a preferred alternative chosen.

Regional Transportation Summit

The first effort in Northern Colorado was the Transportation Summit.

How will growth, increased traffic, fuel prices, and other factors affect our ability to move people and goods in the future North Front Range region? What are the future transportation priorities for the region? How will we fund them? These are some of the many questions facing Colorado's North Front Range. To begin a regional dialog on these issues, the North Front Range Metropolitan Planning Organization and its member jurisdictions held a North Front Range Transportation Choices Summit on June 13, 2006 at the Windsor Community Recreation Center, in Windsor, Colorado.

The North Front Range Transportation Choices Summit was a regional gathering through which participants helped identify priorities for the future transportation system of the region. Regional transportation



choices explored included regional bus and rail transit service, arterial and highway widenings, interchange improvements, connections between cities and activity areas, bicycle and pedestrian mobility, system maintenance, and others.

Attendees at the Summit included representatives from the business community, environmental groups, local governments, elected officials, and residents from the region. Activities during the Summit focused on

“*CONNECTIONS*,” an interactive exercise in which participants planned the future transportation system by identifying needs, purchasing transportation improvements, and evaluating tradeoffs. Participants were divided among 27 tables to represent all parts of the region and diverse perspectives. Each group was given \$1.3 billion in resources to negotiate, spend, and build their future transportation vision for the region.

The Summit provided opportunity for dialog on how the region interacts and a consensus approach as to how to plan for our regional transportation improvements.

The MPO received RSVP’s from 234 respondents. More than 200 respondents participated in the Summit along with 27 table facilitators, six table assistants, seven technical observers, and a 10-person Summit Planning team of MPO Staff and consultants.

Four newspapers reporters and two radio hosts (live radio broadcast on KFKA-AM) covered the Summit.

After the Summit, MPO Staff collected contact information for those respondents seeking to be added to the mailing lists for future Summit correspondence.

Transportation is extremely complex and trying to understand all aspects of our transportation system can be overwhelming. Even those in the transportation industry might know in great detail some aspect of the transportation system but not others.

However, in order to have a regional discussion about our had some basic information on future transportation issues outset of the Summit on the major issues that affect our tra vehicle trips, travel patterns, existing and future congestio lack of adequate funding to meet our needs, fuel costs, the transportation mode (auto, transit, bicycle, or walking) to Summit presentation, an information booklet was produce used as a reference document during the “*CONNECTIONS*”

The Summit Event was held on Tuesday, June 13, 2006 between 8:00 and 11:00 a.m. at the Windsor Community Recreation Center. Participants were



invited to come as early as 7:00 a.m. to register, pick up an information packet, learn their table assignment, and enjoy a continental breakfast. The Summit event included presentations which provided background information regarding the state of the transportation system, instructions for the “*CONNECTIONS*” exercise, conducting the exercise, and sharing results.

The exercise included a board or map of the region which highlighted where approximately \$1.3 billion of transportation improvements are planned over the next twenty-five years based on the North Front Range MPO 2030 Long Range Transportation Plan. In the exercise, participants were asked to work together in table groups to explore where they would make transportation improvements if there were additional funds available, and what type of transportation improvements they would make given the key messages presented.

The *CONNECTIONS* exercise was conducted at 27 tables. Each table had a trained facilitator who also served as banker. The facilitator introduced themselves and asked each member to share their name and where they travel most often, and to place their initials on the board map to get an understanding of the regional makeup of the table. As an ice breaker to begin the dialog, each person was also asked to summarize what they heard about key regional connections from the presentation and what one thing about the future of the region caught their attention. These comments were recorded on a flipchart.

Each facilitator then restated that the purpose of the exercise was to explore choices for regional transportation and introduced the map board, legend, and game pieces. The facilitator also pointed out the various blanks on the map board that were to be filled in. This included space for bright ideas, comments regarding assumptions or conditions, and a space to highlight common ground at the end to summarize agreement. The facilitator explained the cost sheet (included in the Summit information booklet) and budget.

The budget for the exercise was \$1.3 billion, which is double that identified in the current North Front Range Long Range Transportation Plan and would be slightly less than what a one cent (1¢) sales tax would generate through a Regional Transportation Authority.

To start the *CONNECTIONS* exercise, each person was asked to list one improvement they would like to see. The group was then asked, “What is the first piece you want to place on the board,” with the caveat that they could change pieces around at any time. Facilitators suggested that the tables start with investments in maintenance and pedestrian/bicycle improvements, and then select a regional corridor package before building other connections.

As the exercise proceeded, the facilitator handed pieces to the group as they asked for them and kept tally of their expenditures. Pieces were often placed on the board, moved around, discussed and removed as various solution sets evolved. The facilitator also notified the group when they had placed about \$1 billion on the board and had about \$300 million left. If technical questions came up, the facilitator would either ask a transportation expert to come over or would ask the individual to put the question on the exit questionnaire at the end of the meeting.

At the end of the *CONNECTIONS* exercise, each member of the table was asked to fill out an exit questionnaire while the facilitator taped down the pieces to the board and conducted a final tally on the *CONNECTIONS* cost sheet. Whereas the board exercise was intended to develop a group response, the exit questionnaire was intended to record individual responses.

Analysis

The analysis of findings from the Transportation Choices Summit included tallying board expenditures, and examining the maps to identify common elements, and analysis of the individual exit questionnaires that were filled in by all of the participants. As a final effort, a series of post-Summit meetings were held with the facilitators to discuss the dynamics and process for how their groups made decisions and why they selected what they did. These facilitator meetings were grouped to reflect common major themes in the groups' results. As an example, one day the facilitators that were at a table that identified commuter rail as the important regional connection met together while another facilitator meeting included facilitators for tables that selected I-25 corridor widening. The following are summaries of the key findings.

Maintenance

The estimated 20-year maintenance cost for the regionally significant corridors was \$250 million. Based on the tally of the 27 tables and discussions with the facilitators, all tables indicated that maintaining the region's existing and future transportation system is critical and a high priority. The average expenditure for maintenance was \$230 million.

Fourteen of the 27 tables supported the suggested \$250 million estimate, with one table greater than the \$250 million and 12 less than the \$250 million. Based upon input from the facilitators and notes from the "*CONNECTIONS*" boards, the reasons for lower maintenance expenditures revolved around the belief that if additional taxes are collected locally, then those revenues should go towards the local transportation infrastructure and that CDOT will take what is needed from federal and state highway revenues to maintain the federal and state highway system.

Pedestrian/Bicycle

The current funding for Pedestrian/Bicycle improvements in the North Front Range MPO 2030 Long Range Transportation Plan is approximately \$20 million. Projects included in the plan were primarily local improvements. The Summit expenditure package included options for an additional \$20 million, \$35 million, or \$50 million for regionally significant bicycle and pedestrian improvements.

Twenty-one out of the 27 tables allocated funds for pedestrian and bicycle improvements. Of those tables, the average allocation was approximately \$40 million, which is in the higher range. When all tables were included, the average was \$33 million. Based upon discussions with the facilitators, tables that did not allocate funds for pedestrian or bicycle improvements believed that these improvements did not address the future regional transportation needs.

Regional Corridor Packages

Three (3) regional corridor packages were presented. These included the following:

- I-25 Widening from four (4) to six (6) lanes between SH 14 and Longmont (\$400 million).
- I-25 HOV/BRT – widening of one (1) lane in each direction for High Occupancy Vehicles, Bus Rapid Transit, and Hybrids (\$450 million).
- Commuter Rail Service along the BNSF Railroad from Fort Collins to Longmont which would connect with RTD's FasTrack rail service between Longmont, Boulder and Denver (\$550 Million).

These regional corridor packages included construction and maintenance costs (including transit stations), capital costs for transit vehicles, and 20-year operating costs for transit service and maintenance. The I-25 HOV/BRT and Commuter Rail Service assumed the matching of Federal Transit Administration (FTA) New Starts funds for construction and capital costs.

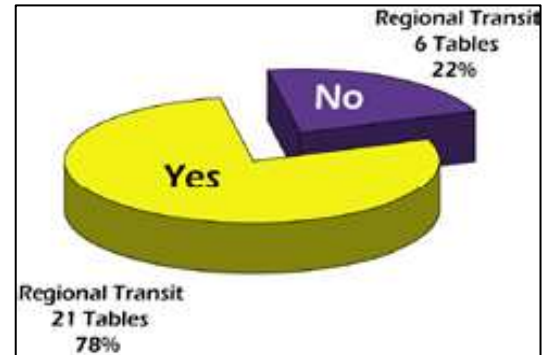
There was a wide-range of ideas for regional corridor solutions amongst the 27 tables. The regional transportation corridor solution sets were grouped into six (6) main categories as listed below. In addition, the number of tables that selected these improvements is also noted.

- I-25 HOV/BRT and Commuter Rail - 7 tables (25%)
- I-25 Widening for High Occupancy Vehicles and Bus Rapid Transit - 7 tables (25%)
- Commuter Rail along the BNSF Railroad – 4 tables (15%)
- I-25 Widening – 3 tables (14%)
- No Regional I-25 Improvements or Commuter Rail – 3 tables (11%)
- I-25 Widening and Commuter Rail – 3 tables (10%)

Regional Corridor Conclusions

Based on the regional corridor improvement tally and an examination of the game boards and notes, coupled with discussions with the table facilitators, some general conclusions were observed.

Twenty-one of the 27 tables indicated some form of regional transit between the North Front Range and Denver through I-25 HOV/BRT improvements, commuter rail, or both. Based upon discussions with the facilitators, one significant note of interest is that although the improvements provide connections to Denver, they were also selected as important improvements for north-south travel within the North Front Range region. Also of mention is that with increased growth within the region and an aging population, these tables indicated that some form of transit solution needs to be pursued as an alternative to traditional highway widening improvements.



The choice for I-25 HOV/BRT or Commuter Rail was evenly split, with seven (7) tables selecting each of the packages and an additional seven (7) tables selecting both. What was interesting was that the seven tables that selected both, each expended \$1 billion of their \$1.3 billion budget on north-south regional solutions, which left very little revenues for maintenance and other improvements. The choice of either improving I-25 with HOV/BRT improvements or Commuter Rail varied based on the table representation and dynamics. As an example, some participants felt that cities and developments which are occurring along the I-25 corridor should be responsible for those improvements. Others believed that because I-25 continues to evolve as a main corridor for the North Front Range, improvements on I-25 are critical.

Twenty of the 27 tables indicated that some form of improvement is needed for the I-25 corridor, with recommendations for an I-25 widening or I-25 HOV/BRT.

Twice as many tables selected I-25 HOV/BRT (14), as compared to I-25 Widening (7). The concept for I-25 improvements is that it would promote greater utilization of the system through High Occupancy Vehicles and a Bus Rapid Transit system. This was appealing for both intra-regional travel within the North Front Range and inter-regional travel to Denver.

Only three (3) of the 27 tables selected the I-25 widening package without the I-25 BRT or Commuter Rail. What was interesting to note was that these tables did suggest a system of roadway widenings/construction of HOV Lanes with BRT along US 287 from Fort Collins to Loveland, the US 34 from Loveland to Greeley, and along the Great Western Railroad from Greeley to Fort Collins to complement the I-25 widening.

Non-Regional Roadway and Transit Improvements

The average expenditure for new roadway construction and widening was approximately \$175 million per table. The average expenditure for regional bus, bus rapid transit, and transit centers was \$140 million. In discussions with the facilitators, the decision for significant investment in transit stemmed from the need to provide transit connections to the regional corridors and to create a viable regional transit network.

The suggested locations for primary roadway improvements are as follows:

Twenty-two of the 27 tables indicated that US 34 needs to be improved between Greeley and Loveland. Seven of these 22 tables suggested widening from four to six lanes, with 15 of the tables suggesting that the 5th and 6th lanes be used for HOV/BRT type activity. (Two tables suggested an alternate parallel new road to US 34 that would extend “O” street in Greeley and connect with Crossroads Blvd.)

Other east–west improvements are as follows:

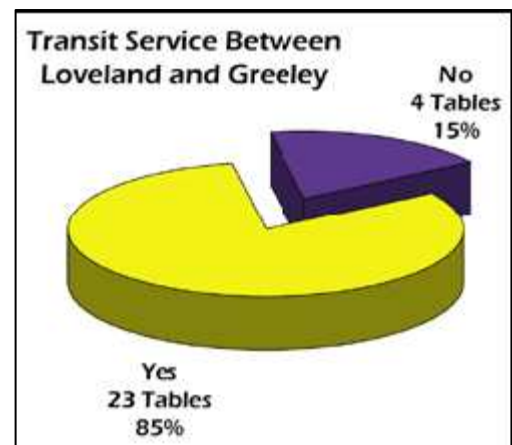
- Widen US 402 from the planned four lanes to six lanes (2 tables)
- Widen SH 392 to Windsor from two to four lanes (5 tables)
- Widen Harmony Road from four to six lanes (3 tables)
- Widen Mulberry Street from four to six lanes (1 table)
- Construct four lane roadway along the Great Western Railroad from Greeley to Fort Collins (1 table)

Other north-south improvements are as follows:

- Widen US 287 from four to six lanes from Fort Collins to Greeley and/or Berthoud (3 tables)
- Widen Timberline Road and Boyd Lake Avenue by two lanes as parallel to I-25 (2 tables)
- Widen Larimer County Road 5 by two lanes as parallel to I-25 (2 tables)
- Construct four lane road along Union Pacific Railroad from I-25 to intersection of Timberline/Larimer County Road 32 (1 table)

The suggested primary locations for transit improvements are as follows:

- Twenty-three of the 27 tables indicated that there needs to be transit service from Loveland to Greeley (15 tables indicated Regional Bus and eight (8) tables selected BRT).
- Fifteen of the 27 tables supported Regional Bus or BRT from Fort Collins to Loveland and/or extended to Berthoud.



- I-25 Regional Bus to:
 - Windsor – 9 tables
 - Johnstown – 5 tables
 - Timnath – 4 tables

Two tables indicated commuter rail between Fort Collins and Greeley along the Great Western Railroad.

Regional Principles Committee

The RTA Principles Committee met 7 times between October 16 and December 4, 2006. The meetings were open to the public and media. To lay the groundwork for further community-based work on the RTA, the Committee's work included developing an operating framework, developing initial key messages, and agreeing to a set of RTA principles.

Membership

The twelve members of the committee were:

- Roger Hoffmann - Loveland
- Tim Johnson – Fort Collins
- Milan Karspeck - Berthoud
- Bill Kaufman - Loveland/Windsor
- Michael Ketterling - Eaton
- Bernie Kinnick - Greeley
- David May – Fort Collins
- Sarah MacQuiddy - Greeley
- Gaye Stockman - Loveland
- Gordan Thibedeau – Fort Collins
- Jeannine Truswell - Greeley
- Paulette Weaver- Greeley

Activities

The Committee's operating framework, initial key messages and principles were approved by the Committee. Agreement was assessed using a Level of Agreement scale as follows:

- 1 = Full Agreement
- 2 = Support with Concerns
- 3 = Cannot Support; Requires Additional Discussion

For all items, members present expressed full support or support with concerns. To the extent possible and appropriate for this step in the RTA/RTMS process, concerns were discussed and resolved or noted.

RTA Principles Discussion

The principles were developed through an iterative process. Committee members suggested possible principles; these were discussed; subgroups worked on refinements and ultimately, at the last meeting, a full group of principles was approved. The following summarizes the Committee's discussions on two central questions regarding the RTA.

What will the RTA fund?

The RTA will fund critical regional transportation needs. In their deliberations, Committee members described how the transportation needs are different in different parts of the region. The RTA needs to be responsive to these different needs, honor the values of different parts of the region and provide adequate flexibility to allow local areas to define priorities. While the purpose of the RTA is to fund regional improvements, the Committee added language about providing flexibility for local governments to address local needs through shareback and other mechanisms to address these varying circumstances.

The specifics of local and regional funding will be addressed in developing the RTA language. At the same time, Committee members seek a regional funding solution that does not end up penalizing the region. The monies generated need to support regional needs, but not pay for improvements that are the responsibility of the federal or state government. Similarly, Committee members were concerned that the RTA not be used to pay for the impacts of development.

What regional future will the RTA support?

Committee members envision a future for the region that supports a sustainable economy and environment. In initial discussions, Committee members described a "balanced system" but it was felt that the goal is an integrated system not one that trades off environmental protection and economic vitality.

There was considerable discussion about how the RTA could enhance the environment. The Committee members agreed that while individual projects might not enhance the environment, the transportation system as a whole needs to be designed to promote energy conservation, improve air quality and be aesthetic, or compatible with the landscape. Committee members also believe that all transportation improvements need to minimize impacts to environmentally sensitive areas.

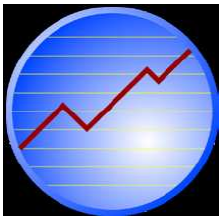
Recommendations

Key Messages

With assistance from MPO staff and consultants, the Committee drafted an initial set of key messages regarding the need for an RTA in the North Front Range. The messages were developed with the understanding that additional work would be needed on framing key messages during the RTA development process.

The key messages paint a picture of rapidly growing transportation needs contrasted with less and less funding. Future costs increase significantly if we fail to keep up with maintenance today, and air quality worsens.

Key Messages: The Need



The Northern Colorado region is becoming increasingly interconnected, socially, economically, and environmentally. As the fastest growing region along the Front Range, most of our travel is already within the Northern Colorado region. If the growth envisioned in Northern Colorado's land use plans is realized, the region's population will increase 70 percent from 440,000 to 750,000 by 2035.

Over the next 25 years, total vehicle miles driven will double. If this trend continues with no other changes, travel times will take 50% longer.



The region is not keeping up with maintenance of existing roads, which means higher cost in the future. Currently, the region is funding only 60% of its maintenance needs. For every \$1 we do not spend today on maintenance, it will cost us approximately \$5 within five years. These trends are both moving in the wrong direction.

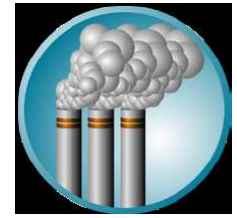
Gas taxes are not keeping up with the cost of transportation construction, operations and maintenance. Transportation revenue sources are not keeping up with our transportation needs.





a greater portion of our population will be seniors. It is anticipated that between 2005 and 2030, growth in the Northern Colorado will be people over 65 years of age. The region should expect to meet the mobility needs of this population.

Northern Colorado is approaching non-compliance with federal air quality standards with some pollutants today. Expected increases in vehicle traffic and congestion in the future will likely exacerbate vehicular emissions and total air pollution.



Principles Definition

Principles are high level statements of beliefs or assumptions of what should be. These RTA Principles describe the common ground among different communities of interest on what the region’s future transportation system should be and how the RTA should support that future. They are intended to guide the design of the RTA in the next step in coalition-building. In its deliberations, the Committee sought to provide a set of principles that would be meaningful in the design of the RTA but not prescriptive. The principles lay the groundwork for how the RTA should serve the region.

The RTA Principles Committee agreed to the following 11 principles after considerable deliberations.

Principals

- The RTA will respect the diverse transportation needs and support mobility of all people within region
- The RTA will promote an integrated, multi-modal approach to move people and goods within communities of the region
- The RTA will support and serve the social and economic well-being of all regional residents regardless of income or ability
- The RTA will promote involvement from stakeholders and the public to arrive at transportation decisions that are objective, coordinated, accountable, and inclusive of region’s needs.
- RTA funds are meant to pay for critical regional needs. As such, these funds do not replace funds from the federal and state governments and do not relieve them of their obligations in Northern Colorado. Local governments and the RTA have the flexibility to meet priorities through shareback other mechanisms.
- The transportation system of the region will integrate environmental protection, economic vitality and sustainability so that quality of life is enhanced.

- The transportation system of the region is an essential asset that must be maintained by allocating sufficient resources in most effective manner to keep it in sound operating condition.
- The transportation system of the region will protect the environment by minimizing impacts to environmentally sensitive areas and enhance the environment by promoting energy conservation, improving air quality, and promoting aesthetics.
- The regional transportation system should connect the core of existing cities and towns.
- An adequate transportation system of the region will preserve and enhance the economic vitality, economic sustainability, and quality of life of the two-county region.
- Development will pay its share for the cost of regional transportation infrastructure based on its impacts.

Pending Issues and Process

The next step is to build the coalition for the RTA. Several issues were raised by the Committee to be addressed in developing the RTA. These include:

- A fair structure for RTA Governance.
- Prioritizing projects to develop an acceptable list of multi-modal projects for voter approval.
- Need for a clear process for plan amendment.
- Need to develop a defined and consistent process to ensure audit, reporting and performance requirements are met.
- Reaching agreement on IGA's with the jurisdictions in the region.

Regional Citizens' Steering Committee

The RTA Citizens' Steering Committee (Citizens Committee) was formed to provide a stakeholder perspective on transit and transportation improvements in Northern Colorado funded wholly or in part by a successful RTA. The committee was formed with an attempt to include many of the stakeholder constituencies in northern Colorado and not as a representative cross section of the general population.

The Citizens Committee functioned to provide general direction and a plan of action for identifying a transit and transportation program and recommend that program to local elected officials as a way to move forward in addressing the transportation challenges facing northern Colorado. Constituencies approached by staff were the business, environmental, governmental, educational, and civic communities. Each organization or affiliation self selected their representatives with the exception of a few. Staff felt it important that the transportation boards in

Fort Collins, Greeley, and Loveland have representation on the committee. Staff also recruited members of environmental groups to ensure a broad set of perspectives were represented on the committee.

Membership

The following individuals served on the RTA Citizens' Steering Committee:

Kurt Albers
Roger Bailey
Robert Bisetti
David Christopher
Jim Dowling
Kristy Duffy
Mike Geile
Rich Gutkowski
George Hall
Bob Heath
Roger Hoffmann
Donald Hoyer
Michelle Jacobs
Tim Johnson
Ed King
John Knezovich
Barbara Koelzer
Sarah MacQuiddy
Ray Martinez
Scott Mason
David May
Tony McCune
David Neenan
Mary Robertson
John Seyer
Rich Shannon
Clint Skutchan
Bob Stack
Earl Stevens
Gaye Stockman
Eric Swanson
Gary Thomas
Wade Troxell

Ken Weaver

Timeline & Activities

The Citizens Committee met over a four-month period beginning in February 2007 with their last meeting in May 2007. Committee members met weekly over the period. A full committee meeting was held every other week with subcommittee meetings taking place on the off weeks.

The task for the Citizens Committee was to 1) understand the challenges facing Northern Colorado, 2) understand the disparate perspectives, goals, and motivations of Citizens Committee members, 3) find common ground among the various interests on the committee, and 4) fashion an transportation/transit improvement and funding plan that could be taken to local jurisdictions to be approved by local elected officials. Certainly, the Citizens Committee had a substantial task to complete.

The structure of the effort included:

1. Defining the Transportation Problem Facing Northern Colorado
2. Understanding that Problem
3. Identifying and Agreeing Upon the Legal and Political Issues Affecting the Formation of a RTA or Transit Authority
4. Identifying and Prioritizing the Roadway Improvements
5. Identifying and Prioritizing the Transit Service Improvements
6. Identifying and Prioritizing Equitable Distribution of Local Shareback Funding for Local Transportation Needs
7. Forwarding the Final Citizens Committee Plan on to Elected Officials and City Managers for their consideration, adjustment, and adoption

Recommendations

Appendix B includes the full proposal by the Citizens' Steering Committee. This proposal, although not achieved by consensus, represented a super majority of the committee and was the official recommendation presented at the Partnership Meeting held on May 30, 2007.

There are two other proposals included in Appendices F and G which represent the thinking of a minority of the Citizens Committee. Those proposals have been refined since the Citizens Committee had the opportunity to view and consider them. They represent other ways of looking at addressing the challenges and may provide ideas that may influence the next round of discussions about transportation. For whatever reasons, these proposals did not gain traction in deliberations by a majority of Citizens Committee members.

Partnership Meeting

The Partnership Meeting included participation from all the member governments of the region. A mayor or their assigned representative and a City Manager from each of the thirteen jurisdiction of the region were present for the meeting. In addition, many jurisdictions brought key staff members to attend to hear the Citizens' Steering Committee's recommendation.

A series of presentations were made during the course of the evening followed by a discussion among all the formal representatives. The direction provided at the Partnership Meeting by those representatives was to form a Partnership Committee comprised of Citizen Steering Committee members and the Managers from each of the jurisdictions.



Photo: 1 - May 30, 2007 Partnership Meeting

Partnership Committee

The Partnership Committee began meeting in June 2007 and met for two months. Their charge was to take the initial recommendations from the Citizens Committee and see whether an agreement could be formed related to three aspects of the RTA: 1) roadway improvements, 2) transit services, 3) local shareback, and 4) legal and organizational conditions affecting a final intergovernmental agreement between the parties.

Early on the Partnership Committee was presented with challenges. In early June, the Fort Collins Council decided to pull out of any consideration of a 2007 ballot measure, eventually on a 3-4 vote against remaining an active player in the process. This decision was made prior to any adjustments to the Citizens Committee proposal by the Partnership Committee. The City Manager of Fort Collins continued to participate in the Partnership Committee, but primarily as an observer. This action by the Fort Collins Council strained relationships across the region.

The second challenge was one of time. In order for the “final” proposal to be placed on the ballot, all jurisdictions would need to approve the intergovernmental agreement by mid-August.

A third challenge was in the form of a pending local tax initiative in Greeley for road maintenance and transit service.

Membership

The Partnership Committee was comprised of a variety of members from the Citizens Committee and City, Town, and County Managers from across the region. The following jurisdictions were represented on the Partnership Committee:

- Greeley
- Loveland
- Larimer County
- Weld County
- Berthoud
- Eaton
- Evans
- Johnstown
- Milliken
- Severance
- Timnath
- Fort Collins (Observing)

Timeline & Activities

The Partnership Committee met beginning on June 20th and meeting through July 25th. These meetings were interlaced with Council meetings and Council work sessions in a variety of communities across the Northern Colorado region for the purpose of informing local Councils and Commissions on the progress and content of the effort. The Partnership Committee decided upon a set of roadway improvements, a transit concept and services, and refined the intergovernmental agreement to a point that there was consensus on its content.

Recommendations

The Partnership Committee finalized its recommendations for roadway, transit, local shareback, and governance of the RTA at their meeting on July 11th. That proposal included all jurisdictions except Fort Collins. The proposal can be referenced in Appendix D. The July 11th proposal vis-à-vis transit contains most of the same components found in the May 30th, Citizens’ Committee recommendations.

Significant as they may be, the roadway and local shareback portions of the overall RTA proposal are not addressed here. The transit element of the proposal identifies a recommended and preferred transit course of action, moving transit from a series of well run local systems to a regional organization. The component parts of the transit proposal are discussed further in the following sections and includes the Fort Collins thereby describing an approach for the entire region.

Transit Service Options

Three primary approaches were examined during the Citizens Committee process. They included: 1) an emphasis on regional RTA funding and organizing all paratransit services in the region into one regional organization, 2) improving a broad spectrum of transit services, especially those connecting to the Regional Transit District (RTD) service in the greater Denver region and funding improvements to local services through a local shareback mechanism essentially keeping local transit service “local”, and 3) the recommended system which would make regional improvements connecting the region and Denver, improving paratransit services region-wide, providing capital resources for buses and facilities, addressing the ongoing local contributions to transit, and organizing all transit services under one organization which would operate transit under the RTA.

The following description is that of the third and preferred alternative referenced above.

Preferred Alternative

The preferred alternative makes significant changes to how transit is funded, organized, and operated in Northern Colorado. It also establishes a path through which the local jurisdictions can coordinate current local services and ultimately move the obligation of transit operations and funding to a regional organization, likely a RTA.

Regional Transit includes four efforts: Intra Regional Transit, Inter Regional Transit, Paratransit, and Commuter Rail. The vision for transit in this proposal includes both a short-range and long range component. The opportunity to use variable tax rates across jurisdictions for local transit further allows for increased local transit.

The short-range vision is to establish a functional albeit limited regional transit system in northern Colorado. This transit system will:

1. Connect the communities in the region,
2. Link northern Colorado to the Denver Metro area and RTD,
3. Coordinate and enhance services to growing senior and disabled populations region-wide,
4. Lay the groundwork for future rail service, and
5. Consolidate all transit services into one regional transit system.

This proposal represents the first installment toward reaching a larger vision.

The longer range vision sees a transit district in northern Colorado where services are enhanced as demand increases and resources become available. This regional transit district will be fully capable of providing all types of local and regional transit service. Those services are likely to include: car and vanpooling, paratransit, demand response, fixed route bus, bus rapid transit, and rail services for northern Colorado and beyond.

This preferred proposal includes all jurisdictions in the Northern Colorado region.

Basic Framework

This proposal assumes that the transit elements identified in the Partnership Committee proposal of July 13, 2007, are carried forward and extend to all jurisdiction in the region. Those elements include the following considerations:

1. A base level of regional transit service would be funded through a tax initiative (likely ten years). The regional transit service and improvements are identified generally below
2. All existing and regional transit services will continue uninterrupted at existing levels of service
3. Each local jurisdiction currently operating and funding transit service will continue to provide a fixed amount of funds established on a given date (e.g., January 1, 2009) and continue that contribution throughout the life of the tax measure
4. Each local jurisdiction currently operating and funding transit service will maintain current and committed rolling stock and provide resources (generally 20% of the cost) to replace that stock at the end of its useful life throughout the life of the tax measure
5. The regional transit organization through its tax measure will provide resources to cover the cost of inflation of all existing transit services throughout the life of the tax measure
6. The regional transit organization through its tax measure will provide resources to cover the cost any loss of federal operating dollars on the base of all existing transit services throughout the life of the tax measure
7. All jurisdictions may at their discretion and solely at their expense make local transit service improvements
8. The regional transit organization will make transit capital and service improvements as described below:

Fixed Route Improvements

Regional transit's proposed intra-regional and inter-regional services -

- All transit services within the RTA region will be consolidated under one regional transit system operator. This change in service delivery offers the opportunity for service to be operated more effectively and efficiently for all transit users within the RTA.
- This proposal is based upon a .15% sales and use tax and a \$2.50 vehicle registration fee.
- Regional bus service between the major cities of Greeley and Loveland. Additional regional service connects the communities of Johnstown, Windsor, and Milliken to the regional system. This completes the regional system.
- True express service between Northern Colorado and Denver Union Station will also be established with frequencies conducive to attracting a large ridership (approaching a quarter million passengers annually). This service acts as the first investment in future bus rapid transit (BRT) or rail service and provides flexibility to meet the conditions of the North I-25 EIS.
- Regional transit service spending will increase to \$4 million annually from the present base of approximately \$500,000. This represents an average annual increase of 800%.
- Funding may be used for regional multi-modal transfer centers where local and regional transit services (public/private) come together to provide coordinated transit services in the region. These funds are planned to leverage funds from other sources such as the Federal Transit Administration. These centers may also establish the sites for future BRT or rail stations.
- To the extent funds are available and opportunities exist, the RTA Board will establish additional intra-city and inter-city transit service and may take any other actions that are in support of the longer term vision.
- The future possibility of receiving federal funds for commuter rail in northern Colorado is dependent upon northern Colorado's transit efforts becoming part of a Record of Decision for the North I-25 Environmental Impact Statement (EIS). Achieving that is no small feat. In order to receive a Record of Decision for the North I-25 EIS to allow federal funds to be received, there are requirements that: 1) regional transit service must be provided along the I-25 corridor (broadly defined), 2) a dedicated source of funds for this service needs to be identified and 2) there needs to be an operator identified. The transit service found in this proposal, will meet the condition of a Record of Decision and the longer commuter BRT/RAIL goal. Currently, the annual fixed route transit service within the region is approximately \$X.X

million. Total fixed route transit funding within the region will more than double with the addition of RTA regional transit funds.

Paratransit Improvements

Currently, the existing paratransit services provided by jurisdictions within the region are not connected. The RTA will provide additional paratransit and demand response funding to initiate service connectivity between existing paratransit programs, coordinated scheduling, and enhanced transit service to senior and disabled populations. Current paratransit funding from jurisdictions within the RTA region is approximately \$4 million annually. This proposal will add nearly \$2 million dollars annually to paratransit funding region wide, a 50% increase in service.

In addition to the more funding, consolidated paratransit services to seniors and the disabled will become a reality. A consolidated regional transit system will efficiently and effectively provide these types of expanded, but expensive transit services.

Passenger Rail Improvements

The proposal will establish revenue to support future commuter rail. This revenue may be used for right-of-way acquisition, implementation studies, or other rail oriented expenditures. The target for the annual rail revenue is \$1 million. These funds will leverage funds from other sources such as the Federal Transit Administration and the Federal Railroad Administration. This investment will begin the process of preparing northern Colorado for rail services as they arrive in the future.

Capital Improvements

Capital improvements primarily include multi-modal facility construction and bus acquisition and replacement for new fixed route and paratransit services. Local jurisdictions will to maintain and replace the capital rolling stock that is currently in their existing fleets as a part of this preferred plan.

Local Funding Considerations

This proposal includes a component that protects local jurisdictions from expanded financial responsibilities related to transit in two ways: 1) providing resources to cover the cost of inflation over a ten-year period and 2) relieving the local jurisdictions of the obligation to pick up the cost of a projected reduction in federal transit funding available for operating expenses.

The premise is not, however, to relieve the local jurisdictions of their obligation to maintain their current level of service. That funding would continue to be the obligation of the local jurisdiction for the period of any tax initiative passed by the voters. For example, if the tax initiative passed by voters to fund transit was for a period of ten years, that would be the duration of the obligation of the local jurisdiction to maintain its current level of service, including capital acquisition and replacement.

At the end of the period the regional transit system would be established and would be in a position to ask voters to continue to fund all services (regional and local) in a new tax initiative. Local general tax obligations during the period would be frozen at 1st year amounts. All increases in service and the cost of providing transit would become the obligation of the regional transit system, i.e., the RTA.

2007 RTA Preferred - Regional Transit System¹

		Annual Costs and Revenues			10 -Year RTA Cost Projection
		Total Project Cost (2006\$)	Fare Revenue	Annual Funded RTA Cost	
Regional Transit	Intra-Regional Service				
	Greeley – Loveland	\$1,484,880	\$179,414	\$1,305,466	\$13,054,660
	Fort Collins – Loveland				
	Johnstown-Milliken-Windsor				
	Inter-Regional Service				
Greeley – RTD	\$3,613,944	\$1,121,990	\$2,491,954	\$24,919,540	
Loveland – RTD					
Vanpooling Services					
Express					
NFR - Union Station	\$2,034,672	\$1,105,800	\$928,872	\$9,288,720	
Total Fixed Route Transit Service	\$7,133,496	\$2,407,204	\$4,726,292	\$47,262,920	
Multi-Modal Transit Stations	\$ 750,000	\$0	\$ 750,000	\$ 7,500,000	
Paratransit Enhancements	\$2,000,000	\$100,000	\$1,900,000	\$19,000,000	
Rail	\$1,000,000	\$0	\$1,000,000	\$10,000,000	
Local Service Inflation	\$ 400,000	\$0	\$ 400,000	\$ 4,000,000	
Federal Operating Supplement	\$ 600,000	\$0	\$ 600,000	\$ 6,000,000	
Regional Administration & Management	\$1,175,700	\$0	\$ 1,175,700	\$11,757,000	
Total Other Transit Costs	\$ 5,925,700	\$ 100,000	\$ 5,825,700	\$ 58,257,000	
Total Local & Regional Transit Improvement Costs				\$ 105,529,920²	

¹ Preferred Regional Transit System Proposal from Partnership Committee (July 2007) – adjusted to include Fort Collins.

² Total Improvements represent roughly a .15% sales and use tax plus a \$2.50 motor vehicle fee.

Implementation

Getting from a group of local transit services to a regional system will take some time. Assuming that is the goal of any effort to consolidate transit service across Northern Colorado, there are significant phases and elements of the challenge and opportunities the region will face.

Phases

It is likely that three phases will be required to implement the change and the phases may or may not be done simultaneously.

Phase 1 – Legal and Financial Restructuring

Year 1

During this phase the regional system will need to be established legally so that resources can be managed appropriately. This phase is likely to have some or all of the following components:

- Pass an RTA or other type of revenue option at the ballot
- Establish the regional transit organization
- Consolidate federal and state grant making and legal, financial, and grants management duties under the regional transit organization
- Establish the rules and regulations that govern the regional transit organization and its relationship with local jurisdictions

Phase 2 – Organization and Service Restructuring

Years 1 - 6

This phase is somewhat challenging given the restrictions found in federal law (see “Constraints” below). However, the changes required are somewhat predictable and are not new to the transit industry. Care will need to be taken to ensure compliance and to minimize exposure to negative consequences, e.g., lawsuits under FTA Section 5333(b).

The following are expected steps in the process:

- Establish a regional brand and identity through implementation of regional services and a regional presence for local transit service
- Maintain all staff in current positions with current salaries and benefits as the regional transit system assumes control of operations. This may take a year or more to properly implement
- All staff become employees of the regional transit organization

- Maintaining current relationships is a key in the short term. Hire regional staff only as needed. This includes positions in management, supervision, operations, maintenance, and related occupations.
- Replace existing staff as attrition occurs
- Work with local jurisdictions to ensure a local transit services are branded as “hometown” in nature, operated by the regional transit system

Phase 3 – Full Implementation and Transition to a Regional Transit District or Authority

Years 5 – 10

- Establish a transition plan to identify long-range strategies
- Plan and ensure long-range funding by asking voters to move to a secure funding options for all existing services relieving local jurisdictions of ongoing financial obligations, e.g., Library District in greater Fort Collins
- Identify a long-range service plan including the implementation of inter-regional bus rapid transit or rail services in future years
- Move all staff into a consolidated personnel policy and payroll system and organize salary schedules by type of service

Human Factors

People don't like change. This adage will be true whether it's staff or the public that are experiencing changing conditions. Great effort must be taken to ensure that communication systems are in place and both internal and external messages are supportive of those affected by the changes.

Changes should be implemented slowly and with great fanfare and care to ensure all parties have had enough time to understand and internalize why the improvements are necessary and how they benefit the regional transit organization, delivery of service, the transit patrons, the communities, the region, and the general public.

Opportunities and Constraints

All regions have common regional functions (such as taxation), problems (such as air pollution), and services (such as public transportation or public education). In every case, metropolitan expansion has necessitated that public transit systems be expanded or supplemented to serve entire regions.

Currently, the major transit providers in the North Front Range are municipally owned and operated. These agencies provide a very valuable public service for a broad spectrum of citizens, who are their customers. In many cases, the transit system is one of the most recognizable and positive services of local government. Employees of these agencies deal with the public virtually every day and provide a positive image of local government at work.

Despite their extremely valuable role in the community, local transit agencies face continuous challenges by virtue of the fact that they are solely operated and funded by a single municipal entity with many other responsibilities for service provision. For instance, existing transit funding mechanisms continue to force transit service to compete with other much needed community services in the face of ever dwindling resources. This happens every year in every town as budgets are projected, analyzed, and adopted by local elected officials. In addition, locally owned agencies are potentially subject to intensive swings in local politics and changing priorities amongst elected officials. In the end, these factors can add up to less financial independence and less stability for the transit provider.

Opportunities

There are many positive reasons for shifting to a regional transit management structure. These include:

- improved operating and administrative efficiency in the face of rising costs
- Improved effectiveness as mobility has come under pressure.
- Unifies different lines and therefore provides an integrated transit network with coordinated services, fares, and information.
- Economies of scale by consolidation of many different lines, vehicle fleets, company managements, etc. Into a single agency.
- Network integration allows profits from heavily used lines to be used to support lightly used lines that are essential for area coverage, social or other reasons.
- Relevant public policies can better coordinated amongst member jurisdictions.

- Integrated planning of transit networks, lines and transfer points increase access to destinations and allow for greater transit mobility for the general population;
- Uniform preparation of prepared schedules and fleet assignments;
- Adoption of consistent fares throughout the system;
- Collection and redistribution of a contractually adopted formula
- Greater impact of marketing and public relations, including schedule publication
- Preparation of applications for financial assistance from different government levels (state and federal – also consider non-profits) for one agency instead of multiple agencies results in administrative savings and larger grant awards.

Any time that a change is proposed for the provision of services from the local to the regional level, challenges will arise. This is no different for transit than it is for public education. There are a few challenges that are known and some that are yet to be discovered. The following is a brief discussion of issues that will have to be addressed as local transit agencies move towards a regional structure.

Constraints

Federal Law

Potential issues pertaining to Section 5333

When Federal funds are used to acquire, improve, or operate a transit system, Federal law requires arrangements to protect the rights of affected transit employees. These arrangements must be approved by the Department of Labor (DOL) before the Department of Transportation's Federal Transit Administration (FTA) can release funds to grantees. The terms and conditions of the protective arrangements are included in the grantee's contract with FTA.

The requirement to protect transit employees is contained in Section 5333(b) of Title 49 U.S. Code (formerly Section 13(c) of the Federal Transit Act). Section 5333(b) specifies that the arrangements must provide for the preservation of rights and benefits of employees under existing collective bargaining agreements, continuation of collective bargaining rights, protection of individual employees against a worsening of their positions in relation to their employment, assurances of employment to employees of acquired transit systems, priority of reemployment, and paid training or retraining programs.

Any consolidation of transit service or transit management in the North Front Range will have to ensure that these protections are ensured for all current employees at all levels, including management positions in the various jurisdictions.

Local Focus of Transit

With few exceptions, almost all existing transit service in the North Front Range jurisdictions focus solely on the provision of local transit services. This fact reflects a history of system development at the local level that focuses primarily on short haul local trips with a community focus. Another factor is a lack of regional collaboration on many issues that cross jurisdictional boundaries, including transportation.

Part of the challenge therefore is to recognize the fact that much of the regional population moves between the local jurisdictions daily and that a truly regional transit service is a necessity if transit is to be realized as a viable source of mobility in the North Front Range. Moving beyond the local focus in transit service provision will help all of the community's stand a greater chance of gaining significant Federal or local transportation dollars if they work together and stop competing for funds separately.

Funding Requirements

The number one issue that local transit providers face is the ability to secure operating funds that support ongoing services and this would not change simply because a regional transit management structure was instituted. In addition, counties and communities have struggled with determining the type of public transportation service they need to provide, and how much of it they can afford. These entities ponder whether service should occur within only their own municipalities, between municipalities, or even between unincorporated areas of the counties and into the municipalities.

Today, funding for North Front Range transit operators comes from a variety of sources. These may include:

Federal/State

- FTA 5307 Small Urban Area Funds
- FTA 5309 Discretionary Funds
- CDOT 5310 Elderly and Handicap Capital Funds
- FTA 5311 Capital and Operating Funds
- Secretary of Transportation 5312 Research, Development, Demonstration, and Training Projects Funds
- 5313 State Planning and Research Program Funds
- 5319 Bicycle Facilities Funds
- Transit Benefit Program
- Congestion Mitigation/Air Quality (CMAQ) Funding
- Surface Transportation Program (STP)

- Medicaid NEMT
- Medicaid Long-Term Care
- The Older Americans Act

Local

- General Fund Appropriations
- Advertising
- Voluntary Assessments
- Private Support
- Transportation Impact Fees
- Lodging Tax
- Sales Tax
- Use Tax
- Ad Valorem Property Taxes for Capital Projects
- Rural or Regional Transportation Authority
- Special Districts
- Local College Funding
- School District Funding
- Denver's Regional Transportation District (through an existing Memorandum of Understanding).

Currently, no state funding is available for transit service operations across the State of Colorado.

Moving from locally controlled transit systems to a consolidated regional transit system will have an effect upon local politics. Local elected officials may still want to be involved with policy making for the new regional transit system. This will be a great opportunity for those to serve on the regional transit system's board of directors.

Ensure there are ample opportunities to serve and be heard at a regional level. A superior communications system must be established at both the staff and political levels to avoid misunderstandings between organizations.

Recommendations and Options

There are three (03) basic options available to the communities of northern Colorado to organize their transit operations into more efficient and effective systems for delivering transit services to the residents of the communities and the region. Those include:

1. Create Consortium of Local Transit Providers
2. Countywide transit authority (sales tax) or regional service authority (property tax)
3. Centralized regional transit system, authority, or district (RTA)

Certainly, the regional communities can move forward to establish a

Structural

Discussion of the Structural Options

Service Coordination

Certainly, the regional communities of northern Colorado can move forward to establish a more efficient set of services offered to the general public by coordinating their service offerings, much in the same way as traffic light timing can be coordinated from jurisdiction to jurisdiction. The limitation of this approach is that although it may save expenses though joint activities such as purchasing fuel, it is conflicted on the issue of governance.

This option provides revenue through existing revenue streams. Local governments would continue to provide resources through the mechanisms at their disposal, generally through local sales tax. No change would be necessitated in how transit services were funded. If increases in services were deemed needed by local jurisdictions for local service, a local sales tax initiative would be needed and would be affected by the local cap, if any, of the local jurisdiction or additional funding would need to be appropriated from the jurisdiction's general fund.³

Regional or inter-regional service improvements are possible through local tax initiatives coupled with IGAs which would govern the use and application of the funds. There is an IGA in place for the operation of regional service between Loveland and Fort Collins (Foxtrot) involving Loveland, Fort Collins, and Larimer County. There are no inter-regional services in place except those provided by the North Front Range MPO (NFRMPO) through its VanGo™ Vanpool Service.

³ Typically, sales tax caps are imposed on non-home rule jurisdictions.

TABLE 20: STRUCTURAL OPTIONS

Structural Option	Revenue Source	Governance	Service Level	Regional Service
Service Coordination	Local Sales Tax	Local Council and/or Commissions	Local and Inter-regional and Regional as agreed by IGA	Yes
Countywide Transit Service	County Sales & Use Tax	County Commission	Local, Regional, Inter-regional, and County wide	Yes
Regional Service Authority	Property Tax	Service Board of Directors – elected by district	Local, Regional, Inter-regional, and County wide	Yes
Regional Transportation Authority	Sales & Use Tax & Motor Vehicle Fee	Board of Directors – appointed by jurisdiction	Local, Regional, and Inter-regional,	Yes

Countywide Transit Service

Colorado statutes allow for the formation of a countywide transit service. The service may operate local, countywide, regional, and inter-regional services and the county may levy up to a one percent sale and use tax for such purposes pursuant to the approval of the electorate. The use portion of the tax is limited by the constraints placed upon counties for limits on use taxes.

A countywide transit service would be governed by the Board of County Commissioners. The services are restricted only through the county’s ability to enter in to IGAs allowing service outside the county.

Regional Service Authority

A regional service authority (RSA) is generally created to provide services such as utilities or other services where a regional service is deemed appropriate. Mass transportation is an allowable service under this Colorado statute.

The service may operate local, countywide, regional, and inter-regional services and the regional service authority may levy property taxes up to the amount needed to operate the service, cover debt, and construct facilities pursuant to the approval of the electorate.

A regional service authority would be governed by a service authority board. The board is directly elected by district consisting of areas of approximately the same population. The services are restricted through the RSA’s ability to enter in to IGAs allowing service outside its boundaries and that it must be established in whole county geographic increments.

Regional Transportation Authority

A regional transportation authority (RTA) is generally created to build transportation facilities and provide transportation services such as roads, signal systems, and mass transit for regional, inter-regional, and local improvements.

The RTA may operate local, countywide, regional, and inter-regional transit services and may levy sales and use taxes up to one percent and up to a ten dollar motor vehicle fee to operate the service, cover debt, and construct facilities pursuant to the approval of the electorate.

A regional transportation authority would be governed by a transportation authority board. The board is appointed by the participating jurisdictions. The services are restricted through the authority's ballot measure, enabling IGA(s), and the authority's ability to enter in to IGAs allowing service outside the authority's boundaries.

The RTA is the most flexible of the alternatives available for financing and operating transit services.

Elements of the Proposed Management Structure

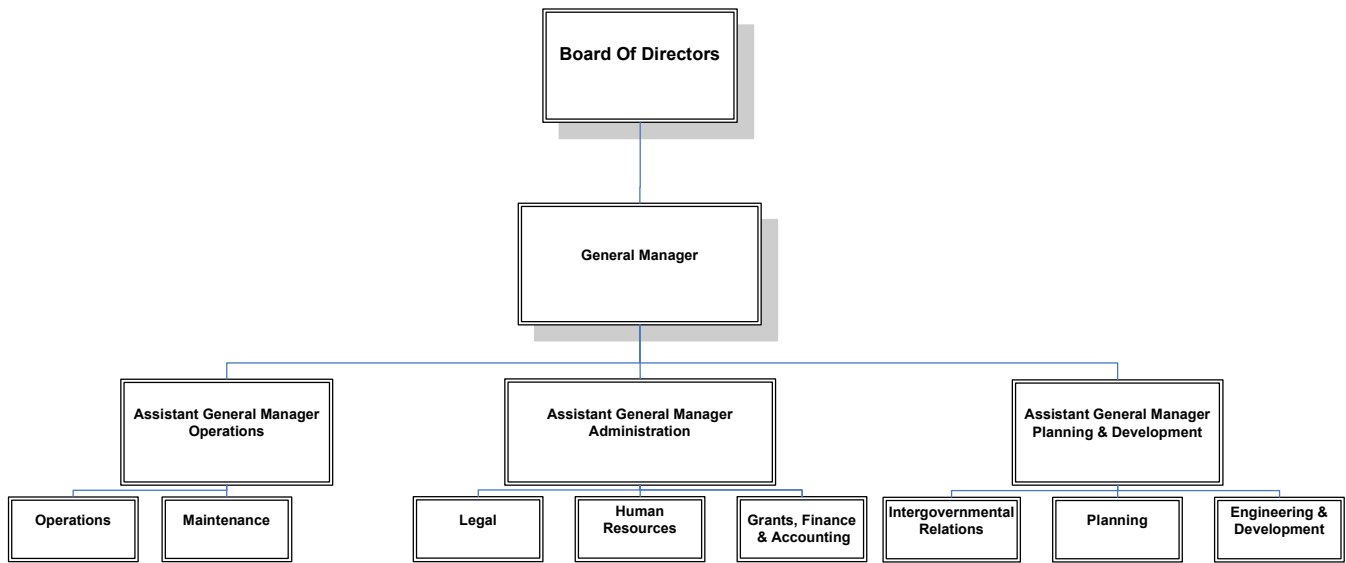
In the current condition, many of the local municipal transit systems enjoy being a part of a larger municipal organization. This is especially helpful as many municipalities have consolidated certain functions within the larger organization. This enables the transit service to have access to functions it would need to provide for itself. Examples of those functions provided by the municipality are accounting, financial, personnel, legal, and other services.

None of these support services are necessarily needed to be part of the management structure of the regional transit organization, but the functions must be provided in some way, directly or by contract. In the chart below, most of these services are meant to represent an external support service to the regional transit organization allowing for flexibility in providing these important functions, e.g., by contract with private organizations or through IGAs with local municipalities.

None the less, those functions among others are critical to the successful delivery of transit services. An organizational structure that sets the goal is illustrated in Figure 6. The structure assumes a Board of Directors. The board structure and makeup will be determined by the funding mechanism chosen and the geography served by the regional transit organization. For example, if an RTA is the financial vehicle and all area communities are parties to the RTA, the board would likely be made up of local elected officials as determined by an authorizing IGA.

A general manager is typically the chief executive officer of larger transit organizations across the country. Consolidating an organization of services previously provided by multiple jurisdictions will require one manager whose charge will be to implement the policies of a single unified board. Extensive work will be required of the general manager to serve the jurisdictions that make up the board to ensure a high and adequate level of service at the local level and to guide the new organization through the transition to a regional entity.

FIGURE 6: SAMPLE PROPOSED ORGANIZATIONAL STRUCTURE



The general manager will be served by three (03) assistant general managers. They will be responsible for large areas within the new organization: 1) Operations (operations and maintenance), 2) Administration (legal, grant making, finance, accounting, procurement, and human resources), and 3) Planning and Development (planning, engineering, development, and inter-agency relations). These managers will supervise the implementation of board policies and act at the direction of the general manager as the organization transitions to a regional service.

Initially, operational and maintenance functions will remain in the hands of local transit providers. The first consolidation recommended is that of finance, accounting, and grant making. The transition to the regional organization must be organized and deliberate, but its implementation will need to be negotiated with each participating local system. This can be accomplished most effectively through IGAs and the involvement of staff at all levels.

Financial

Also in the current condition, many of the local municipal transit systems do not fully allocate the cost to operation. This aspect of government accounting is not a fatal flaw, but needs to be understood clearly and acted upon in a fair and equitable manner.

For example, the cost of legal services in larger jurisdictions may be accounted for in a general administrative fee and not charged as a fee for services or actual cost of services rendered. In some smaller jurisdictions, those costs may just be absorbed by the town and not passed on directly to the transit service provided. Human resource costs, IT, building space (capital), insurance, and other items may also be vaguely defined or undefined.

As the regional transit organization becomes an external agency, it will still incur these costs of operation and it is important that those ramifications are understood. Where possible throughout the course of the transition, municipalities, especially the larger ones, can play a significant role in providing these essential services either through contract or by other arrangements. It is likely that a full transition can take up to ten years to accomplish.

Political

An RTA provides the best initial basis for a regional transit organization from a governance perspective. The RTA structure will require representation from each of the jurisdictions participating in the RTA. Through its required IGA process, jurisdictions can address issues such as weighted voting, representation, etc. An RTA structure continues a local presence for the implementation of plans and policies yet provides for regional collaboration when regional issues are debated and addressed.

Next Steps

Steps to pursue a decision about the how to move forward are underway in northern Colorado. Initial meetings of the parties to explore the transit components, governance, and financing are expected to continue into the future. Since the organization of the effort is fluid, it is important for the parties to establish an appropriate level working group to explore the following issues and arrive at a series of recommendations addressing each.

Pending Issues

- **Governance** - What are the key governance issues affecting the formation of a regional transit service via the accepted financing mechanism?
- **Financing** - What is the preferred financing mechanism for regional and local services?
- **Organizational Structure** - What is the preferred organizational structure for operating region wide transit services?
- **Political Acceptance** - What are the key political issues affecting a successful outcome to establishing a regional transit system?
- **Service Level** - What service levels are required to fully implement a regional transit system that operates local, regional, and inter-regional transit services?

Time Frame

A clear understanding of the region's communities abilities to arrive at a consensus on the key pending issues and place a measure before the voters will be a critical element toward achieving success in establishing a regional transit service.

Appendix A

Steering Committee Meeting Summaries

North Front Range Transportation Authority					
Date	2/21/07	Time	6-9 p.m.	Meeting Location	Loveland Visitors Center
Topic	Citizens Steering Committee Meeting #1 : Welcoming Rising to the Challenge RTA Overview Steering Committee Process Wrap Up				
Present					
Absent					
Handouts				Next Meeting	Wednesday, March 7, 2007
Action Items					

Members introduced themselves and stated one wish that they have for the future of the North Front Range.

1. John Daggett explained the history of the RTA initiative in the North Front Range and progress made to date.
2. Ray Moe, LSA Associates, reviewed information about future projections of travel in the region.
3. Bill Kaufman, Transportation Commissioner, described the funding picture in Colorado and how the region cannot depend upon federal and state funds for transportation improvements.
4. John Daggett described how many of the local governments have sales tax ceilings that they are close to reaching. The margin for additional taxation varies by jurisdiction.
5. Barbara Lewis described the anticipated schedule for the Steering Committee. The Committee will continue to meet on every other Wednesday evening with the addition of a longer workshop to develop the project list on Saturday, April 14th.
6. Three subcommittees of the larger Steering Committee were formed and met briefly to schedule their first meetings and exchange contact information. The three committees are Communications and Outreach, Political and Project List.
7. The meeting adjourned at 9:00 p.m.

North Front Range Transportation Authority						
Date	3/07/07	Time	6-9 p.m.	Meeting Location	Loveland Visitors Center	
Topic	Meeting #2 : Welcoming and Introductions Communications and Outreach Project List Political Outreach Steering Committee Process Wrap Up					
Present	Curt Albers, Roger Bailey, Robert Bisetti, Jim Dowling, Kristy Duffy, Mike Geile, Rich Gutkowski, George Hall, Bob Heath, Roger Hoffmann, Michelle Jacobs, Tim Johnson, Ed King, John Knezovich, Barbara Koelzer, Sarah MacQuiddy, Ray Martinez, Scott Mason, David May, Tony McCune, Mary Robertson, John Seyer, Rich Shannon, Clint Skutchan, Earl Stevens, Gaye Stockman, Gary Thomas, Ken Weaver					
Absent	David Christopher, Donald Hoye, David Neenan, Bob Stack, Eric Swanson, Wade Troxell					
Handouts	Meeting #2 Agenda Meeting #1 Summary Subcommittee Reports Communication and Outreach Inventory			Next Meeting		
	Schedule Maps (TIP, 2030 Transportation Plan Roadway Project List, Summit Transportation Choices, Elected Officials Project Priorities) Table of Opinion of Elected Officials on Transit Dedication			Wednesday, March 21, 2007 6:00 – 9:00 p.m. Windsor Community Center		
Action Items	<ol style="list-style-type: none"> 1. Circulate Communication and Outreach Inventory electronically and meeting roster 2. Distribute material's from Ray Moe's presentation 3. Develop a memo on revenue sources 4. Email dates, times and locations of subcommittee meetings 5. Circulate information on growth impacts 6. Distribute packet of information for Message Training 7. Post Executive Summary of polling on website 					

Barbara noted that new members had joined the committee to make it even more representative of the entire region and interests. Members introduced themselves.

1. Eric Sondermann addressed communications for the Steering Committee. He highlighted the message of the week emphasizing that we need to fully explain the need for action to the voters. The need is regional.
2. Aaron Fodge distributed a sign-up list for presentations at local meetings. He also asked each person to complete a Communication and Outreach Inventory listed their contacts with organizations and the media. The website is up and running and includes media postings and meeting materials.
3. John Daggett reviewed the list of principles developed by the RTA Principles committee. He explained that the principles were touchstones for the work of the Steering Committee.

4. Clint Skutchen gave a progress report for the Communications and Outreach Subcommittee. He stated that the subcommittee is working on how to broaden the outreach to different segments of the region and identifying individuals who would be good ambassadors. They are also hosting a Message Training on Monday, March 12 at 6:00 pm.
5. Todd Vitale of Vitale Associates presented findings from a telephone survey of likely voters. The poll showed moderately strong support for a regional effort. A copy of the Executive Summary from the poll was distributed and will be posted on the website.
6. Rich Shannon described highlights from the Project List Subcommittee. He noted that there are many lists to build from. At the next meeting, the subcommittee will work on narrowing the broad list to a manageable list for project selection.
7. Nicole Layman of EPS gave an overview of potential revenues from the RTA. She will provide a more thorough analysis of revenue sources at the next meeting of the RTA.
8. Ray Moe, LSA Associates, reviewed some examples of what different projects might cost. He noted that fully solving the transportation problem requires substantially more than 1 cent and that the Steering Committee will need to decide what are the highest priorities for the region. A concern was noted that we need to look at multiple sources of revenue and to include payments by developers for the cost of growth.
9. Gary Thomas delivered the report for the Political Subcommittee. The subcommittee needs to start working on the IGA language and work with the Communications subcommittee on keeping the elected officials informed.
10. Rich Shannon described key findings from interviews he conducted with elected officials for NCLA. The map of project priorities is shown in the map in the meeting packet.
11. Barbara Lewis described the anticipated schedule for the Steering Committee. The Committee will continue to meet on every other Wednesday evening with the addition of a longer workshop to develop the project list on Saturday, April 14th. She emphasized the need to move toward greater committee member leadership in the process. Part of that will be having a balanced executive team that includes chairs of the subcommittees and Steering Committee. She invited members to suggest individuals they think would be good leaders for the effort.
12. The Communications and Outreach effort needs to grow given the scope of outreach to the region. New members are encouraged to join this group.
13. Barbara reviewed pending action items. The meeting adjourned at 9:00 p.m.

North Front Range Transportation Authority					
Date	3/21/07	Time	6-9 p.m.	Meeting Location	Windsor Community Center
Topic	Meeting #3 : Welcoming Transit Today Transit Tomorrow Table Discussions Table Reports Outreach Efforts Wrap Up				
Present	Kurt Albers, Robert Bisetti, Jim Dowling, Kristy Duffy, Mike Geile, Rich Gutkowski, Bob Heath, Roger Hoffmann, Michelle Jacobs, Tim Johnson, John Knezovich, Barbara Koelzer, Sarah MacQuiddy, David May, Tony McCune, Mary Robertson, John Seyer, Rich Shannon, Bob Stack, Gaye Stockman, Eric Swanson, Gary Thomas, Wade Troxell, Ken Weaver Observers: Ralph Moore, Windsor resident				
Absent	Roger Bailey, David Christopher, George Hall, Donald Hoye, Ray Martinez, Scott Mason, Clint Skutchan, Earl Stevens				
Handouts	Meeting #3 Agenda Meeting #2 Summary Subcommittee Reports – C&O, Project Selection Elected Officials’ Roadway Project Priorities map Schedule of SC meetings and locations		Next Meeting Wednesday, April 4, 2007 6:00 – 9:00 p.m. The Ranch – Beard and Brown Meeting Rooms		
	Maps (Existing Fixed Route Transit Service, Northern Colorado Rail Lines, North I-25 Draft Cost Estimate Summary, North I-25 EIS Packages)				
Action Items	<ol style="list-style-type: none"> 1. Provide comparison of inflation in cost projections and revenue projections 2. Post revenue charts on website 3. Provide updated cost estimates as more information is provided on project costs 4. Provide data on FREX service to SC 5. Provide information on what’s happening along each of the tracks (BNSF, UP, GW) 6. Email presentation list to SC 7. Coordinate with Gaye on public forum networking 				

Barbara Lewis reviewed the agenda and meeting packet. Members introduced themselves.

1. Nicole Layman gave an update on revenue projections. She noted that the numbers do not include inflation but do reflect anticipated growth in the region. She presented projections for sales tax, use taxes and motor vehicle taxes for 10 and 20 years. The numbers represent the maximum possible under law and do not reflect a decision regarding what funding level will be pursued in the RTA. SC members noted that it will be important to consider revenues and project costs will similar assumptions about inflation and to use recent cost projections.
2. Ray Moe provided an overview of the progress of the Project Selection Subcommittee (see subcommittee report) and set the stage for focusing on transit.
3. John Daggett described the current transit system in the region. He explained that there are currently 9 transit operators and presented statistics on spending by entity.

4. John described trends in funding for transit in the region. He clarified that FTA funding is for capital expenditures and that the transit entities are experiencing a shortfall in operating funds. Fare recovery for transit ranges between about 10% for small communities to 50% for big cities, with college towns being in the middle at 20 to 25%, primarily based on ridership. Fort Collins is at 22%. Tim Johnson pointed out that the subsidy for transit and roads is about the same at 20%.
5. John presented highlights of various transit plans for the region, focusing primarily on the North I-25 EIS. He explained that one of the challenges for the group to consider is what projects can be funded through the RTA prior to a Record of Decision on I-25. He suggested that one action is to explore station locations and short term express bus and feeder service into the spine. John also explained that there is a statewide RTA started to fund rail along the Front Range with a spur to the west.
6. SC Members worked on transit maps in four small groups to address the following questions:
 - What are the basic building blocks for effective transit?
 - What concrete steps can we take to advance regional rapid transit?
 - What ideas do we have for addressing equity issues?
 - What other issues need to be addressed?
7. A spokesperson at each table then presented highlights of their work. The maps will be used by the Project Selection committee in advancing the process for the Steering Committee’s work on building a project list.
8. Gary Thomas gave a quick overview of the work of the IGA subcommittee. He noted that subcommittee teams had taken responsibility to research the different issues to be addressed in the IGAs and report back at next week’s meeting of the subcommittee.
9. Sarah Blum-Barnett reported that the Communications and Outreach committee had conducted a messaging training at their last meeting. She walked through the presentations kit for everyone present.
10. Public forums have been scheduled in 5 venues around the region as follows (note: some of the dates presented at the meeting were incorrect; the list below is correct). SC members are needed to serve as hosts and facilitators at these events. On Monday at 6:00 pm at the Loveland Visitors Center, SC members will meet with staff to refine the plans for publicity and participant recruitment, and the forum agenda and materials. Gaye Stockman is helping to recruit SC members from the different communities to be involved in these forums.

April 2
Johnstown - Town Hall - 101 Charlotte

April 3
Berthoud - Community Center - 248 Welch

April 9
Fort Collins - Lincoln Center - Ludlow Room - 417 W. Magnolia

April 11
Loveland - Chilson Recreation Center - Multi-Purpose Room I - 700 E. 4th

April 12
Greeley - Greeley Recreation Center - Rooms 101 B & C - 651 10th Ave

11. The meeting adjourned at 9:05 pm.

SC Workshop Agenda - April 14, 2007

Time	Presenter	Content	Materials	Comments
9am	John	Opening – set the stage; desired outcomes		
9:15	Barbara	Agenda Sticky Wall for Polling/Technical Questions – post questions that come up on the wall throughout the day; at the end, discuss which are most important and move them up on the wall.	Agenda	Any chance of having a rep from the state address the group? Is this a time to ask Bill K. or someone else to rally the troops?
9:20 am	Gary, Mike, Rich, Roger	Progress to date Roadways – Mike Geile/Ray Introduce the A list; how generated; assumption that no mainline I-25 improvements; key issues for group consideration of time horizon, split; revenue sources IGAs – Gary Thomas – Update on meeting with attorney; key issues in discussion. Transit – Panel Presentation Gary, Rich, Ray, Bob, Roger – Each has 5 to 10 minutes to frame scenario, followed by summary of key questions.		Overlap between IGA subcommittee work and Workshop is a concern – need to figure out which IGA recommendations should be “decided” this Saturday. Not sure if Roger’s presentation will be as part of the panel or a separate topic.
10:30 am	Table Facilitators	Discussions of Transit Scenarios Discuss Pros and Cons of each scenario Each table takes a break as needed	Descriptions of transit scenarios Flipchart pad and markers	NOTE: Might reframe into discussion on key issues/differences. Scenarios seem too complex but I still think the presentation of scenarios is worthwhile because the SC members are putting forth their ideas.
11:00 am	Barbara/Gary	Full Group Discussion Dots on continuums of level of support for each scenario Discuss for refinements/combinations Discuss costs – what can we do if low end; what can we do if higher end? What is the story? Discuss how to communicate what the package provides the people of northern Colorado.		
12:00		Lunch		

CONSIDERATIONS FOR THE FUTURE OF TRANSIT IN NORTHERN COLORADO

Time	Presenter	Content	Materials	Comments
12:45	Mike G.	A and B Lists Key questions: - Revenue sources - Sunset - Split		
1:00 pm		Each subregion decides on revenue sources and expenditures		
2:00 pm		Full Group Discussion Presentation from each area Narrow decisions on sunset, revenue sources Identify polling and technical questions; prioritize list		
2:30 pm		The Split Review on latest from local officials and polling Decision on what's in and out 80/20 split Impact fees Other Total Revenue Projections given decision in A. Line up on preferences for split Panel discussion – present/discuss perspectives; track information needs Assess whether can make decision or need additional polling or technical information		
3:30 pm	Gary, Mike, Rich, Scott (?)	SC Synopsis of Findings Identify key decisions made Call for Spokespeople Summary of pending action items		
4:30	Barbara	Adjourn		

North Front Range Transportation Authority					
Date	4/18/07	Time	6-9 p.m.	Meeting Location	Windsor Recreation Center
Topic	Welcoming and Introductions Communications and Outreach Project List Political Outreach Steering Committee Process Wrap Up				
Present	Kurt Albers, Roger Bailey, Jim Dowling, Kristy Duffy, George Hall, Bob Heath, Roger Hoffmann, Michelle Jacobs, Tim Johnson, Ed King, Barbara Koelzer, Sarah MacQuiddy, Scott Mason, Tony McCune, Mary Robertson, John Seyer, Rich Shannon, Clint Skutchan, Earl Stevens, Gary Thomas, Ken Weaver				
Absent	David Christopher, Donald Hoyer, David Neenan, Bob Stack, Eric Swanson, Wade Troxell, David May, Robert Bisetti, Gaye Stockman				
Handouts	Scorecard on Issues Transit Proposal			Next Meeting Wednesday, May 2, 2007 6:00 – 9:00 p.m. The Ranch	
Action Items	1. Project List – cost estimates, maintenance, more input from jurisdictions 2. IGA – remaining issues on top 20 – see chart				

1. Barbara Lewis opened the meeting by giving a status report on the issues the SC had resolved and those requiring further discussion. She pointed out issues that the IGA and Project List committee would be working on further for consideration at the next meeting.
2. Aaron Fodge gave a quick update on community outreach and thanked the many committee members who have been making presentations on the RTA throughout the region.
3. Gary Thomas gave a presentation of different transit scenarios to set the stage for the SC discussion of what the transit package should look like. The group then broke into small groups to discuss which transit scenario they supported and its pros and cons.
4. The four groups then presented a summary of their discussions. Table 1 questioned whether the paratransit expenditure was too high and recommended a shift of funds to fixed route. 5 people favored 20% fixed route and 1 person favored 50% fixed route. At Table 2, the majority favored 25% transit. They suggested including \$2 million for rail to be tested through polling. This group felt that a regional transit entity would provide one voice for the NFR, help leverage state dollars, and help focus on important corridors. Table 3 supported 30% for regional transit, with assumptions of 30 to 40% for shareback and 30 to 40 % for roadways. Table 5 supported 50% in future for transit, providing the ability to ramp up for rail, with a starting point of at least 30%. They would increase paratransit and provide regional intra and inter-regional connections to RTD.
5. There was considerable discussion of the need to come to closure on what different jurisdictions and voters will support. The SC also identified several issues where polling data would be useful.
6. Barbara committed to providing the progress chart to the committee (see attached) The meeting adjourned at 9:15 pm.

April 18 SC Progress Chart

Status	April 18	IGA Subcommittee	Project Selection Subcommittee
Reached Closure <input checked="" type="checkbox"/> Recommendation (pending review once all the pieces are together)	<input checked="" type="checkbox"/> Maintenance of effort for transit and roadways		
	<input checked="" type="checkbox"/> Start with RTA funding existing entities and transition to regional entity		
	<input checked="" type="checkbox"/> No lodging tax		
	<input checked="" type="checkbox"/> Sunset 10 years on roads and shareback; perpetuity on transit (at least for O&M) Polling: How do voters view perpetuity for transit? Is there a difference between projects or just o&m?		
	<input checked="" type="checkbox"/> Transit system management – transition to regional entity		
	Level of sales tax – up to 1% to extent voters agree Polling: Is there enough support for 1 cent sales tax? Under what conditions?		
	Level of use tax – up to 1% to extent voters agree Polling: Is there enough support for 1 cent use tax? Under what conditions?		
Need Discussion – in process		Bonding okay; may not apply	Revisit jurisdiction’s priorities
	What is the transit package? SC recommends investment in future rail but how much for rail? Polling: How do voters view the first step toward rail? How would they feel about an appointed citizen oversight committee for the rail savings/exploratory fund? What level of paratransit will they support?	RTA Administration at less than or equal to 1%	Refine cost estimates
	Split: 20 – 30% transit; 25 – 35% shareback; 40-50% roadways Polling: What level of each reflects voter support?	Vehicle registration fees	Federal and state routes <input checked="" type="checkbox"/> No I-25 widening but interchanges <input checked="" type="checkbox"/> State routes without penalty
		Weighted voting	Define maintenance costs (planning level data)
		Amendments and new members	
		Opt in and opt out	
	Critical mass		

CONSIDERATIONS FOR THE FUTURE OF TRANSIT IN NORTHERN COLORADO

Status	April 18	IGA Subcommittee	Project Selection Subcommittee
	Co-Pay: Should there be a mechanism for local/private contribution? How much?	Growth pays its own way	
	Polling: Is co-pay a drawback with voters because projects are not guaranteed?	Polling: How do voters view fees on growth?	
		Shareback strings	

North Front Range Transportation Authority						
Date	5/2/07	Time	6-9:30 p.m.	Meeting Location	The Ranch	
Topic	Welcoming The Big Picture on a Regional Approach Presentation of Proposals Moving Forward Proposal Discussion Implications for Greeley Next Steps					
Present	Roger Bailey, Jim Dowling, Kristy Duffy, Rich Gutkowski, George Hall, Bob Heath, Tim Johnson, Barbara Koelzer, Sarah MacQuiddy, Scott Mason, David May, Mary Robertson, Rich Shannon, Clint Skutchan, Bob Stack, Earl Stevens, Gaye Stockman, Gary Thomas, Ken Weaver, Eric Swanson					
Absent	Kurt Albers, David Christopher, Donald Hoyer, David Neenan, Wade Troxell, Robert Bisetti, Ed King, John Seyer, Mike Geile, John Knezovich, Ray Martinez, Tony McCune, Roger Hoffmann					
Handouts	Agenda Summary of 4/18/07 SC Meeting Two Proposals Summary of Polling Support by Area City of Fort Collins Actual Use Tax Collections NFRMPO Areas			Next Meeting	Wednesday, May 9, 2007 6:00 – 9:00 p.m. TBD	
Action Items	<ol style="list-style-type: none"> 1. Project List – work on cost estimates, including cost of inflation 2. LSA – Create map and project listings without unincorporated Weld County 3. IGA – meet with attorney regarding remaining IGA issues 4. SC Proposal Refinements - Develop meshed transit proposal; work out proposal for business personal property tax exemption from use tax; look at effect of maintenance funds on project list and what this would mean in higher co-pay 					

1. Barbara Lewis opened the meeting by giving a status report on progress since the April 18th meeting. She made commitments as the facilitator to make sure everyone has the opportunity to participate and to keep on track with agenda and timing unless the SC agrees to refinements.
2. A brief opening presentation by Todd Vitale, Eric Sondermann and Sheila MacDonald framed a big picture perspective for the Steering Committee. Key points were as follows:
3. Polling results indicate that the strongest support is for a regional RTA.
4. The Steering Committee needs to reach closure on a proposal to allow adequate time for a successful end game – success at the ballot box.
5. Delay to 2008 is not advisable given the state’s intentions and the fact that 2008 is a presidential election so there will be many measures on the ballot.
6. Two RTA proposals were presented by teams from the Steering Committee. After each brief presentation, the SC asked questions of clarification.
7. Tim Johnson presented a scenario calling for a .3% sales tax for 10 years, a 1% use tax for 10 years and a \$10 vehicle registration fee for 10 years. The proposal envisioned a split of 35% shareback, 31% transit, 6% rail, 45% capital projects funded through a road capacity growth fund, and 14 to 20% maintenance. Key concepts in this proposal were the emphasis on transit, the low impact on sales tax ceilings, and maintenance for regional roads.

8. Gary Thomas presented another team’s proposal, which they dubbed the “After Hours” proposal. This proposal called for 1% sales tax, 1% use tax, and a \$10 vehicle registration fee.. The splits were 25% shareback, 25% transit, and 50% capital projects with no targeted funds for maintenance. Key concepts in this proposal were a balance in supporting different transportation modes, strong support for paratransit and an initial rail set-aside of \$2 million per year.
9. John Daggett reported a meeting with the managers from the cities and counties in the region. The managers requested a partnership with the Steering Committee and suggested meeting together to review the SC’s proposal. They asked for one proposal from the SC by mid-May.
10. The SC discussion on the RTA proposals was launched by Kristy Duffy who addressed the question of how this effort at an RTA is different than the last effort. The key difference is the citizen initiative.
11. Barbara Lewis then asked each person to take up to one minute to highlight what they like most in what they heard in either proposal. A master list of items was developed. Gary Thomas commented that he had crafted a middle of the road proposal and highlighted the key features that might help the SC come closer to one proposal. Gary’s “Armadillo” Proposal included 25% unencumbered shareback; 5% maintenance shareback; 45% projects with copay paying for extra shareback; publish annual scorecard; funding for bike and pedestrian safety.
12. After some discussion, a critical mass of the SC indicated that Gary’s initial proposal was a good starting point. Amendments to that proposal were suggested and then the members voted on support for the initial proposal and subsequent amendments. As a result, the following amendments were agreed to by majority vote:
13. Shift 3 to 5% to maintenance from capital projects. Action item to evaluate the effects on the project list and to look at how higher co-pays might affect the project list.
14. Allow a placeholder to exempt business personal property use taxes or provide a research and development rebate.
15. For maintenance of effort, increase the time period for assessing average expenditures from 3 to 5 years.
16. Express the \$2 million set aside for rail as a % so it can grow.
17. Refine the contingency on the rail set aside: The RTA Board may release some or all accumulated rail funds at their discretion for transit after 10 years.
18. The SC also felt that both proposals were close with respect to the transit package and suggested that the teams meet to create a refined “meshed” proposal.
19. The SC then discussed where Greeley fits in the proposal. After considerable discussion, the SC concluded that there was no final word from Greeley and that the SC members from Greeley should continue to communicate what the DRAFT SC Proposal was to the Greeley officials. The assumption is that Greeley will also participate in the mid-May partnership meeting with the jurisdictions. John Daggett passed out maps and lists of projects under different geographic scenarios.
20. In wrapping up, several action items were identified. The project list team will work on addressing inflation in the cost estimates; the IGA team will meet with the attorney to discuss bonding and the draft IGA. LSA will produce project maps without unincorporated Weld County.
21. The SC will meet on May 9th to refine the proposal. The meeting adjourned at 9:30 pm.

Transcription of Notes from May 2nd Meeting

Checks	“Like Most”
1	Responsibility for growth
1	Maintenance of effort in transit in each plan
2	\$ for transit
1	\$ for rail
2	Balance in split
9	25-25 split
3	RTA takes over support for disabled community and seniors
	Flexibility
	Maintenance
	RTA consistency for transit in services and vision
	Close to what the managers and councils will support
	One agency with authority on rail
1	Long term possibilities through starting point
2	Rail future set-aside
	Revenue distribution by population
	Common sense approach
	<u>Range</u> of thinking in the two proposals
1	<u>Regional</u> support for disabled and seniors
1	Reserve funds capacity growth
1	Connections on transit route in Tim’s proposal
	Equity of impact fees
1	Ongoing funding for transit

Voting Tally: Approved measures highlighted in bold.

Item	Yes	No	Abstain	Action Items
“After Hours” Proposal as Base to Build on	16	3		
Shift 3-5% from capital road projects to maintenance	19			Look at effect on project list; evaluate effect of higher copay
Expand reserve fund to cover road, transit and rail	3	13	3	
Limit transit in perpetuity to operations and maintenance and ROW	4	15		
Allow a placeholder to exempt business personal use taxes or a research and development rebate	12	2	5	
Increase general fund average for maintenance of effort to 5 years	16	3		
Convert \$2 million per year in rail to a percentage so it can grow	16		3	
RTA Board may release some of all accumulated rail funds at their discretion for transit after 10 years.	18	1		

North Front Range Transportation Authority					
Date	5/9/07	Time	6-9 p.m.	Meeting Location	The Ranch
Topic	Welcoming First Proposal Refinements Presentation Framework for the Partnership Meeting The Long View Next Steps				
Present	Kurt Albers, Roger Bailey, Clint Skutchen, Jim Dowling, Kristy Duffy, Rich Gutkowski, Roger Hoffmann, George Hall, Michelle Jacobs, Tim Johnson, John Knezovich, Barbara Koelzer, Sarah MacQuiddy, Scott Mason, David May, Mary Robertson, Rich Shannon, Bob Stack, Gaye Stockman, Eric Swanson, Gary Thomas, Ken Weaver				
Absent	David Christopher, Donald Hoye, Ray Martinez, Earl Stevens, Bob Heath, Mike Geile, Tony McCune, John Seyer, Wade Troxell				
Handouts	Revised Proposal (Tim Johnson) Draft Citizens Steering Committee Proposal (5/9/07) Agenda May 2, 2007 Meeting Summary Map of Proposed Fixed Route Transit Service Proposal Comparison: Regional + Local and After Hours			Next Meeting Wednesday, May 16, 2007 6:00 – 9:00 p.m. Windsor Community Center	
Action Items	1. Integrate Regional Plus proposal into proposal package as a foundation for refinement on May 16 th . 2. Schedule partnership meeting 3. Address how the proposal compares to the total spent in the region now.				

1. Barbara Lewis reviewed the agenda and meeting packet. She highlighted the key features of the refined After Hours proposal agreed to by the group on May 2nd.
2. Tim Johnson presented a refinement of his team’s proposal for the RTA. Elements from the proposal that members suggested considering in developing the refined SC Proposal included: changing the no opt out stipulation; designating funds for regional bike and pedestrian systems; and designing a proposal that promotes shared decision making, focusing on local projects of regional significance.
3. Sandra Solin and Todd Vitale presented a new NCLA proposal which was created to keep Greeley in the RTA. The proposal suggested that the RTA be split into two parts with ½ cent dedicated to regional transportation (10% transit, 40% roadway) and the second part determined by each jurisdiction. For instance, a chart included in the proposal package indicated that Fort Collins could add ¼ cent for transit while Greeley adds ½ cent for maintenance. Each SC member was asked to make one comment on their reaction to the proposal. Comments in favor of this approach included its simplicity, regional focus with inclusion of Greeley, financing structure, delegation of large portion of project selection to local communities, and flexibility. Concerns were the reduction in regional transit from a total of 25% to 5% and the complexity of having different ballots in different locations.
4. The SC discussed the Regional Plus proposal and agreed to hold an additional meeting to refine it. SC asked staff to integrate the new concept into the Draft Citizens Steering Committee Proposal format. The following list of information needs and potential refinements was generated:
 - Regional transit numbers
 - Use tax and licensing fees

- Polling implications of 5% for transit vs. 25%.
 - Set aside for rail
 - Copay applicability
 - Project list
 - Maintenance – is it in the local piece?
 - Maintenance of effort
 - Opt out option
 - Bike/ped funding
5. Timeframe – does it need to change?
 6. Transit – what are the implications for paratransit, rail, and regional transit
 7. The meeting adjourned at 9 pm with agreement that the SC would receive an integrated proposal in advance of the May 16th meeting.

North Front Range Transportation Authority			
Date	5/16/07	Time	6-9 p.m.
Meeting Location	Windsor Community Center		
Topic	Welcoming Regional Plus Refinements Proposal Discussion Partnership Meeting Next Steps		
Present	Kurt Albers, Clint Skutchen, Jim Dowling, Kristy Duffy, Rich Gutkowski, Roger Hoffmann, George Hall, Michelle Jacobs, Tim Johnson, John Knezovich, Barbara Koelzer, Sarah MacQuiddy, Scott Mason, David May, Mary Robertson, Rich Shannon, Gaye Stockman, Ken Weaver, Earl Stevens		
Absent	David Christopher, Donald Hoyer, Ray Martinez, , Bob Heath, Mike Geile, Tony McCune, John Seyer, Wade Troxell, Roger Bailey, Gary Thomas, David Neenan, Eric Swanson, Barbara Koelzer		
Handouts	Agenda Straw Plan (distributed in advance via email) Revised Plan from Tuesday, May 15 th Meeting May 9, 2007 Meeting Summary	Next Meeting	SC Members asked to reserve evening of June 6 th for potential meeting
Action Items	John Daggett/MPO 1. Send out transit data electronically to SC 2. Include 1% admin fee in proposal 3. Provide transit revenues by jurisdiction 4. Distribute calendar of meetings of elected officials 5. Remind SC to hold June 6th for follow-on meeting. 6. SC Spokespeople 7. Meet on May 23 rd to begin preparations for May 30 th presentation		

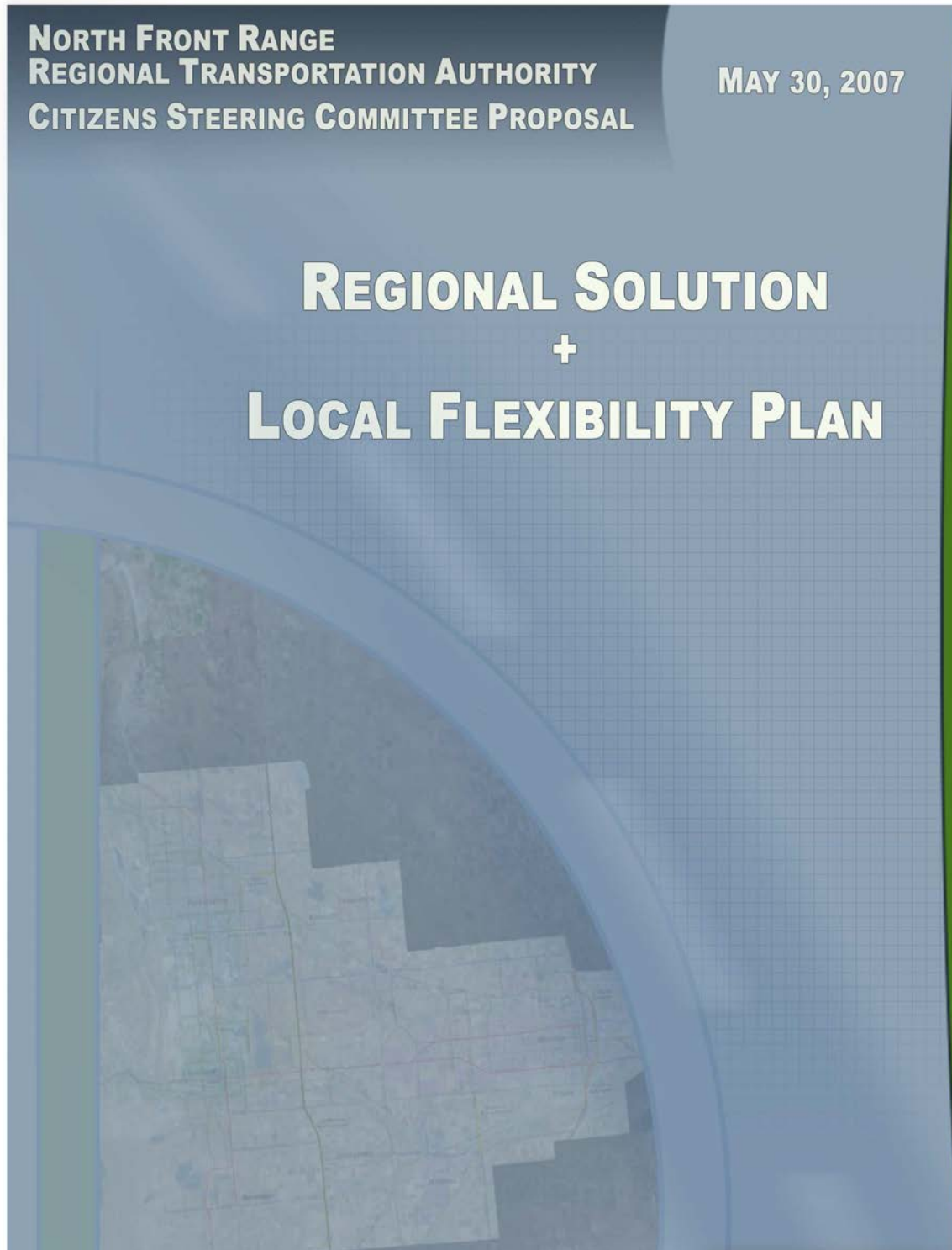
1. Barbara Lewis reviewed the agenda and work conducted since the last meeting. She summarized the proposal from the May 9th meeting that the SC had agreed to refine. That proposal included ½ cent for regional transportation with 10% of the regional portion for transit and 90% for roadways, with the addition of local flexibility for jurisdictions to add up to ½ cent more for projects of their choosing. John Daggett had distributed via email a straw proposal that reflected more for transit and other revisions in response to the SC’s list of potential refinements to the May 9th proposal. Kristy Duffy convened a meeting on Tuesday, May 15th to look closer at the amount and type of transit package and produced a second refined proposal.
2. John Daggett summarized both refined proposals. The key features of the Straw Plan were the increase of regional transit from 5% to 10%. The transit package included regional bus services between the major cities of Greeley, Loveland and Fort Collins with additional serve to connect the smaller communities to the regional system. Inter-regional connections to RTD from Greeley and Fort Collins and \$1.6 million for paratransit and \$1 million for rail were also included in the Straw Plan.
3. Kristy Duffy introduced the rationale for the Tuesday evening proposal to create a solid first step for regional transit. John Daggett explained the differences between this proposal and the Straw play. Key differences were a split of 45% roadway, 13% transit and 42% local shareback. (In both proposals, the percentages were calculated assuming the jurisdictions chose ½ cent for the local flexibility portion). The copay was decreased to 25%. Additional transit included \$1.8 million for paratransit and an express bus similar to the FREX between Colorado Springs and Denver was added to the inter-regional service. This package results in shareback revenues to Greeley of \$5.7 million which is short of the \$6 to \$8 million that Greeley has stated it needs for maintenance. (Note: In the discussion, two typos were discovered in the numbers on page one of the May 16th version distributed at the meeting: Sales Tax for the Western area should be \$374,288,376 in the Revenue Produced chart and in the Allocation chart, Regional Transit for the Western Area should be \$60,626,047.)

4. SC discussion of the proposals resulted in approval of the second proposal with the modification that copay be increased to 35% to come closer to the range that Greeley needs for maintenance (\$6 to 8 million). The rationale for this was that it is realistic to expect that the RTA will not fully fund interchanges on the state/federal system and that although property ownership might make it difficult to generate the copay at some interchanges, the local jurisdictions could use shareback funds to generate the copay and participate in the funding of the interchanges.
5. Barbara asked the group to look back at the list of potential refinements identified at the May 9th meeting and to consider what additional discussion of these issues was needed. Most of the issues were already addressed as action items in the refined proposals. This items included:
 6. Regional transit numbers – included in the proposals
 7. Use tax and licensing fees – A concern was expressed that the use tax would be a burden on the construction and land development industry but the group felt that inclusion of use tax with the exemption of business personal property taxes was reasonable and that the details for this would be worked out in the course of negotiating the IGAs.
 8. Polling implications of 5% for transit vs. 25%.
 9. Set aside for rail – The SC discussed the desire to shift to more emphasis on rail over time but did not identify a way to build this into the proposal.
 10. Project list - The SC decided to keep Owl Canyon in the project list because it had been identified by Larimer County but to express reservations about including a potentially controversial truck route in the list of projects.
 11. Transit – proposals addressed implications for paratransit, rail, and regional transit
 12. For other issues, the SC decided to leave their previous recommendations as is. These items included:
 13. Maintenance – to be addressed by jurisdictions in local portion
 14. Maintenance of effort – recommended as a requirement
 15. Opt out option – recommended no opt out provision
 16. Bike/pedestrian funding – can be designated through local shareback
 17. Timeframe – remains as stated in proposals
 18. Other IGA issues listed in the proposals will remain as is as well.
 19. Following approval of the SC recommended plan, Barbara Lewis asked the group to consider how to approach the issue of having members present who do not support the proposal the SC is taking forward. After considerable discussion, the SC voted to take forward the single recommended proposal to the Partnership Meeting. In addition, the SC members felt that the considerable work done by those who did not support the SC recommendation should be reflected in the SC record of the SC’s deliberations to be prepared by and housed at the MPO. This proposal received unanimous support. The SC did not support or sanction inclusion of a majority and minority report.

20. John Daggett described the agenda and format for the May 30th Partnership Meeting. The meeting will be held from 6:00 to 9:00 pm at the Champion Auto Group Executive Club Restaurant, Budweiser Events Center at the Ranch. Spokespeople to present the SC proposal at that meeting include: Mary Robertson, Rich Shannon, Kristy Duffy, Barbara Koelzer, Sara MacQuiddy, John Knezovich. Clint Skutchen volunteered as an alternate if needed. The spokespeople will meet next week to prepare for the Partnership Meeting.
21. The SC agreed to reserve the evening of June 6th should there be a reason for the committee to come back together in response to the Partnership Meeting.
22. The meeting adjourned at 8:55 pm.

Appendix B

May 30th Recommended Plan



CITIZENS STEERING COMMITTEE

Kurt Albers	Loveland
Roger Bailey	Fort Collins
Robert Bisetti	Fort Collins/Timnath
David Christopher	Evans
Jim Dowling	Johnstown
Kristy Duffy	Windsor
Mike Geile	Greeley
Rich Gutkowski	Fort Collins
George Hall	Milliken
Bob Heath	Fort Collins
Roger Hoffmann	Loveland
Donald Hoyer	Greeley
Michelle Jacobs	Region
Tim Johnson	Fort Collins
Ed King	Fort Collins
John Knezovich	Fort Collins
Barbara Koelzer	Region
Sarah MacQuiddy	Greeley
Ray Martinez	Fort Collins
Scott Mason	Fort Collins
David May	Fort Collins
Tony McCune	Greeley
David Neenan	Fort Collins
Mary Robertson	Larimer
John Seyer	Loveland
Rich Shannon	Loveland
Clint Skutchan	Fort Collins/Greeley
Bob Stack	Greeley
Earl Stevens	Loveland
Gaye Stockman	Loveland
Eric Swanson	Windsor
Gary Thomas	Fort Collins/Loveland
Wade Troxell	Fort Collins
Ken Weaver	Greeley

North Front Range Regional Transportation Authority Citizens Steering Committee Proposal

Regional Solution + Local Flexibility Plan

May 30, 2007

This report documents the directions made at the May 16th NFRTA Steering Committee meeting for a North Front Range Regional Transportation Authority Regional Solution + Local Flexibility Plan. A supermajority of the Steering Committee supported the proposal.

NFRTA Boundary

The primary objective is to establish a Regional Transportation Authority (RTA) that includes the cities of Fort Collins, Greeley, Loveland, and Evans, a portion of Larimer County, and the towns of Berthoud, Johnstown, La Salle, Milliken, Timnath, and Windsor. Though other counties and communities may join this effort, the following map and this document represents the proposed RTA boundary and objectives.

Funding Recommendations

Source	Tax Rate	Comments
Sales Tax	1%	Sales Tax is based on State definition (excludes food)
Use Tax	1%	Use Tax (includes only motor vehicle and building material)
Motor Vehicle Registration	\$10	Per Vehicle Per Year

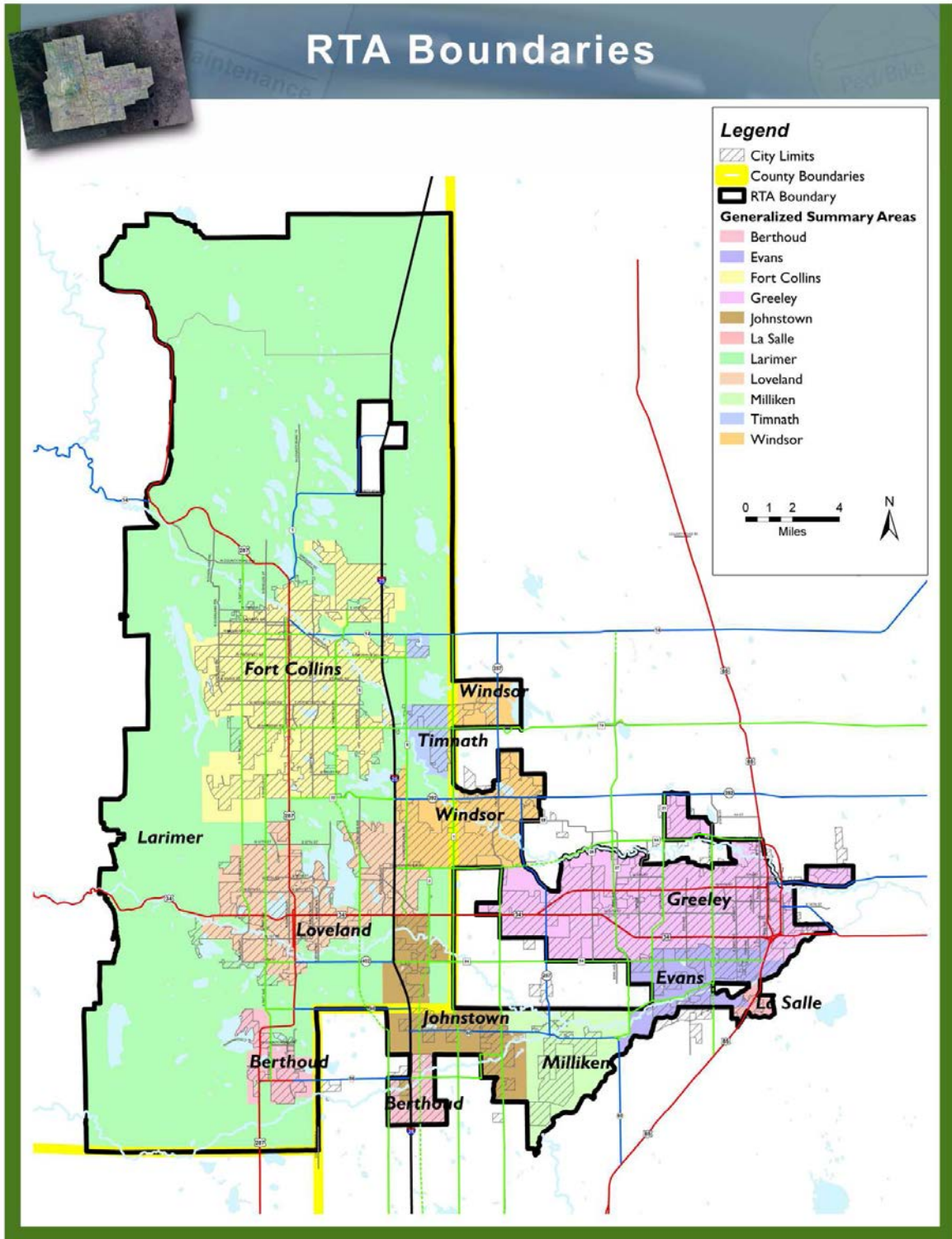
Revenue Produced (10 Years)

Revenue Type	Revenue
Sales Tax	\$496,312,469
Use Tax	\$102,240,491
Vehicle Registration	\$59,855,852
Total RTA Revenues	\$658,408,812
RTA Administration Costs (1%)	\$6,584,088
Net RTA Revenues	\$651,824,724

Note: The projected revenues reflect population and expenditure growth but do not reflect any adjustments for inflation and are expressed in 2007 dollars.

Allocation and Duration of Tax

Type	Duration	% Allocation	Net Revenue Allocation (10 Years)
Regional Roadway	10 Years	45%	\$293,321,126
Regional Transit	No Sunset	13%	\$84,737,214
Local Shareback	10 Years	42%	\$273,766,384
Total		100%	\$651,824,724



Allocation Descriptions

Regional Roadway Projects

The NFRTA Regional Roadway Projects accounts for 45% of the collected net revenues. The following map and table identifies the roadway capital projects that could be funded by the RTA. The project list is preliminary and could change based on jurisdictions input, polling, and updated cost estimates.

Roadway costs are estimated in 2007 dollars. Total revenues are based on non-inflated 2007 dollars and exceed project costs. This difference was to cover road construction inflation which has been occurring at a higher rate than overall inflation from consumer spending. Local shareback could be used in the out years if construction inflation causes roadway cost estimates to exceed revenues.

The selection of projects was based on:

- Relationship between revenue allocations and location of project;
- Traffic impacts from various jurisdictions based on the regional travel model;
- Project Selection Subcommittee and NFRTA Steering Committee;
- Input from local jurisdictions; and
- Input from the Summit and recent public meetings.

The regional roadway project list is not prioritized. The RTA Board will choose priority by considering RTA funds available, the most efficient use of resources, availability of other sources of funds, and greatest benefit in reducing congestion. The RTA Board will also ensure the annual project selection reflects an appropriate geographic distribution of funds.

The RTA Board may only fund other projects when the list is completed. However, no through-lane miles on I-25 may be reconstructed or added with RTA funds.

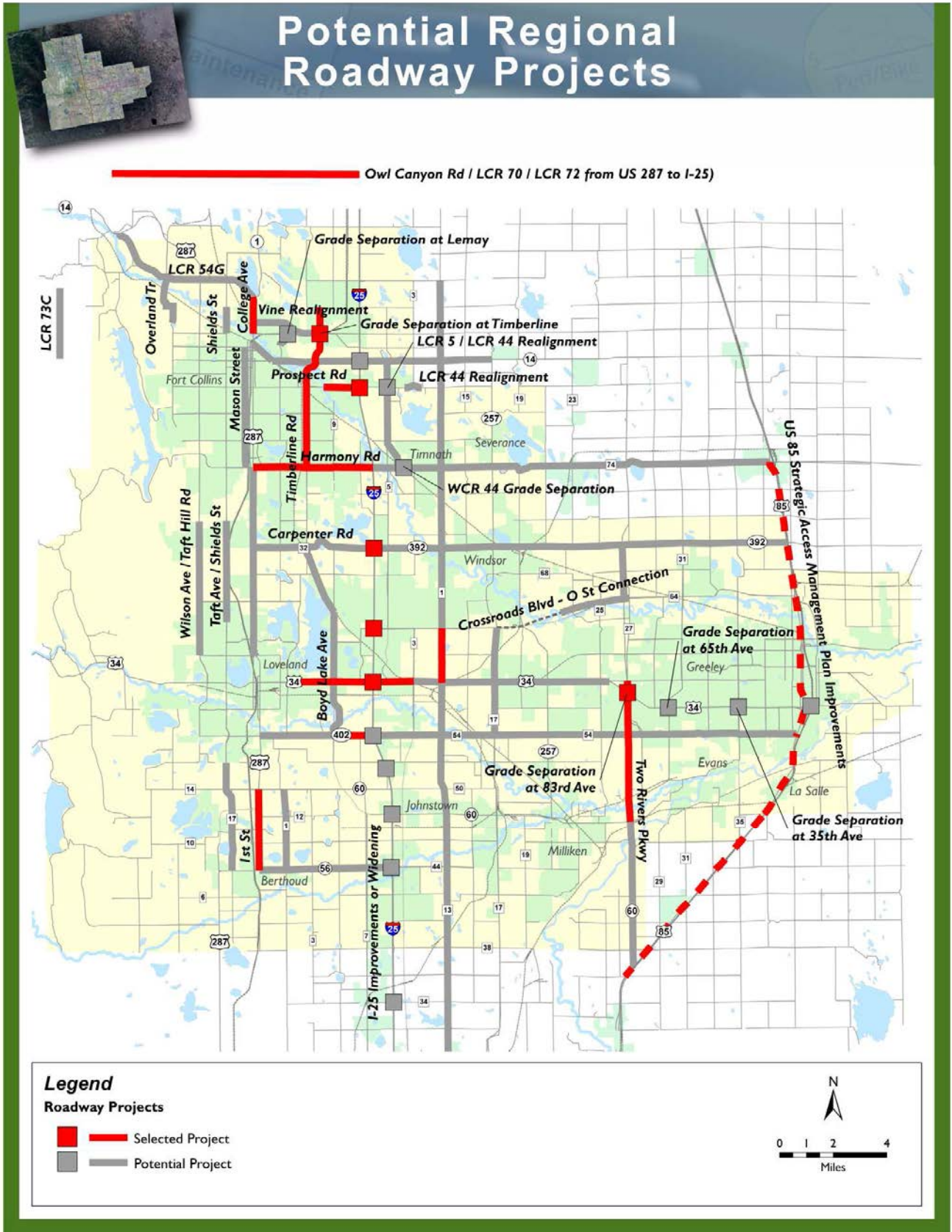
It should further be noted that in order to maximize the number of regional roadway improvements and recognize the economic benefits to developments within proximity to the regional interchanges, 35% of all interchange funding will be required locally. This local funding could be provided from a variety of public or private sources, including local shareback, Special Improvement Districts, Metropolitan Districts, etc.

Regional Transit Projects

The NFRTA Regional Transit Projects account for 13% of the collected net revenues. Regional Transit includes four efforts: Regional Transit, Multi-Modal Transit Stations, Paratransit, and Commuter Rail. The vision for transit in this proposal includes both a short-range and long range component.

The short-range vision is to establish a functional albeit limited regional transit system in northern Colorado. This transit system will connect the communities in the region, link northern Colorado to the Denver Metro area and the Regional Transit District (RTD), coordinate and enhance services to growing senior and disabled populations region-wide, and lays the groundwork for future rail service. This proposal represents the first installment toward reaching a larger vision.

The longer range vision sees a transit district in northern Colorado where services are enhanced as demand increases and resources become available. This regional transit district will be fully capable of providing all types of local and regional transit service. Those services are likely to include: car and vanpooling, paratransit, demand response, fixed route bus, bus rapid transit, and rail services for northern Colorado and beyond. Proposed transit elements include:



Regional Roadway Projects

Improvements	Total Project Cost (2006 \$)	Other Funding Sources	Funded Cost
I-25/US 392 Interchange	\$23,000,000	\$8,050,000	\$14,950,000
I-25/Crossroads Interchange	\$20,000,000	\$7,000,000	\$13,000,000
I-25/US 34 Interchange	\$14,000,000	\$4,900,000	\$9,100,000
I-25/Prospect Interchange	\$23,000,000	\$8,050,000	\$14,950,000
1st St – Berthoud	\$12,000,000	\$0	\$12,000,000
LCR 1/WCR 13 - US 34 to LCR 18/WCR 54	\$4,466,667	\$0	\$4,466,667
US 287 - Vine to SH1	\$24,861,913	\$4,000,000	\$20,861,913
Harmony Rd - US 287 to I-25	\$36,360,681	\$8,000,000	\$28,360,681
Prospect Rd – Sharp Pt to I-25	\$7,000,000	\$0	\$7,000,000
Timberline - Mulberry to Mountain Vista	\$4,184,800	\$2,338,462	\$1,846,338
Timberline - Prospect to Mulberry	\$7,846,500	\$4,384,615	\$3,461,885
Timberline - Harmony to Prospect	\$9,938,900	\$5,553,846	\$4,385,054
Timberline - RR Grade Separation south of Vine	\$18,831,600	\$10,523,077	\$8,308,523
Owl Canyon Rd / LCR 70 / LCR 72 - US 287 to I-25	\$17,582,000	\$0	\$17,582,000
US 34 - Denver to Boyd Lake	\$5,650,000	\$0	\$5,650,000
US 34 - Boyd Lake to I-25	\$6,650,000	\$0	\$6,650,000
US 34 - I-25 to LCR 3	\$9,500,000	\$0	\$9,500,000
SH 402 - LCR 9 to I-25	\$10,588,235	\$0	\$10,588,235
Two Rivers Pkwy - 20th St to SH 402	\$8,000,000	\$0	\$8,000,000
Two Rivers Pkwy - SH 402 to SH 60	\$29,267,151	\$0	\$29,267,151
US 85 - WCR 74 to SH 392	\$2,857,143	\$0	\$2,857,143
US 85 - SH 392 to US 85 Bypass	\$1,428,571	\$0	\$1,428,571
US 85 - US 85 Bypass (N) to WCR 54	\$5,238,095	\$0	\$5,238,095
US 85 - WCR 54/37th St to WCR 48	\$3,333,333	\$0	\$3,333,333
US 85 - WCR 48 to SH 60	\$7,142,857	\$0	\$7,142,857
US 34/83rd Ave Grade Separation	\$10,000,000	\$3,500,000	\$6,500,000
TOTAL Project Costs	\$322,728,446	\$66,300,000	\$256,428,446
TOTAL Revenue			\$293,321,126

Notes:

- Roadway projects are not prioritized.
- Total Roadway Revenues exceed Project Costs to accommodate higher construction cost inflation compared to overall inflation.

Regional Transit

Regional transit intra-regional and inter-regional services.

The first is regional bus service between the major cities of Greeley, Loveland, and Fort Collins. Additional regional service connects the communities of Johnstown, Windsor, and Milliken to the regional system.

In addition to the intra-regional service between communities within the North Front Range, there are three inter-regional routes proposed to tie into RTD. This would include an express limited transit service from Greeley to the RTD connection in Brighton via US 85; and a similar express limited regional transit service from Fort Collins, Loveland, and Berthoud to the RTD service in Longmont via US 287.

True express service between Northern Colorado and Denver Union Station would also be established with frequencies conducive to attracting a large ridership (approaching a quarter million passengers annually). This service acts as the first investment in future bus rapid transit (BRT) or rail service and provides flexibility to meet the conditions of any North I-25 EIS outcome.

Regional transit spending will increase to \$7 million annually from the present base of approximately \$500,000. This represents an average annual increase of 1,400%.

Funding may be used for regional multi-modal transfer centers where local and regional transit services (public/private) come together to provide coordinated transit in the region. These funds can leverage funds from other sources such as the Federal Transit Administration. These centers may also establish the sites for future BRT or rail stations.

To the extent funds are available and opportunities exist, the RTA Board will see to establish additional intra- or inter-city transit in the most appropriate fashion and may take any other actions that are in support of the longer term vision for a unified regional transit agency, as determined by the RTA Board.

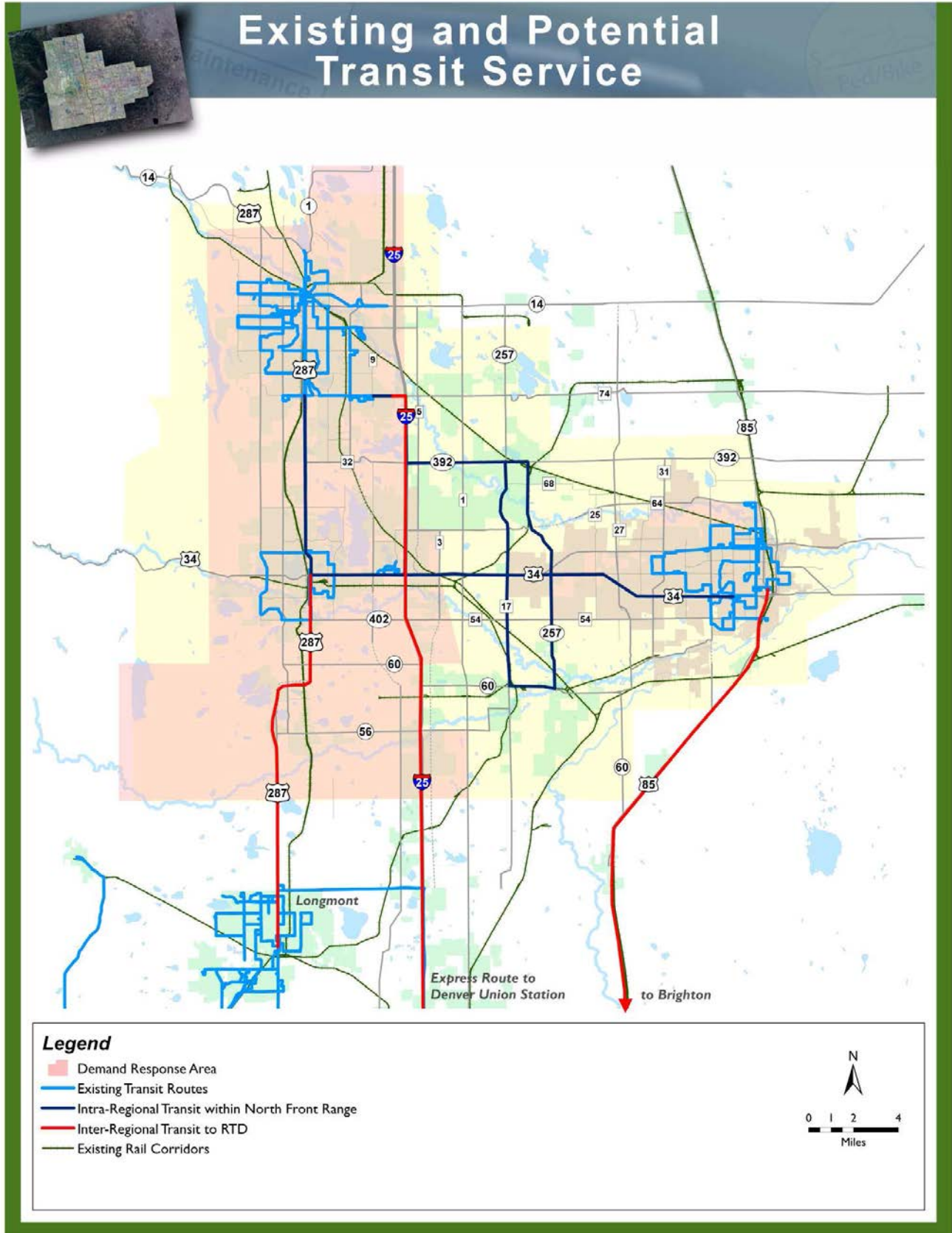
The future possibility of receiving federal funds for commuter rail in northern Colorado is dependent upon northern Colorado's transit efforts becoming part of a Record of Decision for the North I-25 Environmental Impact Statement (EIS). Achieving that is no small feat. In order to receive a Record of Decision for the North I-25 EIS to allow federal funds to be received, there is a requirement that: 1) regional transit service must be provided along the I-25 corridor (broadly defined), 2) a dedicated source of funds for this service needs to be identified, and 3) there needs to be an operator identified. If the RTA is approved with transit service provided by the RTA, a Record of Decision will be met to include transit and the longer commuter BRT/RAIL goal. Currently, the annual fixed route transit service within the region is approximately \$8.2 million. Total fixed route transit funding within the region would increase by 87% with the addition of RTA regional transit funds.

Paratransit

Currently, the existing paratransit service provided by jurisdictions within the region are not connected. The NFRTA proposal provides additional paratransit funding to provide service connectivity between existing paratransit programs either through additional service, coordinated scheduling and administration, or both. Current paratransit funding from regional jurisdictions is approximately \$4 million annually. This proposal would increase paratransit funding by approximately 46%.

Rail

The NFRTA proposal is to establish revenue to support future commuter rail. This revenue may be used for right-of-way acquisition, feasibility studies, or other rail oriented expenditures. If no projects are deemed likely at the end of each 10-year RTA period, the set aside funds may be transferred to other transit projects at the RTA Board's discretion. The target for the annual rail revenue is \$1 million. This equates to 1.6% of the total RTA revenues within the NFRTA area. These funds can leverage funds from other sources such as the Federal Transit Administration.



Regional Transit Projects

		Annual Costs and Revenues			10 -Year RTA Cost Projection
		Total Project Cost (2006\$)	Fare Revenue	Annual Funded RTA Cost	
Regional Transit	Intra-Regional Service Greeley – Loveland Fort Collins – Loveland Johnstown-Milliken-Windsor	\$1,484,880	\$179,414	\$1,305,466	\$13,054,660
	Inter-Regional Service Greeley – RTD Loveland – RTD	\$3,613,944	\$1,121,990	\$2,491,954	\$24,919,540
	Express NFR - Union Station	\$2,034,672	\$1,105,800	\$928,872	\$9,288,720
	Total Fixed Route Transit Service	\$7,133,496	\$2,407,204	\$4,726,292	\$47,262,920
Multi-Modal Transit Stations		\$750,000	\$0	\$750,000	\$7,500,000
Paratransit Enhancements		\$2,000,000	\$100,000	\$1,900,000	\$19,000,000
Rail		\$1,000,000	\$0	\$1,000,000	\$10,000,000
Total Transit Costs		\$10,883,496	\$2,507,204	\$8,376,292	\$83,762,920
				Total Transit Revenues	\$84,737,214

Local Shareback

The local shareback is 42% of total net RTA revenues distributed by population. Local shareback can be used for a variety of transportation related efforts, including roadway capital projects, transit, road maintenance, local share of regional interchanges or additional regional roadway, or transit projects. Local shareback money requires maintenance of effort.

Maintenance of effort is a fixed-dollar amount based on average amount of general funds used for transportation over the past five years in two categories: transit and all other transportation related expenditures. Maintenance of effort in transit means that funds must be used to maintain a transit base level of service and cannot be used for other transportation related projects. All other transportation related efforts will be maintained at the general fund calculation, but may be spent on any transportation related projects.

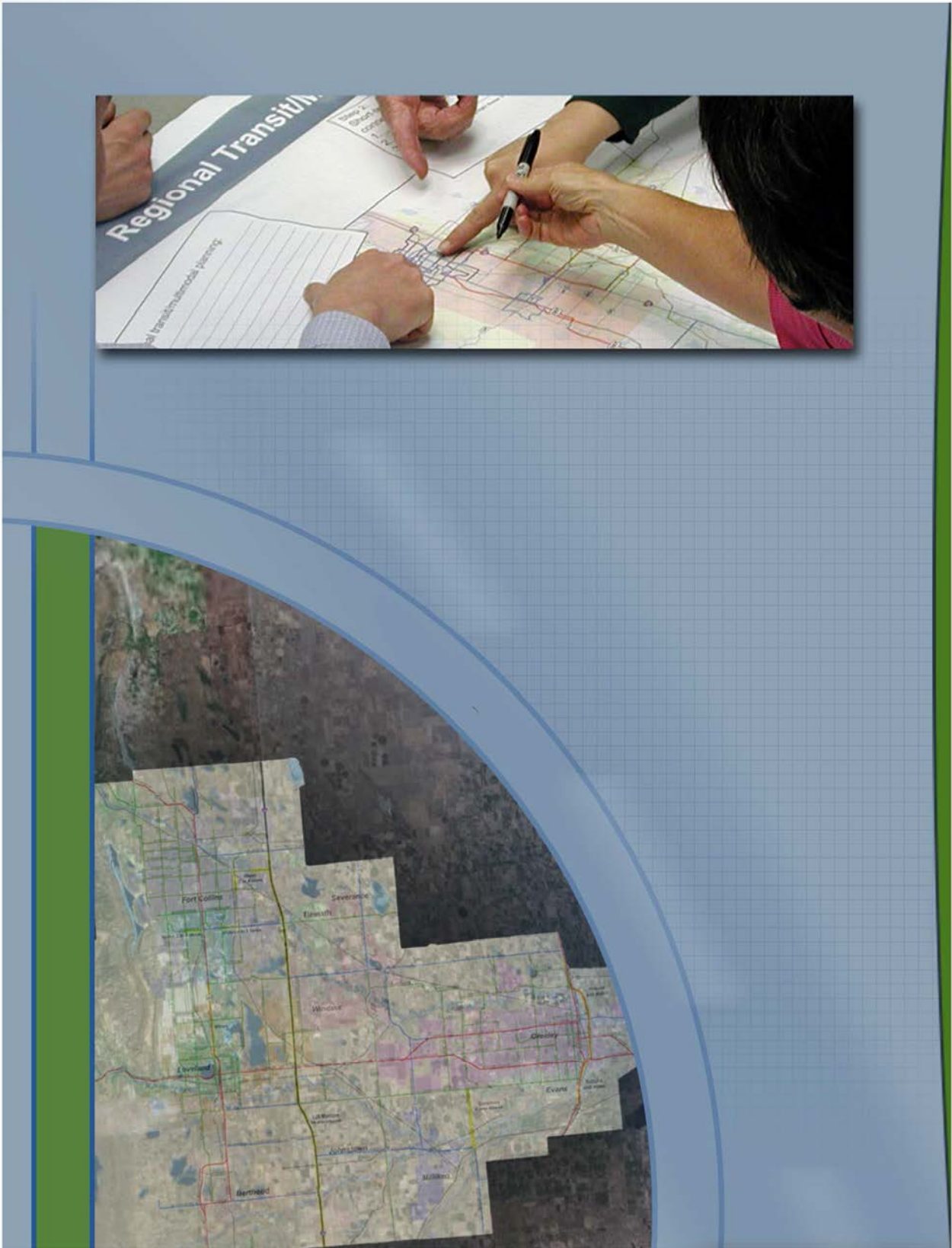
The estimated 10-year shareback by jurisdiction based on existing and forecast population is presented in the following table.

10-Year Shareback By Jurisdiction

Location	Population			Percent Population (2010) Combined	Revenue Allocation	42% Local Shareback
	2005	2010 (est.)	2015			
Berthoud	5,670	11,596	17,521	2.6%	\$17,039,018	\$7,156,388
Fort Collins	146,722	156,660	166,597	35.3%	\$230,194,253	\$96,681,586
Johnstown	7,304	12,168	17,032	2.7%	\$17,879,508	\$7,509,393
Larimer County	49,548	51,070	52,592	11.5%	\$75,041,622	\$31,517,481
Loveland	63,538	71,946	80,353	16.2%	\$105,716,556	\$44,400,954
Milliken	4,923	4,901	4,879	1.1%	\$7,201,468	\$3,024,617
Timnath	293	3,607	6,920	0.8%	\$5,300,081	\$2,226,034
Windsor	15,569	15,940	16,311	3.6%	\$23,422,037	\$9,837,256
Evans	17,571	18,713	19,854	4.2%	\$27,496,649	\$11,548,593
Greeley	81,614	95,522	109,430	21.5%	\$140,358,837	\$58,950,712
La Salle	1,484	1,480	1,475	0.3%	\$2,174,694	\$913,371
Total	394,236	443,603	492,964	100%	\$651,824,724	\$273,766,384

Other Recommendations

Issue	Resolution	Additional comments
RTA Administration	Limit to no more than 1% with provision that the RTA board will not add staff or operate any facilities or transit services.	Attorney to add additional language that calls for a proactive review of members who are managing projects and services.
Weighted Voting	Single member votes unless two members request, then weighted voting based on population.	Same process as used by MPO. Population to be adjusted every year as defined in IGA.
Amendments and New Members	Allow new members if all existing members agree and voters approve. Annexations allowed in once per year.	
Bonding	OK on debt financing (bonding per se may not work, but other forms possible).	
Including Federal and State Routes	Agreed that Federal and State routes in principal could be addressed.	
Opt In / Opt Out	No opt out. Any jurisdiction agreeing to join the RTA will be bound by the results of the vote across the region.	
Governing Body	One (1) elected official per jurisdiction.	
Transportation Impact Fees	All jurisdictions are required to impose, collect and use the proceeds from a meaningful transportation impact fee that is consistent with the level of fee imposed by the majority of the jurisdictions.	The RTA Board will annually review each jurisdictions level and use of the impact fee and may withhold 50% of the shareback if the Board determines the jurisdiction is not self imposing an appropriate fee.
Shareback Distribution	Shareback revenues will be distributed on the basis of population and not tax revenue point of collection.	



Appendix C

Partnership Meeting Summaries

North Front Range Transportation Authority					
Partnership Committee					
Meeting Summary					
Date	6/13/07	Time	6-9 p.m.	Meeting Location	Berthoud room, McKee 4-H Building at the Ranch
Topic	Introductions RTA Status and Overview Opening Statements RTA – Policy Issues - IGA Next Steps				
Present	John Holdren, Clint Skutchen, Aden Hogan, Jim White, Kelley Arnold, Don Williams, Becky Davidson, Michelle Jacobs, Frank Lancaster, John Knezovich, Barbara Koelzer, Roy Lauricello, John Daggett, David May, Sheila McDonald, Ray Moe, Rich Shannon, Aaron Fodge, Sandra Solin, Cara O'Brien				
Absent					
Handouts	Local Option Spreadsheets RTA Issues Matrix		Next Meeting		June 20 th , 6:00 – 9:00 p.m. Fort Collins room, McKee 4-H Building at the Ranch
Action Items	Staff 1 Develop a set of spreadsheet data for discussion based on two local option/shareback concepts with a fixed 1% sales and use tax and a \$10 vehicle registration fee: 2 50%/50% Population/Point of Sale distribution to all RTA members 3 Point of Sale distribution of sales and use tax to RTA cities and towns and Vehicle Registration Fees to counties. 4 Develop individual jurisdiction spreadsheets showing the combination financial benefit of roadway projects and local option/shareback resources. 5 Prepare information on roadway projects for a prioritization discussion on June 20 th including: 6 Transportation Improvement Program 7 Long Range 2030 Regional Transportation Plan				

Individuals present represented the RTA Steering Committee Leadership, Berthoud, Fort Collins, Greeley, Johnstown, Larimer County, Loveland, Timnath, Evans, Windsor, Severance, NCLA, the MPO, and the press. Those present introduced themselves and their affiliation

1. John Daggett gave a brief overview of the current RTA proposal and the status of the jurisdictional meetings that have been held to date. He passed out revenue sheets related to local option/shareback distribution with and without Greeley. Fort Collins was not included in the calculations. He also passed out a RTA Issues matrix that framed the issues that needed clarification and agreement. The issues included the level of sales tax, the split between capital project, transit, and local option shareback, the sunset of the three RTA elements, maintenance of effort, managing agency, other revenue sources, transit system future, regional equity among local impact fee systems, an opt out provision, weighted vote, RTA administration, amendments and new RTA members, bonding, use of RTA funds on state and federal highways, and the makeup of the RTA governing body.

2. Those present discussed a number of issues in sequence starting with the level of tax. Most agreed that the tax should be fixed and simple to understand. Steering Committee members explained why a variable rate for local option/shareback was recommended. There appeared to be consensus that either all should be included in a local option/shareback or that no one should. A number of jurisdictions indicated that the local option/shareback was very important to their communities. It was generally agreed that the group would work from the 1 cent level and examine whether a smaller amount would make sense. All agreed that the tax rate should be driven on what needed to be done.
3. The local option/shareback distribution was discussed at length. Two options were examined: 1) 50%/50% Population/Point of Sale distribution to all RTA members and 2) Point of Sale distribution of sales and use tax to RTA cities and towns and Vehicle Registration Fees to counties. It was agreed that staff would prepare information for next week's discussion intended to identify a recommendation to policy bodies on a distribution method.
4. The recommended sunset provision of aspects of the RTA was discussed (capital projects, local option/shareback, and no sunset on transit). There was general consensus that those features of the proposed RTA were reasonable.
5. Maintenance of Effort was discussed. All jurisdictions agreed with the general concept as long as it was based on discretionary general fund monies used for transportation over some period (averaged 5 years) as the basis for calculating the effort and that there was an "apocalypse" clause that allowed for jurisdictions to have some relief under extenuating circumstances as approved by the RTA Board.
6. Those present were generally in agreement with the split of RTA resources between regional capital roadway projects, regional transit, and local option/shareback at 45%, 13%, and 42% respectively.
7. A discussion about the general confusion concerning the conditions of the master financing agreement at the Centerra development occurred. Don Williams agreed to prepare a letter outlining the agreements conditions. (Attached)
8. The group also discussed whether the RTA would be worth pursuing without Fort Collins and Greeley. The smaller communities said it was their intention to move forward with an RTA under any circumstances. After a brief discussion, all agreed they wanted to pursue the RTA discussion even without the two largest cities.
9. All present agreed to meet Wednesday, June 20th.
10. The meeting adjourned at 8:45 pm.

North Front Range Transportation Authority					
Partnership Committee					
Meeting Summary					
Date	6/20/07	Time	6-9 p.m.	Meeting Location	Fort Collins room, McKee 4-H Building at the Ranch
Topic	Introductions RTA Status and Review of last week’s meeting Opening Statements The role of Fort Collins RTA – Policy Issues – IGA Regional Project Review Next Steps				
Present	John Holdren, Clint Skutchen, Earl Smith, Tony Huerta, Kelley Arnold, Don Williams, Roy Otto, Michelle Jacobs, Darin Atteberry, Frank Lancaster, John Knezovich, Barbara Koelzer, Dr. Richard Gutkowski, Roy Lauricello, Maury Dobbie, John Christofferson, Sheryl Trent, Sheila MacDonald, Ray Moe, Rich Shannon, Aaron Fodge, John Daggett, Jason Kosena, Cara O’Brien				
Absent					
Handouts	Agenda	Next Meeting			
		July 2 nd , 6:00 – 9:00 p.m. Loveland room, McKee 4-H Building at the Ranch			
Action Items	Staff 1. Develop a prioritization process for ranking regional roadway projects into a top tier and a second tier (“A” list and a “B” list). Members present suggested using the MPO’s project prioritization process used in the 2030 LRRTP. 2. Revise numbers and proposal document to reflect agreement on local option/Shareback distribution option. 3. Revise IGA issues sheet to reflect current status. 4. Jurisdictions (Greeley & Larimer County) 5. Revisit regional roadway projects for consistency and fairness. Provide feedback to John on any proposed changes by mid-week.				

Individuals present represented the RTA Steering Committee Leadership, Berthoud, Johnstown, Larimer County, Loveland, Fort Collins, Greeley, Evans, Windsor, Severance, Milliken, NCLA, NCEDC, the MPO, and the press. Those present introduced themselves and their affiliation.

1. John Daggett gave a brief overview of the current RTA proposal and the status of the jurisdictional meetings that had been held during the last week. He passed out the agenda and welcomed Greeley and Fort Collins.
2. The group discussed the role of Fort Collins at the Partnership Committee meetings. There were some who welcomed Fort Collins and others that questioned the value of Fort Collins’ involvement given the position of its City Council. It was decided that Fort Collins was welcome to attend, but as an observer and not an active partner.
3. John Daggett reviewed last week’s discussion of the IGA issues. He then asked the group for feedback on the outstanding issues included the level of sales tax, the split between capital project, transit, and local option shareback, the sunset of the three RTA elements, maintenance of effort, managing agency, other revenue sources, transit system future, regional equity among local impact fee systems, an opt out provision, weighted vote, RTA administration, amendments and new RTA members, bonding, use of RTA funds on state and federal highways, and the makeup of

the RTA governing body. The local option/shareback was set at a ratio of 75% from point of sale and 25% from population.

4. The group found consensus on all, but three IGA issues which still require some further discussion. Those three were: 1) the level of sales tax and whether it would be flexible across jurisdictions or should be a fixed amount; 2) the use of RTA funds on state and federal highways and specifically how the co-pay at interchanges is determined; and, the wording on ensuring that each RTA member jurisdiction has and applies a transportation impact fee.
5. Those present also discussed the regional roadway projects. It was felt that the RTA ballot should include an “A” list and a “B” list each using approximately half the forecasted revenue for regional roadway improvements. Greeley expressed the need to revisit the projects in and around Greeley. Members asked that a prioritization method be developed and applied to the “final” recommended projects.
6. All present agreed to meet Monday, July 2nd.
7. The meeting adjourned at 8:55 pm.

North Front Range Transportation Authority					
Partnership Committee					
Meeting Summary					
Date	7/02/07	Time	6-9 p.m.	Meeting Location	Loveland room, McKee 4-H Building at the Ranch
Topic	Introductions Non-Partner Roles Meeting Schedule IGA – Status of the Document IGA Issues – Finalize the three remaining questions Level of Tax (1 cent) (flexible/fixed) Equity Among Jurisdictions - Wording Federal/State Routes – How Co-pay Works Polling – Examining the essential questions Transit – Current Proposal vs. Consolidating all transit services into Regional System Project Prioritization Process RTA Schedule Next Meeting – July 11, 2007 Agenda Meetings (Project) Assignments Data Needs				
Present	John Holdren, Clint Skutchen, Earl Smith, Eric Boyd, Kelley Arnold, Don Williams, Roy Otto, Kathy Gilliland, Sarah MacQuidy, Darin Atteberry, Marc Engemoen, John Knezovich, Barbara Koelzer, Dr. Richard Gutkowski, Roger Bailey, Sandra Solin, Gary Carsten, Drew Scheltinga, Sheila MacDonald, Ray Moe, Rich Shannon, John Daggett, Kevin , Cara O’Brien, Andrew Villegas, Brad Patterson				
Absent					
Handouts	Agenda, IGA Issues, Transit Options, Transit Spreadsheets, Transit Spending Charts, Master RTA Calendar, Election Calendar, 6/20/07 Partnership Committee Meeting Summary		Next Meeting	July 11 th , 6:00 – 9:00 p.m. Timnath room, McKee 4-H Building at the Ranch	
Action Items	Jurisdictions (Greeley, Evans, Larimer County, & Loveland Managers) 1. Meet/Conference on the concept of requiring a co-pay for all RTA road projects. Determine a recommendation for the larger Partnership Committee on both how much it should be (%) and how it should be implemented (All with regional roadway projects) 2. Identify a final list of regional roadway projects. 3. <u>Simply</u> identify a top tier (“A” list) and a second tier (“B” list) by Friday, July 6, 2007 for discussion purposes for the next Partnership meeting. Although it will be important to identify and plan various stages for prospective projects (e.g., preliminary design, acquisition of right-of-way, final design and engineering, phasing, etc.), that is not what is needed to arrive at the two tier of projects. Lead jurisdictions are asked to separate the projects they are putting forward into a top tier (approximately ½ the available funds) and a second tier (the remainder of available funds). Jurisdictions should identify additional projects (one or two) that could be funded if additional resources become available.				

Individuals present represented the RTA Steering Committee Members & Leadership, Berthoud, Eaton, Larimer County, Loveland, Fort Collins, Greeley, Evans, Weld County, Windsor, Severance, NCLA, NCEDC, the MPO, and the press. Those present introduced themselves and their affiliation

1. The group discussed the role of non-partners at the Partnership Committee meetings. The group recognized that there could be some value in hearing the perspectives of Fort Collins and Weld County during the discussions. It was decided that both Fort Collins and Greeley were welcome to attend and participate, but as an observer and not as an active partner and as such would not work to effect the outcome of the RTA.
2. John Daggett reviewed the upcoming meeting schedule. The next meeting will be held on July 11th with a tentative final meeting scheduled for the 18th.
3. John Daggett reviewed last week's discussion of the IGA issues. He then asked the group for feedback on the outstanding issues included the level of sales tax, regional equity among local impact fee systems, and the use of RTA funds on state and federal highways – the remaining three IGA issues to be resolved.
4. Level of Tax – The discussion addressed both the level and whether the tax should be fixed. It was agreed that the level should stay at the prevailing 1% sales and use tax and the \$10 vehicle registration fee. It was also agreed that the tax should be fixed – that all jurisdictions would assess the same level of tax.
5. Regional Equity Among Local Impact Fee Systems – Wording was changed to include the word “comparable” in describing the type of transportation impact fee each jurisdiction would need to use.
6. The Use of RTA Funds on State and Federal Highways – The discussion centered mostly on whether impact fees that are currently being collected should be applied to RTA projects within a jurisdiction. Most appeared to be comfortable with the idea, but there was some resistance. Evans, Greeley, Larimer County, and Loveland managers agreed to meet or conference about putting impact fees into play for RTA roadway improvements beyond the co-pay already required for interchanges.
7. The committee discussed the potential for new polling as a funding source has been identified for such an effort. The group felt that there was ample polling information available with the three polls that have been conducted. It was recommended that the resource be put to use at the beginning of the campaign phase of the process.
8. John Daggett provided information about the challenge facing Larimer County, Berthoud, Loveland, and Greeley related to their federal transit funding beginning next year. He presented three options to the current transit element of the RTA that would address the short falls in federal funding that will effect transit operations for those four jurisdictions. All the options received mixed revues. There did not appear to be consensus on any one of the options. At this point and without further interest from the jurisdictions affected, the transit element of the RTA will remain unchanged.
9. Those present also discussed the regional roadway projects. Committee members (jurisdictions with projects in their vicinity) were asked to identify an “A” list and a “B” list of projects for the voters using approximately half the forecasted revenue for regional roadway improvements. Greeley expressed the need to revisit the projects in and around Greeley and will coordinate a meeting with affected jurisdictions.
10. The Owl Canyon improvement was discussed. Some identified the project as being too far north to be useful and consistent as a project in an RTA without Fort Collins. Others felt differently and made the case that it was a regional east-west project serving all of northern Colorado. The issue related to Owl Canyon was not resolved.
11. John Daggett passed out a master RTA schedule that included all the activities that need to be accomplished to place the RTA on the ballot in November. Jurisdictions were asked to review the schedule and set up the appropriate meetings for their boards, councils, and commissions.
12. All present agreed to meet Monday, July 11th.
13. The meeting adjourned at 9:15 pm.

North Front Range Transportation Authority					
Partnership Committee					
Meeting Summary					
Date	7/11/07	Time	6-9 p.m.	Meeting Location	Timnath room, McKee 4-H Building at the Ranch
Topic	Introductions Meeting Schedule – July 18 th Meeting – Needed? - Final? IGA – Status of the Document IGA Issues – Co-pay on Roadway Projects Roadway Projects Draft Final List of Projects Resolve “A” List and “B” List Projects Additional Projects Needed? Transit – Any Draft Final Changes? Work Session Schedule RTA Schedule Next Meeting (if needed) – July 18, 2007 Agenda Interim Meetings Assignments Data Needs				
Present	John Holdren, Aden Hogan, Kelley Arnold, Roy Lauricello, Dave Klockeman, Roy Otto, Kathy Gilliland, Mark Jackson, Marc Engemoen, Frank Lancaster, John Knezovich, Barbara Koelzer, Dr. Richard Gutkowski, Roger Bailey, Sandra Solin, Gary Carsten, Drew Scheltinga, Sheila MacDonald, Ray Moe, Rich Shannon, John Daggett, Kevin Duggan, Cara O’Brien, Andrew Villegas, Brad Patterson				
Absent					
Handouts	Agenda, IGA Issues, Transit Option, Master RTA Calendar, Road Project Descriptions, Road Project Prioritization Spreadsheet, 7/02/07 Partnership Committee Meeting Summary		Next Meeting	July 25 th , 6:00 – 9:00 p.m. Berthoud room, McKee 4-H Building at the Ranch	
Action Items	Jurisdictions (Staff) 1. Revise Proposal to reflect final changes 2. Prepare timeline for all jurisdictions to use with IGA adoption (RTA Attorneys/Municipal Attorneys) 3. Prepare draft final IGA to reflect decisions made at the Partnership Committee meetings.				

Individuals present represented the RTA Steering Committee Members & Leadership, Eaton, Fort Collins, Greeley, Larimer County, Loveland, Evans, Windsor, Severance, Weld County, NCLA, the MPO, and the press. Those present introduced themselves and their affiliation

1. The group discussed co-pay requirements for roadway projects similar to those imposed on interchanges. It was decided to require a 20% local match (co-pay) on all RTA roadway projects for a variety of reasons in addition to the 35% co-pay required on interchanges. It was also decided that no new projects would be added and that the increase in revenue would be used to pay for construction inflation expected to increase faster than general inflation over the ten-year life of the RTA. It was agreed that any local cost already incurred, such as engineering or preliminary design, could be applied to meeting the co-pay requirement.

2. The Owl Canyon improvement was discussed. Frank Lancaster gave a brief presentation about the regional nature of the project and its importance. The group decided to leave Owl Canyon in the roadway list of projects.
3. John Daggett reviewed a prioritization format which he offered as an option for prioritizing roadway projects. The group felt that with the additional 20% co-pay for roadway projects all projects would be built and, given the complex nature of constructing the roadway projects and their logical phasing, project prioritization should be left to the discretion of the RTA Board.
4. John Daggett reviewed the transit discussion from the previous week and asked the group to clarify its position on transit. Roy Otto and Dave Klockeman stated that Greeley and Loveland preferred option #1 that was presented on July 2nd. The group discussed the transit options and their ramifications and decided to recommend Option #1 that consolidates all transit services in the RTA region, but leaves the percentage for transit at 13%.
5. Kelley Arnold suggested that the group get together on July 25th. The group felt that was an important date to reconvene. All present agreed to meet Wednesday, July 25th.
6. The meeting adjourned at 8:35 pm.

TO: Partnership Committee

FROM: John Daggett

SUBJ: Preferred RTA Transit Option

DATE: July 25, 2007

This document is being offered for clarity with Greeley not participating in the RTA. This option is being presented at the RTA Partnership Committee meeting on July 25th.

Attached is the preferred RTA transit option that addresses the challenges you face as a current transit operator in the coming years with respect to federal transit funding. These actions will be incorporated into the enabling IGA for the RTA should you move forward with this option.

The package would be accomplished in the following way(s):

- Jurisdictions will need to continue to operate transit as a local service.
- Each jurisdiction currently operating transit would meet its maintenance of effort requirement by spending local resources in the same way as is defined for roadway projects.
- The RTA will contribute operational resources to jurisdictions based on the 75% Point of Sale/25% Population formula.
- The RTA will cover the net loss in federal operational revenues that is expected in 2008 and beyond based on 2007 federal support.

In addition, the RTA will fund new inter-regional service between Northern Colorado and Denver Union Station and intra-regional service between Windsor, Milliken, Johnstown and the larger cities in the region.

Preferred RTA Transit Option

		Annual Costs and Revenues			10 -Year RTA Cost Projection
		Total Project Cost (2006\$)	Fare/Local Revenue	Annual Funded RTA Cost	
New Regional Transit Services	Intra-Regional Service	\$344,080	\$180,000	\$164,080	\$1,640,800
	Johnstown-Milliken-Windsor				
	Express NFR - Union Station	\$2,034,672	\$1,105,800	\$928,872	\$9,288,720
	Total Fixed Route Transit Service	\$3,177,312	\$1,256,570	\$1,920,742	\$10,929,520
Multi-Modal Transit Stations ⁴		\$1,500,000	\$0	\$30,000	\$300,000
Federal Funding Support ⁵		\$320,000		\$320,000	\$3,200,000
Local/Regional Service Support		\$1,489,752	\$136,000	\$1,353,752	\$13,537,521
Rail Implementation		\$2,000,000	\$0	\$200,000	\$2,000,000
Total Transit Costs			\$136,000	\$1,903,752	\$19,037,521
Total Transit Revenues					\$29,967,041

⁴ Leverages Federal capital funds

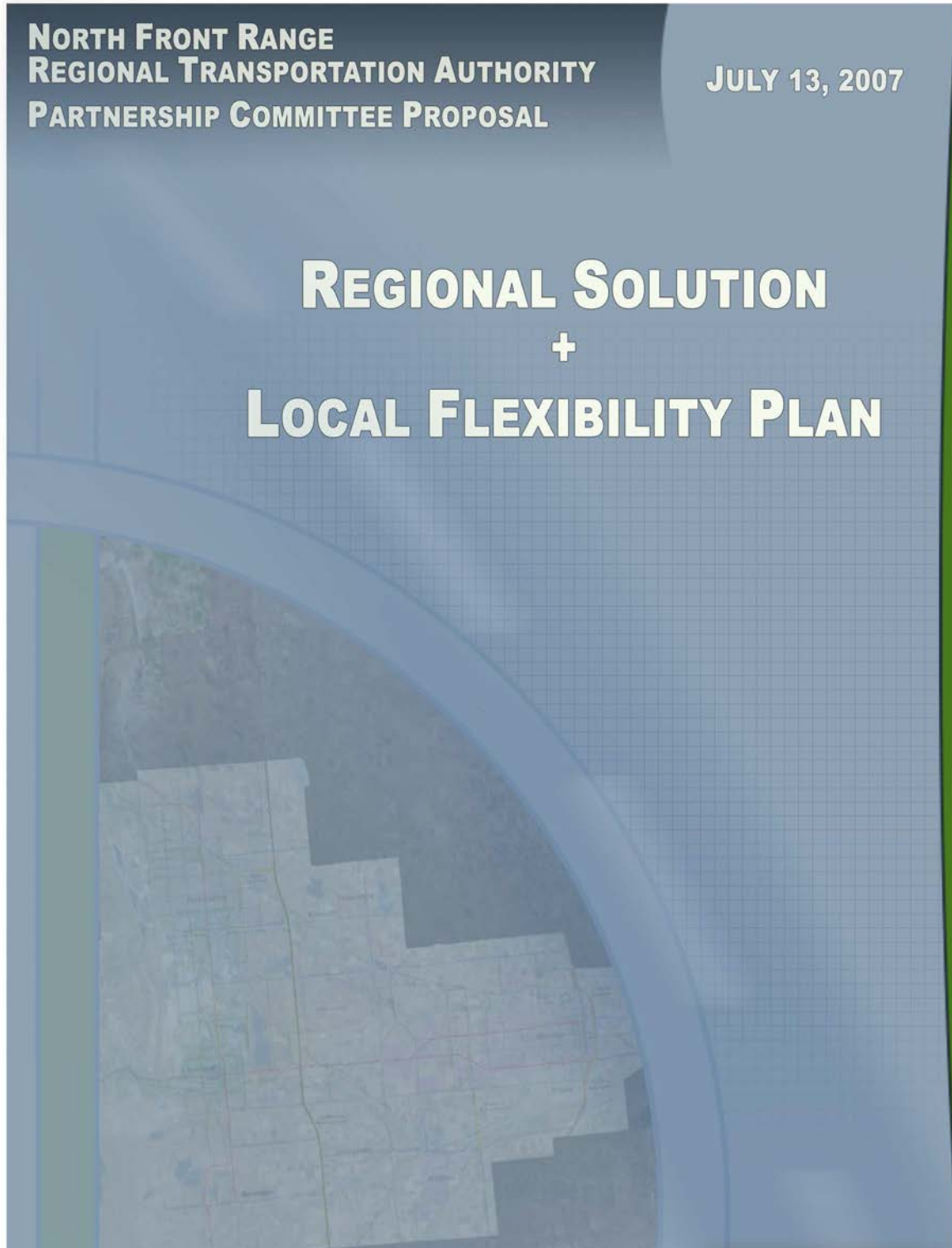
⁵ Covers Federal operational funding shortfall

Distribution of Local/Regional Support:

	Local/Regional Service Support	10-Year Transit	Annual Transit
		\$13,537,521	\$1,353,752
Jurisdiction	Formula Distribution		
Berthoud	3.3%	\$448,307	\$44,831
Johnstown	5.4%	\$736,819	\$73,682
Larimer County	20.7%	\$2,803,338	\$280,334
Loveland	47.9%	\$6,479,517	\$647,952
Milliken	1.4%	\$191,850	\$19,185
Timnath	0.6%	\$79,033	\$7,903
Windsor	10.6%	\$1,430,704	\$143,070
Eaton	1.7%	\$233,641	\$23,364
Evans	6.2%	\$837,480	\$83,748
Greeley	0.0%	\$0	\$0
La Salle	1.0%	\$139,045	\$13,905
Severance	1.2%	\$157,786	\$15,779
Weld County (placeholder)	0.0%	\$0	\$0
Total	100.0%	\$13,537,521	\$1,353,752

Appendix D

Partnership Committee Recommendations Excluding Fort Collins



North Front Range Regional Transportation Authority

Partnership Committee Proposal - Regional Solution + Local Flexibility Plan

JULY 13, 2007

This report documents the plan for a regional transportation authority (RTA) titled the North Front Range Regional Transportation Authority Regional Solution + Local Flexibility Plan. The plan is the culmination of a work effort over a five month period. It reflects the work of the Partnership Committee which includes input from both the RTA Citizens Steering Committee and the region’s jurisdictional managers. The plan represents a consensus compromise related to establishing an RTA and provides a variety of benefits to both the traveling public and local jurisdictions throughout the North Front Range.

NFRTA Boundary

The primary objective is to establish a Regional Transportation Authority (RTA) that includes the cities of Greeley, Loveland, and Evans, a portion of Larimer County, and the towns of Berthoud, Eaton, Johnstown, La Salle, Milliken, Severance, Timnath, and Windsor. Though other counties and communities may join this effort, the following map and this document represents the proposed RTA boundary and objectives.

Funding Recommendations

Source	Tax Rate	Comments
Sales Tax	1%	Sales Tax is based on State definition (excludes food)
Use Tax	1%	Use Tax (includes only motor vehicle and building material)
Motor Vehicle Registration	\$10	Per Vehicle Per Year

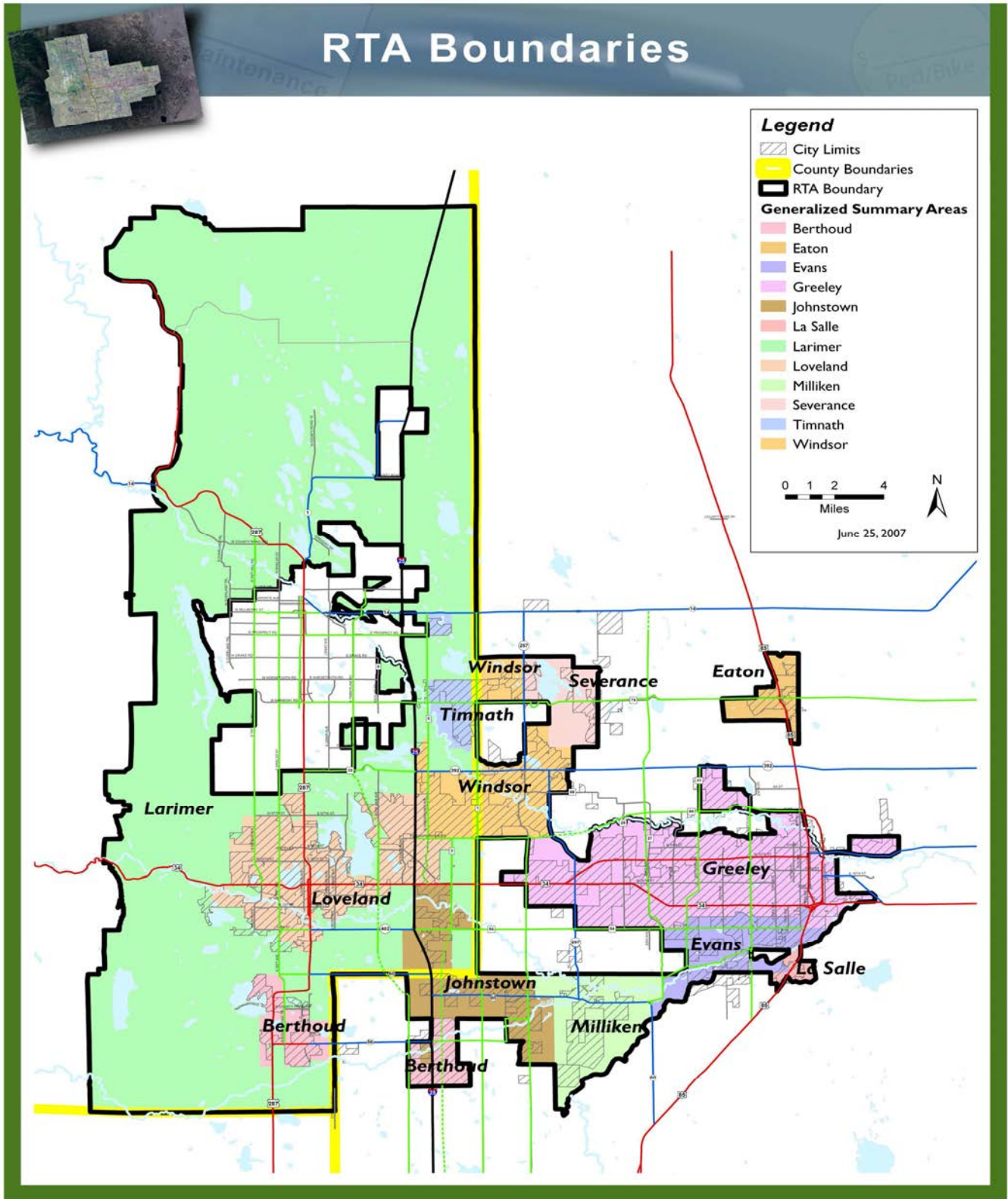
Revenue Produced (10 Years)

Revenue Type	Revenue
Sales Tax	\$303,478,631
Use Tax	\$62,975,208
Vehicle Registration	\$46,765,071
Total RTA Revenues	\$419,422,999
RTA Administration Costs (1%)	\$4,194,230
Net RTA Revenues	\$415,228,769

Note: The projected revenues reflect population and expenditure growth but do not reflect any adjustments for inflation and are expressed in 2007 dollars.

Allocation and Duration of Tax

Type	Duration	% Allocation	Net Revenue Allocation (10 Years)
Regional Roadway	10 Years	45%	\$186,852,946
Regional Transit	No Sunset	13%	\$53,979,740
Local Shareback	10 Years	42%	\$174,396,083
Total		100%	\$415,228,769



Committees

During the period between February and July, two committees worked to produce this proposal. The first, a Citizens' Steering Committee, worked through many of the very difficult and complicated issues associated with developing an RTA. The second, the RTA Partnership Committee, committee added all the Town, City, and County Managers to the first. This proposal is a product of this joint effort to improve our overall transportation system.

Allocation Descriptions

REGIONAL ROADWAY PROJECTS: The NFRTA Regional Roadway Projects accounts for 45% of the collected net revenues. The following map and table identifies the roadway capital projects that will be funded by the RTA.

Roadway costs are estimated in 2007 dollars. Total revenues are based on non-inflated 2007 dollars and exceed project costs. The cost of road construction inflation has been accommodated because those costs are occurring at a higher rate than overall inflation from consumer spending.

The selection of projects was based on:

1. Relationship between revenue allocations and location of project;
2. Traffic impacts from various jurisdictions based on the regional travel model;
3. Partnership Committee, Project Selection Subcommittee, and Citizens Steering Committee;
4. Input from local jurisdictions; and
5. Input from the Summit and recent public meetings.

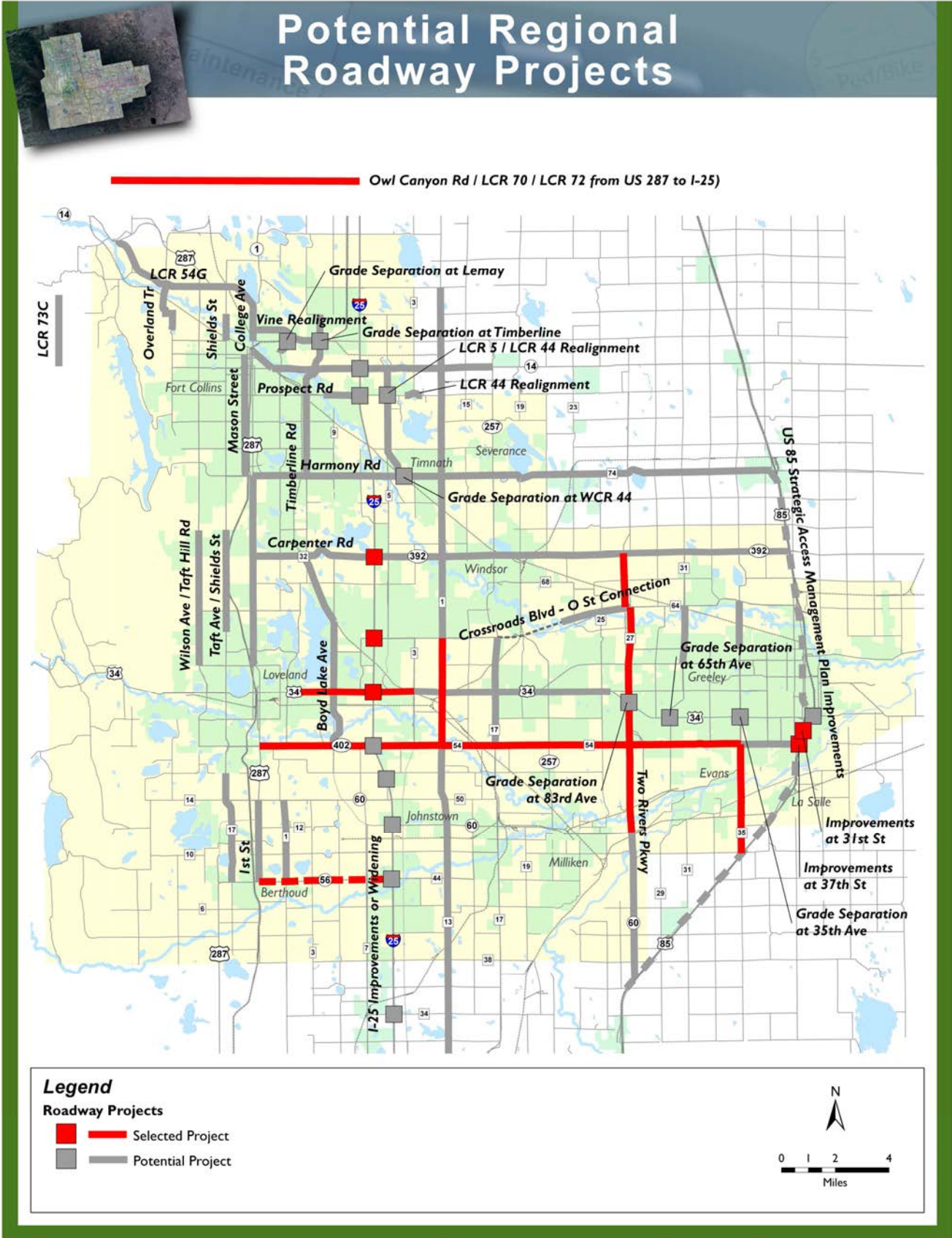
The regional roadway project list is intentionally not prioritized. All projects will be built during the life of the RTA resource. All projects will be identified on the ballot. In that context, the RTA Board will choose priority projects by considering RTA funds available, the most efficient use of resources, availability of other sources of funds, and greatest benefit in reducing congestion. The RTA Board will also ensure the annual project selection reflects an appropriate geographic distribution of funds.

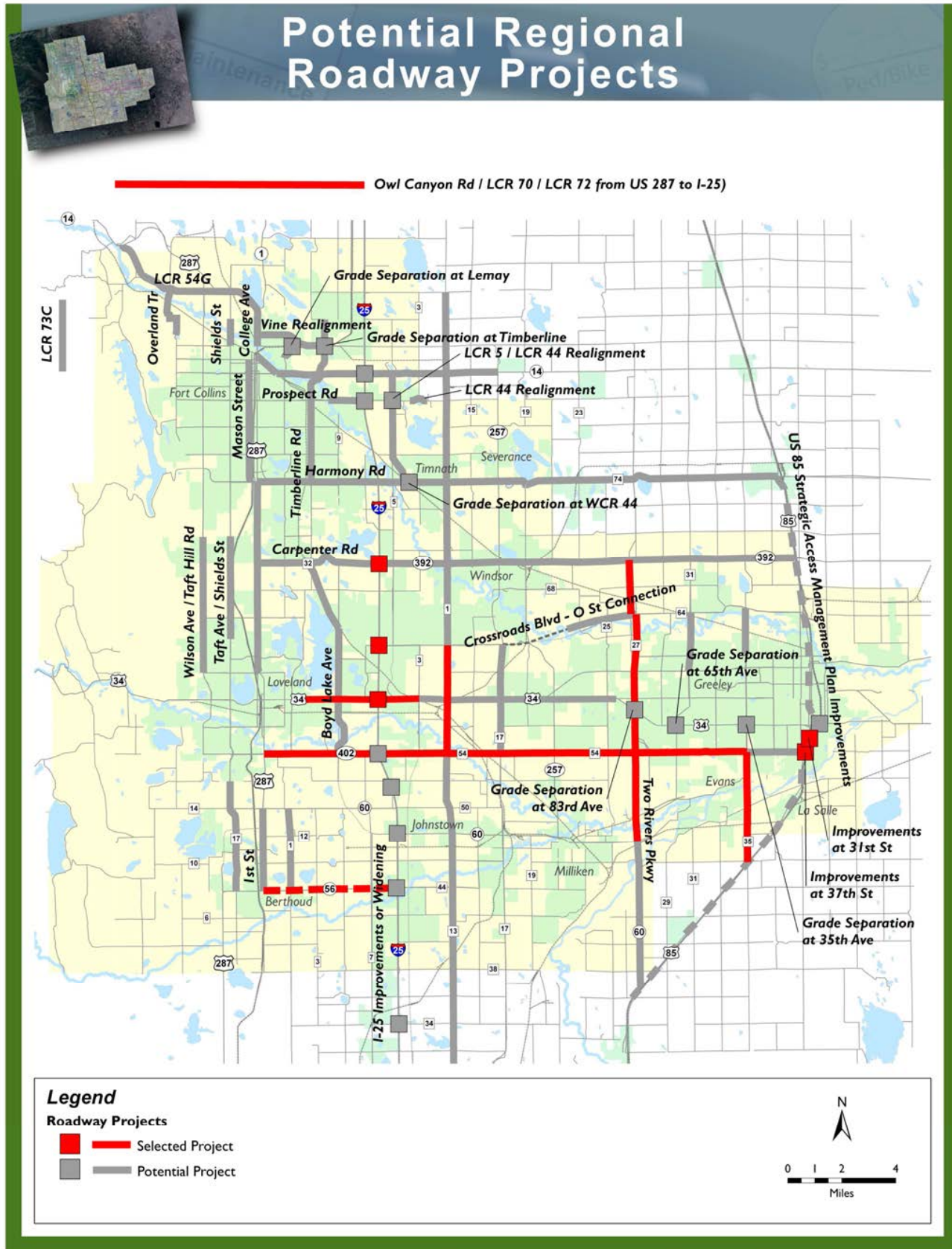
The RTA Board may only fund other projects when the entire list is completed. It should also be noted that no through-lane miles on I-25 may be reconstructed or added with RTA funds as these improvements are CDOT's obligation which includes I-25 within the North Front Range Region.

It should further be noted that in order to maximize the number of regional roadway improvements and recognize the economic benefits to developments within a proximity to the regional interchanges, 35% of all interchange funding will be required locally. This local funding can be provided from a variety of public or private sources, including local option/shareback funds, State and Federal funds, Special Improvement Districts, Metropolitan Districts, etc.

In addition, it is recognized that jurisdictions and private parties will receive economic benefits directly and more generally from roadway improvements. Therefore, 20% of all roadway funding will be required locally. This funding can come from any non-RTA source.

Finally, it is also recognized that construction inflation is rising faster than general inflation. A full 16% of resources have been set aside to cover this contingency to ensure that all projects on the roadway project list can be built by the RTA. In the event that funding is available at the end of the RTA's 10-year life, those resources will be applied to additional regional roadway improvements.





Regional Roadway Projects

Improvements	Total Project Cost (2006\$)	Other Funding Sources	Funded Cost
I-25/US 392 Interchange	\$23,000,000	\$8,050,000	\$14,950,000
I-25/Crossroads Interchange	\$20,000,000	\$7,000,000	\$13,000,000
I-25/US 34 Interchange	\$14,000,000	\$4,900,000	\$9,100,000
Berthoud Regional Improvements	\$3,500,000	\$700,000	\$2,800,000
LCR 1/WCR 13 - LCR 18/WCR 54 to Crossroads Blvd	\$8,933,334	\$4,466,667	\$4,466,667
Owl Canyon Rd./LCR70/LCR72 - US 287 to I-25	\$17,582,000	\$3,516,400	\$14,065,600
US 34 – Denver to Boyd Lake	\$5,650,000	\$1,130,000	\$4,520,000
US 34 - Boyd Lake to I-25	\$6,650,000	\$1,330,000	\$5,320,000
US 34 - I-25 to LCR 3	\$9,500,000	\$1,900,000	\$7,600,000
SH 402 - US 287 to I-25	\$28,800,000	\$11,900,000	\$16,900,000
Two Rivers Pkwy - "O" Street to Hwy 392	\$7,100,000	\$1,420,000	\$5,680,000
Two Rivers Pkwy (83rd Ave) - US 34 Bypass to US 34	\$5,800,000	\$1,160,000	\$4,640,000
Two Rivers Pkwy (83rd Ave) - US 34 to "O" Street	\$4,200,000	\$840,000	\$3,360,000
Two Rivers Pkwy - Hwy 60 to WCR 52	\$6,500,000	\$1,300,000	\$5,200,000
WCR 54 / 37th St - Two Rivers Pkwy to 35th Ave	\$14,400,000	\$2,880,000	\$11,520,000
WCR 54 / 37th St - WCR 17 to Two Rivers Pkwy	\$11,000,000	\$2,200,000	\$8,800,000
LCR 18 / WCR 54 / 37th St - I-25 to WCR 17	\$9,000,000	\$1,800,000	\$7,200,000
35th Ave South - 37th St to US 85	\$10,000,000	\$2,000,000	\$8,000,000
US 85 at 31st St	\$5,200,000	\$1,040,000	\$4,160,000
US 85 at 37th St	\$3,600,000	\$720,000	\$2,880,000
Construction Inflation	\$29,926,757	\$0	\$29,926,757
TOTAL Project Costs	\$214,415,334	\$60,253,067	\$184,089,024
TOTAL RTA Revenue			\$184,089,024

Notes:

1. Roadway projects are intentionally not prioritized. All projects are expected to be completed.
2. Total Roadway Project Costs include "construction inflation" costs to accommodate higher construction cost inflation compared to overall inflation.
3. \$11,900,000 in additional funding will be required to complete SH 402 improvements.
4. Interchange projects require a35% co-pay and roadway projects require a20% co-pay.

REGIONAL TRANSIT PROJECTS: The NFRTA Regional Transit Projects account for 13% of the collected net revenues. Regional Transit includes four efforts: Intra Regional Transit, Inter Regional Transit, Paratransit, and Commuter Rail. The vision for transit in this proposal includes both a short-range and long range component. The opportunity to use share back revenues for local transit further allows for increased regional and local transit.

The short-range vision is to establish a functional albeit limited regional transit system in northern Colorado. This transit system will: 1) connect the communities in the region, 2) link northern Colorado to the Denver Metro area and RTD, 3) coordinate and enhance services to growing senior and disabled populations region-wide, 4) lay the groundwork for future rail service, and 5) consolidate all transit services into one regional transit system. This proposal represents the first installment toward reaching a larger vision.

The longer range vision sees a transit district in northern Colorado where services are enhanced as demand increases and resources become available. This regional transit district will be fully capable of providing all types of local and regional transit service. Those services are likely to include: car and vanpooling, paratransit, demand response, fixed route bus, bus rapid transit, and rail services for northern Colorado and beyond. Proposed transit elements include:

Regional transit's intra-regional and inter-regional services -

- All transit services within the RTA region will be consolidated under one regional transit system operator. This change in service delivery offers the opportunity for service to be operated more effectively and efficiently for all transit users within the RTA.
- Regional bus service between the major cities of Greeley, and Loveland. Additional regional service connects the communities of Johnstown, Windsor, and Milliken to the regional system. This completes the regional system.
- True express service between Northern Colorado and Denver Union Station will also be established with frequencies conducive to attracting a large ridership (approaching a quarter million passengers annually). This service acts as the first investment in future bus rapid transit (BRT) or rail service and provides flexibility to meet the conditions of the North I-25 EIS.
- Regional transit service spending will increase to \$3 million annually from the present base of approximately \$500,000. This represents an average annual increase of 600%.
- Funding may be used for regional multi-modal transfer centers where local and regional transit services (public/private) come together to provide coordinated transit services in the region. These funds are planned to leverage funds from other sources such as the Federal Transit Administration. These centers may also establish the sites for future BRT or rail stations.
- To the extent funds are available and opportunities exist, the RTA Board will establish additional intra-city, inter-city, or local transit in the most appropriate fashion and may take any other actions that are in support of the longer term vision, as determined by the RTA Board.
- The future possibility of receiving federal funds for commuter rail in northern Colorado is dependent upon northern Colorado's transit efforts becoming part of a Record of Decision for the North I-25 Environmental Impact Statement (EIS). Achieving that is no small feat. In order to receive a Record of Decision for the North I-25 EIS to allow federal funds to be received, there are requirements that: 1) regional transit service must be provided along the I-25 corridor (broadly defined), 2) a dedicated source of funds for this service needs to be identified, and 3) there needs to be an operator identified. The transit service found in this proposal, will meet the condition of a Record of Decision and the longer commuter BRT/RAIL goal. Currently, the annual fixed route transit service within the RTA region is

approximately \$2.3 million. Total fixed route transit funding within the region will more than double with the addition of RTA regional transit funds.

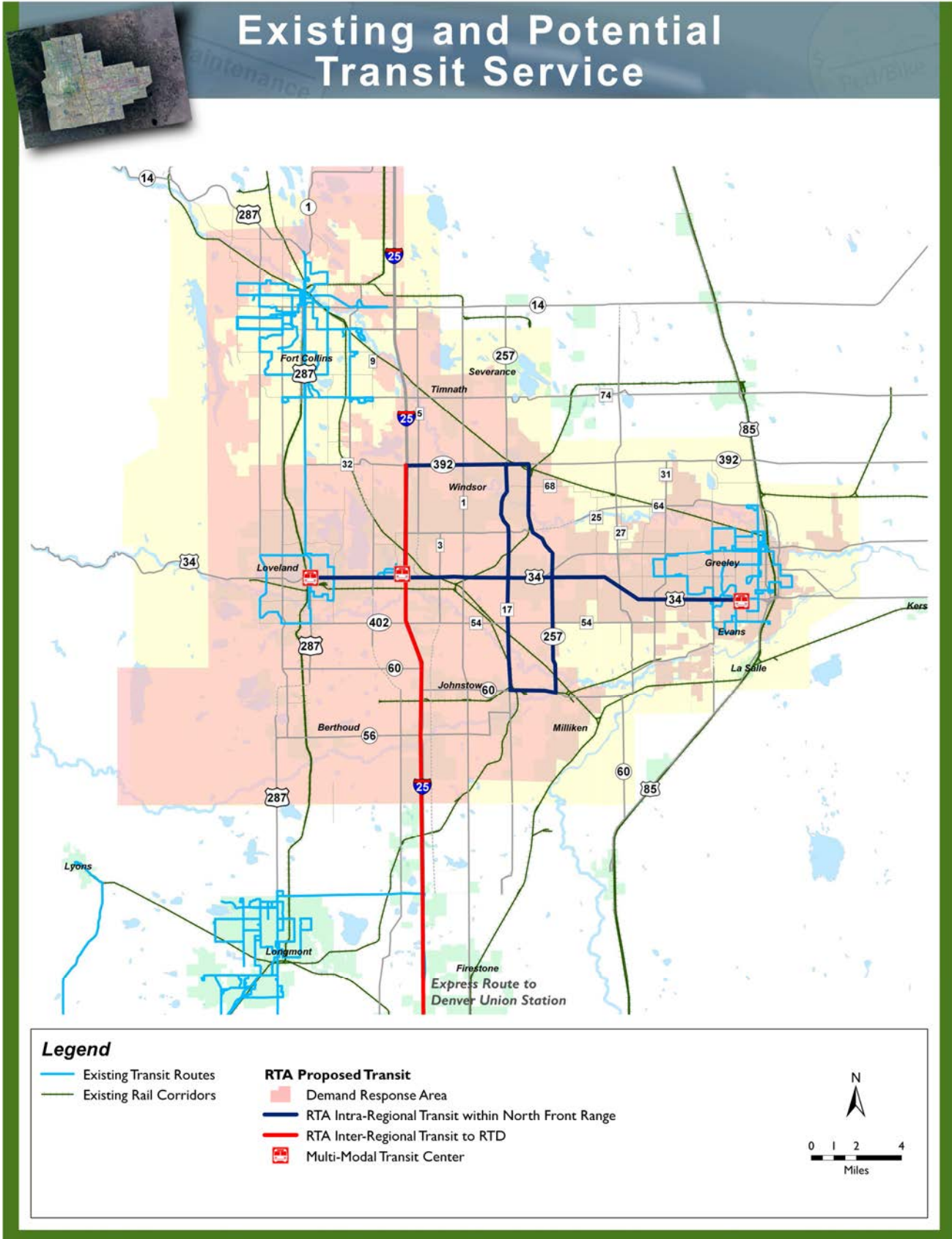
Paratransit/Demand Response Service: Currently, the existing paratransit services provided by jurisdictions within the RTA region are not connected. The RTA will provide additional paratransit and demand response funding to initiate service connectivity between existing paratransit programs, coordinated scheduling, and enhanced transit service to senior and disabled populations. Current paratransit funding from jurisdictions within the RTA region is approximately \$1.6 million annually. The RTA will add nearly \$1 million dollars annually to paratransit funding.

In addition to the more funding, consolidated paratransit services to seniors and the disabled will become a reality. A consolidated regional transit system will efficiently and effectively provide these types of expanded, but expensive transit services.

Rail: The RTA will establish revenue to support future commuter rail. This revenue may be used for right-of-way acquisition, implementation studies, or other rail oriented expenditures. The target for the annual rail revenue is \$200,000. These funds will leverage funds from other sources such as the Federal Transit Administration and the Federal Railroad Administration. This investment will begin the process of preparing northern Colorado for rail services as they arrive in the future.

Regional Transit Projects

		Annual Costs and Revenues			10 -Year RTA Cost Projection
		Total Project Cost (2006\$)	Fare Revenue	Annual Funded RTA Cost	
New Regional Transit Services	Intra-Regional Service				
	Greeley – Loveland	\$1,142,640	\$150,770	\$981,870	\$9,818,700
	Johnstown-Milliken-Windsor				
	Express NFR - Union Station	\$2,034,672	\$1,105,800	\$928,872	\$9,288,720
Total Fixed Route Transit Service	\$3,177,312	\$1,256,570	\$1,920,742	\$19,207,420	
Multi-Modal Transit Stations		\$5,000,000		\$100,000	\$1,000,000
Federal Funding Support		\$517,000		\$517,000	\$5,170,000
Maintains Operational Funding		\$994,540		\$994,540	\$9,945,400
Contingency		\$213,663		\$213,663	\$2,136,630
Regional Service Enhancements		\$1,028,425	\$100,000	\$928,425	\$9,284,250
Regional Management		\$523,600		\$523,600	\$5,236,000
Rail Implementation		\$2,000,000		\$200,000	\$2,000,000
TOTAL TRANSIT COSTS			\$1,356,570	\$3,477,742	\$34,772,280
TOTAL RTA TRANSIT REVENUES					\$53,979,700



LOCAL OPTION / SHAREBACK: The local option/shareback is 42% of total net RTA revenues distributed by a combination formula of ¾ by point of sale and ¼ by population. The local option/shareback can be used for a variety of transportation related efforts, including regional roadway capital projects, local and regional transit service, local road maintenance, or local share of regional interchanges or regional roadway projects. Local shareback money requires “maintenance of effort”.

Maintenance of effort is a fixed-dollar amount based on the average amount of discretionary general funds used for transportation over the past five years for transportation related expenditures. All transportation related efforts will be maintained at the general fund calculation.

10-Year Local Option / Shareback By Jurisdiction

	Revenues By Alternative Available RTA Revenues After 1% Administration Fee				Local Shareback Revenue Distribution (0.42)
	(1) Total Direct by Source	DOLA 2005 Population Estimate Based Revenues Distribution			(3) 75% Direct + 25% By Population
		2005 Population	Percent	(2) Total Revenues By Population	
Berthoud	\$7,921,991	4,937	1.9%	\$7,995,945	\$3,335,001
Johnstown	\$13,515,343	7,031	2.7%	\$11,387,379	\$5,453,008
Larimer County	\$39,600,000	52,616	20.5%	\$85,216,660	\$21,421,749
Loveland	\$120,287,133	58,691	22.9%	\$95,055,706	\$47,871,296
Milliken	\$1,782,259	5,631	2.2%	\$9,119,945	\$1,519,006
Timnath	\$1,692,441	223	0.1%	\$361,170	\$571,042
Windsor	\$26,293,554	13,542	5.3%	\$21,932,568	\$10,585,389
Eaton	\$3,486,079	3,979	1.6%	\$6,444,372	\$1,774,774
Evans	\$10,998,803	17,538	6.8%	\$28,404,474	\$6,447,093
Greeley	\$184,713,067	88,249	34.4%	\$142,927,723	\$73,192,027
La Salle	\$2,282,130	1,914	0.7%	\$3,099,907	\$1,044,361
Severance	\$2,655,970	2,027	0.8%	\$3,282,921	\$1,181,337
Weld County (placeholder)	\$0	0	0.0%	\$0	\$0
Total	\$415,228,769	256,378	100.0%	\$415,228,769	\$174,396,083

1. DOLA 2005 population estimates for unincorporated Larimer County is 68,332. The population estimate placeholder for unincorporated

Other Recommendations

Issue	Resolution
RTA Administration	Limit to no more than 1%.
Weighted Voting	Single member votes unless three members request, then weighted voting based on population.
Amendments and New Members	Allow new members if two-thirds of existing members agree and voters approve. Annexations allowed in once per year.
Bonding	OK on debt financing (bonding per se may not work, but other forms possible).
Including Federal and State Routes	Agreed that Federal and State routes can be improved.
Opt Out	No opt out. Any jurisdiction agreeing to join the RTA will be bound by the results of the vote across the region.
Governing Body	One (1) elected official per jurisdiction.
Transportation Impact Fees	All jurisdictions are required to impose, collect and use the proceeds from a comparable transportation impact fee.



Appendix E

IGA Final Draft

Establishing Intergovernmental Agreement for the North Front Range Regional Transportation Authority

This Establishing Intergovernmental Agreement for the North Front Range Regional Transportation Authority is made and entered into as of the _____ day of _____, 200_, pursuant to Colorado Revised Statutes §§ 43-4-601 *et seq.*, by and between Larimer County, the City of Loveland, the Town of Berthoud, the Town of Johnstown, the Town of Milliken, the Town of Severance, the Town of Timnath and the Town of Windsor_(hereinafter singularly as a “Member Entity” and collectively as the “Member Entities”).

RECITALS

WHEREAS, the Larimer County, a body politic organized under and existing by virtue of the laws of the State of Colorado; and

WHEREAS, the City of Loveland, a Colorado home rule municipality; and

WHEREAS, the Town of Berthoud, a Colorado statutory town; and

WHEREAS, the Town of Johnstown, a Colorado home rule town; and

WHEREAS, the Town of Milliken, a Colorado statutory town; and

WHEREAS, the Town of Severance, a Colorado statutory town; and

WHEREAS, the Town of Timnath, a Colorado home rule town; and

WHEREAS, the Town of Windsor, a Colorado statutory town; and

WHEREAS, the Member Entities desire to improve funding for expansion and maintenance of local and regional roadways and transit systems within their jurisdictions, and desire to engage in these activities in a cooperative and comprehensive manner; and

WHEREAS, the Member Entities believe it is in the long term best interest of Northern Colorado to develop a regional transit system responsible for funding, planning and operating transit services including, but not limited to, inter and intra city bus routes, demand response and paratransit services and future rail services; and

WHEREAS, this Agreement represents a first step towards the goal of comprehensive regionalized transit services; and

WHEREAS, the Member Entities have mutually determined that the creation of a regional transportation authority, authorized pursuant to Colorado Revised Statutes §§ 43-4-601 *et seq.*, would be the most effective method of accomplishing the desires of the Member Entities as reflected in this Agreement subject to the approval of the regional voters.

NOW, THEREFORE, in consideration of the mutual promises and benefits herein expressed, and for other good and valuable consideration, the receipt and sufficiency of which are hereby freely acknowledged, the Member Entities hereby covenant and agree as follows:

TERMS AND CONDITIONS

1.0 Establishment of the Authority. The Member Entities represent they are authorized to enter into this Agreement pursuant to the Act and by appropriate action of their respective governing bodies. By entering into this Agreement, the Member Entities desire to establish a regional transportation authority pursuant to the Act and as allowed pursuant to part 2 of Article 1 of Title 29 of the Colorado Revised Statutes. This regional transportation authority shall be known as the North Front Range Regional Transportation Authority and shall be established and this Agreement shall be effective, only upon the favorable vote of a majority of the registered electors within the Authority’s Boundaries voting upon the issue of establishment of the Authority at an election held pursuant to C.R.S. § 43-4-603(4).

2.0 Definitions. The following words and terms shall, when capitalized, have the following meanings when used in this Agreement:

2.1 “Act” shall mean the Colorado Regional Transportation Authority Law as set forth in part 6 of Article 4 of Title 43 of the Colorado Revised Statutes, as amended.

2.2 “Administrative Expenses” shall mean usual and customary management expenses including, but not limited to, office space, supplies, staffing, copying, accounting, and usual office expenses as approved by the Board.

2.3 “Agreement” shall mean this “Establishing Intergovernmental Agreement for the North Front Range Regional Transportation Authority”, as amended from time to time in accordance with the terms hereof.

2.4 “Alternate Director” shall mean any person appointed as an Alternate Director pursuant to Section 6.1.9 of this Agreement.

2.5 “Annual” shall mean occurring within a one year period beginning January 1 through December 31 of the same year.

2.6 “Authority” or the “North Front Range RTA” shall mean the North Front Range Regional Transportation Authority, a separate political subdivision of and body corporate of the State of Colorado, established pursuant to this Agreement as a regional transportation authority under the Act.

2.7 “Board” or “Board of Directors” shall mean the governing board of directors of the Authority.

2.8 “Boundaries” shall mean the jurisdictional boundaries of the Authority as described in Section 8.0 below and as depicted on Exhibit “A” attached hereto and incorporated herein by reference, and as hereafter modified as provided in Section 12.0 of this Agreement.

2.9 “Construct” or “Construction” shall mean the planning, design, engineering, acquisition, installation, construction, repair, replacement, maintenance or reconstruction of the Regional Transportation System.

2.10 “County” shall mean any county organized under the laws of the State.

2.11 “Director” shall mean any person appointed as a director to the Board pursuant to Section 6.1 of this Agreement.

2.12 “Governing Body” shall mean, when used with respect to a Member Entity, the city council, the town council, the board of trustees, board of commissioners or other legislative body, as applicable, of such Member Entity.

2.13 “Gross Revenue” shall mean all tolls, fees, rates, charges, assessments, taxes, grants, contributions, and all other income and revenues received by the Authority, except revenue generated from Transit Activities as provided in Section 5.3.

2.14 “Local Shareback” shall mean the Authority funds returned to the local jurisdictions as provided in Section 5.2.

- 2.15 “*Maintenance of Effort*” shall mean the average amount of Member Entity discretionary general fund revenues used for transportation, excluding transit, in the years 2003 - 2007. Such discretionary revenues shall not include Federal and State grant moneys and such similar moneys received by the Member Entity for transportation.
- 2.16 “*Motor Vehicle Registration Fee*” shall mean a fee of not more than ten dollars (\$10.00) for each motor vehicle registered with the clerk and recorder of the appropriate county by persons residing within the Boundaries of the Authority, imposed in accordance with C.R.S. § 43-4-605(1)(i) and Section 7.2 of this Agreement.
- 2.17 “*Municipality*” shall have the same meaning as provided in C.R.S. § 31-1-101(6).
- 2.18 “*Net Revenue*” shall mean Gross Revenue less Administrative Expenses.
- 2.19 “*Point of Sale*” shall mean that jurisdiction where the physical, taxable sale occurs and Sales Tax for that sale is owed and the jurisdiction in which the motor vehicle is registered for which the Motor Vehicle Fee is paid.
- 2.20 “*Population*” shall mean the most recent population information available from the Colorado state demographer or, if not available therefrom, the most recent United States Census.
- 2.21 “*Regional Transportation System*” shall have the same meaning as set forth in C.R.S. § 43-4-602(16) as of the effective date of this Agreement.
- 2.22 “*Roadway Capital Improvement Projects*” shall mean those transportation projects identified in Exhibit “B” attached hereto and incorporated herein by reference.
- 2.23 “*Sales Tax*” shall mean a sales and use tax of not more than one percent (1%) levied within the Authority’s Boundaries upon every transaction or incident with respect to which a sales or use tax is levied by the State as authorized in C.R.S. § 43-4-605(1)(j).
- 2.24 “*State*” shall mean the State of Colorado.
- 2.25 “*Transit Activities*” shall mean a regional transit system responsible for funding, planning and operating transit services including, but not limited to, inter and intra city bus routes, demand response and paratransit services and future rail services.
- 3.0 Political Subdivision. The Authority shall be a separate political subdivision and body corporate of the State, and shall possess all of the duties, privileges, immunities, rights, liabilities, and disabilities of a public body politic and corporate under the Act and other State law, except as restricted by law and this Agreement.
- 4.0 Purpose and Activities of the Authority. The purpose and activities of the Authority shall be limited to (a) the funding of Roadway Capital Improvement Projects, (b) the support of Member Entities in connection with local transit activities and transportation maintenance and operation activities and (c) the provision of regional Transit Activities, all within and without the Boundaries of the Authority, as established in this Agreement. Such projects shall be compatible with established state and local transportation plans and shall be projects that transport or convey people or goods, or permit people or goods to be transported or conveyed, within, to, from or through the Boundaries of the Authority by any means, as restricted only by law and this Agreement. Each Member Entity agrees that its Local Shareback funding shall not be used by it to substitute for or reduce discretionary general fund support below the Maintenance of Effort threshold for that Member Entity’s existing transportation capital improvements, maintenance and operation activities, except that Member Entity may be granted relief from the Maintenance of Effort requirement under catastrophic or hardship circumstances with the simple majority vote of the Board. Each Member Entity agrees to maintain Transit Activities funding as provided in Section 5.3.

4.1 The Member Entities agree, as the process for accomplishing the projects and activities funded through the Authority, that the Board’s primary responsibilities will be: (a) the collection, management, investment and disbursement of funds generated pursuant to the Sales Tax and the Motor Vehicle Registration Fee, and the activities that support those functions, (b) the determination of the order of funding and the amount of annual appropriations for Roadway Capital Improvement Projects as listed on Exhibit B attached hereto, (c) the annual appropriation of and payment to Member Entities of the Local Shareback funds designated to be used in connection with the Member Entities’ transit activities and transportation maintenance and operation activities, and (d) the professional operation and management, of the Authority’s Transit Activities. The Authority shall implement the Roadway Capital Improvement Projects identified in Exhibit B through subsequent intergovernmental agreements between the Authority and the applicable Member Entity(ies) managing and administering those projects. These subsequent intergovernmental agreements may provide for project contracts with contractors and other governmental entities by the Member Entity(ies), the Authority or both.

5.0 Allocation of Revenues. The Authority shall pay its Annual Administrative Expenses from the Annual Gross Revenue. Annual Administrative Expenses shall not exceed one percent (1%) of the Annual Gross Revenue collected by the Authority. All Net Revenue shall be allocated to the following uses in the following percentages:

5.1 Roadway Capital Improvement Projects – Fifty Percent (50%) of Net Revenue. The Authority shall expend fifty percent (50%) of the Net Revenue on Roadway Capital Improvement Projects identified in Exhibit B attached hereto and on no other projects, unless and until those Roadway Capital Improvement Projects have been fully funded. The Roadway Capital Improvement Projects listed in Exhibit B may be expanded in the event that new member entities are added to the Authority as provided in Section 12.0.

5.1.1 Roadway Capital Improvement Project funds shall be distributed for the specific projects identified in Exhibit B and in such amounts as the Authority determines will pay the cost of each Roadway Capital Improvement Project less the co-pay amount required in Section 5.1.2, or in the event of a joint project, will pay the Authority’s portion of such project, at such time and in such manner as shall be determined by the Board. The Board may choose to establish and fund phases of projects if, in the judgment of the Board, this funding will be in the best interest of the Member Entities and assist with equitable distribution of the funds. The Authority may enter into agreements with any Member Entity which advances funds against future Authority distributions at no interest charge. Authority funds shall not be used for maintenance or construction of travel lanes on Interstate 25.

5.1.2 Roadway Capital Improvement Projects where specially benefiting property owners experience direct benefit require a twenty-five percent (25%) co-pay, for all such projects, to be paid by funds from private party(ies) or other sources in order to complete all such projects. The Board shall determine, with input from appropriate Member Entities, the entity(ies) responsible for paying the co-pay. The Board has the ability to reduce or waive this 25% co-pay requirement upon a two-thirds (2/3) majority vote.

5.1.3 The Sales Tax collected for Roadway Capital Improvement Projects (the 50% component) shall sunset ten (10) years after the first collection of Gross Revenue as provided in Section 7.2.

5.1.4 Any funds remaining in the Roadway Capital Improvement Projects fund following the sunset of the Sales Tax may be used to complete listed but uncompleted Roadway Capital Improvement Projects until such funds are depleted or until the North Front Range RTA is terminated whichever occurs first. In the event any funds remaining are less than the amount to fund remaining Roadway Capital Improvement Projects, the Board may allocate such remaining funds for any other allowed purpose pursuant to this Agreement. In the event any funds remain after all of the Roadway Capital Improvements Projects are completed, the Board may vote to add more projects to the Roadway Capital Improvements Projects list or may allocate such remaining funds for any other allowed purpose pursuant to this Agreement.

5.2 Transportation and Transit Local Shareback – Forty Percent (40%) of Net Revenue. The Authority shall return forty 40% of the Net Revenue to each Member Entity as its Local Shareback to be paid on a schedule established by the Board that must be the same for each Member Entity except when a Member Entity requests that payment to it be made at a later time. A Member Entity’s Local Shareback shall be used solely by that Member Entity for the Member Entity’s transit activities and

transportation construction, maintenance and operation activities. The Authority shall not directly or otherwise spend the Local Shareback funds.

5.2.1 Local Shareback funds shall be distributed only to Member Entities or as a Member Entity may direct. The distribution amounts of Local Shareback funds shall be based on a combination of Point of Sale (75%) and Population (25%), in accordance with the relative Population of the Member Entities, with a County's Population determined by that part of the County within the Authority's Boundaries and not within the boundaries of any Municipality, all as determined on an Annual basis. The Population of an area within the Authority's Boundaries which was previously in an unincorporated County Member Entity and has annexed to a municipal Member Entity or is part of a newly-incorporated Member Entity shall be considered Population of the municipality as of January 1 of the year following annexation or incorporation.

5.2.2 Upon acceptance of a new party to this Agreement, the Authority shall adjust funding from this category to be proportional to the Population of the various Members Entities, with the adjustment effective January 1st of the year following acceptance of a new party to this Agreement.

5.2.3 In order to qualify to receive Local Shareback funds, a Member Entity shall annually certify to the Authority that its discretionary general fund support for transportation capital improvement, maintenance and operation activities is at a level of funding, for the purposes to which the Local Shareback funds are applied, equal to or greater than the Maintenance of Effort and that the entity is in compliance with Section 5.2.5 prohibiting Local Shareback funds being used as an economic development incentive. The Board may reduce a Member Entity's Maintenance of Effort amount after hearing from the Member Entity and upon the Board finding, in its sole discretion, that circumstances not within the control of the Member Entity have occurred substantiating the need to reduce the Member Entities Maintenance of Effort for the subsequent year(s). The Authority shall have the right to conduct an audit to certify or confirm a Member Entity's Maintenance of Effort. A Member Entity not certifying and meeting its Maintenance of Effort shall have two fiscal years in which to cure such a deficiency. The Board may withhold Local Shareback funding from a Member Entity not certifying and meeting its Maintenance of Effort. The Board may reallocate any such Local Shareback funds withheld to other Member Entities' Local Shareback funds proportionally based on the 75% Point of Sale and the 25% Population ratios to be calculated without using the defaulting Member Entity's Point of Sale and Population data.

5.2.4 A Member Entity's Local Shareback funding may be reduced by the Board, after hearing from the Member Entity in a public hearing, in an amount determined by a two-thirds (2/3) majority of the entire membership of the Board for each year in which the Board finds, in its sole discretion, that the Member Entity has failed to assess reasonable transportation impact fees for new development which are dedicated to transportation capital improvements, maintenance and/or operation activities. Any such withheld Local Shareback shall be reallocated as provided in Section 5.2.3.

5.2.5 Local Shareback funds may not be used directly as an economic incentive to attract new business to a Member Entity. In addition, a Member Entity's transportation impact fees normally collected for a development shall only be reduced or waived if such economic incentives are paid out of general fund revenues and not Local Shareback funds. Violation of this Section is subject to the withholding and forfeiting of Local Shareback funds as provided in Section 5.2.3.

5.2.6 The Sales Tax collected for Local Shareback (the 40% component) shall sunset ten (10) years after the first collection of Gross Revenue as provided in Section 7.2.

5.3 Transit Activities – Ten Percent (10%) of Net Revenue. The Authority shall expend ten percent (10%) of Net Revenue and any other revenues or fares generated by Transit Activities on Transit Activities as determined and in amounts determined by the Board.

5.3.1 Transit Activities funds shall be used to create and enhance transit service within and among the Member Entities and to provide transit services that go directly to the Denver metro area and/or connect with the Regional Transportation District services.

5.3.2 In addition, Transit Activities funds shall be allocated to provide Authority area wide paratransit and demand response services within and without the Authority’s Boundaries. The distribution of such services will be provided geographically in general proportion to the sources of funds.

5.3.3 The Board may make such arrangements for the consolidation of the regional transit systems as it deems appropriate. Payments for such arrangements shall not be made from the 1% withheld by the Authority for Administrative Expenses but must be spent out of the 10% of Net Revenue Transit Activities fund. In the event the Board consolidates the Member Entities’ transit systems, at the time a Member Entity joins the consolidation by entering into a separate intergovernmental agreement, that Member Entity served by such consolidated regional transit system shall annually transfer its transit activities funds, in an amount equal to that Member Entity’s 2007 discretionary general fund revenues used for transit activities for as long as the Authority maintains the consolidated regional transit system and transfer its Federal transit assets to the Authority and its future assigns. Those Member Entities without transit activities funds shall contribute their proportional share to this consolidated regional transit program as determined by the Board for as long as the Authority maintains the consolidated regional transit system.

5.3.4 The Authority may provide such other Transit Activities that support the goal of establishing a regional transit agency.

5.3.5 The Sales Tax collected for Transit Activities (the 10% component) shall not sunset. Following sunset of the remaining Sales Tax for Roadway Capital Improvement Projects and Local Shareback, the funding for Transit Activities shall be 100% of the Net Revenue plus any fares and revenues generated by Transit Activities.

6.0 Board of Directors. There is hereby established the Board of Directors of the Authority in which all legislative and management power of the Authority shall be vested.

6.1 Board of Directors.

6.1.1 The initial Board of Directors shall consist of one Director per Member Entity. In no instance shall the Board consist of less than five (5) Directors. In the event the number of Member Entities becomes less than five, the Board shall decide which Member Entity(ies) will provide additional Directors in order to maintain the required number of Directors. The Member Entities’ Governing Bodies shall select and appoint their respective Directors in any lawful manner, provided such Directors are eligible for appointment pursuant to Section 6.1.3 of this Agreement. However, such Director shall not also be the Member Entity’s appointed representative to the North Front Range MPO.

6.1.2 An additional Director shall be appointed by the Governing Board of any party which joins this Agreement. If the State joins this Agreement, a Director may be appointed by the Governor of the State. A Director appointed by the State shall be a non-voting member.

6.1.3 Any elected member of the Governing Body of a Member Entity may be appointed by that Member Entity’s Governing Body to be on the Board. If the State becomes a party to this Agreement, the Governor may appoint any elector of the State to the Board.

6.1.4 All Directors shall serve without compensation, but may be reimbursed for reasonable expenses incurred in service on the Board. The Board shall adopt a written policy regulating expense reimbursements.

6.1.5 The term of office for each Director shall be one (1) year, and all terms shall commence on January 1 and terminate on December 31 of each calendar year. A Director appointed by the Governor of the State shall serve such term as may be specified by the Governor.

6.1.6 A Director may be removed at any time by action of the Governing Body of the Member Entity which appointed the Director. A Director may resign from the Board upon notice to the Board.

6.1.7 Director vacancies may be filled by the Governing Body of the Member Entity incurring the vacancy in such manner as that Member Entity may determine.

6.1.8 Directors shall disqualify themselves from voting on any issue with respect to which the Director has a personal conflict of interest, unless the Director has disclosed the personal conflict of interest in compliance with C.R.S. § 18-8-308.

6.1.9 Member Entities may designate Alternate Directors in writing stating the time duration or limitations for such alternate designation, qualifying pursuant to Section 6.1.3 of this Agreement, who may act in the absence of the Director to which the person serves as alternate.

6.2 Officers.

6.2.1 The Board shall elect the following officers upon its formation, and thereafter at its first meeting of each calendar year:

6.2.1.1 Chairperson – a Director who shall preside over all meetings of the Board of Directors, may sign all contracts and agreements of the Authority, and in general shall perform all duties incident to the office of Chairperson and such other duties as may be prescribed by the bylaws of the Authority or by the Board.

6.2.1.2 Vice-Chairperson – a Director who shall serve as Chairperson, in the Chairperson’s absence or during his or her inability to act. The Vice-Chairperson shall have such other duties as may be defined by the Authority’s bylaws or by the Board.

6.2.1.3 Secretary – a Director or other person who shall keep a written record of the minutes of all meetings, ensure that all notices required by law are duly given, serve as the custodian of the Authority’s records, attest to documents as the need arises, and perform such other functions as may be prescribed by the Authority’s bylaws or by the Board. The Secretary may be an employee of the Board, an independent contractor, or a volunteer.

6.2.2 The Officers shall be elected by a majority vote of the entire membership of the Board, not just a quorum of Directors present, by voice vote.

6.3 Meetings.

6.3.1 The Board shall meet within the Authority’s Boundaries at such times and places as determined by the Board. Notice of meetings shall be posted in such place and manner as determined by the Authority’s bylaws, and in accordance with the Colorado Open Meetings Law, C.R.S. §§ 24-6-401 *et seq.*

6.3.2 The proceedings of the Board shall comply with all provisions of the Colorado Open Meetings Law, C.R.S. §§ 24-6-401 *et seq.*, and shall provide opportunities for public input by, at minimum, permitting the public to address the Board in open meetings regarding project selection; project amendments; project funding; project order of completion; purchase or lease of real property for the Authority’s administration or operations; amendments to this Agreement; amendments to the Authority’s membership; and the Authority’s budget. The Board shall adopt procedures in the Authority’s bylaws for calling emergency meetings.

6.4 Quorum and Action. A majority of the existing number of Directors shall constitute a quorum. No action shall be taken by the Board unless a quorum is present at a meeting. Any action taken by the Board shall be approved by a simple majority of those Directors present and voting, except as may otherwise be provided for in this Agreement. The Director appointed by the State may only be a non-voting, ex-officio member of the Board. Ex-officio members of the Board do not count towards the creation of a quorum. Each Director appointed by a Member Entity shall be entitled to one vote, unless three Directors appointed by Member Entities request that a vote be conducted on a weighted basis. For a weighted vote, the vote of each Director shall be weighted as the percentage that Director’s Member Entity’s Population bears to the total

Population of all Member Entities (with a County's Population determined by that part of the County within the Authority's Boundaries and not within the boundaries of any Municipality).

- 6.5 Board of Directors Powers. The Board may promulgate policies and procedures that govern its conduct. The Board may exercise the following powers:
- 6.5.1 Adoption of such Board policies, procedures and bylaws as it deems necessary.
 - 6.5.2 Fixing the time and place of Board meetings and the method of providing notice of such meetings.
 - 6.5.3 Making and passing such motions and resolutions as it deems necessary for the government and management of the affairs of the Authority and the execution of the Authority's powers.
 - 6.5.4 Adoption and use of a seal.
 - 6.5.5 Maintaining offices at such place or places as it may designate.
 - 6.5.6 Contracting for services as deemed necessary to administer and implement the purposes of this Agreement.
 - 6.5.7 Prescribing methods for auditing and allowing or rejecting claims and demands, or for acquisition of equipment.
 - 6.5.8 Exercising all rights and power necessary or incidental to or implied from the specific powers granted by the Act and under any other applicable law, unless otherwise restricted by this Agreement.
 - 6.5.9 Buying or leasing office and operations space or cancelling projects from Exhibit B shall require a majority vote of the entire membership of the Board, not just a majority of the quorum present.
- 6.6 Annual Audit. The Board shall provide for an annual financial audit. The Member Entities shall provide audits from their respective jurisdictions which include verification that all Local Shareback funds and/or Regional Capital Improvement Project funds received by the Member Entity were used in compliance with the Act and this Agreement.
- 7.0 Powers of the North Front Range RTA. The Authority, acting through its Board, shall have the following powers:
- 7.1 To fund Roadway Capital Improvement Projects, the Local Shareback, and Transit Activities within or without the Authority's Boundaries, as provided by the Act, and as restricted by this Agreement, using funds obtained pursuant to Section 7.2 of this Agreement and all tolls, fees, rates, charges, assessments, taxes, grants, contributions, and all other income and revenues received by the Authority.
 - 7.2 Upon approval of a majority of voters residing within the Boundaries of the Authority, to levy the Sales Tax at a rate of (1%) percent or other future allowable limit and to impose the Motor Vehicle Registration Fee within the Authority's Boundaries in the amount of ten dollars (\$10.00) or such other level as may be hereafter authorized by State law and adopted by the Board.
 - 7.2.1 Following the sunset of the tax component for the Roadway Capital Improvement Projects (as referenced in Section 5.1.3) and for the Local Shareback (as referenced in Section 5.2.6), the Authority's Sales Tax shall be reduced from one percent (1%) to ten one-hundredths of one percent (0.10%). The Motor Vehicle Registration Fee shall continue to be collected until the Board votes to sunset the Motor Vehicle Registration Fee. Transit Activities shall be funded by 100% of the Net Revenue and all other fares and revenues generated by Transit Activities.
 - 7.3 To invest or deposit any revenue as provided for by C.R.S. § 43-4-616.
 - 7.4 To sue and to be sued.

- 7.5 To have perpetual existence.
- 7.6 To enter into contracts and agreements affecting the affairs of the Authority.
- 7.7 To fund, construct, operate or maintain regional transportation systems within and without the Authority's Boundaries.
- 7.8 To purchase, trade, exchange, acquire, buy, sell, lease, lease with an option to purchase, dispose of, and encumber real or personal property and any interest therein including easements and rights-of-way.
- 7.9 To accept real or personal property for use by the Authority and to accept gifts and conveyances upon the terms and conditions as the Board may approve.
- 7.10 To contract with a person or persons to assist the Board with administrative, accounting, legal and financial services which may be required to carry out the duties enumerated in this Agreement.
- 7.11 In no event shall the Authority be authorized to issue Bonds or other forms of debt financing for any of its purposes, according to law.
- 7.12 In no event shall the Authority be authorized to exercise the power of eminent domain.
- 7.13 In no event shall the Authority be authorized to impose any visitor benefit tax that may otherwise be permitted under law. The Authority shall not accept any Highway User Tax Funds from the State.
- 7.14 In no event shall the Authority engage in the funding or provision of any airport, gondola or transmission line for gas, electricity, water, sewage or information.
- 7.15 To have and exercise such other powers as are necessary or implied as provided by the Act except as restricted by this Agreement.
- 8.0 Boundaries. The legal Boundaries of the Authority shall be established as follows:
 - 8.1 Member Entities.
 - 8.1.1 All unincorporated areas within the boundaries of Larimer County excluding the area west of the centerline of Range 70 West and north of the centerline of Township 10 North, as comprised on January 1, 2008.
 - 8.1.2 The corporate limits of the City of Loveland, as comprised on January 1, 2008, and as may be comprised in the future.
 - 8.1.3 The corporate limits of the Town of Berthoud, as comprised on January 1, 2008, and as may be comprised in the future.
 - 8.1.4 The corporate limits of the Town of Johnstown, as comprised on January 1, 2008, and as may be comprised in the future.
 - 8.1.5 The corporate limits of the Town of Milliken, as comprised on January 1, 2008, and as may be comprised in the future.
 - 8.1.6 The corporate limits of the Town of Severance, as comprised on January 1, 2008, and as may be comprised in the future.

8.1.7 The corporate limits of the Town of Timnath, as comprised on January 1, 2008, and as may be comprised in the future.

8.1.8 The corporate limits of the Town of Windsor, as comprised on January 1, 2008, and as may be comprised in the future.

8.2 Additional territory may be included in, or excluded from, the Authority's Boundaries as provided in Section 12.0 of this Agreement.

9.0 Effective Date. This Agreement shall become effective upon certification by the State's Department of Local Affairs, Division of Local Government pursuant to C.R.S. § 43-4-603(1), but only upon the approval of a majority of the eligible electors voting who reside within the Boundaries of the Authority at the general election to be held on November 6, 2007. This Agreement shall continue in full force and effect until terminated.

9.1 This Agreement may be terminated upon the consent of two-thirds (2/3) of the Member Entities. A Member Entity's consent to terminate shall be expressed by a two-thirds (2/3) vote of a quorum of the individual Member Entity's Governing Body.

10.0 Disposition of Assets Upon Termination. The State is ineligible for any distribution of property under this Section. Upon any termination of the Authority pursuant to Section 9.1, the following method shall be used to distribute, dispose of, or divide the Authority's assets.

10.1 Any real property interest or fixtures to real property and any personal property shall be liquidated at auction, and the proceeds from such sale shall be combined with any cash in the Authority. Such funds shall be divided among the Member Entities based upon 75% Point of Sale and 25% Population ratios.

10.2 Any other property not addressed above shall be distributed to one or more of the Member Entities, as determined by the Board prior to termination of the Authority.

11.0 Amendment of this Agreement. This Agreement may be amended upon the consent of two-thirds (2/3) of the Member Entities. A Member Entity's consent to amend shall be expressed by a two-thirds (2/3) vote of a quorum of the individual Member Entity's Governing Body. This Section is inapplicable to the provisions of Section 12.0 of this Agreement, unless any provision or exhibit of this Agreement is required to be amended as the result of the addition or deletion of a party to this Agreement, except the provisions of Section 12.0 shall not be applicable to simply add or delete a party's name or to simply add or delete from the Boundaries any such party's territory.

12.0 Addition or Deletion of Parties and Territory to this Agreement.

12.1 Any Municipality or any County organized under the laws of the State may request to become a party to this Agreement, to become a Member Entity of the Authority and to have its territory included within the Boundaries of the Authority, if not already included, upon a majority vote by the Governing Body of such Municipality or County. The Governing Body shall place the matter on the ballot for approval by a majority of voters residing in such jurisdiction at any qualifying election requesting approval to join the Authority and authorize the levying of taxes and the imposition of fees within such jurisdiction, as provided in Section 7.2. Ballot language for a potential member entity may identify additional Roadway Capital Improvement Projects, if such projects have been agreed to by the Board.

12.2 In no event shall an additional Municipality or County become a party to this Agreement without the consent of two-thirds (2/3) of the Directors from the then-existing Member Entities. This vote may be subject to weighted voting as provided in Section 6.4.

12.3 Any Member Entity may terminate its participation in the Authority by appropriate act of the Governing Body of the Member Entity subject to the provisions of Section 12.4 of this Agreement. A termination will not affect the collection of taxes or fees authorized in Section 7.2 of this Agreement or remove that Member Entity's territory from the Authority's Boundaries.

12.4 The Board shall take the following actions to include parties and additional territory within the Authority's Boundaries, or to exclude any Member Entity and territory from the Authority:

12.4.1 Notice of the proposed inclusion or exclusion shall be published in a newspaper of general circulation within the Authority's Boundaries. Such notice shall be mailed to the State's Department of Local Affairs, Division of Local Government, to the State's Transportation Commission, and to the owner of all property to be included or excluded, at the last known address described for the owners in the real estate records of the county in which the property is located. All publication, mailing and notice costs shall be paid in advance by the entity requesting to be included in or excluded from the Authority.

12.4.2 Such notice shall describe the property to be included or excluded, shall specify the date, time, and place at which the Board shall hold a public hearing on the proposed inclusion or exclusion, and shall state that persons objecting to the inclusion or exclusion may appear at the public hearing to object to the proposed inclusion or exclusion. The date of public hearing shall not be less than twenty (20) days after the mailing and publication of the notice.

12.4.3 The Board shall, on the date and at the time specified, hear all objections to the proposed inclusion or exclusion.

12.4.4 The Board may adopt a resolution including or excluding the described property upon the affirmative vote of two-thirds (2/3) of the Directors of the entire membership of the Board, and such inclusion or exclusion, shall be effective upon passage of the resolution and compliance with all other provisions of the law and this Agreement. The Board shall file the resolution with the Director of the State of Colorado Department of Local Affairs, Division of Local Government.

12.4.5 The Board may adjust the Authority's jurisdiction and Boundaries as affected by actions under this Section 12.0 following approval under this Section 12.0.

12.4.6 In the event a Member Entity annexes property into its boundaries, the Member Entity agrees to require, as a condition of annexation, that the property shall be subject to the levying of taxes and imposition of fees as provided in Section 7.2 of this Agreement.

12.4.7 Inclusion or exclusion of parties and territory shall be effective on January 1 of the year following the filing of a resolution required by Section 12.4.4 of this Agreement.

13.0 Additional Provisions.

13.1 Venue. Venue for all actions regarding enforcement of the terms and conditions of this Agreement shall be in the District Court of the County of the Member Entity alleged to be in default.

13.2 Defense of Directors, Officers and Employees. The Authority shall insure and defend each Director, officer and employee of the Authority in connection with any claim or actual suit, action or proceeding in which he or she may be involved in his or her official capacity by reason of his or her having been a Director, officer or employee of the Authority, by reason of any act or omission by him or her in such capacity. The Authority shall insure and defend each Director, officer and employee of the Authority against all liability, costs, and expenses arising out of any such claim, suit or action, except any liability arising from criminal offenses, willful misconduct or gross negligence. The Authority's obligations pursuant to this Section shall be limited to funds of the Authority available for such purposes, including, but not necessarily limited to, insurance proceeds; however, any such claims, suits or actions would be subject to the notice requirements, defenses, immunities and limitations of liability that the Authority, and its Directors, officers and employees may have under the Colorado Governmental Immunity Act (C.R.S. §§ 24-10-101, *et seq.*), any other defenses, immunities and limitations of

liability available to the Authority or to Directors, officers and employees under any other law. The Board may purchase liability insurance and establish specific rules and procedures for the implementation of this Section.

13.3 No Third Party Beneficiary. It is expressly understood and agreed that the terms and enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, are strictly reserved to the undersigned parties. Nothing in this Agreement shall give or allow any claim or right or cause of action whatsoever by any other person or entity not a party to this Agreement. It is the express intention of the undersigned parties that no person and/or entity, other than the undersigned parties, receiving services or benefits under this Agreement shall be deemed anymore than an incidental beneficiary only.

13.4 Severability. If any term or provision of this Agreement or any portion of a term or provision hereof or the application thereof to any person or circumstances shall, to any extent, be invalid or unenforceable, the remainder of this Agreement shall not be affected thereby, and each term and provision of this Agreement and each portion thereof shall be valid and be enforced to the fullest extent permitted by law.

13.5 Relationship of Parties. This Agreement does not create the relationship of principal and agent or a partnership or joint venture, or of any association other than that set forth herein.

13.6 Non-Assignment. This Agreement shall not be assignable by any Member Entity without all of the other Member Entities' prior written consent. Except as so restricted, the terms and conditions of this Agreement shall inure to the benefit of and be binding upon the successors and permitted assigns of the Member Entities.

13.7 Governing Law. This Agreement is being executed and delivered and is intended to be performed in the State of Colorado, and the laws of Colorado shall govern the validity, construction, enforcement, and interpretation of this Agreement.

13.8 Entire Agreement. This Agreement and any addenda and exhibits attached hereto or to be attached hereto, set forth all of the covenants, promises, agreements and conditions between Member Entities and there are no other covenants, promises, agreements or conditions, either oral or written, between them. This Agreement may not be modified or amended in any manner, except by an instrument in writing approved in accordance with Section 11.0 of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement effective as of the date first above written. By the signature of its representative below, each party affirms that it has taken all necessary action to authorize said representative to execute this Agreement.

LARIMER COUNTY:

By:

Title: _____

Attest:

By: _____

Title: _____

CITY OF LOVELAND:

By:

Title: _____

Attest:

By:

Title:

TOWN OF BERTHOUD:

By:

Title: _____

Attest:

By:

Title:

TOWN OF JOHNSTOWN:

By:

Title: _____

Attest:

By:

Title:

TOWN OF MILLIKEN:

By:

Title: _____

Attest:

By: _____

Title: _____

TOWN OF SEVERANCE:

By:

Title: _____

Attest:

By: _____

Title: _____

TOWN OF TIMNATH:

By:

Title: _____

Attest:

By: _____

Title: _____

TOWN OF WINDSOR:

By:

Title: _____

Attest:

By: _____

Title: _____

M:North Front Range RTA/Agmt

JRC1345

1020.0002

EXHIBIT A

Boundary Map of the North Front Range Regional Transportation Authority

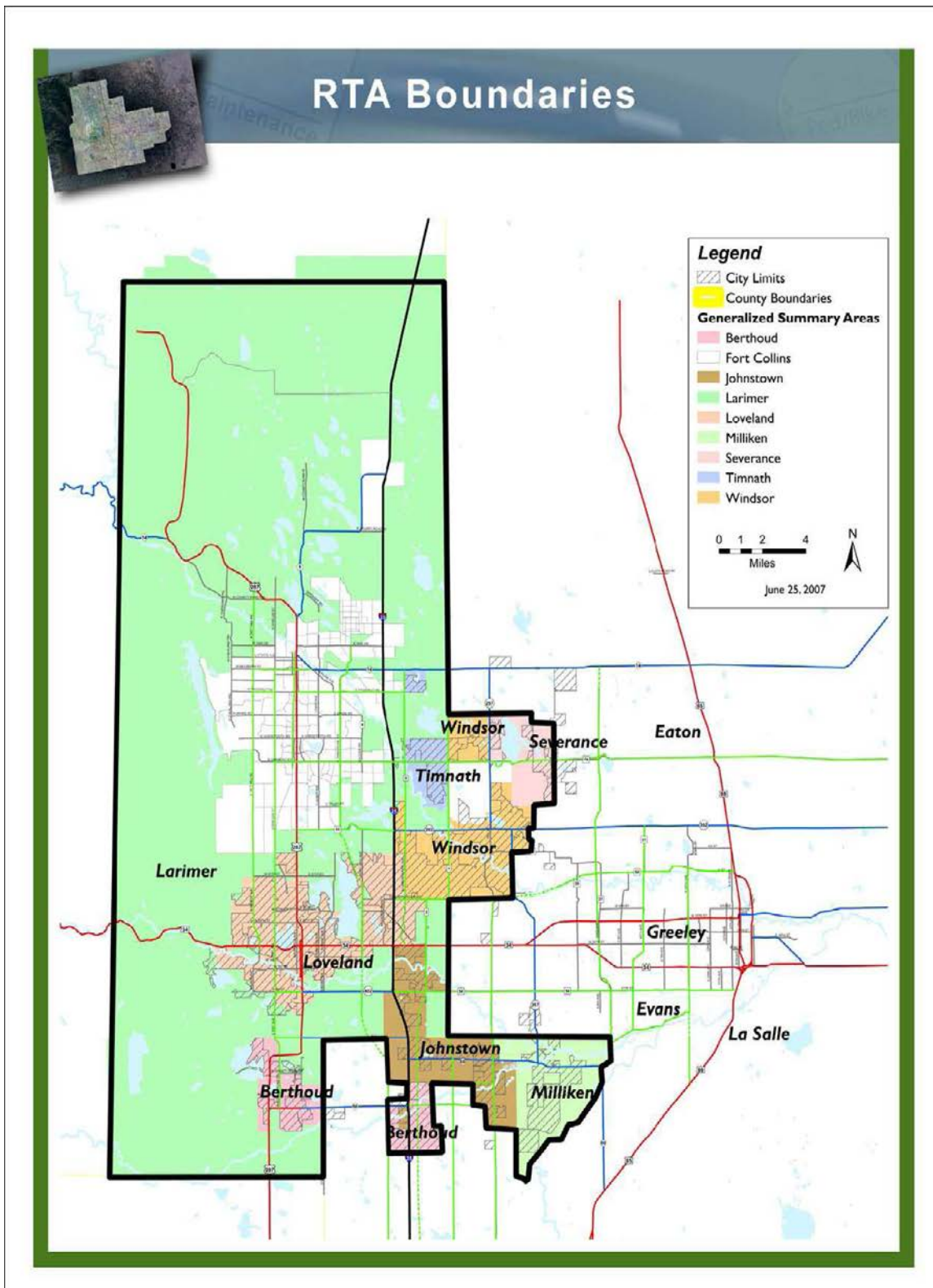


EXHIBIT B

Road Capital Improvement Projects

I-25/US 392 Interchange
I-25/Crossroads Interchange
I-25/US 34 Interchange
Berthoud Regional Improvements
LCR 1/WCR 13 - LCR 18/WCR 54 to Crossroads Blvd
Owl Canyon Rd./LCR70/LCR72 - US 287 to I-25
US 34 – Denver to Boyd Lake
US 34 - Boyd Lake to I-25
US 34 - I-25 to LCR 3
SH 402 - US 287 to I-25

Appendix F

NFRTA Citizens Steering Committee

Discussion Draft Proposal from May 2nd Meeting

This draft documents the agreements made at the May 2nd Steering Committee meeting. A majority of the Steering Committee supported the “After Hours” proposal with the following modifications noted in red.

<u>Source</u>	<u>Tax Rate</u>	<u>Length of Tax</u>
Sales Tax:	<u>1</u> %	<u>10</u> Years*
Use Tax:*	<u>1</u> %	<u>10</u> Years
Vehicle Registration Fee	<u>\$10</u> (Amount)	<u>10</u> Years
Lodging Tax	<u>0</u> %	<u>-</u> Years

SC agreed to allow a placeholder to exempt business personal property taxes or provide and Research and Development rebate.

*Exceptions?

Shareback	<u>10 years</u>
Transit	<u>no sunset</u>
Roads	<u>10 years</u>
Rail	<u>included in transit</u>
Maintenance	<u>n/a</u>

Revenue Produced over the Length of Tax:⁶

Sales Tax:	\$ 343,485,000
Use Tax:	\$ 77,409,000
Vehicle Reg. Fee	\$ 32,199,000
Lodging Tax	\$ _____
Other (please specify) _____	\$ _____
TOTAL Revenue	\$ 453,093,000

Splits:

Shareback	<u>25</u> %
Transit	<u>25</u> %
Rail	<u>\$2 million for rail to be converted to a percentage</u> %
Capital Projects	<u>50 45 - 47</u> %
Maintenance*	<u>3 - 5</u> %

See attached “Revenue Model” and “Project List” for distribution of revenue

**Action to look at effect on project list and explore higher co-pay.*

⁶ If an area is funded in perpetuity, please use the duration of the tax in other areas to identify how much funding would be generated for that purpose. In the descriptions section, describe what will be done in that term and then use additional space to describe the longer-term future.

Descriptions:

Shareback – Describe how the shareback would work. Are there any restrictions or conditions on its use? Identify the total funds going to Shareback.

25% Shareback based on population. All shareback money requires maintenance of effort. Maintenance of effort is a fixed dollar amount based on average amount of general funds used for transportation over the past ~~three~~ five years. Maintenance of effort funds may be used for any purpose in transportation – except transit funds which must stay in transit.

Transit - Describe the transit projects. What services, capital projects, or programs will be funded under this proposal? Identify the total cost of transit.

\$2M to be set aside each year for preserving future rail options. May be used for right of way acquisition, feasibility studies, or other rail oriented expenditures. ~~If no project likely at end of each 10 year period, the set aside funds to be transferred to other transit projects and the set aside begun again.~~ RTA Board may release some or all accumulated rail funds at their discretion for transit after 10 years.

Of the rest of transit funds a sufficient amount will be expended to assume all existing paratransit services in the region and expand service unifying the entire region in the most appropriate fashion as determined by the RTA board. In addition transit connections are to be made to the RTD system to provide express service from the region into Denver. Finally, to the extent funds are available and opportunities exist, the RTA board will see to establish/improve inter-city transit within the region.

Assumption of existing paratransit service requires maintenance of effort by the jurisdiction. Maintenance of effort is a fixed dollar amount to be spent only on transit based on average amount of general funds used for transit over the past ~~three~~ five years.

Transit funds may be used for capital, operating or maintenance of transit facilities and equipment. Jurisdictions must agree that federal and state transit funds will generally follow the projects but will use their best efforts in conjunction with the RTA to maximize eligibility and use of federal and state dollars.

Rail - Describe the rail projects. What services, capital projects, or programs will be funded under this proposal? Identify the total cost of rail.

See above.

Capital Projects - Describe the Non-Transit capital projects. What capital projects will be funded under this proposal? Identify the total cost of capital road projects.

See attached spreadsheet for list and map for projects. RTA board will choose priority considering RTA funds available, most efficient use of resources, availability of other sources of funds and greatest benefit in reducing congestion.

RTA board may only fund other projects when the attached list is completed. However, no through-lane miles on I-25 may be added with RTA funds.

Maintenance - If this proposal includes maintenance for roads please describe 1) for what roads (identify), 2) for what term (years), and 3) at what rate (as a percent of the value of the facility of improvement). Identify the total cost of maintenance.

3 to 5% for maintenance of roadways in addition to maintenance for ~~No RTA funds for maintenance other than transit equipment and facilities.~~

Significant Intergovernmental Agreement Issues and Other Items:⁷

1. Maintenance of Effort – Does this proposal require maintenance of effort in transportation and/or transit funding? Explain how it works.

Yes. See above under Shareback and Transit.

2. Local / Private Contribution – Co Pay - Does this proposal call for a co-pay. Co-pay is the concept that the RTA pays for a portion of a capital improvement. Address 1) whether the co-pay applies to all capital projects or a limited set (e.g., interchanges), 2) what the rate will be (use general percentages (e.g., 80% RTA/20% local), and what resource will be produced (e.g., how much revenue). Be sure to include the co-pay resource under “Revenue Produced over the Length of Tax” on page 1.

Intersections and interchanges require 25% co-pay from any source.

**SC agreed to look at effect of higher co-pay to cover roadway maintenance.*

RTA board may require co-pays on any projects beyond the “A” list at its discretion.

3. Impact Fees –

A. Equity of impact fees – Does this proposal include a condition related to the general level of impact fees for local jurisdictions? How do you measure equity?

This proposal embraces the concept of consistency of transportation related impact fees across the region. How to stipulate that still under consideration.

B. Regional Impact Fees – Does this proposal include regional impact fees? Describe how impact fees would be calculated. Would they be related to all roads or only to those built using RTA funds? What is the cost to a typical new home? Be sure to include the regional impact fee resource under “Revenue Produced over the Length of Tax” on page 1.

None.

4. Opt-In Opt-Out – Describe whether this proposal includes an opt-out provision and the condition for that to occur.

No opt out. Any jurisdiction agreeing to join the RTA will be bound by the results of the vote across the region.

5. Other

⁷ IGA items that have previously been agreed to unanimously are attached

ATTACHMENT A

IGA Issues in Agreement

Issue	Resolution	Additional comments
RTA Administration	Limit to no more than 1% with provision that the RTA board will not add staff or operate any facilities or transit services.	Attorney to add additional language that calls for a proactive review of members who are managing projects and services.
Transit System Management	Same as above	Same as above
Weighted Voting	Single member votes unless two members request, then weighted voting based on population.	Same process as used by MPO. Population to be adjusted every year as defined in IGA.
Amendments and new members	Allow new members if all existing members agree and voters approve. Annexations allowed in once per year.	
Bonding	OK on debt financing (bonding per se may not work, but other forms possible.	
Including Federal and State Routes	Agreed that Federal and State routes in principal could be addressed.	

Appendix G

RTA Minority Report