

WINTER PARK RESORT Public Transit Transition Plan

Transitioning Services to Town of Winter Park

Town of Winter Park
50 Vasquez Avenue
Winter Park, CO

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BACKGROUND

HISTORICAL PERSPECTIVE

Winter Park Resort has, for many years, provided transit services to meet the needs of winter visitors. Over time, the area has developed with increased summer visitor activities, residential and commercial development typical of Colorado mountain resort communities. Prior transit planning efforts have identified the need for transitioning the service to a year-round municipally operated system to better meet the area's transportation needs. Winter Park Resort and the Town of Winter Park have recently entered into a Memorandum of Understanding to make this transition a reality.

PRIOR STUDIES

Two prior studies form the basis of this current operating plan. These studies defined the need for publicly operating transit services, included public involvement activities, and described the management needs of a transit operation managed by the Town. This operating plan updates and refines the recommendations from these two plans.

2007 WINTER PARK MULTI-MODAL TRANSIT PLAN

In 2007 Winter Park Resorts initiated a Multi-Modal Transit Plan that provided recommendations for the expansion and improvement of the existing transit services. Key findings and recommendations from the 2007 study included:

- There is significant transit demand locally and between cities.
- Transition to a publicly operated transit system to enable the system to develop and improve. Development of services include:
 - Extend night services
 - Operate year-round, with limited shoulder season and summer service.
- Upgrade the fleet and build a new maintenance and operations facility.
- Identifying a voter-approved funding source to provide local funding for public transit services

This plan included substantial public involvement. The recommendations are the result of public comment and analysis of transit system needs and options.

2008 FRASER VALLEY PUBLIC TRANSIT SYSTEM ANALYSIS

In 2008 the Town of Winter Park took the first step in transitioning to a municipally operated transit service with service provided under a service contract. The Town carried out a study of the feasibility and logistics of how a transit department could be integrated into the Town. The study:

- Recommended a municipal style institutional structure that provides Federal grant administration and planning functions;
- Identified the staffing and logistical support functions that would be necessary to implement the municipal structure;
- Identified performance standards and a monitoring program.

MOVING FORWARD

The transition of services to the public sector was interrupted by the 2008 recession. Now that it is feasible to implement the prior recommendations, they are being revisited and refined to reflect current conditions.

It is worth noting within Grand County a group is meeting to discuss the feasibility of establishing a countywide district or similar structure. They plan to gather information and evaluate their options, but are only in the preliminary stages of such an analysis.

This current transition effort is compatible with the larger investigation of whether a publicly funded transit service should be established for Grand County as a whole. Transitioning existing services from private sector operation to public sector operation is seen as a first step, and it is a big step. Even within this transition there are questions of how services outside of the Town of Winter Park (such as those to Granby) will be paid for over the long term as the current contributions from organizations outside of Winter Park do not cover the full cost of operations, which are currently subsidized heavily by Winter Park Resort.

This service plans documents how the transition will occur and the steps necessary to complete the change. It is intended to serve as a basis for applying for Federal Transit Administration funding through the Colorado Department of Transportation.

This document begins with a description of the transition plan. It then covers the foundational components of the service, capital, financial, and management plans for the transition.

TRANSITION PLAN

IMPORTANCE OF PUBLIC SECTOR OPERATION

Winter Park Resort has provided basic transit services in and around the resort as a means of getting visitors and employees to the resort. The Resort is required to fund winter season transit services through a development agreement that was agreed upon in 2006. While this agreement requires continued funding of the existing transit system it is important to begin a transition to a stable public-sector service in order to provide a safe, adequate, and sustainable system for the benefit of the entire community.

The Resort has been able to fund services that meet the basic business needs of the company and are focused on enabling skiers and employees access to the

mountain base during the winter season. Night service and year-round transit services are not included. The Resort services are operated on an open door basis, so employees in other businesses can ride; however, the commuter services do not consider the employment schedules of other businesses and space can be limited.

The Towns of Winter Park and Fraser, as well as Grand County and homeowner's associations, also provide funding for additional transit services within their jurisdictions. Night service is a primary example of this.

Winter Park Resort has a service contract with First Transit for provision of daytime transit services during the winter ski season. The Town of Winter Park pays for a portion of the daytime service. First Transit also has entered into a half-dozen independent contracts with public and private entities to provide additional services.

The resulting transit system is limited to the winter season. It is under a single provider but there is not a unified management decision-making structure. Expansion decisions are not made within a cohesive framework but rather are negotiated individually. The system does not meet the overall needs of the residents for mobility, accessibility, and connectivity. Lack of funding for capital needs has resulted in an inadequate fleet and facilities. The current system is also unwieldy with its many contracts. Finally, the system is not oriented to meet needs of individuals who are elderly or disabled.

There is agreement that publicly funded transit services are needed, with services provided within a framework that will provide year-round mobility, connectivity amongst various areas, and the potential to expand to meet the mobility needs of the area. Such services will be better able to effectively support the larger economy.

The Town of Winter Park is now in a position to be able to take on the responsibility for transit services. Winter Park Resort is committed to assisting with the transition of services. Together, a successful transition can be made.

APPROACH

The transition from private to public operation is complex; this plan identifies how the transition will be navigated. Some key concepts are:

- To keep as many things the same as possible, making changes only when the time is right.
- To start small and expand once the foundation is stable.
- To transition to the desired service and capital plan, building the fleet and facility over a several year period as funding can be put into place.

This transition will result in a win-win arrangement for the public, for businesses, and for the resort. The vision is to achieve a modern public transit system that is able to meet a wide range of travel needs in the Winter Park area. It will connect residents and visitors to activity centers and jobs, provide mobility for individuals with disabilities or

who are frail, and be responsive to the changing travel needs in the area, with the ability to grow as needed.

However, there are significant challenges to the transition:

- Winter Park voters will need to approve a sustainable revenue stream to provide for long-term sustainability of the system (the Town is currently considering asking voters for an additional sales tax).
- There are significant capital needs, both for a new fleet and a new maintenance and operations facility. At present the transit provider owns the vehicles.
- A key component of the Americans with Disabilities Act is having wheelchair accessible vehicles for public transit services.
 - It can take over one year to have transit vehicles delivered, from the time the order is placed, although some body-on-chassis vehicles can be delivered within six months. A transition plan that provides for operating for a time without a fully accessible fleet will be necessary.
- First Transit is the Resort's contractor, although the present system is made up of a variety of contracts. The contract is assignable to the Town, but the ability to assign the contract is dependent upon negotiating a satisfactory continuing contract.
 - It will be important to consolidate a variety of contracts into a master contract and then negotiate new contracts between the Town and various other purchasers of service.
 - To comply with Federal Transit Administration requirements, a variety of clauses will need to be added to the contract. Most of these have to do with how business is conducted. For example, one area covers standards for maintenance. It is possible that additional mechanics will be needed to maintain vehicles to higher standards.
- There is a need to replace the maintenance and operations facility.

The initial two to three years will require the key partners to be flexible and willing to do things differently than in the past, while keeping a clear view of the objective: an improved transit system that meets the needs of the region. Funding partners (including The Town of Winter Park, Winter Park Resort, Town of Fraser and other local entities, Colorado Department of Transportation and the Federal Transit Administration) will need to provide some latitude to achieve the long-term vision. Examples of this are:

- (1) Allowing time for the total fleet to become wheelchair accessible;
- (2) Agreeing to fund a base level of service outside the Town of Winter Park at current rates until such time as elected officials and voters can consider their ability and willingness to fully fund the current services; and,
- (3) Providing adequate capital funding for the system.

Making a successful transition requires many decisions and activities. It will be an iterative process that requires an ongoing decision-making process as many activities and decisions are needed. Many decisions will be dependent on each other or upon partners such as the voters, the current contractor (First Transit), CDOT, and the Federal Transit Administration.

This transition plan identifies the basic plan for public transit service along with the components, activities, and decisions that will be needed. Final outcomes in each area will be dependent on decisions made throughout the process.

COMPONENTS, ACTIVITIES, AND DECISIONS

This plan provides for a smooth transition from private sector operation to public sector operation, through a plan that allows for a range of decisions. For example, it provides a recommended funding plan but provides for alternatives. The alternatives are designed to maintain service levels while long-term funding is secured.

The primary components are:

- The service plan is the basis of the fleet and financing that will be required for the system.
- The capital plan identifies the fleet requirements, maintenance and operations facility, and ancillary facilities and equipment (such as stops, shelters, signage, communications equipment).
- The financing plan identifies the sources of operating and capital funding necessary to implement the plan.
- The management plan identifies a wide range of activities, including:
 - Administrative policies and systems that address staffing and activities that will be put in place to operate a high quality public transit system and meet the requirements of receiving Federal funding. This includes ongoing decision-making, public participation, and the recordkeeping and oversight necessary to monitor system performance.
 - An ADA transition plan that identifies how the system will achieve full compliance with the ADA.
 - The marketing plan identifies public information and system branding needs.

This transition plan provides the key elements that define the public transit system: the service plan, capital plan, financing plan, and the ADA transition plan. These four elements are interdependent and frame the overall transition to publicly funded services. Other activities are generally described and will be completed during the remainder of 2015.

SERVICE PLAN

EXISTING SERVICES

Winter Park Resort has operated transportation services for years to support the ski area. They contract with First Transit to provide resort shuttle, town, and commuter services. The service operates during the ski season only and is supported in the offseason with charter services. This service is ancillary to their primary business of operating a ski resort.

Figures 1 and 2 (for Day and Night Service respectively) are the current service brochure. The local routes cover the entire town of Winter Park, most of the incorporated area of Fraser, and the Meadow Ridge subdivision. Commuter services are focused on connecting Fraser and Granby to employment in Winter Park.

The ADA Complementary Paratransit service is provided on an on-call basis with 24-hour notice requested but trips often provided the same day they are requested.

Day service generally operates between 7:30 AM and 5:30 PM, although some services are limited mid-day. Routes generally serve a neighborhood or subdivision and then travel along US 40 to the ski areas, with the Mary Jane Shuttle providing connecting service to the Mary Jane base. Evening service is more limited and generally operates between 5:30 PM and 11:30 PM. The same general areas are served, but neighborhoods are connected to US 40 service via transfers; most routes do not continue to the ski areas. The nighttime "Lift" is generally equivalent to the day "Black" line, operates between the ski area base / Old Town and Fraser. It also serves the area covered by the daytime "Green" line. Neighborhood service in Winter Park is via demand response service.

During the off season, First Transit provides limited charter services that includes YMCA, Granby Ranch, Devil's Thumb, Winter Park employee events, rafting trips, Sunspot events, and Amtrak. These charter services are also important to the local economy and help to offset costs incurred by First Transit in the off-season. These charter services carried 5,107 passengers in 2013/2014, and are estimated to produce between \$150,000 to \$200,000 in annual revenue.

Figure 1: The Lift Day Service (2014-2015)

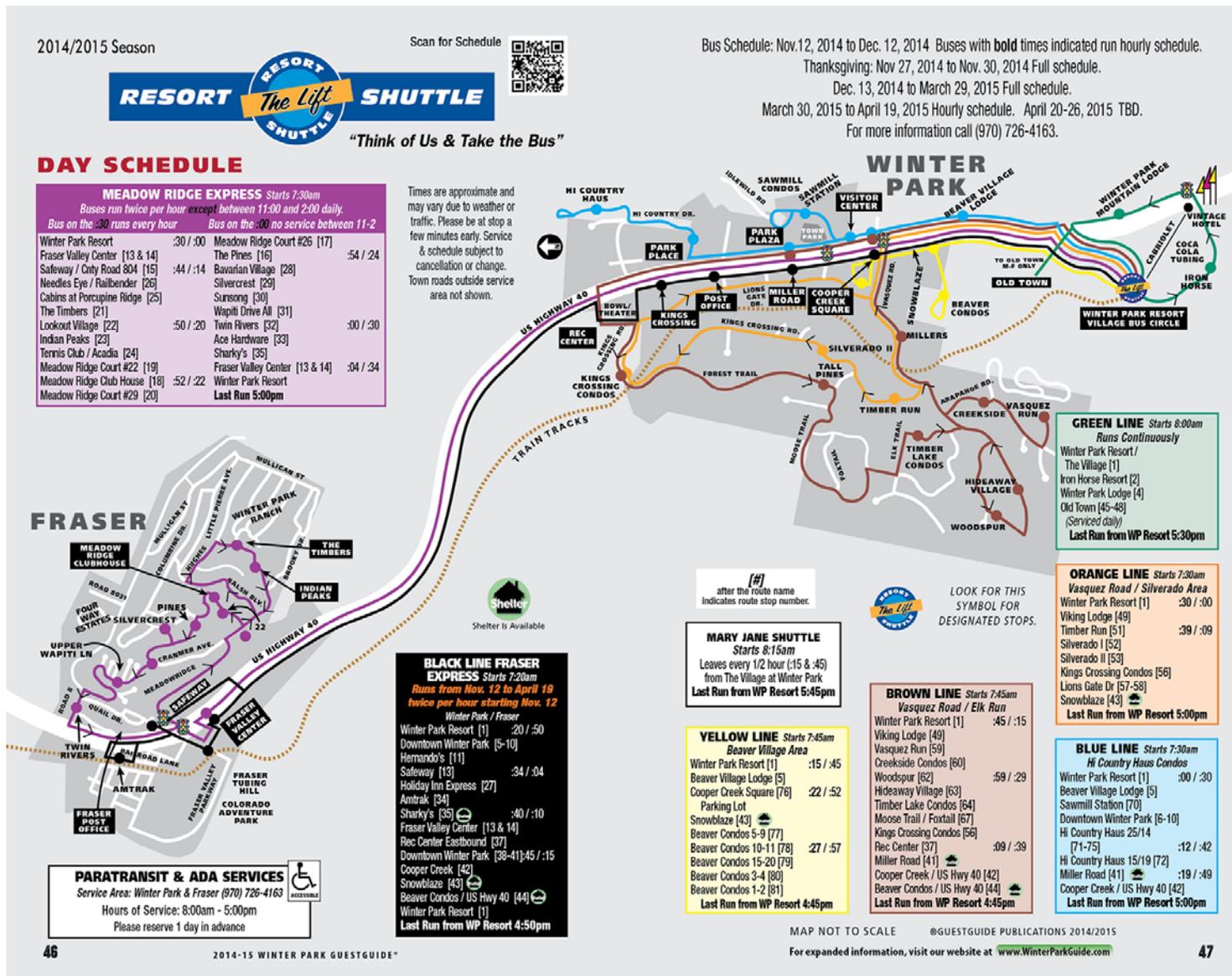
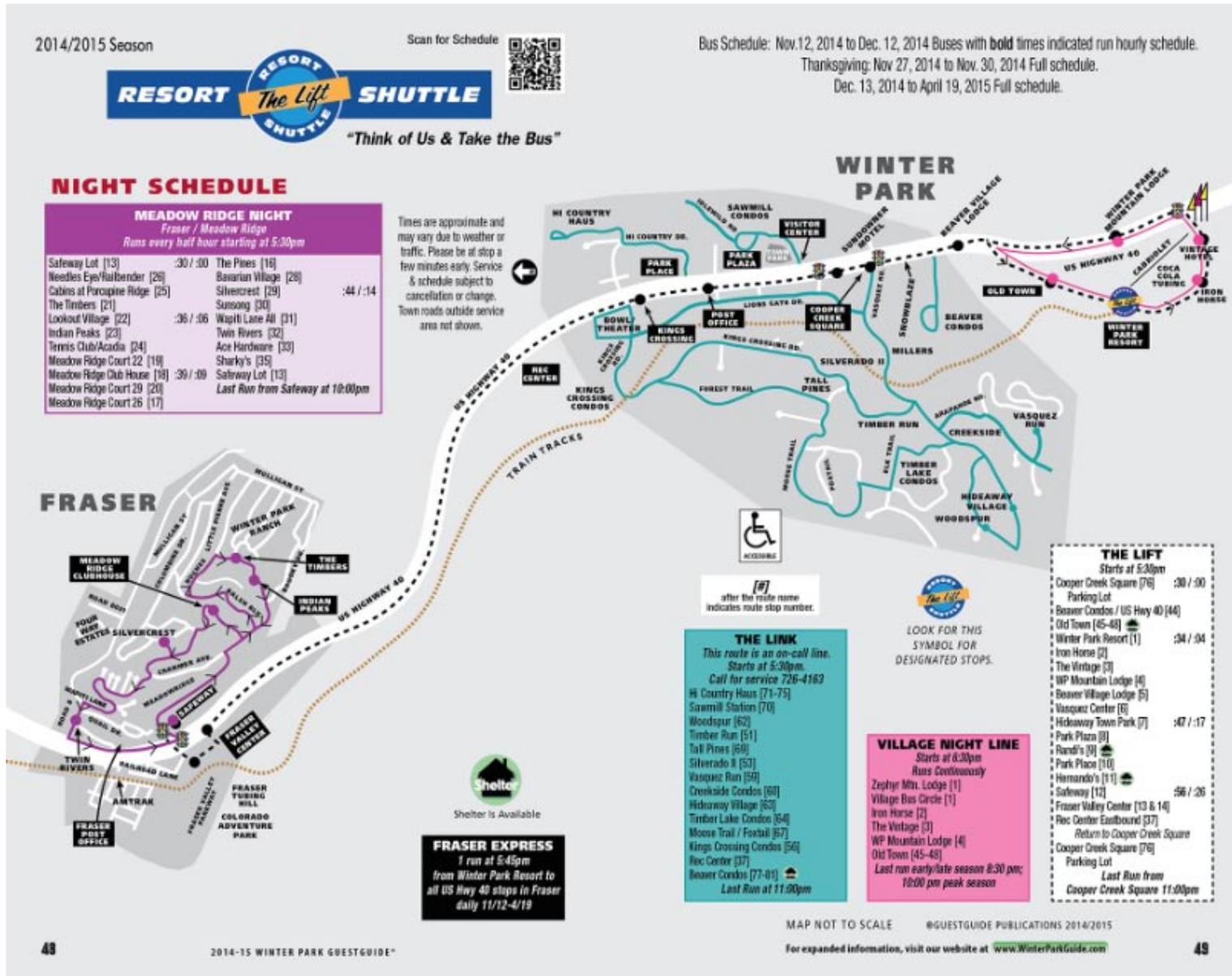


Figure 2: The Lift Night Service (2014-15)



PROPOSED SERVICES

The service plan reflects the agreement to maintain winter season service as it presently exists for the first year while expanding services to the summer and shoulder seasons based on recommendations from prior studies. Charter services will be separated from the public transit network. Winter Park Resort, First Transit, and other holders of PUC licenses will continue to provide charter services using their own vehicles.

WINTER SERVICE

The proposed winter service would maintain all current routes, although they are now defined in the MOU as either publicly or Resort funded services. Regularly scheduled routes serving the general public are included in publicly funded services, while parking shuttle services and internal shuttles (the Willy Cab) will be privately funded by the Resort.

Table 1 identifies basic service characteristics for the public system and resort services. Two levels of service are operated: a limited hourly schedule, operating for 55 days of the winter season and a full schedule with 30-minute frequencies that operates 111 days in the winter. The number of days operated varies a bit each year; Table 1 reflects the 2013-14 season.

The Black and Meadow Ridge Express routes operate on the same schedule for the entire season, but the Blue, Orange, Brown, and Yellow routes switch from hourly service during the limited schedules to half hourly service during the full schedule. In addition, on the busiest days, overflow vehicles will continue to be deployed as necessary.

About 25,000 service hours are operated in the winter public network and 358,000 service miles. Based on the last year, 357,500 riders were carried on the public network for an average of 15.5 riders per hour. The services specific to the Resort accounted for an additional 2,100 service hours and 33,000 service miles. The Resort-specific services carried an additional 157,400 riders, or 68 riders per hour of operation.

Figures 3 and 4 illustrate the proposed route networks for the publicly and privately funded routes assumed to be operating in the winter.

Table 1: Service Characteristics – Winter Service

PUBLIC TRANSIT SYSTEM		Span of Service		Frequency		Vehicles		Annual Riders	Riders/Hr.	Annual Service Hours	Annual Service Miles
		Day	Night	Day	Night	Day	Night				
Meadow Ridge Express*	Ltd.	8, 9,10 AM, 2,3,4,5 PM	(see below)	:60	:30	1	0	41,097	13.8	1,495	25,565
	Full	7:30 AM - 5:30 PM		"	"	1	0				
Black Line Fraser Express	Ltd.	7:20 AM-5:50 PM	5:45 PM (1 run)	:30 all day	N/A	2	0	51,853	15.0	3,464	48,107
	Full	" "	" "	"	"	2	0				
Green Line	Ltd.	8:00 AM-5:45 PM	--	:20 all day	N/A	1	0	54,205	31.8	1,702	13,479
	Full	" "	--	"	"	1	0				
Yellow Line	Ltd.	8:15 AM-4:15 PM	--	:60	N/A	0.5	0	29,682	21.7	1,367	22,631
	Full	7:45 AM - 5:07 PM	--	:30	"	1	0				
Brown Line	Ltd.	7:45 AM-5:20 PM	--	:60	N/A	1	0	38,830	14.6	2,655	32,367
	Full	" "	--	:30	"	2	0				
Blue Line	Ltd.	7:30 AM - 5:27 PM	--	:60	N/A	0.5	0	33,091	22.9	1,447	27,700
	Full	" "	--	:30	"	1	0				
Orange Line	Ltd.	7:30 AM - 5:30 PM	--	:60	N/A	0.5	0	35,946	24.6	1,464	27,700
	Full	" "	--	:30	"	1	0				
Mary Jane Shuttle*	Ltd.	8:15 AM-6:15 PM	--	:30 all day	N/A	1	0	19,140	11.0	1,313	20,000
	Full	" "	--	"	"	1	0				
Granby/ Fraser Commute	Ltd.	5:55, 6:55, 11:55 A	4:45, 5:45 PM	N/A	N/A	2	0	10,133	8.7	1,162	36,188
	Full	" "	" "	"	"	2	0				
Fox Run Commuter*	Ltd.	6:15, 7:15-xfer, 7:25 AM	Eve: use Fraser Exp.	N/A	N/A	1	0	1,070	3.4	319	3,984
	Full	" "	" "	"	"	1	0				
The Lift Night	Ltd.	--	5:34 PM-11:42 PM	N/A	:30	0	1	40,770	16.1	1,734	25,207
	Full	--	" "	"	:30	0	2				
Meadow Ridge Night*	Ltd.	--	5:30 PM - 11:00 PM	N/A	:30	0	1	4,204	3.9	1,079	9,960
	Full	--	" "	"	:30	0	1				

Table 1, continued

PUBLIC TRANSIT SYSTEM		Span of Service		Frequency		Vehicles		Annual Riders	Riders/Hr.	Annual Service Hours	Annual Service Miles	
		Day	Night	Pk/Mid/Pk	Night	Day	Night					
Link Call-n-Ride Night	Ltd.	--	5:30 PM - 11:00 PM	N/A	N/A	0	1	17,410	21.1	1,079	12,948	
	Full	--	" "	"	"	0	1					
Village Night*	Ltd.	--	6:30 PM - 8:30 PM	N/A	:30	0	1	7,094	8.5	609	6,308	
	Full	--	6:30 PM - 10:30 PM	"	:30	0	1					
Paratransit/ ADA	Ltd.	5:55 AM-5:30 PM	5:30 PM-11:42 PM	N/A	N/A	1	1	2,037	1.3	1,909	16,600	
	Full	" "	" "	N/A	N/A	1	1					
Total Public System	Limited Schedule: Peak Vehicle Requirements					11.5	5	386,562	17.0	22,798	328,744	
	Full Schedule Peak Vehicle Requirements					14	5					
RESORT SERVICES		Span of Service		Frequency		Vehicles		Annual Riders	Riders/Hr.	Annual Service Hours	Annual Service Miles	
		Day	Night	Pk/Mid/Pk	Night	Day	Night					
Old Town Shuttle extra	Extra	8:00 AM-5:30 PM, as needed	N/A	Continuous	N/A	3	0	140,072	68.5	2,045	20,250	
F & G Lot Shuttle	Extra	8:00 AM-5:30 PM, as needed	N/A	Continuous	N/A	3	0	17,320	64.1	270	4,500	
Total Resort Services							6	0	157,392	68.0	2,315	24,750
SCHEDULED CONTRACT TOTAL	Ltd.	The Public services require an additional 2 vehicles for peak days and 2 spares for a total of 18. The Resort services require an additional 4 vehicles for overflow and 2 spares for a total of 12.					17.5	5	543,954	22	25,113	353,494
	Full						20	5				

*Services operated under contracts.

Figure 3: Proposed Winter Route Network – Daytime Services

Proposed Daytime (Diagram Showing Publicly Funded Routes Vs. Privately Funded Routes)



Figure 4: Proposed Winter Season Route Network – Night Services

Proposed Evening Public Transit Services



SUMMER SERVICE

The proposed summer service consists of operating:

- A fixed route connecting Fraser to Winter Park with call-and-ride service on either end, serving Meadow Ridge outside Fraser and the neighborhoods of Winter Park that are served by the night Lift. This will require two vehicles to provide 30-minute service in peak periods.
- ADA Complementary Paratransit service will be available during all hours of operation.

The Summer Season runs from approximately June 1 – September 6 (Labor Day weekend) each year, estimated at 99 days. Service will be provided from 6 AM to 11 PM, with buses returning by 11:30 PM. The total span of service is 17.5 hours.

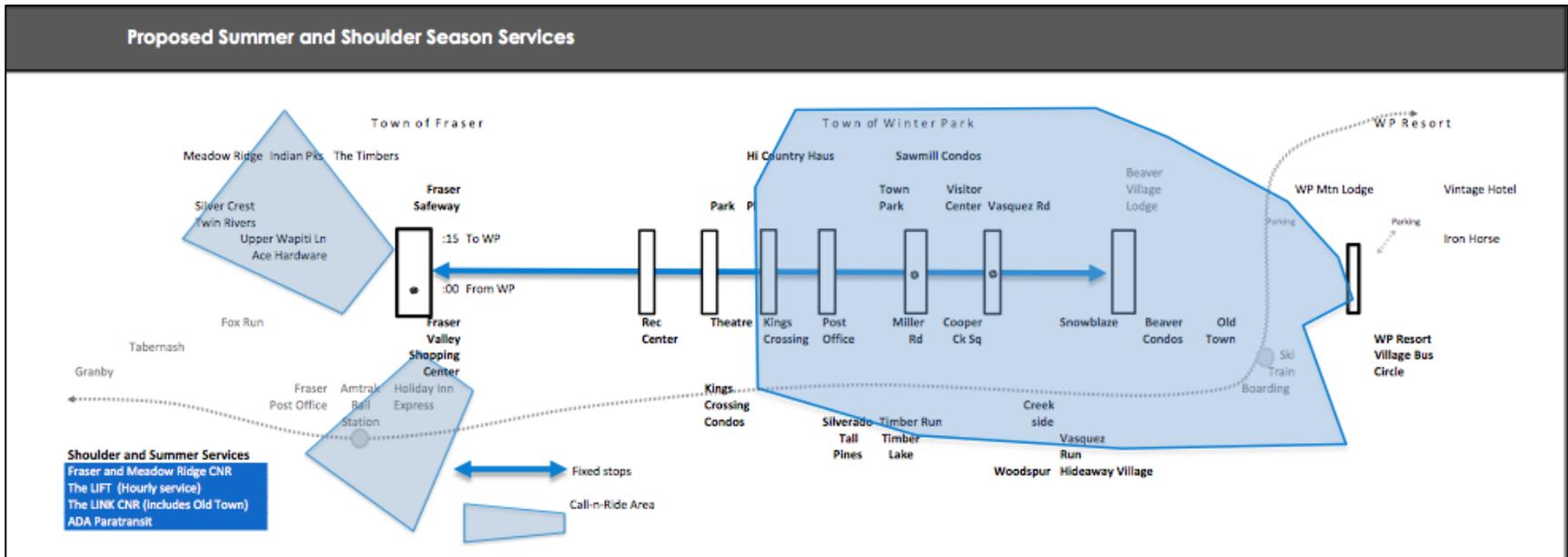
Funding for summer and shoulder services from other communities has not been secured. The ability to maintain services outside of Winter Park beyond the first summer may be dependent on other entities providing funding.

SHOULDER SEASON SERVICE

Each year the shoulder seasons are from approximately April 11 – May 31 and from September 7 to November 15, the beginning of the winter season. This is estimated at 107 days.

Figure 5 illustrates the proposed route network in the summer and shoulder seasons. The networks are the same, although it is anticipated that more hours will be needed in the summer than in the shoulder seasons. In the early years it may be desirable to provide a service that is solely a demand response service in the spring shoulder season.

Figure 5: Proposed Summer and Shoulder Season Route Network



It is anticipated that demand for service will vary, with relatively low ridership in the shoulder seasons, but growing in the fall shoulder season as winter gets closer. The first two weeks in November may have ridership levels similar to summer, as people seek jobs and go for training classes. As such, it is recommended that adequate demand response hours of service be budgeted for 24 vehicle hours of service daily, with the understanding that the deployment of vehicles will be based on demand.

Other planned operating characteristics are:

- Call-and-ride service will serve only established bus stops.
- ADA Complementary paratransit service is defined as curb-to-curb service, however on a case-by-case basis may be provided door-to-door. Safety for passengers and vehicles will guide decisions on where passengers can be picked up.
- It is planned that the commuter buses will be parked in Granby overnight and driven into Winter Park by employees. They will be parked at the bus yard during the day. The budget is based on two daily round trips.

Table 2 summarizes the basic operational characteristics of the proposed summer and shoulder season services. Until there is actual experience, the hours and days have been averaged. While projected ridership is initially quite low (averaging 6 passengers per hour of service) it is anticipated that it will grow over time.

Table 2: Summary of Summer and Shoulder Season Services

SERVICE	Span of Service	Vehicle Hours		Vehicle Miles		Estimated Riders	Vehicles in Service
		Per Day	For Season	Per Day	For Season		
CNR - Expanded LIFT	6:00 AM – 11:30 PM	17.5	3,483	175	34,825	20,895	1 to 2
ADA Paratransit	Available during all hours of service.	1.5	299	20	3,980	390	1
TOTAL SUMMER & SHOULDER SEASON		19.0	3,781	195	38,805	21,285	2 peak

TOTAL SYSTEM

For the purpose of calculating costs and revenues this section identifies the total system operated on an annual basis. Table 3 identifies the basic system characteristics over the course of one year.

Table 3: Total Transit System

Transit Network	Annual Riders	Peak Vehicles	Annual Service Hours	Annual Service Miles
Fixed Route Services				
Winter - Publicly Funded	367,115	13	19,157	286,993
Call-and-Ride or Flexible Route Services				
Summer & Shoulder Seasons	20,895	2	3,483	34,825
Winter - Publicly Funded	17,410	1	1,734	25,207
ADA Complementary Paratransit Service				
Summer & Shoulder Seasons	390	1	299	3,980
Winter - Publicly Funded	2,037	1	1,909	16,600
TOTAL PUBLIC TRANSIT NETWORK	407,847	14*	26,581	367,605
Resort - Specific Services	214,424	6**	2,103	33,000
TOTAL CONTRACTED SERVICES	622,271	20*	28,684	400,605

* Two additional vehicles needed for public peak service, plus spares for a total of 18 vehicles.

* Four additional vehicles are required for peak resort operations, plus spares.

PUBLIC INVOLVEMENT

Both the 2007 and 2008 plans had strong public involvement efforts that resulted in a solid understanding of the needs of the community. Those needs have not changed since 2008, so the reader is referred to that material. The recession prevented a majority of recommendations from being implemented Winter Park held a public open house to gain feedback on the proposed service plan and grant application on May 19, 2015, with positive responses received. There is a consensus among funding partners that the services provided during the 2014-15 winter season should remain the same for the following season. Improvements may be made the following year. If funding partners can identify additional resources, then some additional service could be added in 2015-16.

There are questions about the days and hours of service in the shoulder and summer season service. These are:

- In the spring, should only demand response service be operated, or should the bus maintain the same fixed route schedule as in the summer and fall?

- o There is value in consistency.
- o The additional hours are likely not needed in the spring shoulder season when the Town empties out and many employees are off work.
- In the shoulder and summer seasons, hours of 6 AM – 11:30 PM are proposed to enable the system to serve riders needing to get to jobs starting at 7 AM and to return home from jobs ending at 11 PM. Are these the appropriate hours?

The proposal for consistent service is based on knowing that whatever is done there is likely to be a learning curve. It is recognized that as new service in the spring, summer, and fall it will likely have low ridership the first two years and only build gradually. Services will be adjusted over time to reflect demand.

It is also recognized that winter services will need to be adjusted time. There are some differences between the proposed schedule and what is in place today. The primary one is that there is more of an emphasis on services that can be easily communicated to the general public and a clear separation of services that are part of the public network from other services. The Yellow line is an example of this: it only requires one-half a bus when limited service is operated and the contractor uses the other 30 minutes each hour as needed, perhaps for driver breaks, perhaps for more public service, or perhaps for more parking shuttles. (There is no question that it is used wisely – the contractor does an excellent job of moving hundreds of thousands of people with limited resources.) As the service is transitioned to a public operation there will be more emphasis on accountability by type of service as each type will be funded by a different entity; this may result in some loss of flexibility. The Yellow Line and Brown Line are ones for which changes may be considered, for example, to better match the fleet and service requirements in the limited service season.

CAPITAL PLAN

A description of existing fleet and facilities is useful in setting the stage for understanding the capital costs that are included with developing a stable public system to replace the existing system.

EXISTING FLEET AND FACILITIES

FLEET

Presently, First Transit provides the vehicles for the contract. These vehicles are titled to First Transit and the daily fee covers the costs associated with providing the vehicles. Most vehicles are fully depreciated but some of the 2008 vehicles still have lease fees remaining in the contract. A fleet roster is included in Appendix A to this report, along with some pictures of existing equipment.

Many of the vehicles are of a school-bus style, but some are a transit bus style. The transit-style coaches are large body-on-chassis vehicles. The school buses are relatively easy to maintain and have a substantially lower cost for maintenance. They have high clearance. They are also difficult to board due to high steps and narrow aisles. Most have only one entry door.

MAINTENANCE AND OPERATIONS FACILITY

The facility the service operates out of is a Winter Park Resort facility, located just north of the Old Town area, near the Old Town parking lot. The Resort has a license agreement with First Transit to use the facility and it also allows for charter operations to be conducted out of the facility and allows Winter Park Resort Association access to and use of the facility.

The facility is a cement block structure that sits on approximately 3 acres and is roughly 3,500 square feet. It includes the operations center with three small offices and maintenance shop with two service bays, a bus wash bay and a small parts room. There is limited space for training and driver check-in and managers share an office.

Shop equipment is minimal, with jack stands and manual wheel lifts utilized for undercarriage work.

Figure 6: Maintenance and Operations Facility – Outside View



Figure 7 – Inside View of Maintenance Bays



Fuel storage tanks are adjacent to the main building, to the north of the facility. Tire, used oil, and other storage is located to the south of the facility, some outdoors and some in an open shed.

Figure 8: Fuel Tank



Figure 9: Outdoor Maintenance Storage



The buses are stored outside on unpaved ground that becomes muddy when it rains or the snow melts. Most buses are equipped with block heaters and there are plug ins for 23 buses.

Figure 8: Bus Parking



Buses are washed on site by whatever staff is available. On average, the buses are washed once per week, which is not satisfactory given the winter conditions in Winter Park.

The maintenance crew does as much as possible with the resources at hand but the age and condition of the fleet and facilities limitations and staffing limitations create a difficult situation that requires a large spare bus fleet. Increasing the number of maintenance staff and adding wash crew support personnel are options to look at for improving maintenance performance.

The facilities in general are primitive and undersized for the scope of the operation they are presently supporting.

OTHER FACILITIES

The system has shelters at some stops along US 40 in Winter Park. As roadway improvements were made over the last few years, all have met ADA standards. In addition, there are two bus turn-arounds at Winter Park Resort – one near the main entrance and boarding area for the Cabriolet that is paved and the other that is by the Old Town area that is unpaved. There will be, over time, a need for a variety of improvements at stops throughout the system.

Figure 9: US 40 Bus Shelter



PROPOSED FLEET AND FACILITIES

FLEET

It is proposed that for the public services all vehicles be purchased and owned by the Town of Winter Park. Of the 18 vehicles needed, 15 are for full-size coaches (40-45-foot) and 3 are smaller body-on-chassis vehicles for ADA Complementary Paratransit and call-and-ride services (22-24-foot). As services develop the Town may find the mix is 14 and 4 or some other configuration. Or, they may find that additional vehicles are needed for overflow riders in peak periods. Adjustments can be made to purchases as needed as replacement vehicles will take several years to procure.

The Town desires vehicles that are transit style, with two doors for loading and unloading. Seating arrangements may be a mix of front-facing seats and perimeter seating. Due to snow and drainage, vehicles need to have a standard floor height and wheelchair lifts. There are few areas where low-floor buses (with ramps) could be used.

At present fares are not charged but the Town retains the option to have a fare system on regional routes – defined as service that extends beyond the developed area in and around Winter Park and Fraser. For regional routes some type of farebox system would be needed.

Drivers are responsible for counting passengers, and long-term an automatic passenger counting system may be advantageous.

At present the system uses the Resort communication system. Initial plans are to figure out if there is a way to segregate the bus transmissions from other Resort transmissions and continue on this system. Long-term there will need to be a free-standing system established that can serve the needs of a regional transit agency.

Other electronics are important, such as having GPS and automatic vehicle locators (AVL) that can be used for monitoring service and dispatching vehicles to address overloads. Maintaining a General Transit Feed Specification (GTFS) data stream for local and regional transit options will be important for the many visitors to the region. Another electronic item is automatic passenger counters.

There is an interest in operating vehicles that are “green” although it may take some time to make this a reality. However, this needs to be considered in the development of a transit facility, so a fueling station can be provided.

While a cost of \$325,000 for a full size coach is used to estimate the costs, there are both higher and lower-cost options. In addition, used coaches can be obtained for a short-term option. Although the purchase price is generally not high, the maintenance and painting costs are significant.

Fleet costs are estimated at:

Regular Transit Coaches	15	\$325,000 each	\$4,875,000 total
Body on Chassis Buses	3	\$90,000 each	<u>\$270,000</u> total
		TOTAL	\$5,145,000

As costs will need to be spread out over many years, the costs are expected to escalate over time. This section only defines revenue vehicles. Some non-revenue vehicles will also be needed: a maintenance truck and supervisory vehicle are the minimum requirements.

It is proposed that the system initially purchase three body-on-chassis small buses and one full-size accessible vehicle to provide enough accessible vehicles to operate the proposed public service. Then, one-to-two full-size transit coaches can be purchased annually until a fleet of fourteen are available. The smaller body-on-chassis vehicles would be replaced about every five to seven years, depending on level of use. The purchase of these vehicles will be dependent upon the availability of capital funds through CDOT for a portion of the purchase price.

FACILITIES

The primary facility need is for a maintenance and operating facility. Facilities are needed for both the publicly-funded transit system and the privately funded Resort transit system. Ideally the facility will also be able to support publicly funded services such as the Grand County Council on Aging vehicle maintenance or provide maintenance for regional services that may travel through or originate in the County.

The challenge is that FTA dollars may only be used for publicly funded services. It will be important to explore options for ensuring there is a facility that can also maintain the rest of the transit network. For example, could maintenance of private vehicles be provided at market rates, with the revenues off-setting the facility capital and operating costs? Could two facilities be built side-by-side, one for publicly funded services and one, as an economic development project, for private services? Such questions as well as the details of size, configuration, functions, and cost will be explored in a maintenance facility study.

Size requirements for a maintenance and operations facility can be generally estimated as follows. These estimates are based on the public transit service plan and design guidelines¹. Space requirements for the Resort services would be in

¹ Transit Cooperative Research Program Synthesis 7: Regulatory Impacts on Design and Retrofit of Bus Maintenance Facilities, Edward M Abrams of Abrams-Cherwony & Associates and Frank Spielberg of SG Associates, 1994. A key foundation for this document was "Transit Garage Planning Guidelines, A Review", Spielberg, F. and S.J.

addition to these numbers. It is recommended that the storage be indoors, as it is estimated that indoor storage saves 5-10% of maintenance costs. Given the extreme winter weather, it is likely that Winter Park would be at the high end of that range.

Final decisions on what will be required will be based on policy items (Will any vehicle storage be covered or indoors? What fueling facilities will be provided?) and items such as the amount of contracted maintenance and how well work can be scheduled between the winter and off-season. Note that the average figures are based on an even level of service year-round, not the flow that is seen in a resort community with 320,000 annual miles occurring in five months. It is typical for resort transit systems to focus on preventive maintenance and basic necessary repairs, as much as possible, during the peak winter season and to undertake major servicing in the off-season when fewer vehicles are needed on the road.

<u>Area</u>	<u>Square Feet</u>
<u>Maintenance</u> : 1,400 square feet per 100,000 miles operated. At 368,000 annual miles =	5,152
<u>Transportation</u> : 22 square feet per active fleet plus 900 square feet. At 18 active vehicles =	1,296
<u>Administration</u> : 260 square feet per employee. At two administrative employees =	560
Total	7,028
<u>Storage</u> : 500 square feet per active fleet =	9,000

An estimated 5-8 acres of land will be needed, based on topographical features and layout. Costs will also include site work, drainage, paving, utilities, and fueling systems. Consideration will also be given for the type of construction needed for the climate.

Winter Park plans to:

- Undertake planning work and involve professionals who are familiar with transit maintenance facility design, including environmental regulations and the facilities needed for alternative fuels in the design of the facility.
- Compare the facilities that have been built in other resort communities in Colorado.

Andrle, SG Associates and Clark, Nexsen, Owen, Barbieri & Gibson, for Office of Planning, Urban Mass Transportation Administration (August, 1987).

OTHER FACILITIES

While the initial consideration is simply getting the basic fleet and facilities needed for a functional transit system, other facilities or improvements need to be planned for in the longer term. These include:

- Bus stop and signage expansion or improvements
- Improvements to turn-around areas in Fraser and in the Old Town area (paving and drainage improvements)
- Multimodal transfer centers for local bus, regional bus, and Amtrak passengers in Fraser and Winter Park

FINANCIAL PLAN

The financial plan consists of operating and capital components. Each are identified here and a general ten-year financial plan is subsequently developed.

OPERATING COSTS AND REVENUES

COSTS

The cost of services includes the contract costs as well as other costs incurred by Winter Park Resort and the Town of Winter Park. The "other" costs are considered to include management or administrative oversight that is over and above contract costs. Bus stop maintenance costs have not been included, but may be in the future.

The current contract spreads fixed costs over the winter season. Essentially, the costs of a year-round manager, mechanic staff, and vehicles are fixed costs covered in the daily fee of just under \$5,000 per day for 159 days.

Applying current contract costs to the projected system can provide an order of magnitude estimate of the system costs, but there will be significant differences:

- The fleet that will be covered by the contract will be different. The Town will begin purchasing vehicles (new and used) to which it will hold title. All vehicles purchased will need to be wheelchair accessible. The fleet size for the public network is estimated at 18 total vehicles with spares for the current network while the Resort fleet is estimated at 12 with spares.
- Charter costs will not offset other contracting costs but rather will be completely separate from any public operation.
- It is anticipated that an additional investment may be needed in vehicle maintenance to keep federally-funded assets well-maintained.
- Additional services will be provided and they will be spread out over the entire year

The plan is for the Town of Winter Park to initially be assigned the contract and then go through a procurement process for a new service contract. Prices will reflect the above differences.

At present, the current contract provides an estimate of costs that may be expected for year-round service. The numbers have been rounded to the nearest hundred.

Estimated Fixed Costs: 159 days * \$5,134 per day =	\$816,300
Estimated Variable (Hourly) costs: <i>(Contract rate \$39.45 per hour 2015-16)</i>	
Winter Season at 24,950 hours =	\$984,300
Shoulder & Summer Seasons at 4,250 hours =	<u>\$167,700</u>
	\$1,968,300
Total Public Transit System Operating Cost	\$2,000,000
Additional Resort-specific Services	<u>\$100,000</u>
Total	\$2,100,000

The total contract cost (\$2.1 million) equates to an average hourly cost of \$65.17 per hour when fixed costs are spread over the total hours of service. The cost per hour for the public system, spreading fixed costs only over public services, results in an hourly cost of \$77 + per hour.

The current contracts have tiered rates for different entities. Generally, the Resort has paid a fixed cost for the base system while other jurisdictions pay a tiered rate that may include both variable costs and those additional fixed costs associated with the service that is being provided. The parties have worked together and compromised to develop a system that is largely affordable to the entities participating.

It will take some time to readjust these formulas to maintain affordability while getting this on even footing. The initial plan is that the Town will pay the base fixed costs for the system and work with other entities to move towards an equitable system of payment, preferably as stable funding sources are found for each jurisdiction. For the time in which the Resort continues to pay for the system, they will pay a lower tiered rate that reflects other contributions to the system.

REVENUES

The Town of Winter Park plans to consider a long-term sustainable funding source on the November, 2015 ballot. This is estimated to result in \$1.5 million in annual revenues for transit services and capital expenses.

Meanwhile, Grand County is considering a study to determine what it will take to provide countywide services in terms of costs and revenues. As noted earlier, the amount that other jurisdictions (Fraser, Grand County) will pay into the system will be figured based on the current system. Over time, as these jurisdictions have the opportunity to consider what their voters are willing to support, the revenue picture is expected to shift. At present, \$155,000 in contract revenues is used as a baseline. (While \$185,000 is received at present, it is assumed that the \$30,000 paid by the Village for night service will be covered by the Town funding).

Presently Fraser, Grand County, and a dozen homeowner associations together fund service in Fraser, Meadow Ridge, Beaver Condos, Fox Run, and other locations. The assumption is that this funding will continue until there is a replacement funding mechanism in place. For example, if Fraser were to provide sales tax funding, it would include payment for all services within the jurisdiction, including Fox Run and the portion of Meadow Ridge within Town boundaries.

The Resort has committed, through a Memorandum of Understanding, to contribute \$300,000 per year for ten years towards capital expenses if a sustainable funding source is approved. The maintenance and operating facility is a top priority but flexibility in both spending and payment is provided.

Winter Park will actively seek Federal Transit Administration funds, most of which are administered by CDOT for the rural area, and State funding for both service and capital expenses. Historically, CDOT funds a very low percentage of operating costs in resort communities (4-15%). The State simply does not receive enough funding to do more. CDOT only provides operating funds for the amount of service operated year-round although all capital costs are eligible for funding.

To calculate the cost of operating the equivalent of 19 hours of service per day year-round, the hourly cost of public transit services (\$77 per hour) is used. It results in eligible costs of about \$534,000 annually. However, it is expected that initial funding may be in the range of \$200,000 annually, and could grow to \$200,000 or more over time, still well below the amount for which the system is theoretically eligible.

CAPITAL COSTS AND REVENUES

Vehicle costs were identified in the previous section at a cost of \$5.145 million for the initial purchase of revenue vehicles. It is recognized that there is significant variance in the costs for vehicles, and that this will be reflected in long-term maintenance costs.

Until a study can be completed, the facility costs (including land) are estimated at \$6 million.

While the local revenues identified above will be used for local match, Winter Park will seek capital funding for vehicles and facilities from CDOT managed funds including all eligible FTA funds and FASTER funds. The revenues for vehicle replacement have been identified as approximately 65% of vehicle costs. While 80% is eligible, this is a conservative estimate based on what has occurred in other resort communities. The funding for the facility, on the other hand, is calculated at 80% based on what many other facilities have been funded at. While it is recognized that the availability of capital funding is limited, there is also a question of equity. Building the facility may require a longer time frame to get underway.

Ongoing fleet replacement costs will be lower beyond the ten-year period of the plan. A life of 15 years has been assumed for the full-size coaches and seven years for the small body-on-chassis buses. This is beyond the average of 12-years and 5 years, because they will be run hard in the Winter but will have light use the rest of the year. This requires an annual fund of \$303,000 for full size coaches and \$45,000 for small vehicles or a total of about \$350,000 annually as a replacement fund.

TEN-YEAR FINANCIAL PLAN

A draft ten-year financial plan has been developed, in current dollars, to show that the overall system is basically sustainable, and on what terms. It is presented as Table 4.

This plan is noted as a draft because there is much that needs to be clarified. This includes:

- Operating costs are based on the current contract and are expected to be re-negotiated.
- Decisions will be made on the type of vehicles to be procured.
- Sales tax or other sustainable public funding will need to be approved by the voters. This covers Winter Park as well as Fraser. Grand County will also have to determine how best to fund services for County residents.
- Winter Park will submit applications to CDOT for operating and capital and planning funds. The amount received will affect the budget.
- Contracts for various services will need to be re-negotiated.

Table 4: Draft Ten-Year Financial Plan

ITEM	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Operating Costs										
Public System	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000
Administrative Exp.	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Contracted Services	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000
Subtotal	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000
Planning/Marketing	30,000	40,000								
Capital Costs:										
Vehicles - Big	325,000	0	0	0	0	0	0	650,000		
Vehicles - Small	0						270,000			
Other: IT, Comm'tions										
Other equipment, facilities									500,000	500,000
Maint & Op Facility		40,000		3,000,000	3,000,000					
SUBTOTAL	325,000	40,000	0	3,000,000	3,000,000	0	270,000	650,000	500,000	500,000
TOTAL	2,725,000	2,450,000	2,370,000	5,370,000	5,370,000	2,370,000	2,640,000	3,020,000	2,870,000	2,870,000
Revenues										
<i>Operating</i>										
Contracted Services	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
Fraser Proportion*	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
WP Town General Fund	185,000	180,000	175,000	170,000	165,000	160,000	155,000	150,000	145,000	140,000
WP Town Sales Tax	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
CDOT Operating	200,000	205,000	210,000	215,000	220,000	225,000	230,000	235,000	240,000	245,000
SUBTOTAL	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000	2,070,000
<i>Capital</i>										
CDOT Capital-Buses	500,000	250,000	250,000	500,000	250,000	250,000	500,000	250,000	250,000	350,000
Town Sales Tax	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Resort Capital (in reserve)		203,000	250,000		250,000	250,000	270,000	250,000	100,000	
CDOT Capital Facility				2,400,000	2,400,000					
Land (in-kind)				600,000	600,000					
CDOT Planning funds	0	32,000	0			0	0	0	0	0
SUBTOTAL	650,000	635,000	650,000	3,650,000	3,650,000	650,000	920,000	650,000	500,000	500,000

* This assumes a tax is passed in Fraser which would cover much of the contracted service plus a proportional share of the variable costs of operating in Fraser on all routes

MANAGEMENT PLAN

The management plan identifies a wide range of activities, policies, and systems that will be needed to operate a high quality public transit system and meet the requirements of receiving Federal funding. The basic categories that are covered are:

- The contracts necessary to operate and fund the transit service.
- Administrative policies and systems that address staffing and activities including ongoing decision-making, public participation, and the recordkeeping and oversight necessary to monitor system performance.
- An ADA transition plan that identifies how the system will achieve full compliance with the ADA.
- A marketing plan that identifies public information and system branding needs.

Generally this management plan defines what will be done, the relationship between the activities, and a planned schedule for completing the work. The actual documents (e.g., ADA transition plan, Title VI plan, and various policies and contracts) will each be completed separately.

It is anticipated that the Town of Winter Park will carry out most activities through a contract with TransitPlus for management services through the end of 2016. This will provide technical expertise where needed to get the fundamental components in place. Additional technical assistance will be sought for two projects: a plan to develop a maintenance and operating facility and a customer information plan. By the end of 2016, it is anticipated the Town of Winter Park will hire a transit manager to provide ongoing management, administration, and contract oversight. In addition, Town staff in management and finance will support the transit operation.

CONTRACTS AND AGREEMENTS

The transition plans requires the unwinding of existing agreements for services and funding and the development of new agreements. Many parties are involved, with different parties involved in each agreement.

First Transit is the common hub for the current agreements for the provision of transit services. First Transit holds an agreement with Winter Park Resort for transit services that fit into the categories of general public transit, resort-specific transit, and charter services. The rates charged to other parties are reasonable because the Resort:

- Pays most fixed costs through their daily rate;
- Assures there are vehicles available for needed services; and
- Allows First Transit to use the fleet and facilities to provide charter services.

First Transit also maintains over a dozen separate contracts for services, often with individual HOAs that contribute to a particular service. Figure 10 illustrates the existing and proposed contractual arrangements.

The Town of Winter Park will have the primary agreement with First Transit. This shift is important for quality control. For the short term there will remain many separate contracts for funding services as individual jurisdictions and homeowner associations continue to fund services. In the longer term, it is hoped that sustainable public sources of funding are obtained and replace the need for individual HOA contracts.

The Town will also provide for Resort transportation through this contract, with the Resort paying for the services that are for movement within the Resort. By maintaining a single contract it is likely that the prices will be better than either could obtain separately. It also allows for sharing of some vehicles and having a single management structure.

TOWN AGREEMENTS

A Memorandum of Understanding between the Town and Resort has been developed that outlines the basic transition plan and the roles and responsibilities of each party. It was approved by the Town Council and Winter Park Resort in May of 2015.

A more detailed Service and Funding agreement will follow, but this cannot be completed until negotiations with First Transit results in an agreement with firm prices and terms of service. The detailed agreement is also envisioned to cover the continued use of the Resort maintenance facility and all operating arrangements.

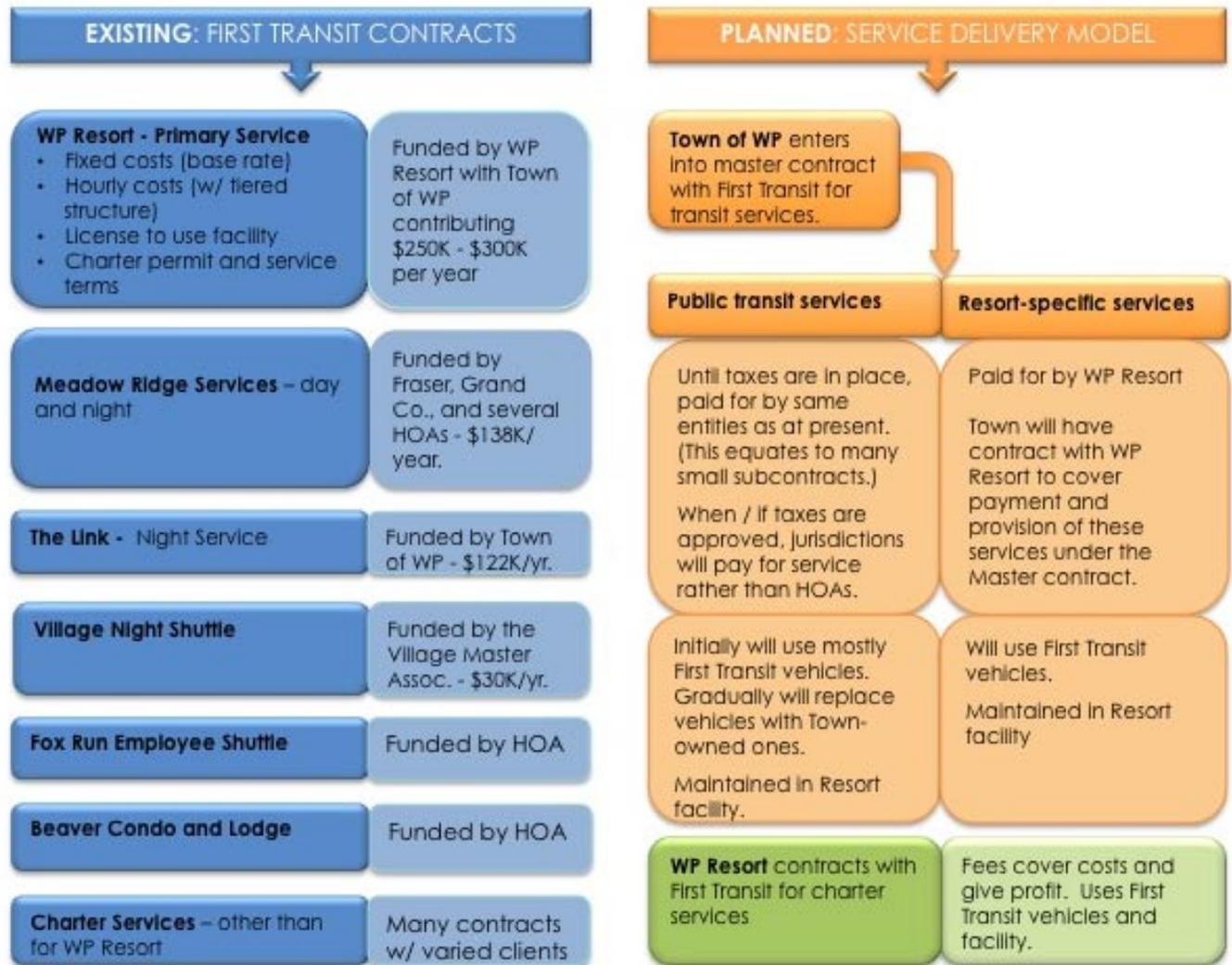
The steps and timing anticipated for the agreements are listed in Table 5 on page 36.

Table 5: Town Agreements

Agreement	Timing	Comment
MOU – Town & Resort	6-2015	Approved by Town 5-2015
Service Agreement Town & Resort	9-2015	Covers details on payment, license for facility, radios, etc.
From Resort and First Transit to Town and First Transit	June-Sept	Negotiate transfer to Town, changes to vehicles and other requirements, Federal clauses, etc. Seek sole source approval for negotiated contract.
Town and Fraser, Grand County, &HOAs	Sept-Nov	Negotiate funding agreements for 2015-2016 season

Individual funding agreements from the various parties that presently contract with First Transit cannot be arranged until the Town has a service agreement in place with First Transit.

Figure 10: Contracts: Existing and Proposed



Transition of Service Contract

At present, transit services are provided by First Transit under a contract that (a) has a term ending August of 2017 and (b) is assignable to the Town of Winter Park. All vehicles are provided by the contractor. The Town considered two options:

- Assigning the contract to the Town and then amending it to reflect changes and comply with all requirements; or
- Negotiate a sole source agreement with First Transit with the same term as the existing contract (ending August, 2017) and based upon the same cost figures.

A negotiated sole source contract appears to be the better option based on the structure of the current contract and need for many changes. The primary contract changes are:

- Expand to year-round transit service (restructure "daily rate" to reflect this)
- Transition the vehicle fleet to a public one over time (account for gradual change in fees for buses charged under daily rate)
- Assign accessible vehicles on all FTA funded service
- Comply with all FTA requirements
- Enable the Town to effectively monitor the contract by including clear performance expectations and measures.

ADMINISTRATIVE POLICIES

A wide range of administrative policies will be put in place by the Town to provide for effective services and to comply with Federal Transit Administration and CDOT requirements. Additional policies are included in the next section under ADA Transition Plan.

There are policies that are simply internal to the Town of Winter Park and there are ones that will be a part of the requirements or procedures that are passed on to the service contractor. A basic policy may show up in more than one area. For example, the vehicle maintenance plan will identify maintenance procedures for both mechanics (maintenance intervals, etc.) and the drivers (pre- and post-trip inspections). The expectations of the overall vehicle maintenance plan will be included in the revised service contract. The expectations of the drivers will be included in the operating policies and procedures.

Table 6 on the following page summarizes the administrative policies and procedures. While completion dates are noted, these will be developed in an iterative fashion to make sure each is ready as needed. A key date is early September. That is when the Town of Winter Park expects to have a final contract for services with First Transit. It is also when CDOT expects to notify grantees of award amounts.

Table 6: Administrative Policy Summary

Item	Comments and Contents	Complete By
EEO compliance	<ul style="list-style-type: none"> Title VI Plan DBE Compliance procedures 	Draft: June 5; Final: Sep. 2015
Accounting Policies & Procedures	Document control and retention procedure	Early September
Operating Policies and Procedures	<ul style="list-style-type: none"> Contractor oversight procedures; Driver training requirements; Driver procedures and practices; Lost & found; Passenger behavior policies; Complaint resolution procedures; DBE compliance; 	Early September, 2015
Vehicle Maintenance Plan	<ul style="list-style-type: none"> Pre-trip inspection requirements / form; Vehicle preventive maintenance requirements / forms 	Early September, 2015
Drug and Alcohol Testing Program	<ul style="list-style-type: none"> Recordkeeping requirements; Identification of compliance activities, requirements 	Early September, 2015
Procurement Manual	<ul style="list-style-type: none"> Local and Federal requirements for procurement; Code of conduct governing procurements; Conflict of interest policy; Protest procedures (required) Contract dispute resolution procedures (required) 	By contract execution (Jan 1, 2016) or prior to procuring vehicles
Customer Information	<ul style="list-style-type: none"> Document distribution system Interim Winter Brochure Town webpage, links in place Interim Summer/Shoulder brochure Revised Winter Brochure 	<ul style="list-style-type: none"> Sept. 2015 Nov. 2015 Nov, 2015 April, 2016 Nov. 2016

ADA TRANSITION PLAN

The ADA transition plan will do two primary things:

1. It will document how the Town fleet will be made fully accessible over time.
2. It will document the policies, procedures, and forms the Town will use to assure that individuals with disabilities have full access to public transit services.

The ADA requirements will show up in several places: in customer information materials, in the contract with First Transit for service delivery, and in the Operating Policies & Procedures.

The Town of Winter Park will immediately comply with all ADA service requirements. Note that the existing service already complies with the intent of the ADA service requirements, but the ADA transition plan will formalize what is done now, assure that it meets the legal requirements, and provide a system to document compliance. For example, ADA Complementary Paratransit is available to all who need it. While there are not procedures in place to determine eligibility, service is provided to all who request Paratransit service. Similarly, drivers receive basic training in how to meet the needs of passengers with disabilities.

The challenge in meeting ADA requirements is that most of the vehicles in use do not have wheelchair lifts. The Town's strategy for providing accessible vehicles in the short-term is a combination of procuring accessible vehicles and requiring the contractor to provide enough accessible vehicles to meet the prioritized system needs.

The first priority for fixed route service is providing the Black Line, operating in the Winter on US 40 between Fraser and Winter Park, with an accessible vehicle. This is the service for which Federal funding will be requested. It also parallels the Summer & Shoulder Seasons service. The service in the Summer and shoulder seasons will be completely accessible.

All new vehicles that are procured will be accessible, and these will be moved onto first the Town routes and then the routes serving outlying communities. However, an accessible vehicle will be placed on any route upon request to meet specific passenger needs.

The ADA Transition Plan will be prepared in draft form by June, 2015 and be finalized by early September, 2015.

MARKETING PLAN

As with other activities, the development of a marketing plan is anticipated to be an iterative process. The objective is to provide clear and accurate information but to not change too much until the Town is ready to implement service changes in the second winter season.

The initial step will be simply to assure that clear and accurate information is readily available. For the first winter season, the existing service map will be used. The Town will provide a web-page that provides additional information (for example, a Rider's Guide, detailed schedules for each period, and information on ADA Complementary Paratransit services and eligibility). Links to this page will be set up from the Winter Park Resort webpage and other key webpages. A brochure will also be provided with the required information.



The information will be distributed using existing channels: publishing the maps/schedule in the 2015-16 Guest Guide and providing information to lodging community, business community, and homeowner's associations.

The second step is to prepare a marketing plan. The best time to do this is during the first year of operation, as that is when the Town will also be gathering information on existing services and proposing improvements for the second winter season. Although new vehicles will be on order, there will be some time before they are delivered and decals will be placed on the vehicles.

The marketing plan will start with assessing the current customer information and branding, throughout the system:

- Logos in use
- Vehicle exteriors
- Signage throughout the system
- Customer information materials



The current logo is reminiscent of the logo for the Denver and Rio Grand Railroad, reflecting the significance of rail service in the Valley. Decisions on retaining the current look, perhaps updating it, or changing it would occur in the marketing plan.

Preferably the marketing plan will also include a customer survey and/or focus groups to gain a better understanding of how well the current materials communicate and desired improvements.



Taking this information in hand, the plan will then examine and make recommendations for:

- Branding of the system
 - Overall look and logos
 - Application on vehicles, bus stops, etc.
- Design of maps, schedules, and related materials
- Advertising policies

The objective would be to have the plan complete by mid-summer of 2016 so that the recommendations could be used to develop improved customer information materials for the 2016-17 season.

CONCLUSION

This management plan provides a guideline for moving forward, but it is important to emphasize that flexibility will be a key to a successful transition of service from the private sector to the public sector. Things will likely happen in an order other than what is envisioned here. There may be both upside and downside surprises.

This plan focuses on a single topic: the transition of existing services to the public sector. There are additional service needs that have not been documented here, but may be found in the 2007 Winter Park transit plan, the Statewide Regional and Intercity Bus Network Plan, or the Regional Transit Plan developed as part of the Statewide Transit Plan. There is considerable interest in developing regional services that cover Grand County as well as regional bus and rail services that connect the region to the Denver Metro area. Having a local public decision-making process in place will provide a forum for developing expanded services.

The decisions made throughout this transition process will, to the extent possible, consider the potential of expansion of the network. The stakeholders involved in this transition recognize the value of developing a more comprehensive network over time. However, it is their clear vision of the future public transit system and commitment to this initial step that will position the system for the future.

APPENDIX A: FLEET ROSTER



The vehicle fleet is a mixed fleet of 35 buses that includes transit specific applications, body-on-chassis mini buses, and a large number of old school buses.

First Transit has done a good job in finding replacement buses, but the fleet, with the exception of the 6 International transit buses purchased in 2008, consists primarily of fully depreciated vehicles that are difficult and costly to maintain. At least 9 of the buses observed on site appeared to be lengthy OOS cases, proving a functional fleet of 26 buses.

The workhorses of the system are the school bus style vehicles. The pictures here illustrate the interior and exterior of these vehicles. Note the single narrow door and high step. This young skier uses his poles for an assist getting out of the bus.

The entryways vary in width, but most present challenges for skiers going in and out with equipment. Most have high steps.

The pictures on the next pages also illustrate the two basic seating configurations.





Fleet Number	Year	Make	Model	Mileage	Condition	ADA	Replacement Year
21	2008	International	RE 300 Transit	90816	TBD	NO	2020
22	2008	International	RE 300 Transit	57831	TBD	NO	2020
23	2008	International	RE 300 Transit	105801	TBD	NO	2020
24	2008	International	RE 300 Transit	85667	TBD	NO	2020
25	2008	International	RE 300 Transit	63521	TBD	NO	2020
26	2008	International	RE 300 Transit	55770	TBD	NO	2020
27	2007	Eldorado	Conversion	167517	TBD	YES	Now
28	2007	Eldorado	Conversion	143696	TBD	YES	Now
29	2007	Eldorado	Conversion	160699	TBD	YES	Now
40	1999	International	IC 3800 School	230704	TBD	NO	Now
41	1999	International	IC 3800 School	205374	TBD	NO	Now
42	1999	International	IC 3800 School	248685	TBD	NO	Now
43	2000	International	IC 3800 School	206045	TBD	NO	Now
44	2000	International	IC 3800 School	171177	TBD	NO	Now
45	2000	International	IC 3800 School	231685	TBD	NO	Now
46	1996	International	IC 3800 School	238092	TBD	NO	Now
47	1996	International	IC 3800 School	234479	TBD	NO	Now
48	2000	International	IC 3800 School	194733	TBD	NO	Now
49	1998	International	IC 3800 School	183622	TBD	NO	Now
60	1998	International	IC 3800 School	157906	TBD	NO	Now
61	1998	International	IC 3800 School	214330	TBD	NO	Now
62	1997	International	IC 3800 School	196220	TBD	NO	Now
63	1996	International	IC 3800 School	189937	TBD	NO	Now
82	2008	Chevrolet	Conversion	161583	TBD	YES	Now
83	2008	Chevrolet	Conversion	149897	TBD	YES	Now
84	2004	Ford	Conversion	147812	TBD	YES	Now
5232	1993	International	IC 3800 School	217315	TBD	NO	Now
5716	1995	International	IC 3800 School	251255	TBD	NO	Now
8899	1995	International	IC 3800 School	235885	TBD	NO	Now
8903	1995	International	IC 3800 School	265732	TBD	NO	Now
8904	1995	International	IC 3800 School	240482	TBD	NO	Now
8905	1995	International	IC 3800 School	241299	TBD	NO	Now
9139	1995	International	IC 3800 School	268301	TBD	NO	Now
BB	1991	International	IC 3800 School	168279	TBD	NO	Now

The average age of the fleet is 14.5 years. The newest buses are 7 years old while 8 are 20 or more years old. First Transit has done a good job in finding replacement buses, but the fleet, with the exception of the 6 International transit buses purchased in 2008, consists primarily of fully depreciated vehicles that are difficult and costly to maintain. At least 9 of the buses observed on site appeared to be lengthy out-of-service cases, proving a functional fleet of 26 buses.