

Implementation Options for FASTER Funding for a Local Transit Grant Program

Transit and Intermodal Committee Meeting, April 14, 2010

In March the Transit & Intermodal Committee seemed to favor awarding the FASTER local transit grant funds based on a regional allocation, as well as for using the upcoming STIP process as a means of programming the projects. This paper presents recommendations and options for implementing that regional allocation.

A. Local Match Requirement

1. FASTER funds could fund up to 80% of project costs
2. All awards would require a minimum “hard” local match of 20%
3. Funds could be used to match a federal grant, providing up to 80% of the required local match. The Local Agency would be required to sign a Maintenance of Effort agreement committing not to reduce its local contribution to the transit program as a result of receiving the matching funds.

B. Eligibility Criteria

1. Eligible Projects: Funding may be used for items defined as capital expenses by the FTA, with the exception of land purchases and office-related equipment. Operating, administrative and planning expenses are not eligible.
2. Minimum request: \$100,000. Exceptions could be granted for smaller, rural projects and smaller vehicles, at a minimum of \$25,000.
3. Eligible Applicants: Public and private nonprofit agencies that offer either public transportation **or** “open door” elderly and disabled transportation (specialized) services are eligible applicants. Public and private nonprofit agencies that limit service to a particular clientele or facility, as well as commercial intercity operators, are not eligible applicants but may apply **through** an eligible applicant.

C. Prioritization Criteria

It is recommended that the CDOT Regions, in working cooperatively with the TPRs, use the following criteria, in this priority order, in assessing and ranking proposed projects:

1. **Criticality:** What is the consequence if this project is not funded? Does it help achieve a specific objective in the RTP? How important is the project to the Region?
2. **Financial need:** Is other funding being leveraged, or is the project totally dependent on the FASTER funds? Have other sources been tried?

3. **Project impacts:** Would the project reduce traffic on the State system? Would the project improve service delivery? Would it increase ridership?
4. **Readiness:** Past experience of the applicant in spending grant funds and completing projects in a timely manner. In the case of projects proposing to use FASTER transit funds to match a federal grant, this criterion would include the likelihood of being awarded that federal grant (if it has not already been awarded). A staff review of costs to ensure they are appropriate.

D. Regional Distribution Formula

Funds would be distributed to the Regions using a mix of formulas, since no one formula will be viewed universally as fair. The three preferred formulas are:

1. HUTF distribution by Region
2. Population of the CDOT Region
3. Performance of public transportation systems in the CDOT Region, which would be made up of total ridership, vehicle miles, and vehicle hours

The estimated results of the above formulas are set forth below. Various weighting options were considered. Option C is recommended because it is fairly wide in its distribution and is within an acceptable range of the DRCOG and PPACG MOUs. The final column shows the distribution of funds if Option C was used. Note:

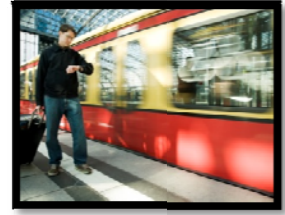
- RTD’s performance data has been divided among Regions 1, 4 and 6. The split is based on population because RTD does not track operating data by county.
- Set-asides would be made for the TMAs.

CDOT Region	HUTF Distribution	Popn. Distributn.	Perf. Distributn.	Option C 40/30/30	Funding by Option C
1	16.1%	8.49%	7%	11.09%	\$554,350
2	18.7%	18.09%	8%	15.31%	\$765,500
3	13.8%	8.15%	14%	12.17%	\$608,250
4	19.1%	17.87%	12%	16.60%	\$830,050
5	9.4%	3.83%	1%	5.21%	\$260,450
6	22.9%	43.56%	58%	39.63%	\$1,981,400
Total	100.00%	100.00%	100.00%	100.00%	\$5,000,000

E. Grant Process

1. Projects will be identified using the 4P and STIP development process. The STIP is being developed for 2012-2017, but the selection of transit projects will also include 2010 and 2011.
2. Transit operators would be informed by CDOT and CASTA of this funding opportunity and of the process. Transit operators would be advised of the upcoming 4P process and of the need to inform their appropriate county commissioners and TPR representatives of their of their eligible capital needs for 2010-2017.
3. In advance of this year's 4P meetings, a brief paper outlining this process will be provided to the CDOT Regions and transit operators. 4P participants would be informed of the addition of transit projects and the fact they may be getting phone calls from transit operators requesting capital projects. At the 4P meetings, the 4P local officials would be asked to indicate which transit projects are worthy of further consideration for the Region.
4. The CDOT Regions would inform the projects identified as worthy of further consideration to submit a brief, one-page project summary to both the CDOT Transit and Rail Division and their TPR. The summary would include a project description, cost, and indication of readiness. Eligibility would be verified by Division staff, who would submit the summaries and staff comments to the RTDs. Consistency with the RTP would be verified by the TPRs and submitted to the RTDs.
5. During the STIP development process, the CDOT Regions, in cooperation with the TPRs, would priority rank the transit projects and develop a STIP transit list for 2010-2017 within their regional allocation. They would be encouraged to concentrate on developing a list for the first four years (2010-2013) and, at their discretion, could place the funds for the remaining years' funds in a pool.
6. This process will be reviewed after the third year of funding.
7. The CDOT Regions would manage the contracts for the FASTER funds for those projects they would be overseeing through their Local Agency offices—primarily the construction-related projects. The Division of Transit and Rail would manage the projects related to the procurement of rolling stock and equipment, unless there were more compelling reasons for the Region to do so.

**Colorado Department of
Transportation
Division of Transit and Rail
Interim Advisory Committee**



Final Recommendations

April 2010

Summary

1) Introduction

Legislative directive, committee membership, and work timeline and process.

2) Initial Priorities

The committee identified “quick wins” that will establish an identity for the new division and build support for ongoing success. The Division of Transit and Rail should tackle these specific areas of action within the first 24 months. The initial orientation of the division should be toward providing support and resources to existing transit and freight services, as well as positioning Colorado to take advantage of new technologies and funding in the future.

3) Summary of Peer Exchange Recommendations

Professional peers from three other state Departments of Transportation provided recommendations for the initial work and focus of the division. Leadership for the new division is critical. A dynamic leader can build partnerships, leverage internal resources, and build political support.

Such a leader can: tackle a handful of quick-wins to build support and demonstrate effectiveness, focus on building a nimble, effective organization within the larger DOT structure, and build partnerships with stakeholders outside of the organization.

4) **Recommended Characteristics, Skills and Responsibilities of the CDOT Transit and Rail Division Director**

The Committee recommends that CDOT hire a director with exceptional leadership skills, the ability to build relationships inside and outside of the Department, and a person with a proven track record in entrepreneurial situations.

5) **Recommendations for Long-Term Transit and Rail Advisory Structure**

Pursuant to the Bill's mandate, the committee also recommends that CDOT appoint a long-term advisory committee whose structure, purpose and role will be to advise the Director in establishing the new Division within CDOT. The committee's initial role will be to focus on critical first steps and advocate on behalf of the Division with interested stakeholders.

6) **Appendices**

- A. Interim Advisory Committee Dates and Meeting Summaries
- B. Matrix of Current and Potential Transit and Rail roles for the New Division
- C. Initial Priorities by Mode

1) Introduction

Legislative directive, committee membership, and work timeline and process.

a) Legislative directive

Colorado Senate Bill 09-094, "Concerning the creation of a Transit and Rail Division within the Department of Transportation," (the Bill), directed the Executive Director of the Colorado Department of Transportation (CDOT) to "appoint a special interim transit and rail advisory committee to specifically advise the commission and the executive director regarding the initial focus of the transit and rail division... and to recommend a long-term advisory structure, including the advisory's structures purpose and role, in support of the transit and rail-related functions of the department."

b) Committee members

The Bill goes on to state, "The Special Interim Transit and Rail Advisory Committee shall include such representatives of industries and other groups interested in transit and rail issues and such other individuals as the executive director, in consultation with the commission, deems appropriate; except that the committee shall include, at a minimum, one or more:

- ♦ Representatives of transit operators;
- ♦ Representatives of Class I railroads
- ♦ Representatives of Short Line railroads
- ♦ Representatives of entities or interest groups involved in the promotion, planning or development of passenger rail systems."

Executive Director Russell George appointed the following individuals to the committee:

1. **Tom Allen**, Transit Director, South Central Council of Governments, Trinidad.
2. **Gary Beedy**, County Commissioner, Lincoln County.
3. **Harry Dale**, County Commissioner, Clear Creek County, Chairman, Rocky Mountain Rail Authority.
4. **Tom Fisher**, Regional Service Director, Mesa County Transportation, State Transportation Advisory Committee.
5. **Dick Hartman**, Director of Public Affairs, Union Pacific.
6. **Mike Ogborn**, Managing Director, OmniTRAX, Executive Committee Member, American Short Line and Regional Railroad Assn.
7. **Ruben Pena**, Director of Government Security Projects, Transportation Technology Center, Inc., Pueblo.
8. **Mark Radtke**, Legislative Liaison, Colorado Municipal League.

9. **Pete Rickershauser**, Vice President of Network Development, BNSF Railway Co.
10. **Sherre Ritenour**, Former General Manager, Mountain Metropolitan Transit, Colorado Springs.
11. **Vince Rogalski**, Chairperson of the Statewide Transportation Advisory Committee, Member, Gunnison Valley Regional Planning Commission.
12. **Marlys Sittner**, General Manager, TransFort/Dial-A-Ride, Fort Collins.
13. **Paul Smith** (Chairman), Citizen, retired Railroad industry.
14. **Bill Van Meter** (Chair), Acting Assistant General Manager, RTD-Denver Planning, FasTracks team.
15. **Elena Wilken** (Chair), Executive Director, Colorado Association of Transit Agencies.
16. **Stan Zemler**, Executive Board Member, I-70 Corridor Coalition.

c) Work Process

The advisory committee met once a month from September 2009 through March 2010. Meetings were open to the public. The committee made most decisions by consensus, with critical pieces of the work product approved by voice vote. Meeting dates and agendas are included in Appendix A.

2) Initial Priorities

The committee identified “quick wins” that will establish an identity for the new division and build support for ongoing success. The Division of Transit and Rail should tackle these specific areas of action within the first 24 months. The initial orientation of the division should be toward providing support and resources to existing transit and freight services, as well as positioning Colorado to take advantage of new technologies and funding in the future.

The committee examined current CDOT roles and identified potential activities for the new Division of Transit and Rail. The resulting matrix (See Appendix B) includes examples for each of the nine modes of transit and rail service and fourteen arenas of action. The committee identified areas of initial focus as shown in Table A.

The Bill states, “The authority given to the division of transit and rail shall not be construed to limit or otherwise affect the powers of any transit operator or other local governmental entity or to usurp or duplicate the existing regulatory authority over railroads of the Federal Railroad Administration, the Federal Surface Transportation Board, or the Public Utilities Commission.”

For the committee, the most compelling initial activities for the Division are as follows:

- ♦ Maintain current efforts and improve the administration of existing FTA grants for rural and specialized transit operations, including streamlining the contracting process, and using resources from other departments within CDOT to accomplish grant management goals.
- ♦ Create policy and priorities for the FASTER transit funding.
- ♦ Work with Regional Transportation Authorities and Transportation Planning Regions to develop and enhance local and regional transit services.
- ♦ Identify gaps in services and missing connections for both transit and freight systems.
- ♦ Create a balanced freight and passenger State Rail Plan using “Context Sensitive Solution” principles. (See Appendix C).
- ♦ Conduct feasibility studies of potential new transit and rail services.

- ♦ Initiate the next logical steps in the pursuit of high-speed rail, including taking the lead on feasibility, pre-NEPA, and NEPA studies for strategic corridors and working with regions to complete PEIS to include new technologies.
- ♦ Develop and advocate for reliable, flexible and sustainable state financing mechanism(s).
- ♦ Enhance integration of transit and rail (transit and freight) into the Statewide Transportation Plan.

Additional examples of suggested initial priorities can be found in Appendix C.

Table A: Summary of Prioritized Initial Focus Areas by Category

<i>Category</i>	<i>Planning</i>	<i>Provide Financial Support</i>	<i>Provide Tech support</i>	<i>Connectivity</i>	<i>Conduct special studies</i>	<i>Policy/Regulation</i>	<i>Communication and Promotion</i>
Rural Bus		●	●	●			
Specialized Bus	●	●			●		
Urbanized Bus				●			●
Inter-regional Bus	●	●			●		
Interstate/Intercity Bus	●	●	●				
Intercity Passenger Rail	●			●	●		
Strategic Transit/New Technologies	●	●				●	
Short Line/Class 1 Rail	●	●				●	

3) Summary of Peer Exchange Recommendations

Professional peers from three other state Departments of Transportation provided recommendations for the initial work and focus of the division. Leadership for the new division is critical. A dynamic leader can build partnerships, leverage internal resources, and build political support.

Such a leader can: tackle a handful of quick-wins to build support and demonstrate effectiveness, focus on building a nimble, effective organization within the larger DOT structure, and build partnerships with stakeholders outside of the organization.

In February, the FTA organized a Peer Exchange with the Colorado Department of Transportation and representatives from three other state DOT's – Washington, Pennsylvania, and Ohio. Each state provided a colleague from the rail and transit aspects of their organization. The FTA provided facilitation and documentation.

Following are the highlights from the two break-out sessions specific to transit and rail. Other recommendations from the peer exchange are incorporated elsewhere in the committee's recommendations. Full documentation will be available from the FTA shortly.

a) Bus Service Break-out Discussion Highlights

The peer exchange participants recommended that the new Division focus on supporting and enhancing local transit systems. Leadership is critical – a dynamic leader can build partnerships and leverage internal resources to assist transit agencies, and can insist that transit and highways “play together”. Other DOT's report that these internal and external relationships have allowed transit to go “head-to-head” with highways, and have resulted in transit being the preferred mode for specific corridors.

Strong partnerships can also help make the political case for additional funding for transit and advocate for flexibility with existing funding sources. Partnership efforts should include marketing efforts, planning, technical support, and coordination. Two of the three states interviewed operated intercity service.

b) Rail Break-out Discussion Highlights

To balance passenger and freight rail interests, the new Division must establish communication within the Division, with the larger Department and with stakeholders. The new Division should lead and manage discussions, planning efforts and funding opportunities for both passenger and freight rail. The Division will succeed if it can focus on identifying and meeting consumers' demands.

Good leadership is more important than Department structure. By using the skills and knowledge of both internal and external experts, the new Division will succeed in keeping total funding secured by the DOT as the goal instead of one division (or mode) competing with another division or mode. Planning should be integrated and coordinated within the Department, even if bureaus are separate.

Building Relationships

The rail industry is fragmented. The Division Director will have to use leadership, management skills and technical expertise to bring about a measure of cooperation and unity. The peer group recommended building solid relationships among all the players in the industry: Class I's, Short Lines and Amtrak. An initial investment in freight rail infrastructure will demonstrate to the freight rail partners how collaboration can improve their bottom lines.

Planning

While it is critical that the new Division has a vision, it will need to balance the excitement of the vision with an incremental approach to building toward the goals. Grab people's attention, but manage expectations through transparency, speed, flexibility, and teaming. A statewide rail plan can be a useful tool for educating, communicating and coordinating key interests and players. But it can also become a distraction from real work. The peer group recommended that any such plan is framework for policy, not a set-in-stone mandate.

Freight Policy

The new Division should develop and help the Department implement policies that support the movement of freight to rail.

Intercity Rail

Intercity rail is a long-term commitment. While coordinating efforts, managing stakeholder expectations, developing adequate funding and implementing strategic plans takes years of effort and focus, the battle is worth fighting.

4) Recommended Characteristics, Skills and Responsibilities of the CDOT Transit and Rail Division Director

The Committee recommends that CDOT hire a director with exceptional leadership skills, the ability to build relationships inside and outside of the Department, and a person with a proven track record in entrepreneurial situations.

a) Key Attributes of the Director

- ♦ Exceptional leadership skills
- ♦ Relationship Builder
- ♦ Politically savvy with the ability to navigate in the local, regional, state and federal arenas
- ♦ Facilitator/Problem Solver
- ♦ Proven Track Record
- ♦ Passion for the topic area
- ♦ Ability to identify and work toward strategic long-term goals
- ♦ Has knowledge of the business and speaks the language
- ♦ Experience in either transit or rail is desirable

b) Key Duties of the Director

1. Lead and manage the day-to-day the Division's programs, activities, budget and staff including compliance with state and federal law and regulations, and approval of procedures and processes necessary to implement the Division program.
2. Create a vision for the Division aligned with CDOT's mission and values in collaboration with the Transit and Rail Advisory committee and other internal and external stakeholders. Provide staff support to the Advisory Committee.
3. Develop a strategic implementation plan to carry out the vision that integrates and balances near term opportunities and responsibilities with

longer range strategic objectives consistent with the Statewide Transportation Plan.

4. Build partnerships and collaborative processes with external stakeholders to implement the Division's strategic direction. Negotiate mutually acceptable solutions; build consensus through stakeholder involvement. Facilitate resolution of complex issues related to CDOT transit and rail activities.
5. Participate as a full member and represent Division interests on CDOT's Executive Management Team. Report to the CDOT Executive Director.
6. Present reports and recommendations to the Transportation Commission related to CDOT Transit and Rail Division.
7. Develop the Division's budget and work program and develop and implement performance metrics to reflect its progress and effectiveness.
8. Manage CDOT administered grants and technical support programs consistent with Federal and state laws and regulations and Division goals and objectives.
9. Coordinate Division staff interaction with other CDOT Divisions and Regions to advocate and advance transit and rail issues throughout the Department, including transportation planning processes, corridor studies, and project level activities. Work across Departmental organization lines to access resources needed to implement Division programs.
10. Review and execute contracts at fiscal limit established for CDOT Division Director.
11. Represent CDOT Transit and Rail Division on related national and state organizations or committees.

5) Recommendations for Long-Term Transit and Rail Advisory Structure

Pursuant to the Bill's mandate, the committee also recommends that CDOT appoint a long-term advisory committee whose structure, purpose and role will be to advise the Director in establishing the new Division within CDOT. The committee's initial role will be to focus on critical first steps and advocate on behalf of the Division with interested stakeholders.

a) Recommendations on Committee Structure

1. The committee should consist of 11-15 members, with an odd number of members. The committee must be small enough to be nimble.
2. The committee membership should be geographically and stakeholder balanced with at least one representative from the following interest groups: urban and rural transit, passenger rail, freight rail (Class 1 and shortlines), municipalities, counties, and the Statewide Transportation Advisory Committee (STAC), including representation of Metropolitan Planning Organizations.
3. Use an application process to select members.
4. Select members who have a strategic focus, broad range of interests, and leadership ability.
5. Appoint initial members with staggered terms of 2 or 3 years. Manage committee turnover so that no more than 1/3 of the committee turns over in any one year.
6. Re-evaluate the committee's structure and purpose in 2-3 years.
7. Meet at least 6 times per year, more often initially. Call special meetings to address issues as they arise.
8. Empower the committee to authorize, lead or serve on ad-hoc committees or task forces for specific issues and projects, and to represent the committee on other transit and rail related committees (such as the State Rail Plan, the Connectivity Study and corridor studies).
9. The committee should select a Chair and vice-Chair.

b) Recommended Purpose and Roles

- ♦ Advise on vision for Division
- ♦ Advise on transit and rail policy issues
- ♦ Help to “promote” Division and be a positive voice for transit and rail
- ♦ Advise on use of transit and rail funds
- ♦ Serve as sounding board for and advice on stakeholder issues
- ♦ Advise Director on development of goals, program emphasis and early action items
- ♦ Work with STAC on planning related issues
- ♦ Participate on other CDOT committees related to transit and rail
- ♦ Outline an advisory structure for CDOT to provide input into initial responsibilities

6) Appendices

- A. Interim Advisory Committee Dates and Meeting Summaries
- B. Matrix of Current and Potential Transit and Rail roles for the New Division
- C. Initial Priorities by Mode

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Appendix A - Interim Advisory Committee Dates and Meeting Summaries

- ♦ September 17, 2009 – CDOT staff provided information on existing transit and rail at CDOT and in Colorado, discussed committee organization and process
- ♦ October 15, 2009 –Decided on committee roles and function
- ♦ November 19, 2009 – Elected of chair and vice-chair, reviewed matrix of current and potential roles, discussed peer exchange
- ♦ December 17, 2009 – Prioritized initial foci, discussed peer review goals
- ♦ January 21, 2010– Participated in Peer Exchange with Pennsylvania, Washington and Ohio Departments of Transportation
- ♦ February 18, 2010 – Developed recommendations for Division Director and ongoing advisory structure
- ♦ March 18, 2010– Finalized work product

Appendix B - Colorado Transit and Rail Analysis

	Local Service			Inter-Regional/Inter-City				Freight	
	Rural Bus Service	Specialized Bus Service	Urbanized Transit Service	Inter-Regional & Commuter Bus Service	Interstate/Inter-City Bus Service	Intercity Passenger Rail Service	Strategic Transit/New Technologies	Short Line Freight Rail	Class 1 Freight Rail
Potential CDOT Division of Transit and Rail Roles									
	Column A	Column B	Column C	Column D	Column E	Column F	Column F-1	Column G	Column H
1. Communication, Promotion: marketing, traveler info	Centralized web site to assist in trip planning among systems	"Kit" type communication resources for start ups and small agencies	Communicate?	Centralized web site to assist in trip planning among systems	Information to help promote ridership				
2. Establish performance measures: reporting, benchmarks, goals, including data collection	Establish a centralized clearing house for data collection	Resources on ADA standards	Track base performance measures- no extra burden; centralized data	Identify desired performance metrics by which projects can be evaluated	Identify desired performance metrics by which projects can be evaluated	Identify desired performance metrics by which projects can be evaluated	Identify desired performance metrics by which projects can be evaluated	Track economic trends- light density lines	
3. Provide tech support: contracts, procurement, engineering, operations	Share best practices; training; facilitate development of new service in regions without transit; cost-benefit analysis	Foster and support ADA rider assessment centers/providers; standards for low-floor easy access equipment					Study technologies and alignments necessary for high speed intercity passenger transit.	Provide technical support as requested- ombudsman / clearinghouse for permitting	Ombudsman / clearinghouse for permitting; grade crossing issues, Section 130 prioritization
4. Plan: strategic transit/rail plan, statewide needs assessment, identify service gaps	Identify gaps in services and missing connections	Identify gaps in services and missing connections; strategic analysis of growing numbers of seniors and their transportation needs; identify "Peak Oil" and emerging climate change issues, regulations and needed responses.	Identify potential transfer opportunity to inter-regional or inter-city services	Identify inter-regional needs and opportunities; cost benefit analysis	Identify Interstate and inter-city needs and opportunities; work with private providers and other states	State Rail Plan; study route feasibility and cost benefit; identify feeder bus needs	Take the lead on feasibility, pre-NEPA, and NEPA studies for strategic corridors. Work with regions to complete PEIS to include new technologies.	State Rail Plan; goods movement; support freight planning; identify needed facilities	State Rail Plan; goods movement; support freight planning; identify needed facilities

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Potential CDOT Division of Transit and Rail Roles									
	Column A	Column B	Column C	Column D	Column E	Column F	Column F-1	Column G	Column H
5. Conduct special studies: gap analysis, feasibility, corridor project, HSR, technology, freight rail relocation	Facilitate connectivity studies, data collection	Foster and assist voluntary operations, non-profits, and other lost cost providers; existing and startups	Facilitate connectivity studies, data collection	Feasibility studies for new service including route, station location, ridership, and cost-benefit	Feasibility studies for new service including route, station location, ridership, and cost benefit; land use and transportation	Feasibility studies for new service including route, station location, ridership, and cost benefit; land use and transportation	Participate with DRCOG in the Western States High Speed Rail Alliance Study; participate with New Mexico and Texas on the Denver/Albuquerque/El Paso multi-state HSR study	-To the extent passenger rail service is proposed on short line operations, undertake studies regarding potential relocation, funding for the same, impacts on freight operations, cost-benefits in balance with freight operations and developments	Passenger rail; study for potential rail relocation, impacts, cost-benefit in balance with freight rail operations and development; support public-private partnerships
6. Provide financial support to Local entities: grants	Operating and Capital Grants to rural and resort rural operators. Develop state financing mechanisms.	Operating and Capital Grants to specialized service providers and mobility coordinating councils; establishment of "fiscal agents" to assist smaller organizations.	Develop state financing mechanisms	Bus purchases; pursue grant application opportunities and explore public / private partnerships. Develop state financing mechanism.	Pursue grant application opportunities and explore public / private partnerships. Develop state financing mechanism.	Pursue grant application opportunities and explore public / private partnerships. Develop state financing mechanism.	Develop state financing mechanism.	Support for infrastructure rehabilitation / improvements, including funding for the same; manage public processes for PPP projects	Identify and manage public funding processes for PPP projects
7. Participate in major projects: subject matter experts, project team member		Connect affordable / accessible housing with transit oriented development projects	Cooperation with large projects: Fastracks, bus rapid transit, multimodal corridor studies		Integration of proposed projects and existing services	Integration of regional and local service	Tier 2 AGS Study, I-70	Facilitate with state and local agencies; facilitation of permitting and regulatory processes	Facilitate with state and local agencies; facilitation of permitting and regulatory processes

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Potential CDOT Division of Transit and Rail Roles									
	Column A	Column B	Column C	Column D	Column E	Column F	Column F-1	Column G	Column H
8. Facilitate connectivity: coordination of services, transfer centers	Coordinate interface between systems and identify need for transfer facilities; regional connections	Facilitate coordination among providers; fund common call centers, 211 referral programs, etc.	Work with RTAs on Service and policy issues	Identify need for transfer facilities and coordination between services		Identify connections with Amtrak	Tie together regional and local in coherent way.		
9. Implement transit and rail service: apply for funds, ROW preservation, design, build, operate, maintain, finance	Implement intermodal facilities; funding leadership		Provide inter-city bus service	Provide inter-city bus service		ROW preservation; implement major corridor service	Submit applications to the DOT for HSR projects.	Implement intermodal facilities; funding leadership	ROW preservation; Implement intermodal facilities; funding leadership
10. Oversight									
11. Policy / Regulation: Inform and shape State and Federal transit and rail policy							Seek a major change in Federal HSR policy that takes true HSR away from the FRA. Advocate for a new Division of the USDOT for true high speed passenger rail. Develop a corresponding vision and implementation plan.	Coordinate / facilitate State and local policies and regulations to support DOT goals. Policy advisor to any efforts to add or change regulations to freight rail operators.	Coordinate / facilitate State and local policies and regulations to support DOT goals. Policy advisor to any efforts to add or change regulations to freight rail operators.
12. Connectivity and Integration	Work with RTAs on Service and policy issues	Work with RTAs on Service and policy issues	Work with RTAs on Service and policy issues	Work with RTAs on service and policy issues	Work with RTAs on service and policy issues	Work with RTAs on service and policy issues	Tie existing transit systems together coherently. Implement inter-regional rail. Develop a statewide transit and passenger rail plan integrated with the statewide transportation plan.	<i>Combine with #8</i>	<i>Combine with #8</i>
13. Ombudsman								Identify capacity & service issues	Identify capacity & service issues

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Potential CDOT Division of Transit and Rail Roles									
	Column A	Column B	Column C	Column D	Column E	Column F	Column F-1	Column G	Column H
14. Safety and Security							Bring rail safety people from other parts of CDOT to reside in Division		

Appendix C – Initial priorities by Mode

The interim advisory committee recommends that the Division of Transit and Rail tackle the following areas of action in the first 24 months. Specifically the committee has highlighted areas with some “quick wins” that will build support for ongoing success.

Rural Transit

- a. *Funding*
 - Operating and Capital Grants to rural and resort rural operators.
 - Partner with stakeholders to develop stable and sustainable funding mechanisms.
- b. *Technical Support*
 - Develop and share best practices amongst transit agencies
 - Provide training
 - Facilitate development of new service in regions without transit
 - Conduct cost-benefit analyses regarding transit investment in rural communities
- c. *Connectivity*
 - Work with RTAs on Service and policy issues

Specialized Transit

- a. *Funding*
 - Provide operating and capital grants to specialized service providers and mobility coordinating councils
 - Establish "fiscal agents" to assist smaller organizations.
- b. *Planning*
 - Identify gaps in services and missing connections
 - Conduct strategic analysis of growing numbers of seniors and their transportation needs
 - Identify "Peak Oil" and emerging climate change issues and develop regulations and needed responses.
- c. *Studies*
 - Foster and assist voluntary operations, non-profits, and other lost cost providers; existing and startups

Urban Transit

- a. *Connectivity/integration*
 - Work with RTAs on service and policy issues
- b. *Facilitate Connectivity*
- c. *Communication/Promotion*

Short Line and Class 1 Freight Rail

- a. *Planning*
 - Create the State Rail Plan
 - Include the consideration of goods movement in planning
 - Support freight planning
 - Identify needed facilities
- b. *Policy and Regulation*
 - Coordinate / facilitate State and local policies and regulations to support DOT goals.
 - Act as policy advisor to any efforts to add or change regulations to freight rail operators.
- c. *Financial support to local entities*
 - Support for infrastructure to allow for heavier loads rehabilitation / improvements, including funding for the same
 - Identify and manage public funding processes for PPP projects

Intercity and commuter bus service

- a. *Conduct special studies*
 - Conduct feasibility studies for new service including route, station location, ridership, and cost benefit
 - Study the connections between land use and transportation
- b. *Planning*
 - Identify Interstate and inter-city needs and opportunities
 - Work with private providers and other states
- c. *Financial support to local entities*
 - Pursue grant application opportunities and explore public / private partnerships.
 - Develop state financing mechanism.

Interregional Bus Service

- a. *Planning*
 - Identify inter-regional needs and opportunities; cost benefit analysis
- b. *Funding*
 - Facilitate bus purchases
 - Pursue grant application opportunities and explore public / private partnerships.
 - Develop state financing mechanism.
- c. *Technical Support*
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Passenger Rail

- a. *Planning*
 - Conduct the State Rail Plan using the CSS process and including geographical and issue stakeholders
 - Study route feasibility and cost benefit
 - Identify feeder bus needs
- b. *Funding*
 - Conduct feasibility studies for new service including route, station location, ridership, and cost benefit
 - Study the connections between land use and transportation
- c. *Connectivity*
 - Work with RTAs on service and policy issues

Strategic Transit Projects

- a. *Planning*
 - Take the lead on feasibility, pre-NEPA, and NEPA studies for strategic corridors.
 - Work with regions to complete PEIS to include new technologies.
- b. *Funding*
 - Develop state financing mechanism.
- c. *Policy and Regulation*
 - Pursue and achieve major changes in Federal HSR policy that takes true HSR away from the FRA.
 - Advocate for a new Division of the USDOT for true high speed passenger rail.
 - Develop a corresponding vision and implementation plan.